REPORT OF CUSTOMER SATISFACTION SURVEY FOR THE PERIOD 1ST JULY 2024 - 30TH JUNE 2025

EXTERNAL CUSTOMERS SURVEY REPORT

FINAL REPORT

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TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

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EXECUTIVE SUMMARY

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.

CA customers are both internal and external. Internal customers are the employees of CA while external customers are: Licensees, Suppliers, Consumers dealing directly with CA regarding complaints and enquiries, Partners & Affiliates. In this regard, the Authority carried out an external customer satisfaction survey for FY 2024/2025 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 were aimed at informing CA of service delivery gaps, key success areas and recommendations that will aid in not only improving the external customer satisfaction levels but generally service delivery.

Objectives

The survey sought to determine the overall customer satisfaction level based on the Authority's customer categories: Licensees, Suppliers, Consumers, Partners & Affiliates as well as Internal Customers (Staff). Additionally, the survey sought to evaluate the E-commerce landscape as well as determine Quality of Experience from Airtel Networks Kenya Limited, Jamii Telecom Limited, Safaricom PLC and Telkom Kenya Limited

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 quantitative data. 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, Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs).

Data collation, cleaning and analysis

Primary Collation of data involved construction of ordered systems of data from single or multiple sources (desk review, questionnaires and KIIs) from the respondents. The table below provides a summary of the samples achieved for all customer categories:

Table 1: Summary of the samples achieved for all customers categories

Respondents	Target	Achieved	Percentage (Achieved/Target)
Telecommunications	687	560	81.5%
Postal and courier	182	168	92.3%
Broadcasting	200	186	93.0%
Frequency	256	247	96.4%
Suppliers	254	123	
Consumers dealing directly with Authority regarding complaints and enquiries	203	150	73.9%
Partners and Affiliates	11	6	54.5%
Quality of Experience	2400	1445	60.2%
E-commerce	2400	1292	53.8%

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 analysed using STATA and Microsoft Excell platforms. Kobo Tool box excel form was exported to STATA for tabulation. Descriptive statistics was used to summarize the key outcomes in terms of frequency tables, pie charts and bar graphs. The Don't know responses were treated as outbound and did not inform the final result. The scoring guide of the satisfaction levels were: Excellent 90% - 100%, Very Good 80% - 89%, Good 70% - 79%, Moderate 60% - 69%, Fair 50% - 59%, Poor 40% - 49% and Very Poor 0% - 39%

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Results

The overall Customer Satisfaction Index (CSI) improved from 71.3% in FY 2023/2024 to 73.8% in FY 2024/2025, a net gain of +2.5 points, driven largely by significant increases among suppliers (+12.8) and consumers engaging directly with the authority (+14.2), reflecting stronger external stakeholder engagement and improved responsiveness to complaints and enquiries. While partners and affiliates remained stable at around 80% and internal customers dipped slightly (-0.9), the most concerning decline was among licensees (-2.7), suggesting challenges in regulatory support and service delivery to licensed entities. Table 2 below further illustrates the results.

Table 2: Overall customer satisfaction index

Segment	Weighting factor	Weights	Percentage	2021/2022 Index	2022/2023 Index	2023/2024 Index	2024/2025	Variance from FY 2023/2024
Licensees	0.55*71.1 %	0.39105	39.1%	78.9%	80.6%	73.8%	**71.1%**	-2.7%
Suppliers	0.20*80.0 %	0.16	16.0%	80.5%	81.7%	67.2%	**80.0%**	+12.8%
Consumers dealing directly with authority regarding complaints and enquiries	0.10*68.2 %	0.0682	6.8%	70.2%	79.9%	54.0%	**68.2%**	+14.2%
Partners and Affiliates	0.05*80.7 %	0.04035	4.0%	73.9%	79.4%	79.8%	**80.7%**	+0.9%
Internal customers	0.1*78.1%	0.0781	7.8%	73.9%	78.8%	79.0%	**78.1%**	-0.9%
Overall CSI		0.7377	73.8%	78.2%	80.1%	71.3%	**73.8%**	+2.5%

Gaps, Challenges and Areas of Concern

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

Licensees

a) Service delivery is rated positively at 80.5%, however there are concerns of slow response times, unanswered calls/emails, and delays in license processing persist.
b) CA's core values are rated at 77.5%, however there are concerns about perceived political influence and uneven enforcement..
c) Corporate image scored a satisfaction of 79.2%, however there are concerns about visibility and CSR engagement in rural areas are limited.Customer expectations are met at 75.2%, but outdated systems, limited responsiveness, and inadequate public engagement were reported by some respondents..
d) Effectiveness of the external customer service charter is rated at 72.1%, though awareness remains low at 42.9%.
e) Approval timelines satisfaction is at 68.9%, but delays continue to affect efficiency.
f) Complaints handling scores 64.0% with resolution at 69.5%, yet dispute resolution remains very low at 13.3%, with issues of favoritism, bureaucracy, and delays noted..
g) Very low satisfaction (29.7%) with pricing of CA services due to high costs of broadcasting, frequency usage, and licenses.

Suppliers

a) The CA customer service charter demonstrates high effectiveness (80.8%) and strong staff commitment (80.8%), yet overall awareness remains relatively low at 63.4%
b) Procurement process satisfaction is relatively low (65.7%), with gaps including unequal distribution of work among prequalified service providers, slow responses to queries, delays in uploading tender documents, lack of feedback on certain tenders, perceived influence in tendering processes, poor communication on delayed payments, and delays in issuing LSOs.

Consumers dealing directly with the Authority regarding complaints and enquiries

a) Effectiveness of communication channels rated at 71.9%, but delays in email responses and lack of follow-up to complaints persist.
b) Satisfaction with responses received from CA is low at 60.8%, with delayed responses and frustration among customers who feel ignored or inadequately handled.
c) Satisfaction with services received from departments is relatively high at 81.6%, but delays, lack of follow-up, and unresolved complaints remain areas of concern.
d) Satisfaction with CA discharging its mandate is moderate at 70.4%, with concern of slow response times, poor communication on complaints, and enforcement gaps in consumer protection and fair competition.
e) Satisfaction with CA information handling and communication is 69.3%, but delays, unresolved issues, and perceived lack of responsiveness and agility undermine confidence.
f) Awareness of the customer service charter is low (68.0% unaware), with only 66.2% satisfaction on customer rights and just 33.3% satisfaction with resolution of complaints within 30 days; unresolved issues, lack of timely responses, and perceived deflection of complaints are major concerns.

Partners and Affiliates

a) The customer service charter demonstrates strong effectiveness (80.0%), yet awareness remains very low at 33.3%.Dissemination of information is moderate (73.3%), with gaps in accessibility..
b) Staff knowledge and competence scored 73.3%, with concerns of some staff unaware of functions of other departments, limiting cross-functional efficiency.
c) Record keeping scored 73.3%, highlighting the need for more standardized and streamlined processes.

Recommendations

In order to address the above gaps, challenges and areas of concerns the following are the recommendatuons arising from the findings:

Licensees

a) Adhere to the customer service charter to address slow response times, unanswered calls/emails, and delays in license processing.
b) Enhance strong adherence to CA's core values across all operations.
c) Expand CSR activities to rural areas and beyond strengthen CA's corporate image and visibility..
d) Modernize systems and automate licensing processes to improve responsiveness, efficiency, and meet customer expectations.
e) Raise awareness of the customer service charter by diversifying communication channels and strengthening digital presence.
f) Reduce approval times and adhere to timelines in the service charter to improve satisfaction with granting approvals.
g) Standardize complaint handling and improve response times, while ensuring consistency, fairness, and faster resolution of disputes and frequency interference cases.
h) Streamline information and communication processes to make interactions with CA more efficient and user-friendly.
i) Simplify quarterly reports by providing digestible versions with key highlights for easier stakeholder use.
j) Educate customers on their rights through seminars, conferences, and digital platforms, ensuring rights are well understood and upheld.
k) Review and adjust pricing of CA services, especially for broadcasting, frequency usage, and licenses, by engaging stakeholders to ensure fairness and transparency.

Suppliers

a) Create more awareness of the customer service charter among suppliers and stakeholders.
b) Ensure adherence to the customer service charter to maintain effectiveness and staff commitment.
c) Conduct a comprehensive branding survey and implement its recommendations to strengthen CA's corporate image.
d) Adhere strictly to procurement guidelines to ensure fairness and transparency.
e) Enhance responsiveness, timely communication, and equitable distribution of procurement opportunities.
f) Provide prompt feedback on tenders and ensure timely uploading of tender documents.
g) Communicate clearly on delayed payments and streamline issuance of LSOs.

Customers dealing directly with Authority regarding complaints and enquiries

a) Improve responsiveness and consistency across all communication channels, with particular focus on timely e-mail replies and follow-up to complaints.
b) Strengthen complaints resolution processes to ensure complaints are handled effectively, promptly, and without deflection.
c) Streamline information handling and communication, ensuring clarity, agility, and effective resolution of customer issues.

d) Raise awareness of the customer service charter and educate customers on their rights,.

Partners and Affiliates

a) Raise awareness of the customer service charter and ensure strict adherence to its promises.
b) Conduct a comprehensive branding survey and implement the recommendations.
c) Enhance accessibility of information by diversifying communication channels and ensuring timely dissemination to partners and affiliates.
d) Promote cross-departmental knowledge sharing to strengthen staff competence and awareness of functions across the Authority.
e) Mainstream record-keeping processes to ensure consistency, accuracy, and efficiency in documentation and stakeholder engagements.

Summary of Quality of Experience Statistics

The survey highlights significant variations in customer experience across Kenya's major mobile service providers—Safaricom, Airtel, Telkom Kenya, and Jamii—covering network reliability, broadband quality, billing, complaints handling, and customer care. Network issues remain the most pressing challenge, with Airtel leading in affordability (47.1%) but facing the highest complaints on coverage (64.8%) and call drops (39.2%), while Safaricom, though more expensive, records fewer coverage complaints (25.7%) and stronger stability. Broadband performance is uneven: Safaricom and Airtel deliver relatively stronger experiences (satisfaction scores around 64%), Telkom sits mid-range, and Jamii trails at 59.5%, with congestion and poor service responsiveness undermining trust. Billing accuracy is generally high across providers (over 95% for Airtel, Jamii, and Telkom), though Safaricom lags in perceived transparency (77–80%). Complaints handling shows Safaricom as the benchmark (78.9% awareness, 80.6% ease of access), while Jamii records systemic weaknesses (mean score 60.6%). Customer care satisfaction is strongest for Safaricom (70.6%) and Airtel (69.8%), with Telkom excelling in accessibility but lower overall (63.5%), and Jamii lowest (62.2%). Overall satisfaction places Safaricom ahead (70.0%), Airtel (68.4%) and Telkom (60.0%) and Jamii lowest (58.8%).

Recommendations to enhance quality of experience include:

a) Strengthen network reliability to reduce coverage gaps, call drops, and broadband congestion.
b) Enhance customer service responsiveness by improving complaints handling, staff capacity, and accessibility.
c) Improve billing transparency and clarity to sustain consumer trust across all providers.
d) Reduce unsolicited SMS and service disruptions to improve customer confidence and satisfaction.
e) Convert neutral customers into satisfied ones through targeted promotions, improved reliability, and better communication.

Summary of E-commerce

The survey findings established that only 29.1% of respondents engaged compared to 70.9% not involved. Those who are active demonstrate diverse behaviors—41.4% transact in both goods and services, 62.8% engage in both buying and selling, and 71.3% access platforms via mobile phones, underscoring a mobile-first ecosystem. Payments are dominated by mobile money (65.7%), while delivery relies on courier services (42.5%) and collection points (28.7%). Despite this growth, challenges such as high delivery costs (43.6%), fraud/scams (41.7%), and poor internet connectivity (35%) remain significant barriers. On the regulatory side, awareness of digital laws averages 57.1%, with the Data Protection Act (60.5%) and Central Bank of Kenya Act (58.6%) best recognized, while institutional familiarity averages 59.8%, led by the Kenya Bureau of Standards (64.9%) and Central Bank (63.5%). However, reporting mechanisms show uneven visibility, with the Communications Authority (54.2% online, 51.7% telephone) and Ombudsman (50.2% online, 50.2% telephone) better known than KECOPAC (below 40%).

The recommendations include:

a) Reduction of delivery costs to make e-commerce more affordable and accessible for a wider consumer base.
b) Enhancing payment reliability to minimize transaction failures and build trust in digital platforms.
c) Improving product information accuracy to reduce misrepresentation and strengthen consumer confidence.
d) Intensify sensitization campaigns to raise awareness of consumer rights and reporting mechanisms, with special focus on less visible institutions like KECOPAC.
e) Strengthening digital literacy to empower consumers with the skills needed for safe and effective online participation.
f) Increasing transparency in billing and pricing to ensure clarity and fairness in charges.
g) Strengthen fraud prevention frameworks to safeguard consumers against scams and fraudulent practices.
h) Leverage Kenya's strong mobile-money culture and mobile-first access to accelerate inclusive growth and expand participation in the E-commerce sector.

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, Frequency and Numbering, USF and Consumer Protection), 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).
b) Nairobi – Nairobi Regional Office (NRB). which covers, Kiambu, Machakos, Kajiado, Makueni, Nakuru, Narok 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 and Samburu.
d) Kisumu - Nyanza Regional Office (NRO) which covers Kisumu, Siaya, Homa-Bay, Migori, Kisii, Nyamira, Kericho and Bomet.
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 in 2024/2025 include: 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 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) 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 Communications 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: Licensee, Suppliers, Partners & Affiliates and Consumers dealing directly with CA regarding complaints and enquiries as well as those dealing with licensees

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 FY 2024/2025. 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's customer categories: Licensees, Suppliers, Consumers dealing directly with the Authority regarding complaints and enquiries as well as Partners & Affiliates. Additionally, the survey sought to evaluate the E-commerce landscape as well as determine Quality of Experience from Airtel Networks Kenya Limited, Jamii Telecom Limited, Safaricom PLC and Telkom Kenya Limited.

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) Distance to service delivery points,
   ii) Time taken to access the services,
   iii) Quality of services offered,
   iv) Cost of accessing CA service delivery points,
   v) Cost of CA services,
   vi) Information on the service/product,
   vii) Adherence to commitments set in the service charter,
   viii) Competence of its workforce,
   ix) Physical attributes,
   x) Accessibility of CA services through telephone, information dissemination and physical address,
   xi) Responsiveness to customer feedback, and any other attribute.

b) To determine satisfaction with adherence to the commitments set out in the external service charter.
c) To determine the satisfaction level with respect to CA complaint management system.
d) To determine the effectiveness of customer feedback mechanisms.
e) To determine the adequacy, relevance and access to information provided by CA through website, telephone and e-mails.
f) To determine the level of consideration for PWDs, minorities and marginalized groups in terms of access to quality services.
g) To identify challenges faced by citizens in accessing services from service providers.
h) To gather feedback on responsiveness, transparency, and accountability in service delivery.
i) To determine specific satisfaction level for each of the four categorizations of CA external customers.
j) To establish baseline metrics for monitoring service delivery improvements over time.
k) To determine an overall rating of CA external customers.
l) To identify specific service delivery gaps and provide suitable recommendations.
m) To determine the overall Customer satisfaction index (CSI).
n) To determine the Quality of Experience from Airtel, Jamii, Safaricom and Telkom Kenya mobile service providers.
o) To determine the percentage of Kenya's population that is currently accessing ecommerce market platforms
p) To determine the percentage of Kenyan ecommerce consumers who are aware of digital laws, consumer rights and consumer protection provisions under existing legislations.

2.4 Research questions

The research questions addressed by this survey included:

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,
vii) 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?
i) What is the Quality of Experience (QoE) from Airtel, Jamii, Safaricom, and Telkom Kenya mobile service providers?
j) What percentage of Kenya's population currently accesses E-commerce market platforms?
k) What proportion of Kenyan E-commerce consumers are aware of digital laws, consumer rights, and consumer protection provisions under existing legislation?

The questions were aimed at determining the overall Customer Satisfaction Index (CSI). However, QoE and E-commerce did not form part of the CSI index.

2.5 Significance

Measurements of external customer satisfaction provide information on areas of concern, recommendations 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 methods were used to provide empirical data. 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 methods were 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) and open-ended questions from the questionnaires. Verbatims also formed part of the discussion to further support the findings.

3.2 Sampling

3.2.1 Sampling of External customer Satisfaction respondents

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 Consumers 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 3 to Table 6 show the sample selection for Licensees, Suppliers, Consumers dealing directly with 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 3: Targeted andSampled Licensees

Sub-divisions	Target Population	Sample Size	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)	1336	240	3
Telecommunication Terminal Equipment Contractors (TEC)	1194	234	3
Telecommunication Technical Personnel (ULF TP)	794	213	3
POSTAL/COURIER			
Public postal operator licensee	1	1	1
National courier service providers	251	135	3
International courier service providers	55	46	2
BROADCASTERS			
Broadcasting services providers	630	200	1
FREQUENCY LICENSEES			
FSM licensees	2073	256	3

Table 4: Targeted and Sampled Suppliers

Respondent	Target Population	Sample Size	Number of KIIs
Suppliers	1963	254	3

Table 5: Targeted andSampled Consumers dealing directly with authority regarding complaints and enquiries

Respondent	Target Population	Sample Size	Number of KIIs
Consumers dealing directly with the Authority regarding complaints and enquiries			
Complaints/Enquiries	666	203	3

Table 6: Targeted and Sampled general partners and affiliates

Respondent	Target Population	Sample Size	Number of KIIs
General partners and affiliates			
Regional agencies/International Agencies	11	11	1

3.2.2 Sampling of respondents for QoE with mobile service providers, and Ecommerce

Sampling was done by apportioning 2400 respondents using the county proportions of the general population as per the 2019 census. Purposive sampling ensured that Persons With Disabilities (PWDs), minorities and marginalized groups formed part of the sample.. The distribution of the sample is tabulated in table 7 below:

Table 7: Kenya population-sampled respondents

County	Kenya Population	Proportions	Sampled respondents
Baringo	666763	0.014018135	34
Bomet	875689	0.01841063	44
Bungoma	1670570	0.035122338	84
Busia	893681	0.018788896	45
Elgeyo-Marakwet	454480	0.009555062	23
Embu	608599	0.012795285	31
Garissa	841353	0.017688744	42
Homa Bay	1131950	0.023798303	57
Isiolo	268002	0.005634518	14
Kajiado	1117840	0.023501652	56
Kakamega	1867579	0.039264288	94
Kericho	901777	0.018959108	46
Kiambu	2417735	0.050830858	122
Kilifi	1453787	0.030564657	73
Kirinyaga	610411	0.012833381	31
Kisii	1266860	0.026634673	64
Kisumu	1155574	0.024294978	58
Kitui	1136187	0.023887382	57
Kwale	866820	0.018224166	44
Laikipia	518580	0.010902711	26
Lamu	143920	0.003025798	7
Machakos	1421932	0.029894932	72
Makueni	987653	0.020764579	50
Mandera	867457	0.018237559	44
Marsabit	459785	0.009666595	23
Meru	1545714	0.032497345	78
Migori	1116436	0.023472134	56
Mombasa	1208333	0.025404192	61
Murang'a	1056640	0.022214973	53
Nairobi	4397073	0.092444786	222
Nakuru	2162202	0.04545849	109
Nandi	885711	0.018621334	45
Narok	1157873	0.024343312	58
Nyamira	605576	0.012731729	31
Nyandarua	638289	0.013419493	32

County	Kenya Population	Proportions	Sampled respondents
Nyeri	759164	0.015960789	38
Samburu	310327	0.006524366	16
Siaya	993183	0.020880843	50
Taita Taveta	340671	0.007162323	17
Tana River	315943	0.006642438	16
Tharaka-Nithi	393177	0.008266218	20
Trans Nzoia	990341	0.020821092	50
Turkana	926976	0.019488896	47
Uasin Gishu	1163186	0.024455014	59
Vihiga	590013	0.01240453	30
Wajir	781263	0.016425402	39
West Pokot	621241	0.013061073	31
Total	47564316	1	2400

Additionally, a total of ten FGDs were conducted from the five major towns of CA. These respondents were selected randomly and the snow balling approach used to form the focus group. The description of the participants was as follows:

Table 8: Description of the FGD participants

Department	Number of FGDs	Description
Nairobi	2	4 male, 4 female, mixed age-groups
Mombasa	2	4 male, 4 female, mixed age-groups
Meru	2	4 male, 4 female, mixed age-groups
Nakuru	2	4 male, 4 female, mixed age-groups
Kisumu	2	4 male, 4 female, mixed age-groups
Eldoret	2	4 male, 4 female, mixed age-groups

3.3 Data collection

Secondary data collection was achieved through systematic desk review from data sources such as: a) CA Strategic Plan 2023-2027; b) External Customer Service Charter; and c) Previous survey reports on customer satisfaction. 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). The survey primarily employed CAPI and CAWI. However, CATI were conducted upon respondent request or in response to unforeseen circumstances. In addition, the research assistants will have a backup hard copy questionnaire.

Data collection through CAPI and CATI were conducted by trained research assistants. The research assistants were supervised by region research assistant (RRA) who reported to the lead consultant. Each major town was allocated a regional research assistant i.e.

a) Nairobi region RRA
b) Nakuru region RRA
c) Eldoret region RRA
d) Meru region RRA
e) Mombasa region RRA

These research assistants were selected based the following criteria: a) Ongoing undergraduate students, b) fluency in both English and Kiswahili languages. The recruits were trained after recruitment so that they can articulate the objectives of the surveys.

A blended approach of both online and physical data collection, facilitated by social experts, was be used to collect data from FGDs and KIIs.

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) CA customer expectations
f) Awareness of CA's external service charter
g) Satisfaction with granting of approvals
h) Satisfaction with complaints handling mechanisms
i) Satisfaction with dispute resolution.
j) Satisfaction with handling information and communication
k) Satisfaction rating with quarterly reports.
l) Satisfaction rating of CA commitment to the customer
m) Satisfaction rating of customer rights
n) Satisfaction with pricing of CA services
o) CA culture, efficiency and effectiveness
p) Rating of overall satisfaction with CA in regulating ICT in Kenya
q) Overall performance and Satisfaction

3.3.1.2 Suppliers

a) Awareness of CA customer service charter
b) Commitment of CA staff to the service charter
c) CA corporate image
d) CA procurement process
e) Response to queries regarding tenders

f) Accessibility
g) CA culture, efficiency and effectiveness
h) Rating of overall satisfaction with CA services

3.3.1.3 Consumers dealing directly with Authority regarding complaints and enquiries

a) Effectiveness of communication channels used to obtain service/information
b) Satisfaction with responses received from CA
c) Satisfaction with services received from the departments
d) Satisfaction with CA discharging its mandate
e) Satisfaction with CA information handling and communication
f) Awareness of CA customer service charter
g) CA commitments
h) CA customer rights
i) CA corporate image and reputation
j) Awareness of the email address chukuahatua@ca.go.ke
k) Satisfaction with resolution of complaints
l) CA culture, efficiency and effectiveness
m) 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) Record keeping
j) Accessibility
k) Complaint handling mechanism
n) CA culture, efficiency and effectiveness
l) 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 analysed using STATA and Microsoft Excell platforms. KoboToolbox excel form was exported to STATA for tabulation. Descriptive statistics was used to summarize the key outcomes in terms of frequency tables, pie charts and bar graphs. The Don't know responses were treated as outbound and did not inform the final result. The scoring guide of the satisfaction levels were: Excellent 90% - 100%, Very Good 80% - 89%, Good 70% - 79%, Moderate 60% - 69%, Fair 50% - 59%, Poor 40% - 49% and Very Poor 0% - 39%

The table below provides sample data for analysis using the 5- point Likert scale questions;

Table 9: Sample data

Indicator	1-Very Dissatisfied	2-Dissatisfied	3-Neither Satisfied nor Dissatisfied	4-Satisfied	5-Very Satisfied	Mean
Integrity	2.2%	19.2%	21.4%	29.9%	27.2%	72.1%
Innovative	2.7%	10.3%	25.9%	39.3%	21.9%	73.5%
Accountable	0.9%	9.8%	38.0%	22.3%	29.0%	73.7%
Customer focus	2.2%	9.8%	33.9%	31.3%	22.8%	72.5%
Teamwork	3.6%	2.7%	39.3%	25.9%	28.6%	74.7%
Average						73.3%

Given Integrity as an indicator in Table 9 above, the mean was calculated as follows;

Table 10: Calculation of Satisfaction level

Response	Assigned Values	Calculation	Average
Very Poor	1	$= 1 * 2.2\%$	0.022
Poor	2	$= 2 * 19.2\%$	0.384
Neither Poor nor Good	3	$= 3 * 21.4\%$	0.642
Good	4	$= 4 * 29.9\%$	1.196
Very Good	5	$= 5 * 27.2\%$	1.36
Mean			0.7208 = 72.1%

Qualitative data gathered from open-ended questions was analysed using content and narrative analysis techniques, supported by KoboToolbox and Microsoft Excel. The process involved synthesizing narratives that reflected common themes, which helped reinforce and enrich the insights derived from the quantitative data. Striking verbatims were then provided to further support the qualitative findings.

3.4.1 Calculation of Overall Customer Satisfaction Level (OCSL)

A weighted index approach was utilized to ensure an accurate and meaningful assessment of customer satisfaction levels;

Let:

- W_i = Weight assigned to customer category i
- S_i = Satisfaction index obtained for customer category i
- $i = 1,2, \ldots ,5$ (for the 5customer categories)

$$OCSL = \sum_{i=1}^{4} W_i \times S_i$$

Or explicitly as

$$OCSL = W_1 \times S_1 + W_2 \times S_2 + W_3 \times S_3 + W_4 \times S_4 + W_5 \times S_5$$

This formula calculates a weighted average of satisfaction levels across all customer categories. Each satisfaction score is multiplied by its assigned weight, reflecting its importance based on Authority mandate, and then all are summed to get the overall score.

The weight distribution for the four target respondents based on degree of engagement, regulatory focus, and strategic importance of each customer segment to the Authority mandate will be as shown in table 11 below:

Table 11: Calculation of Overall Customer Satisfaction level

Segment	Weighting factor	Percentage
Licensees	0.50	50%
Suppliers	0.20	20%
Consumers dealing directly with the Authority	0.15	15%
Partners and Affiliates	0.05	5%
Internal customers	0.1	10%
Overall CSI	1	100%

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 12.

Table 12: Sample distribution by type of licensee

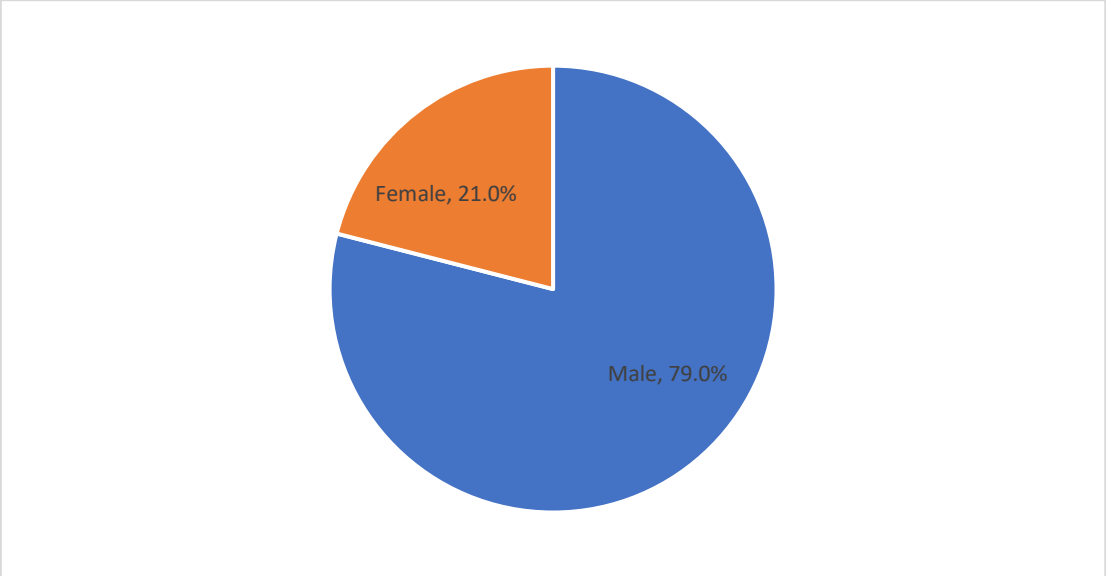
Type of Licensee (Operating from different counties)	Target	Achieved	Percentage (Achieved/Target)
Telecommunications	687	560	81.5%
Postal and courier	182	168	92.3%
Broadcasting	200	186	93.0%
Frequency	256	247	96.4%

The representation in telecommunications (81.5%), Postal and courier (92.3%), broadcasting (93.0%), and frequency (96.4%) meets the established minimum standard of 30%, making it suitable for comprehensive analysis. The total numbers of respondents were 1,115 however, there were respondents who had more than one type of license.

4.1.1 Sample distribution by gender

The respondents were 79.0% male and 21.0% female as shown in Figure 1.

Figure 1: Sample distribution by gender



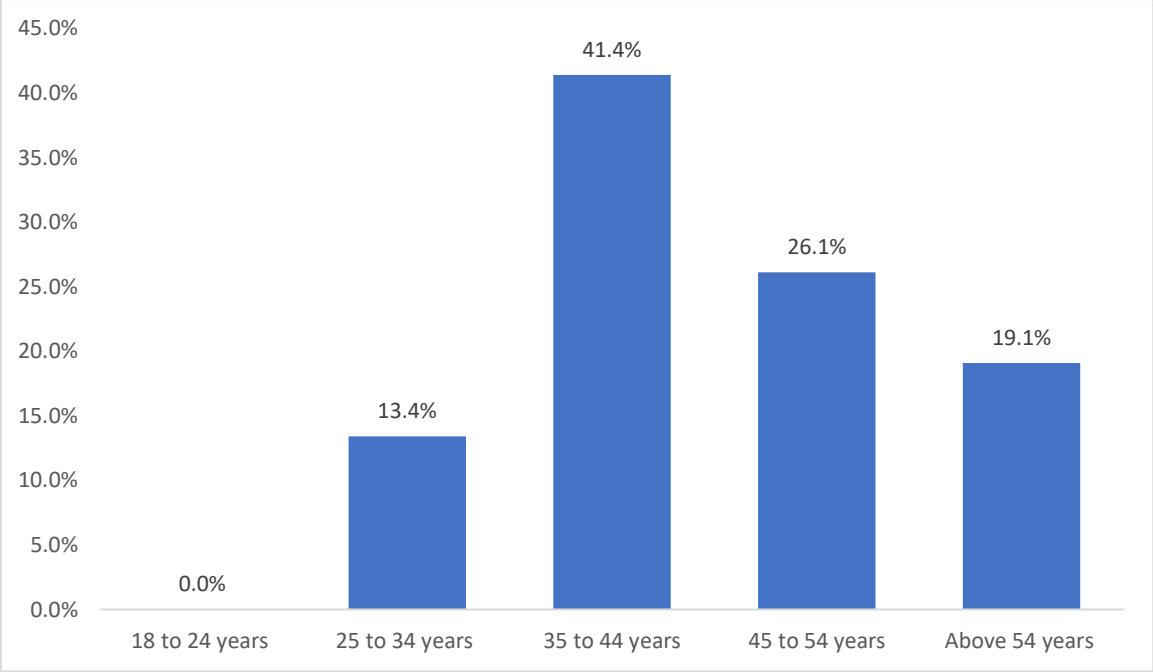
4.1.2 Sample distribution by age

Table 13: Sample distribution by age

Age category	Number	Percentage
18 to 24 years	0	0.0%
25 to 34 years	149	13.4%
35 to 44 years	462	41.4%
45 to 54 years	291	26.1%
Above 54 years	213	19.1%
Total	1115	100%

The study included individuals from a variety of age groups. The largest proportion of participants, at 41.4%, fell within the 35-44-year age range. This was followed by the 45-54-year-olds (26.1%) and the 25-34-year-olds (13.4%).

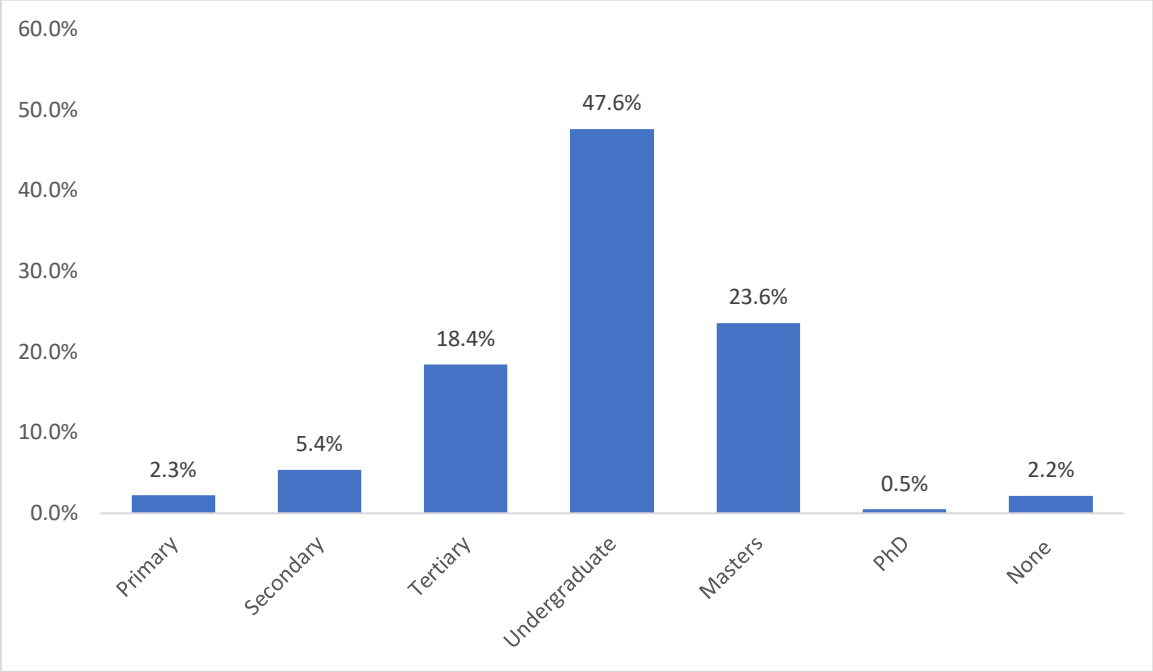
Figure 2: Sample distribution by age



4.1.3 Sample distribution by education level

There was a diverse range of educational backgrounds among the respondents: 2.3% had completed primary education, 5.4% had completed secondary education, 18.4% had attended tertiary institutions, 47.6% held bachelor's degrees, 23.6% held master's degree, 0.5% had doctorate degrees and 2.2% indicated none. See Figure 3 for more details.

Figure 3: Sample distribution by education level



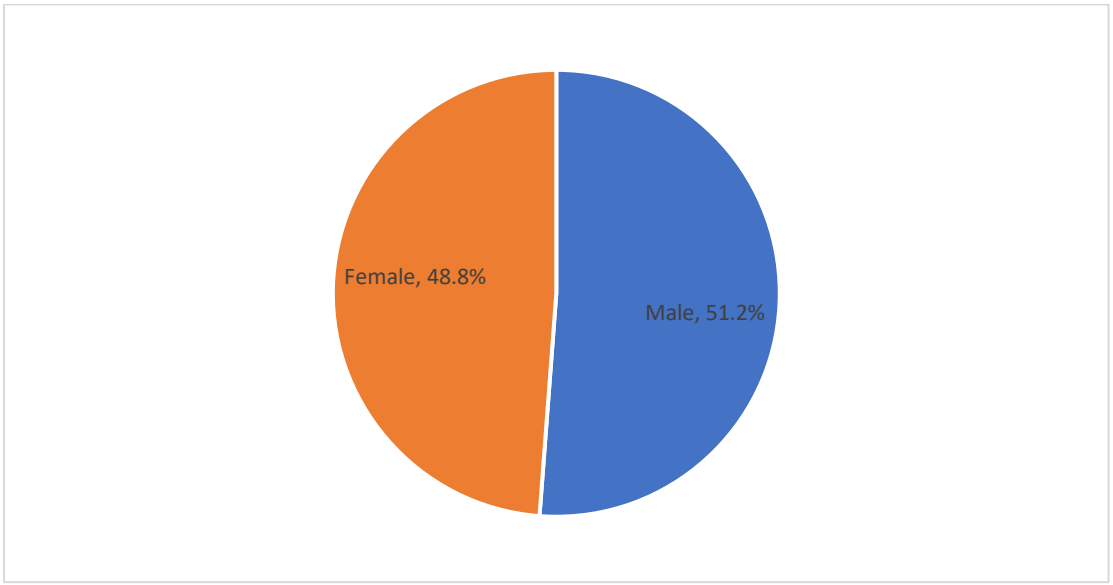
4.2 Suppliers

The survey initially targeted 254 suppliers, but received responses from 123. This number of respondents is considered acceptable for analysis based on current standards.

4.2.1 Sample distribution by gender

The respondents were 51.2% male and 48.8% female as shown in Figure 4.

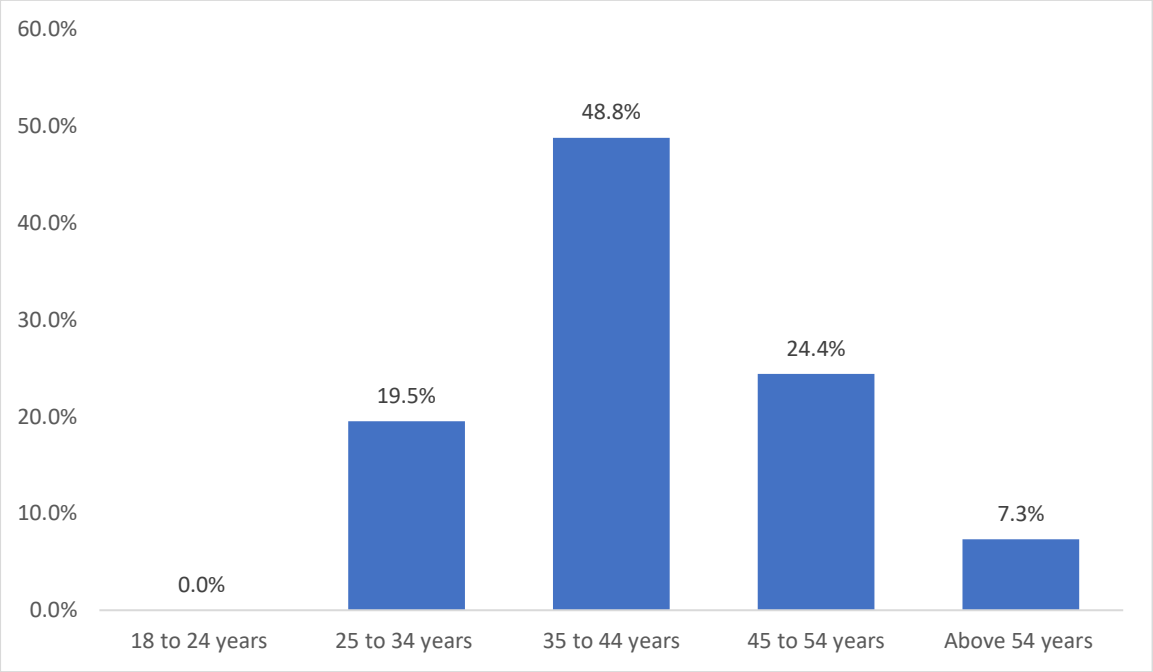
Figure 4: Sample distribution by gender



4.2.2 Sample distribution by age

The sample included all age groups, distributed as follows: 0.0% were aged 18-24 years, 19.5% were aged 25-34 years, 48.8% were aged 35-44 years, 24.4% were aged 45-54 years, and 7.3% were above 54 years. Refer to Figure 5 for details.

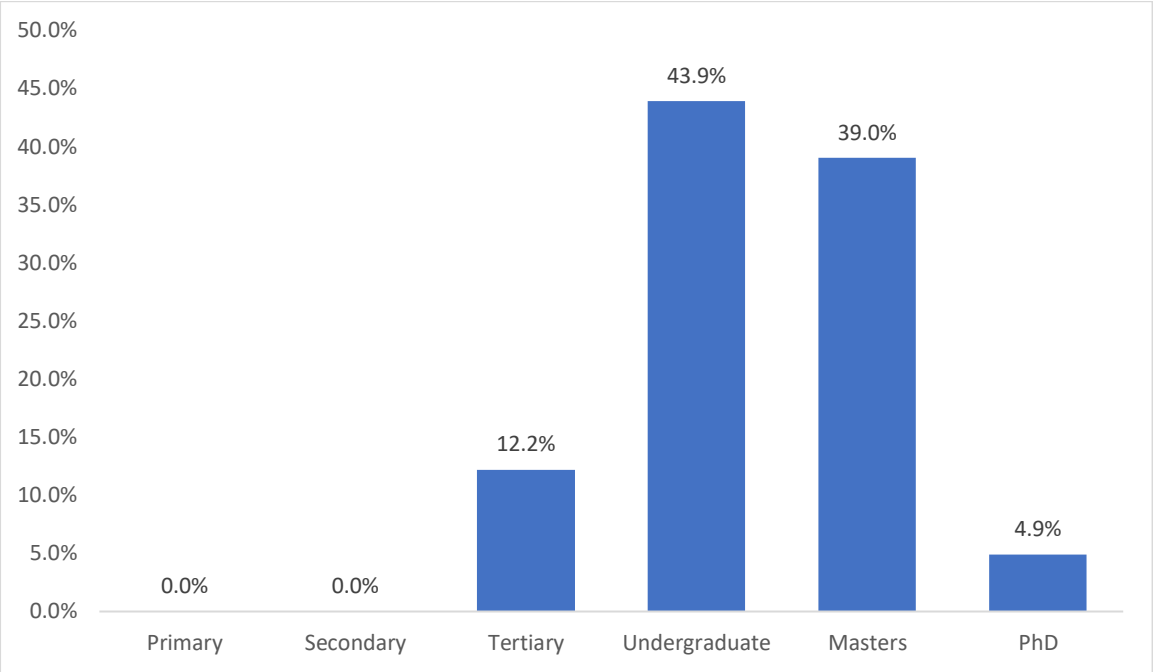
Figure 5: Sample distribution by age



4.2.3 Sample distribution by education level

The respondents had varying levels of education: 4.9% had held doctorate degrees, 39.0% held masters' degrees, 43.9% held bachelor's degrees and 12.2% had attended tertiary institutions. See Figure 6 for more details.

Figure 6: Sample distribution by education level



4.2.4 Sample distribution by category of supplier

Breaking down the sample (n=123) by supplier type: 48.9% provided goods, 82.9% offered services, and 24.4% supplied works.

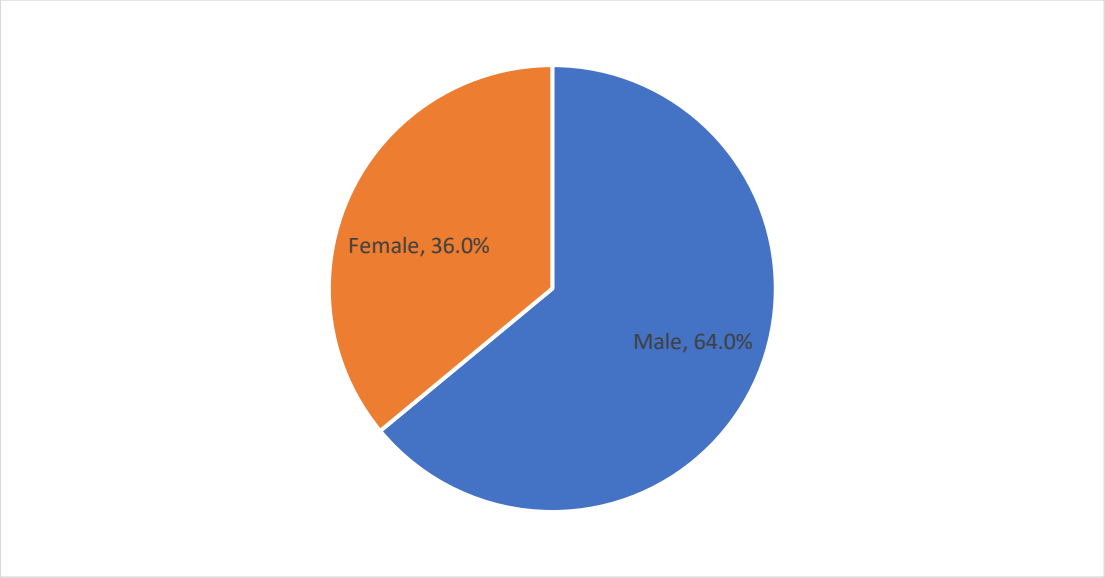
4.3 Consumers dealing directly with Authority regarding complaints and enquiries

The survey initially targeted 203 Consumers dealing directly with authority regarding complaints and enquiries. The achieved sample was 150 individuals, which accounts for about 73.9% 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 36.0% female and 64.0% male as shown in Figure 7.

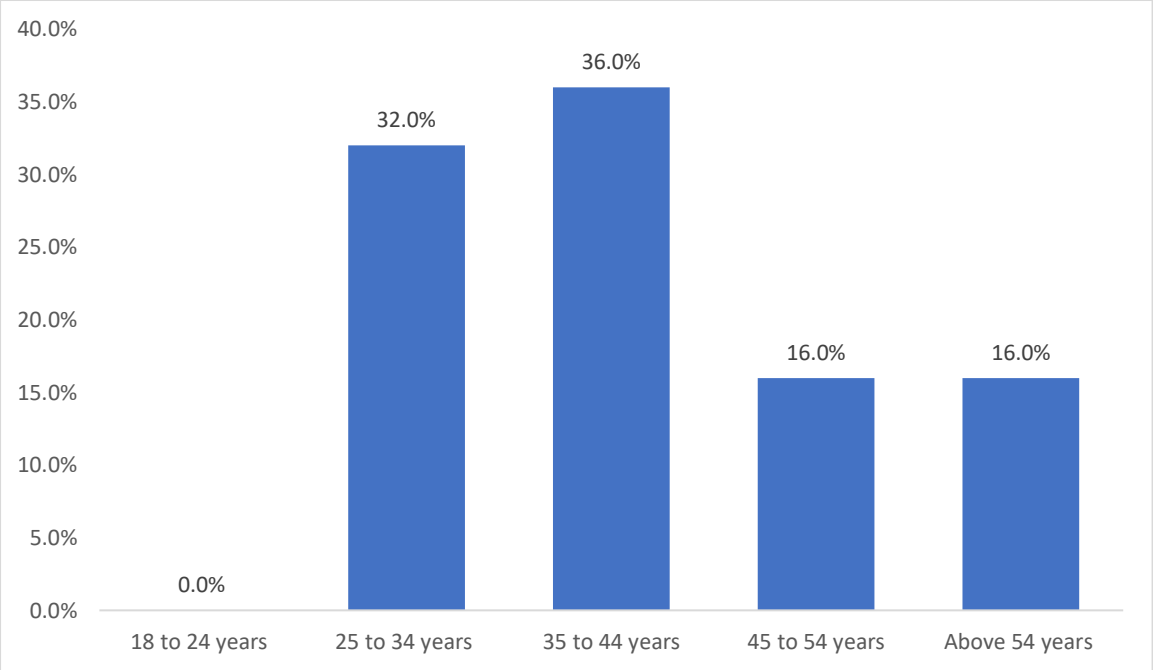
Figure 7: Sample distribution by gender



4.3.2 Sample distribution by age

The breakdown of sample respondents by age is as follows: 32.0% were aged 25-34 years, 36.0% fell within the 35-44 age group, 16.0% were between 45-54 years old, and 16.0% were above 54 years old. See Figure 8.

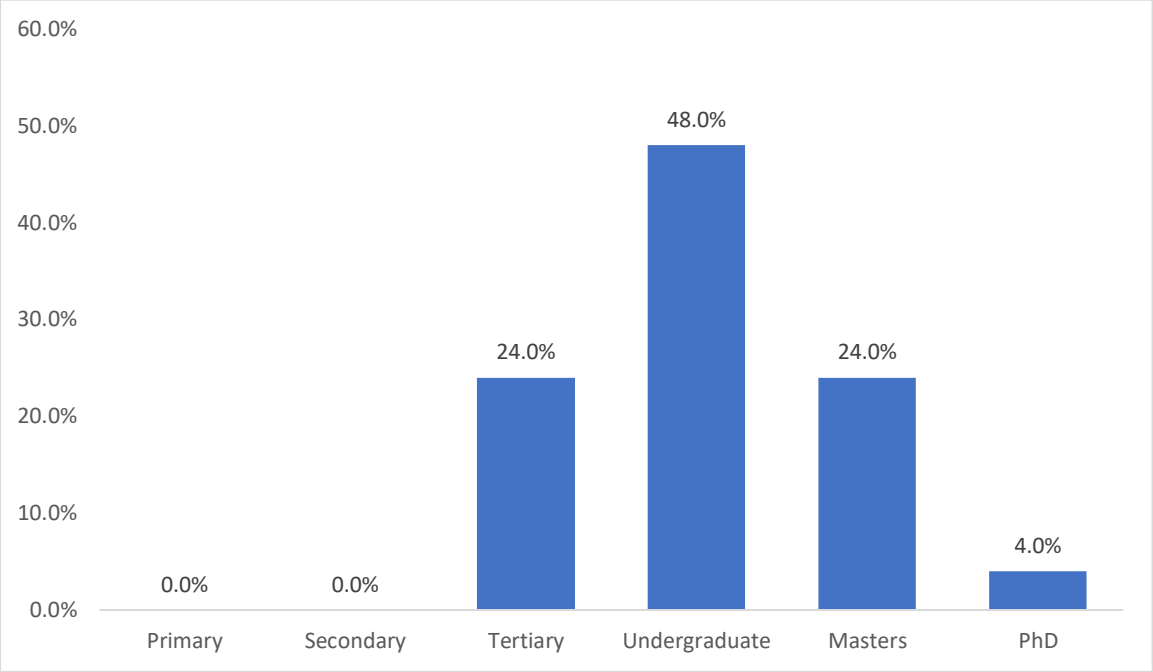
Figure 8: Sample distribution by age



4.3.3 Sample distribution by education level

The distribution of education levels among the sample respondents is as follows: None, Primary and Secondary all at 0.0%, Tertiary at 24.0%, Undergraduate at 48.0%, Masters at 24.0%, and PhD at 4.0%. See Figure 9.

Figure 9: Sample distribution by education level



4.4 Partners and Affiliates

The survey aimed to reach 11 partners and affiliates. It successfully gathered responses from 6 which accounts for approximately 54.5% of the target. This percentage meets the acceptable criteria for analysis according to current standards.

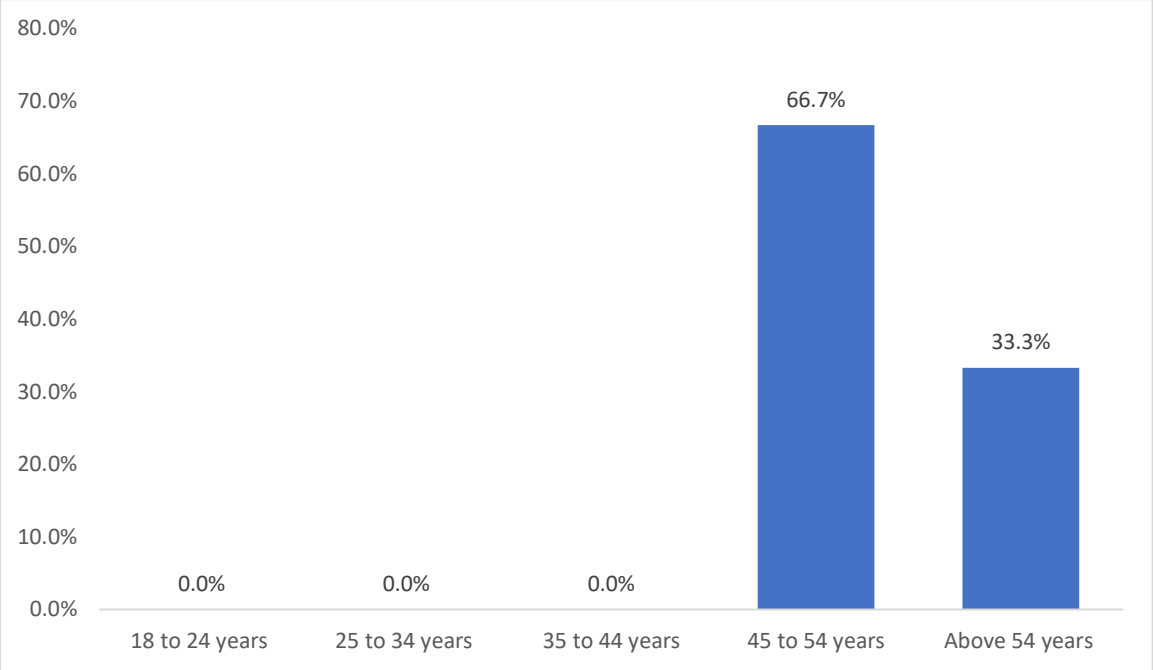
4.4.1 Sample distribution by gender

In the surveyed group, all respondents identified as female.

4.4.2 Sample distribution by age

The survey respondents skewed older, with no participants from the 18-24 age group, 25 to 34 years and 35-44 age group. Instead, the largest share (66.7%) belonged to while 45-54 age and above 54 years groups each contributed 33.3% of respondents. See Figure 10 for the age distribution.

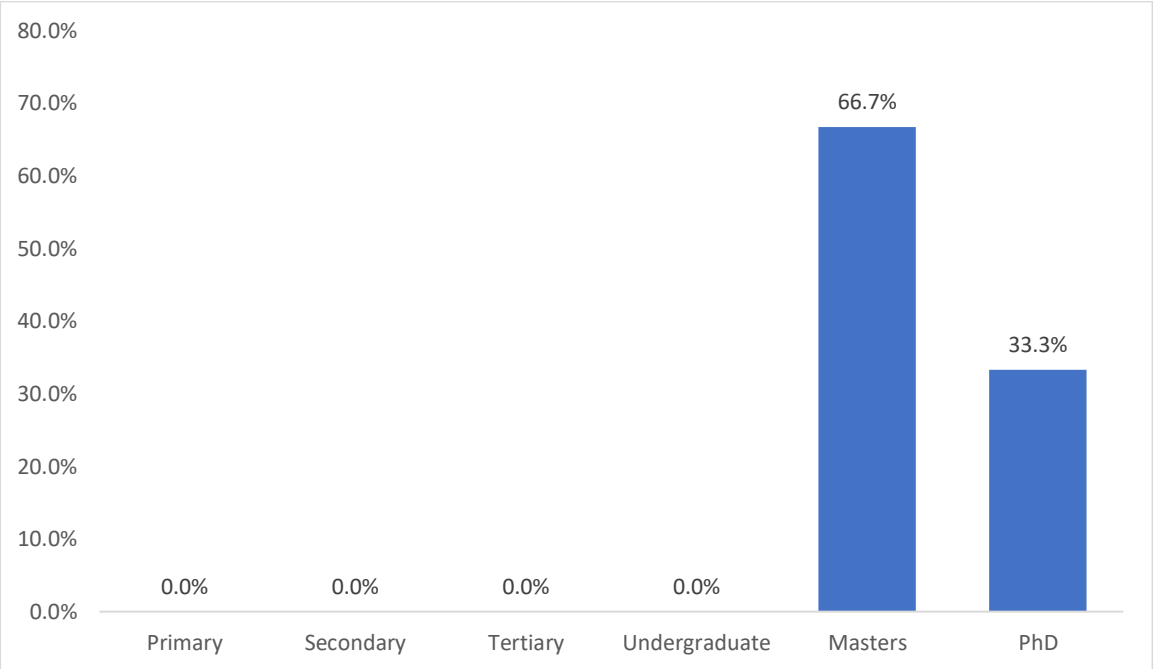
Figure 10: Sample distribution by age



4.4.3 Sample distribution by education level

The survey respondents were highly educated, with 66.7% holding masters' degrees and 33.3% having tertiary education. See Figure11.

Figure 11: Sample distribution by education level



4.5 Quality of Experience

The survey aimed to reach 2400 respondents. It successfully gathered responses from 1445 which accounts for approximately 60.2% of the target. Participants in the survey were segmented based on gender, age group, educational level, county of residence and mobile service provider as indicated below:

4.5.1 Sample distribution by county

The sample included respondents from all 47 counties, as illustrated in the table 14 below.

Table 14: Sample distribution by county

County	Target sample	Achieved sample
Baringo	34	14
Bomet	44	23
Bungoma	84	50
Busia	45	25
Elgeyo-Marakwet	23*(30)	16
Embu	31	17
Garissa	42	24
Homa Bay	57	33
Isiolo	14*(30)	16
Kajiado	56	32
Kakamega	94	52
Kericho	46	27
Kiambu	122	86
Kilifi	73	46
Kirinyaga	31	18
Kisii	64	39
Kisumu	58	35
Kitui	57	34
Kwale	44	25
Laikipia	26*(30)	14
Lamu	7*(30)	9
Machakos	72	48
Makueni	50	30
Mandera	44	24
Marsabit	23*(30)	15
Meru	78	50
Migori	56	34
Mombasa	61	38
Murang'a	53	34
Nairobi	222	126
Nakuru	109	68
Nandi	45	27
Narok	58	32
Nyamira	31	15
Nyandarua	32	17
Nyeri	38	21
Samburu	16*(30)	12
Siaya	50	29
Taita Taveta	17*(30)	15
Tana River	16*(30)	13
Tharaka-Nithi	20*(30)	15
Trans Nzoia	50	28
Turkana	47	27

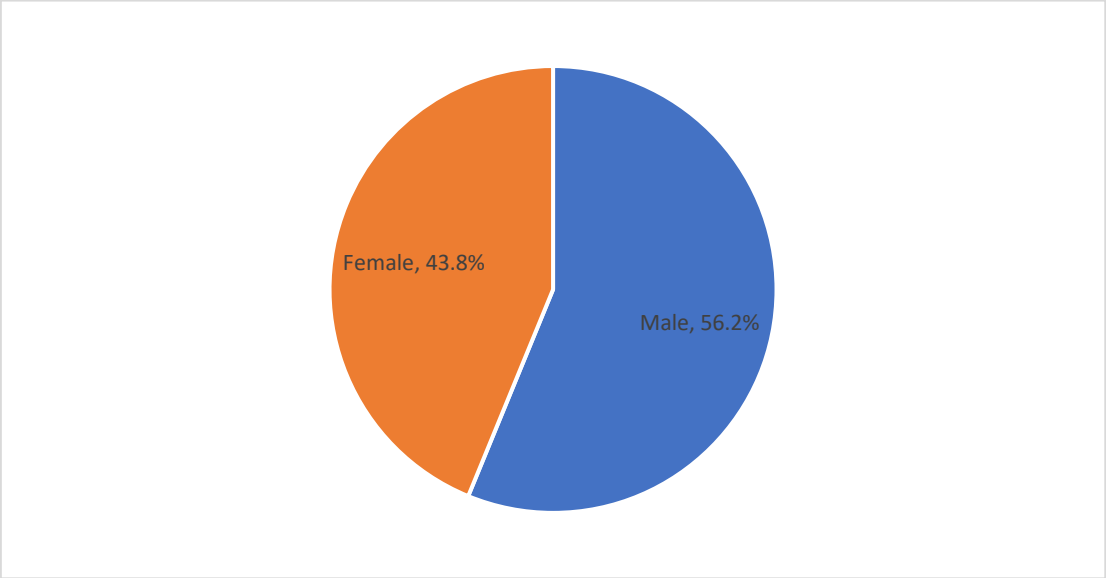
County	Target sample	Achieved sample
Uasin Gishu	59	36
Vihiga	30	20
Wajir	39	19
West Pokot	31	18
Total	2400*(2507)	1445

This sample complies with the 30% representation of business to the public.

4.5.2 Sample distribution by gender

The gender distribution in the sample is illustrated in Figure 1, with a collective representation of 43.8% for females and 56.2% for males.

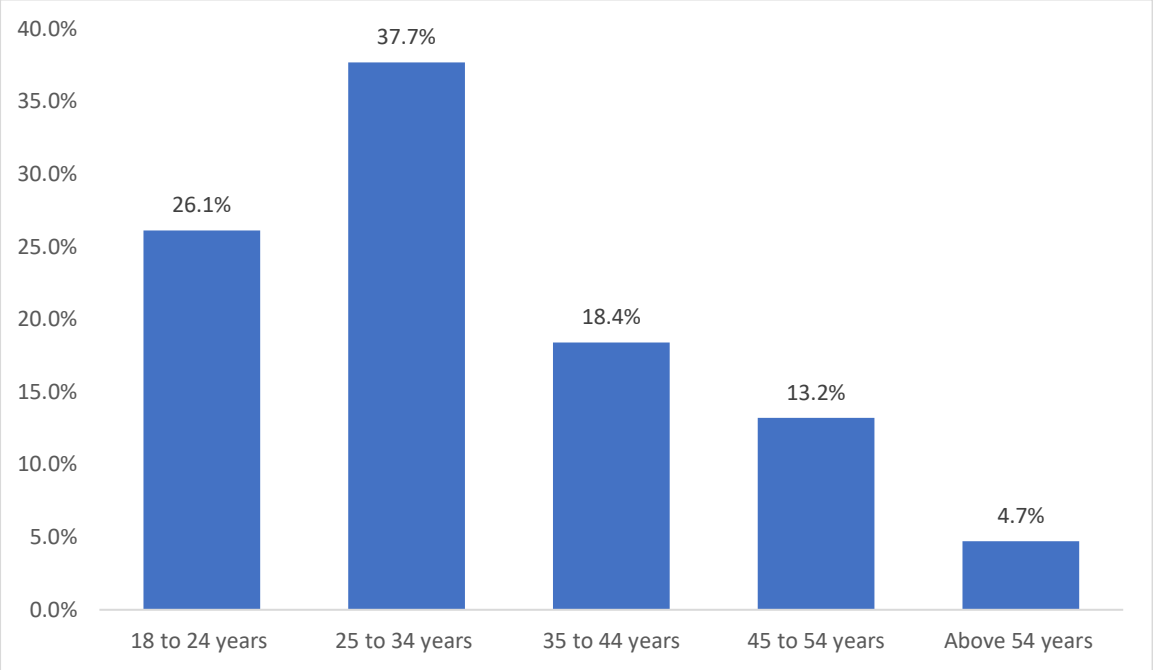
Figure 12: Sample distribution by gender



4.5.3 Sample distribution by age of the respondent

In respect to the age distribution, all the age groups were represented as shown in Figure 13.

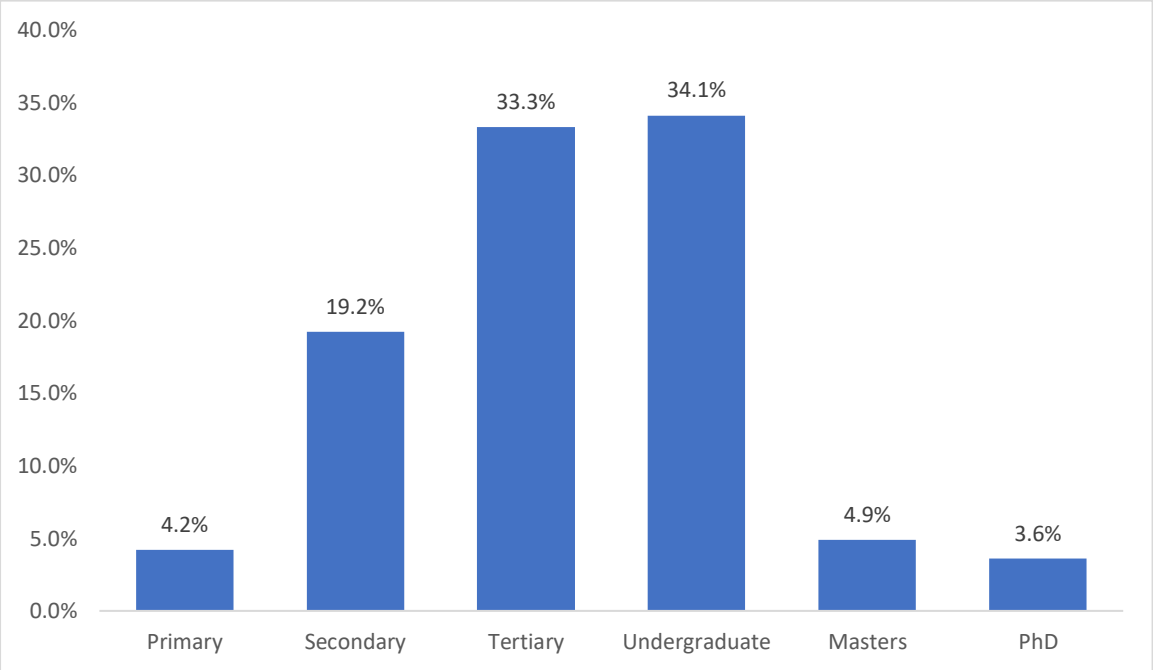
Figure 13: Sample distribution by age group



4.5.4 Sample distribution by education level

The respondents had varying levels of education: 33.3% had college/technical training, 3.6% had held doctorate degrees, 4.9% held masters' degrees, 19.2% held secondary certificates, 4.2% held primary certificates, 34.1% held bachelor's degrees and 0.7% indicated none. See Figure 14 for more details.

Figure 14: Sample distribution by education level



4.6 E-commerce

The survey aimed to reach 2400 respondents. It successfully gathered responses from 1292 which accounts for approximately 53.8% of the target. Participants in the survey were segmented based on gender, age group, educational level and county of residence as indicated below:

4.6.1 Sample distribution by county

The sample included respondents from all 47 counties, as illustrated in the table 15 below.

Table 15: Sample distribution by county

County	Target sample	Achieved sample
Baringo	34	13
Bomet	44	20
Bungoma	84	43
Busia	45	22
Elgeyo-Marakwet	23*(30)	15
Embu	31	15
Garissa	42	22
Homa Bay	57	30
Isiolo	14*(30)	15
Kajiado	56	29
Kakamega	94	45
Kericho	46	24
Kiambu	122	76
Kilifi	73	41
Kirinyaga	31	16
Kisii	64	35
Kisumu	58	32
Kitui	57	30
Kwale	44	23
Laikipia	26*(30)	13
Lamu	7*(30)	9
Machakos	72	44
Makueni	50	27
Mandera	44	22
Marsabit	23*(30)	13
Meru	78	45
Migori	56	31
Mombasa	61	34
Murang'a	53	30
Nairobi	222	113
Nakuru	109	61
Nandi	45	24
Narok	58	29
Nyamira	31	14
Nyandarua	32	16
Nyeri	38	19

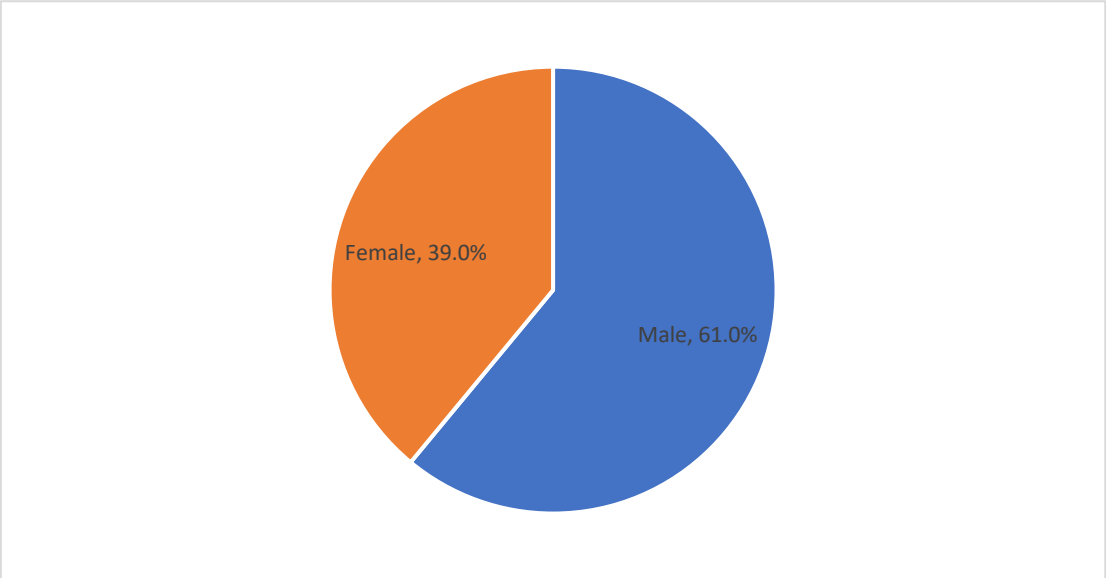
County	Target sample	Achieved sample
Samburu	16*(30)	11
Siaya	50	26
Taita Taveta	17*(30)	14
Tana River	16*(30)	12
Tharaka-Nithi	20*(30)	13
Trans Nzoia	50	26
Turkana	47	24
Uasin Gishu	59	32
Vihiga	30	18
Wajir	39	17
West Pokot	31	16
Total	2400*(2507)	1292

This sample complies with the 30% representation of business to the public.

4.6.2 Sample distribution by gender

The gender distribution in the sample is illustrated in Figure 15, with a collective representation of 39.0% for females and 61.0% for males.

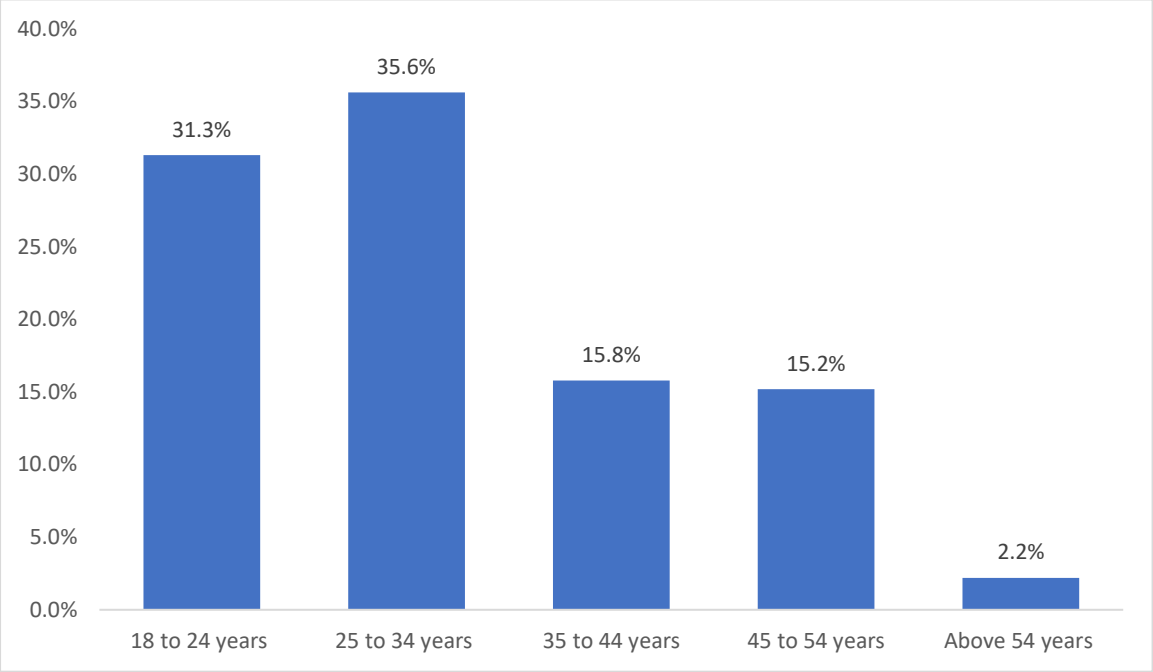
Figure 15: Sample distribution by gender



4.6.3 Sample distribution by age of the respondent

In respect to the age distribution, all the age groups were represented as shown in Figure 16.

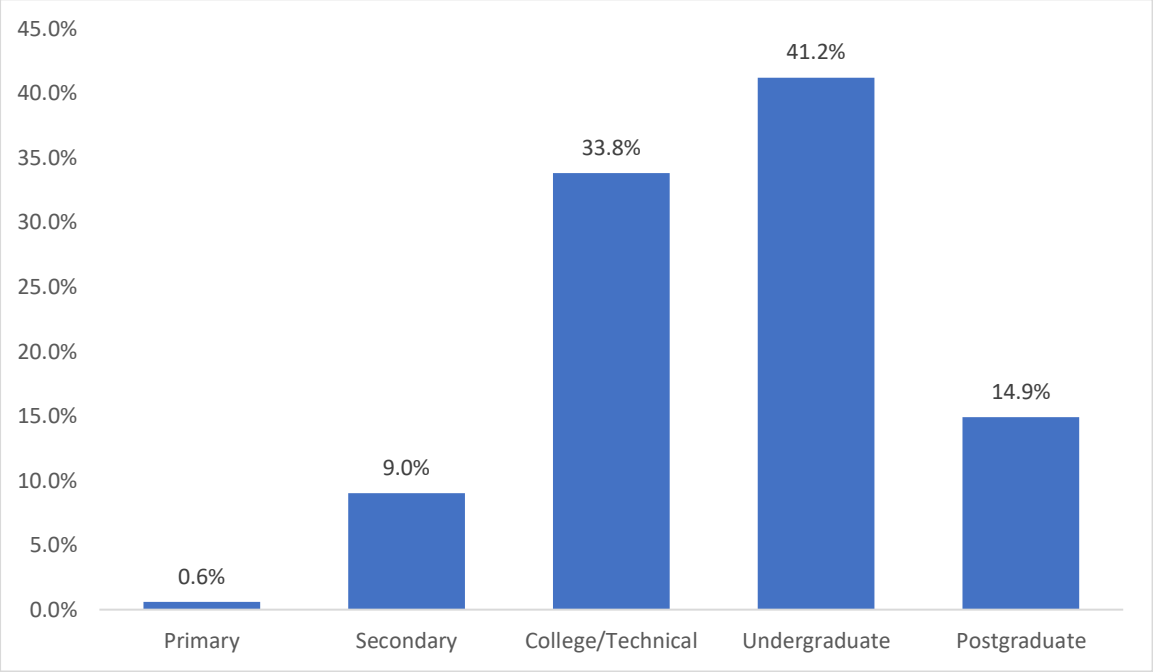
Figure 16: Sample distribution by age group



4.6.4 Sample distribution by education level

The respondents had varying levels of education: 33.8% had college/technical training, 14.9% held postgraduate degrees, 9.0% held secondary certificates, 0.6% held primary certificates, 41.2% held bachelor's degrees and 0.3% indicated none. See Figure 6 for more details.

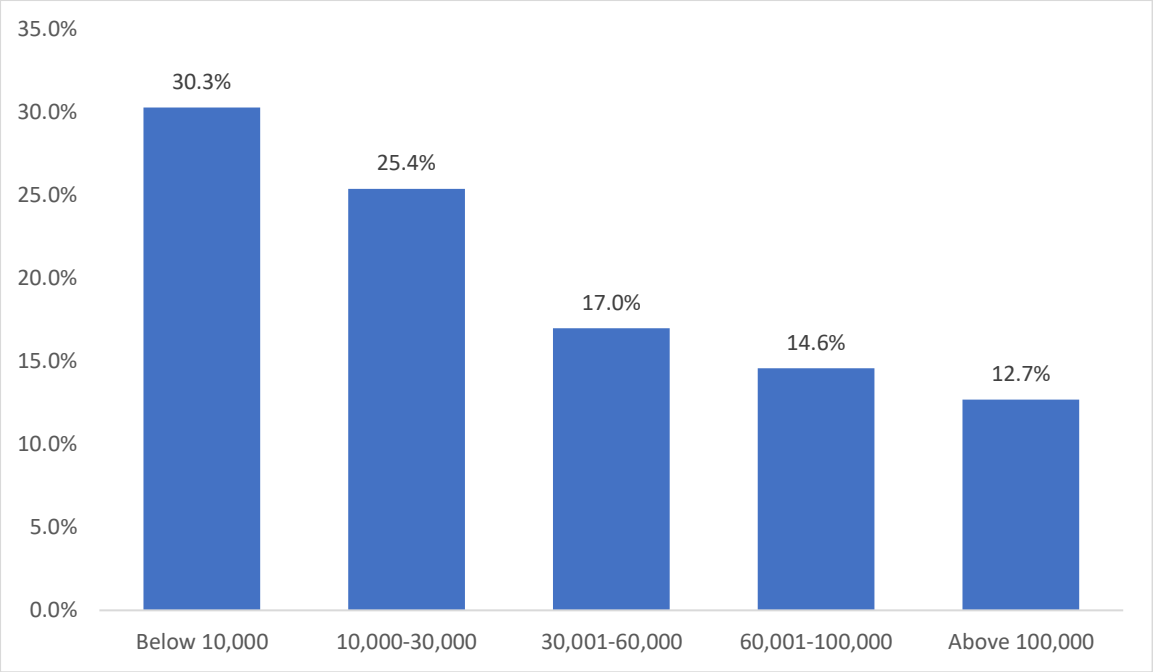
Figure 17: Sample distribution by education level



4.6.5 Sample distribution by monthly income

The respondents fell into lower income brackets, with 30.3% earning below 10,000 and 25.4% between 10,000–30,000, totalling up over half the sample. The middle-income group of 30,001–60,000 accounts for 17.0%, while 14.6% earn between 60,001–100,000. Only 12.7% are above 100,000, showing that higher earners form a small minority compared to the strong concentration in lower ranges.

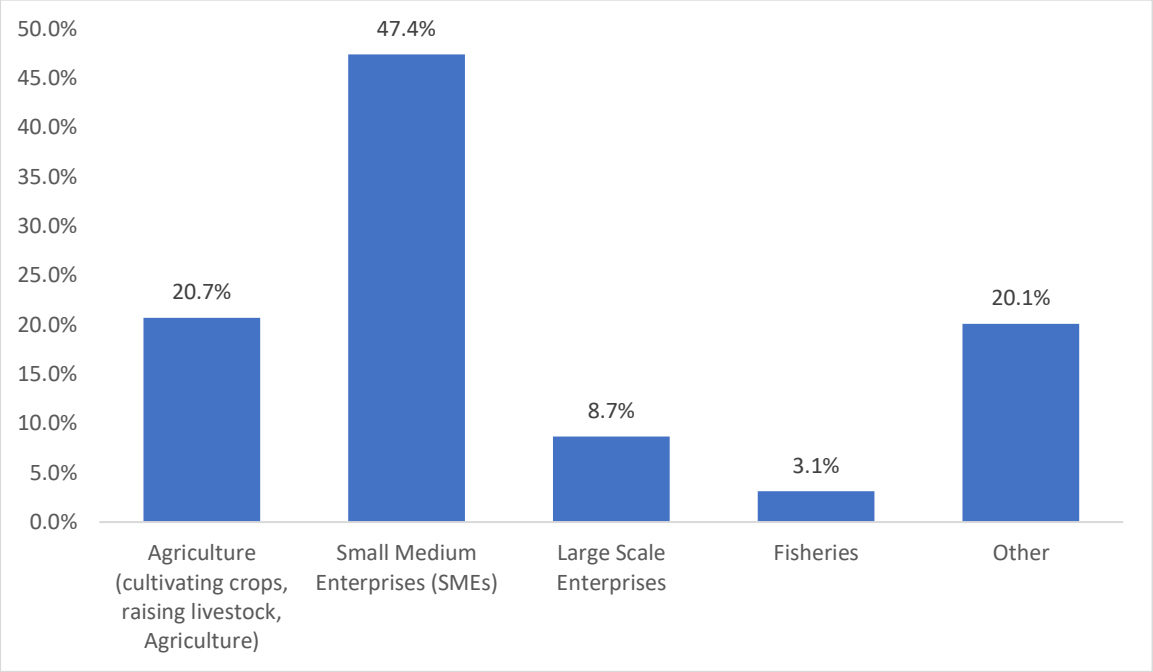
Figure 18: Sample distribution by monthly income



4.6.6 Sample distribution by primary economic activity

Nearly half of respondents, 47.4%, are engaged in Small and Medium Enterprises (SMEs), making this the dominant economic activity. Agriculture, including crop cultivation and livestock, accounts for 20.7%, reflecting its continued importance in livelihoods. A further 20.1% fall under "Other" activities, which include diverse occupations such as construction, consultancy, education, health, hospitality, finance, legal services, digital work, and students. Large Scale Enterprises represent 8.7%, while fisheries contribute 3.1%, showing smaller but notable participation

Figure 19: Sample distribution by primary economic activity



CHAPTER FIVE: SURVEY FINDINGS

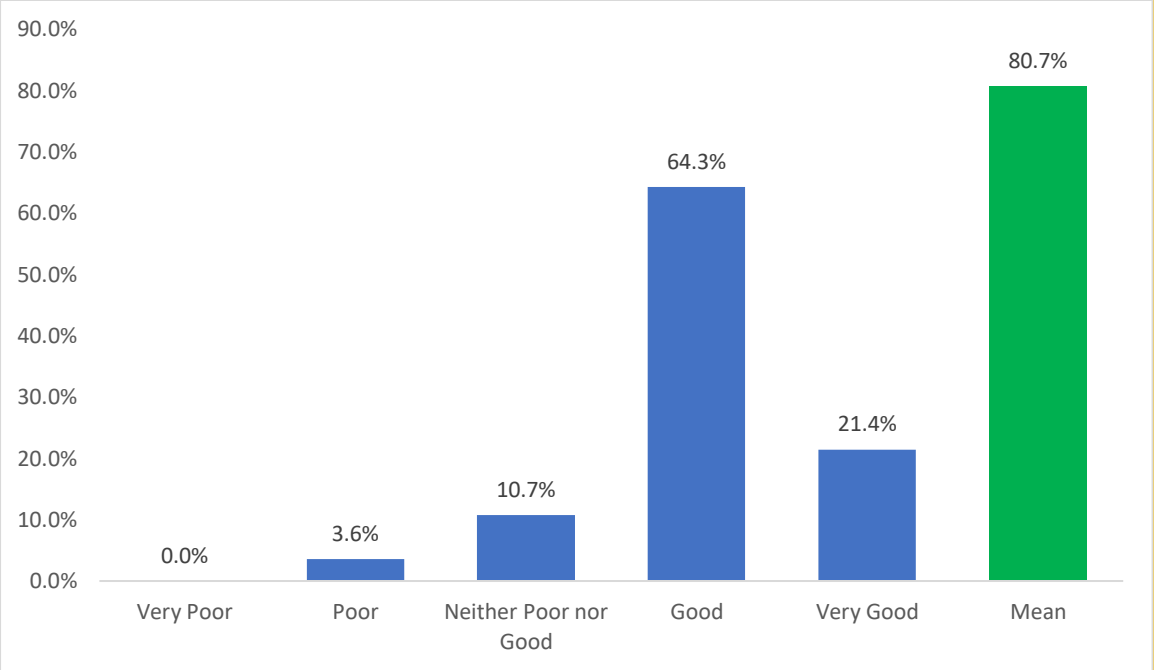
5.1 Licensees

5.1.1 Telecommunications

5.1.1.1 Evaluation of awareness on CA's mandate

Findings from the survey indicate a generally high level of awareness of the Authority's mandate among respondents. A majority, accounting for 64.3%, rated their awareness as good, while 21.4% rated it as very good. Only a small proportion, 3.6%, considered their awareness to be poor, and none rated it as very poor. About 10.7% of respondents expressed a neutral view, indicating moderate awareness. Overall, the mean score of 80.7% reflects a strong understanding of the CA's mandate, suggesting that most stakeholders are well-informed, although continued sensitization efforts could help enhance awareness among the minority with limited familiarity.

Figure 20: Awareness on CA's mandate



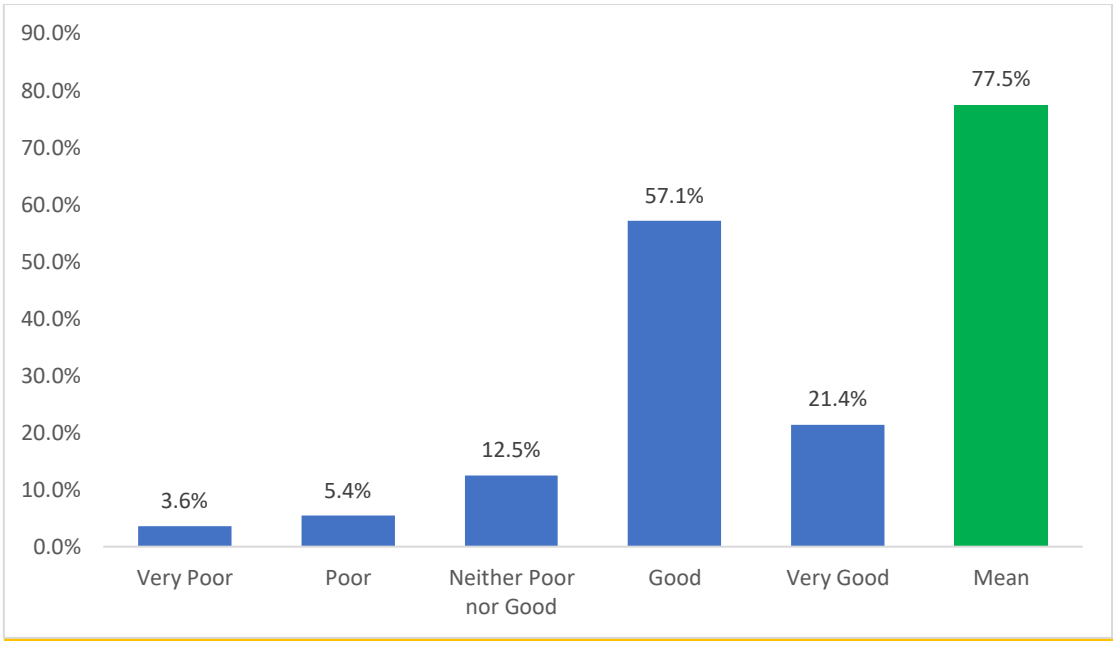
Out of a total of 312 qualitative responses, approximately 52% (162 respondents) affirmed that Authority has been successful in creating awareness of its mandate. These respondents cited efforts such as consumer empowerment initiatives, distribution of informational pamphlets, and visible office presence as evidence of outreach. However, even among the affirmative responses, many emphasized the need for improvement—particularly in digital engagement and outreach to younger demographics. Suggestions included organizing online awareness workshops and enhancing CA's presence in academic institutions to better inform students in communication and technology-related fields.

Conversely, 48% (150 respondents) expressed skepticism or dissatisfaction, with a recurring concern being the lack of awareness among recent graduates. Many felt that CA's mandate was unclear or poorly communicated, especially to those entering relevant industries. Additionally, 15% of all responses highlighted operational challenges, notably delays in license verification, which were seen as undermining public trust. Ambiguous responses such as "50 percent," "Not exactly," and "Somehow but more needs to be done" further indicated partial awareness and a need for clearer, more consistent messaging.

> *"No. I am sure many of the graduates leaving campus in related fields are not aware if you exist and if they know, they do not know what mandate you are meant to execute for them and also as Kenyans."*
>
> *"Yes, they do share written pamphlets at the office, but I think they can do more by organizing online awareness workshops."*
>
> *"License verification is now delaying."*
>
> *"Somehow, but more needs to be done."*
>
> *"Yes. Through consumer empowerment."*

Based on the survey findings, the Authority received a predominantly positive evaluation in executing its mandate, with 57.1% of respondents rating its performance as Good and an additional 21.4% as Very Good, totalling nearly 78.5% favorable responses. A smaller segment expressed dissatisfaction, with 5.4% rating CA as Poor and 3.6% as Very Poor, while 12.5% remained neutral. The overall mean score of 77.5% reflects strong public confidence in CA's regulatory role, though the presence of critical and neutral ratings suggests opportunities for improvement in responsiveness, outreach, and operational efficiency.

Figure 21: Rating CA performance in executing its mandate



Out of a total of 312 responses, approximately 74% (231 respondents) affirmed that the Communications Authority of Kenya has been successful in executing its mandate. These responses ranged from simple affirmations like "Yes" and "Yes it has" to more nuanced endorsements such as "By law yes" and "Yes, and for years it actually exceeded its mandate. Today it is still doing well but not as before." A smaller subset—about 11% (34 respondents)—acknowledged CA's efforts but emphasized the need for improvement, with comments like "Yes they have. There is however an area of improvement." This suggests that while CA enjoys broad support, there is a clear call for enhanced transparency, responsiveness, and modernization.

Conversely, 15% (47 respondents) expressed dissatisfaction or skepticism about CA's performance. Key concerns included the continued presence of gambling media, perceived political bias, and lack of visible change. For instance, one respondent stated, "I think no because we still have some gambling media still active up-to-date and CA still silent over the matter," while another remarked, "As an independent authority, it did dismally by taking some electronic media facilities off air on political grounds during recent demonstrations. Be impartial." A few respondents expressed disengagement or uncertainty, saying, "It seems that nothing has changed at all; so how can I answer that?" These voices highlight the importance of impartiality, proactive regulation, and public accountability in sustaining CA's credibility.

"Yes, and for years it actually exceeded its mandate. Today it is still doing well but not as before."

"I think no because we still have some gambling media still active up-to-date and CA still silent over the matter."

"As an independent authority, it did dismally by taking some electronic media facilities off air on political grounds during recent demonstrations. Be impartial."

"Yes they have. There is however an area of improvement."

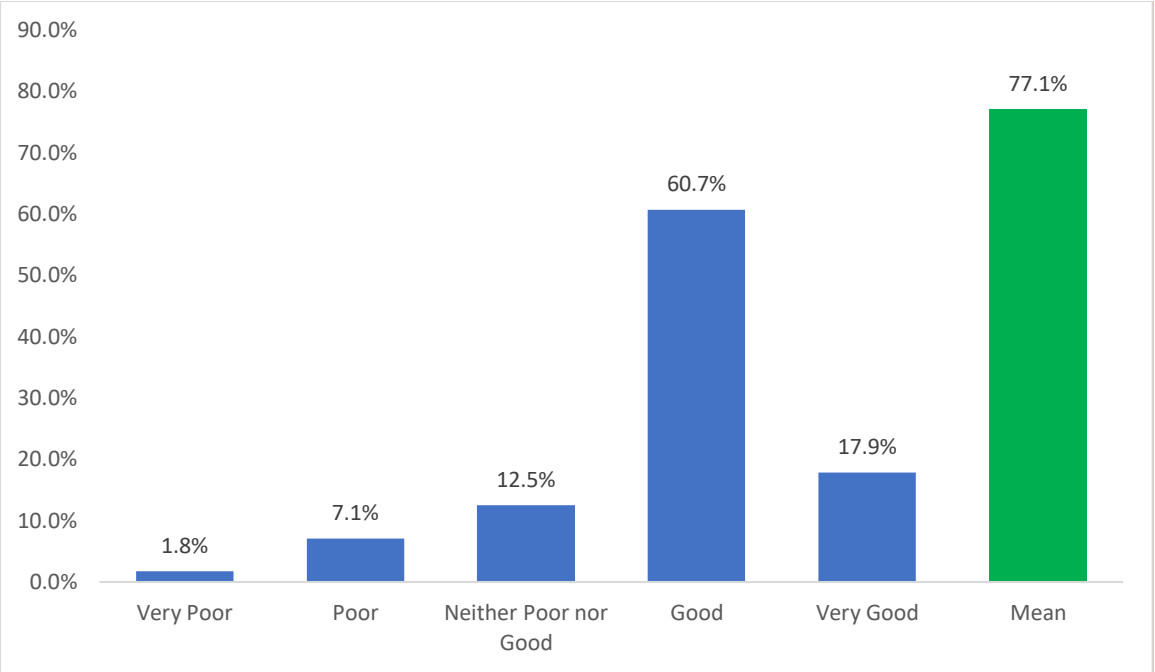
"It seems that nothing has changed at all; so how can I answer that?"

5.1.1.2 Evaluation of CA service delivery

Findings from the survey reveals a largely positive public perception, with 60.7% of respondents rating the service as Good and an additional 17.9% rating it as Very Good. This means that nearly 79% of respondents expressed satisfaction with CA's service delivery. The overall mean score of 77.1% further reinforces this favorable outlook, indicating that the Authority is generally meeting public expectations in its operations and service provision.

However, the data also highlights areas for potential improvement. A combined 8.9% of respondents rated CA's service as either Poor (7.1%) or Very Poor (1.8%), pointing to specific instances of dissatisfaction. Additionally, 12.5% of respondents remained neutral, selecting Neither Poor nor Good, which may reflect limited interaction with CA services or uncertainty about their effectiveness. These findings suggest that while CA is performing well overall, there is room to enhance consistency, responsiveness, and public engagement to ensure more inclusive and universally positive service experiences.

Figure 22: Evaluation of CA service delivery



Out of a total of 312 responses, qualitative feedback on CA's service delivery reveals a generally positive outlook, with 60.7% rating the service as Good and 17.9% as Very Good, totaling nearly 79% satisfaction. This sentiment is echoed in comments like "CA services are good" and "A bit tedious but excellent," suggesting that while the processes may be complex, the outcomes are largely appreciated. Respondents also praised CA's timely inspections and license issuance, with one noting, "They undertake the required inspections and furnish invoices on time and upon payment, the licenses are produced on time." These remarks align with the overall mean score of 77.1%, indicating strong public confidence in CA's operational delivery.

However, 8.9% of respondents rated CA's service as either Poor (7.1%) or Very Poor (1.8%), and 12.5% remained neutral, reflecting areas of concern and disengagement. Key issues raised included slow response times, unanswered calls and emails, and delays in license processing. One respondent shared, "I applied for my personal license since June and I paid, today is 29 Sep and no feedback from them." Others called for streamlining the license renewal process, reducing paperwork, and improving coordination between departments. Enforcement gaps were also flagged, particularly in the regulation of private security firms using communication equipment. Additionally, there were calls for greater publicity of CA's mandate to improve public understanding and engagement.

"I have called the office that is related to what service I want and the calls have gone unanswered, emails also not responded to."

"Very slow, especially the accounts department."

"CA can improve on licence renewal process by streamlining both finance and licensing departments…"

"The only concern is CA doesn't enforce issues to deal with regulated services… handled by any Harry, Dick, and Tom."

"I applied for my personal license since June and I paid… no feedback from them." "The rope is starting to be slippery."

5.1.1.3 Evaluation of CA's core values

Findings on the demonstration of CA's core values show a strong overall performance, with an average score of 76.8% across five key areas: Integrity, Innovation, Inclusion, Agility, and Excellence. Integrity stood out with the highest mean score of 80.7%, supported by 60.7% rating it as Good and 26.8% as Very Good, indicating high public trust in CA's ethical standards. Excellence followed with 77.1%, while Agility, Inclusion, and Innovation scored 76.0%, 75.3%, and 75.0% respectively, reflecting consistent but slightly lower ratings. Notably, Innovation and Inclusion had higher neutrality and criticism, with 16.1% and 14.3% of respondents respectively selecting "Neither Poor nor Good," and over 8% rating them as Poor, suggesting areas where CA could enhance its adaptability, inclusivity, and forward-thinking practices.

Table 16: Evaluation of Core Values

Core Value	1-Very Poor	2-Poor	3-Neither Poor nor Good	4- Good	5-Very Good	Mean
Integrity	1.8%	7.1%	3.6%	60.7%	26.8%	80.7%
Innovation	3.60%	8.90%	16.10%	51.80%	19.60%	75.0%
Inclusion	1.80%	12.50%	14.30%	50.00%	21.40%	75.3%
Agility	3.60%	3.60%	21.40%	51.80%	19.60%	76.0%
Excellence	3.60%	5.40%	19.60%	44.60%	26.80%	77.1%
Average						**76.8%**

Out of a total of 312 responses, a strong majority—approximately 82% (256 respondents)—affirmed that the Communications Authority of Kenya is fulfilling its core values. Many respondents expressed confidence in CA's strategic direction, with repeated mentions of its commitment to planning and ethical standards. Statements such as "Yes. The CA demonstrates its core values through its strategic planning" and "Yes it is" reflect broad recognition of CA's efforts to uphold principles like integrity, excellence, and inclusion. However, 12% (38 respondents) felt that CA is fulfilling its values only "to a better extent," suggesting that while the foundation is solid, more visible and consistent application is needed. These responses often included calls for stronger enforcement, particularly in regulating private security firms, with several respondents urging CA to ensure certified personnel are used in technical operations.

On the other hand, 6% (18 respondents) expressed skepticism or concern, with some stating "No. It is driven by the government of the day" and others urging CA to "re-assess its impartiality in sensitive matters." These comments point to perceived political influence and uneven enforcement as areas where CA's commitment to its core values may be questioned. Additionally, a recurring theme among both supportive and critical voices was the need for CA to be more visible and impactful in its regulatory role, with remarks like "Yes. But a lot more is required of them to be felt." This suggests that while CA's values are acknowledged, their practical demonstration must be more consistent and transparent to fully resonate with the public.

"Yes. The CA demonstrates its core values through its strategic planning."

"Yes I agree. They should enforce more on private security firms. Especially on certified personnel."

"No. It is driven by the government of the day."

"Should re-assess its impartiality in sensitive matters."

"Yes. But a lot more is required of them to be felt."

5.1.1.4 Satisfaction with CA's corporate image

Findings on the Communications Authority's (CA) corporate image indicate a strong and favorable public perception, with an overall average score of 77.3% across seven key indicators. Trust in the organization ranked highest, with 81.1%, as 84% of respondents agreed or strongly agreed that CA is an organization they can trust. Confidence in CA's staff and management followed closely at 79.3%, while professional execution of its mandate scored 79.7%, reflecting consistent belief in its operational integrity. Reliability and reputation also received high marks at 77.9% each. However, perceptions of innovation (72.9%) and corporate social responsibility (72.5%) were comparatively lower, with over 20% of respondents remaining neutral or expressing disagreement—suggesting areas where CA could enhance visibility and impact. Overall, the data portrays CA as a trusted, competent, and reputable institution, with opportunities to strengthen its innovation and social engagement footprint.

Table 17: Satisfaction with corporate image

Role	1- Strongly Disagree	2- Disagree	3- Neither Agree nor Disagree	4- Agree	5- Strongly Agree	MEAN
CA is an organization I can trust	1.8%	5.4%	8.9%	53.6%	30.4%	81.1%
I have confidence in CA's staff and management to execute its mandate	1.8%	8.9%	7.1%	55.4%	26.8%	79.3%
CA is an innovative organization	5.4%	7.1%	21.4%	50.0%	16.1%	72.9%
CA is reliable	1.8%	3.6%	16.1%	60.7%	17.9%	77.9%
CA professionally discharges its mandate	0.0%	5.4%	16.1%	53.6%	25.0%	79.7%

CA has a good reputation	1.8%	7.1%	16.1%	50.0%	25.0%	77.9%
CA is involved in corporate social responsibilities activities	5.4%	8.9%	23.2%	42.9%	19.6%	72.5%
Average						77.3%

Qualitative feedback on CA's corporate image reveals a blend of positive recognition, constructive suggestions, and critical concerns. Out of the total 312 responses, approximately 28% (87 respondents) praised CA's professionalism and organizational structure, with comments such as "Its well organised and professional" and "The corporate image is still very good. I hope it continues." Another 14% (44 respondents) acknowledged CA's progress toward international standards, while 11% (34 respondents) described the image as "good" or "goood," reflecting general satisfaction.

However, 22% (69 respondents) pointed to areas needing improvement, particularly in visibility and public engagement. A recurring theme was the limited presence of CA outside major towns, with remarks like "Its image is only felt in major towns" and calls for grassroots sensitization. Additionally, 18% (56 respondents) emphasized the need for more robust corporate social responsibility (CSR) efforts, with many stating "Need more information on CA Corporate Social Responsibilities Activities" or "I have not seen for myself the social activities." Suggestions included organizing stakeholder seminars and using diverse platforms to share relevant content.

Notably, 10% (31 respondents) expressed concern over perceived political influence, repeatedly stating "We have seen your company being used to switch off media coverage… governed by another entity." A smaller segment, 7% (22 respondents), offered neutral or non-committal feedback, indicating limited exposure or uncertainty. These findings suggest that while CA's corporate image is generally strong, enhancing transparency, expanding outreach, and reinforcing independence could significantly improve public perception.

"Its well organised and professional."

"We have seen your company being used to switch off media coverage… governed by another entity."

"Need to organize seminars for stakeholders… a lot of presence is required to the public through the social responsibility activities."

"Its image is only felt in major towns."

"Become more personal and get things done faster. Make it easier for your clients."

5.1.1.5 CA customer expectations

Findings on customer expectations indicate that the Communications Authority of Kenya is largely meeting its mandate, with an overall average score of 75.7% across seven key service areas. The highest-rated functions were spectrum management (77.1%) and timely license issuance (76.5%), with over 70% of respondents agreeing or strongly agreeing that these services are delivered effectively. Approval of ICT equipment and consumer protection also scored 76.5% and 76.0% respectively, though each had over 23% of respondents expressing neutrality, suggesting limited visibility or engagement. Lower scores in competition regulation (74.6%) and tariff oversight (73.6%) point to areas where customers expect greater transparency and fairness. Overall, while CA is viewed as competent and responsive, the data highlights opportunities to improve clarity, outreach, and consistency in service delivery.

Table 18: CA customer expectations

Statement	1-Strongly Disagree	2-Disagree	3-Neither Agree nor Disagree	4-Agree	5-Strongly Agree	MEAN
CA provides timely issuance of licenses	3.6%	5.4%	16.1%	55.4%	19.6%	76.5%
CA prudently manages spectrum, numbering and addressing resources	0.0%	3.6%	23.2%	57.1%	16.1%	77.1%
CA timely type of approves/type accepts ICT equipment	0.0%	1.8%	30.4%	51.8%	16.1%	76.5%
CA protects consumer rights within the ICT sector	1.8%	5.4%	23.2%	50.0%	19.6%	76.0%
CA prudently manages competition in the sector	1.8%	7.1%	17.9%	62.5%	10.7%	74.6%
CA prudently regulates retail and wholesale tariffs for ICT services	1.8%	10.7%	19.6%	53.6%	14.3%	73.6%
CA prudently manages and administers the Universal Service Fund	0.0%	5.4%	28.6%	50.0%	16.1%	75.4%
Average						75.7%

Qualitative findings on customer expectations reveal a strong desire for the Communications Authority of Kenya to modernize its systems, improve responsiveness, and enhance public engagement. Approximately 30% of respondents emphasized the need for automated and efficient licensing processes, with one stating, “I have stayed over a year requesting to be given my license… this thing of sending emails and no one responding at this age where technology has advanced is just bad ethics!” Another 25% called for better communication and public education, urging CA to simplify policies and provide clear guidelines for complaints and service access. Comments like “Information and policies to be communicated effectively and comprehensively, using understandable language” and “Need to give guidelines to the public of what the masses need to raise an alarm over” reflect this expectation.

Additionally, 20% of respondents highlighted concerns around local empowerment and fair labor practices, with one noting, "Huawei should only vend equipment and labor be left to Kenya's qualified engineers." Others stressed the importance of frequency coordination, grassroots sensitization, and affordable access to communication services, with remarks such as "CA should ensure communication services are accessible, affordable, and reliable for all citizens." A smaller segment—about 15%—expressed limited awareness of CA initiatives like the Universal Service Fund, suggesting a need for broader outreach. Overall, the feedback underscores expectations for CA to be more responsive, inclusive, and proactive in aligning its services with the evolving needs of citizens.

"I have stayed over a year requesting to be given my license… this thing of sending emails and no one responding at this age where technology has advanced is just bad ethics!"

"Huawei should only vend equipment and labor be left to Kenya's qualified engineers."

"Information and policies to be communicated effectively and comprehensively, using understandable language."

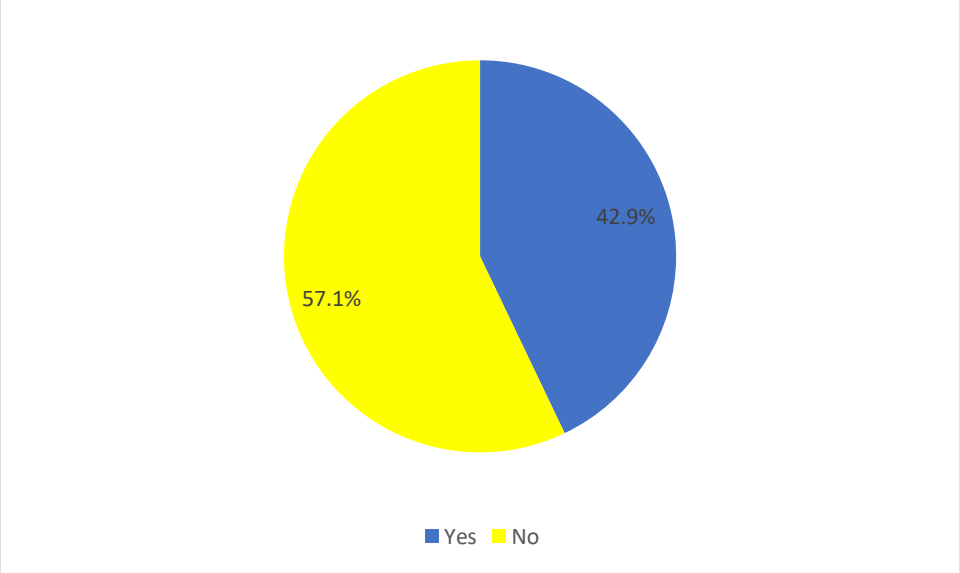
"Need to give guidelines to the public of what the masses need to raise an alarm over." "CA should ensure communication services are accessible, affordable, and reliable for all citizens."

"I don't know the existence of the Universal Service Fund and its purpose… maybe get me enlightened."

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

The findings show that 42.9% of respondents are aware of CA's External Customer Service Charter, while 57.1% are not.

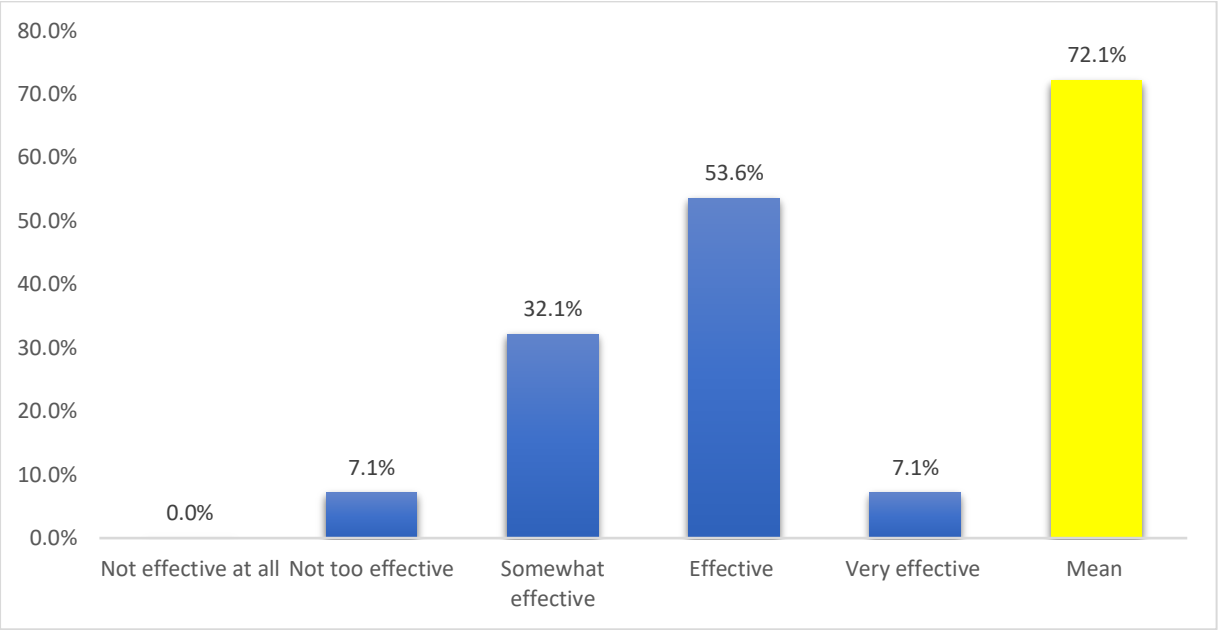
Figure 23: Awareness of CA's external customer service charter:



Findings on the source of awareness of the Communications Authority's (CA) Customer Service Charter show that the CA website is the dominant channel, cited by 83.7% of

respondents. This indicates that digital platforms are the most effective medium for reaching stakeholders. Physical visibility also plays a significant role, with 45.4% learning about the charter through posters at CA headquarters, and 37.6% through fliers or brochures. Social media contributed to awareness for 32.6%, suggesting growing engagement through online networks. However, traditional outreach methods like CA forums (22.7%), broadcast media (19.9%), and print media (12.1%) had lower impact, while 8.5% of respondents cited other unspecified sources. These insights highlight the importance of maintaining a strong digital presence while diversifying communication strategies to enhance reach and inclusivity.

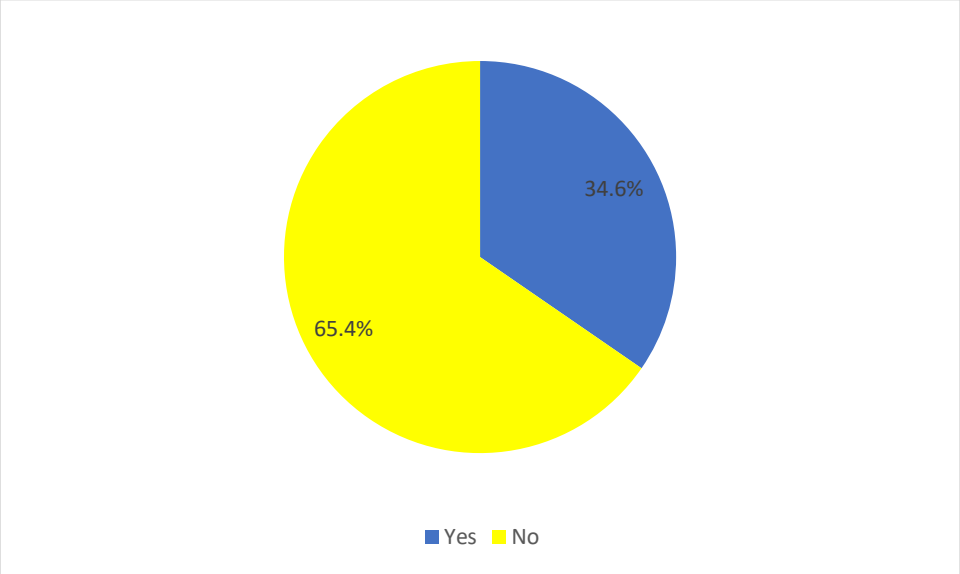
Figure 24: Effectiveness of CA in delivering promises in the service charter



5.1.1.7 Satisfaction with granting approvals

The findings show that 34.6% of respondents sought approval from CA in the last year, while 65.4% did not. This suggests a significant proportion of respondents have engaged with CA for approvals within the past year.

Figure 25: Respondents who have sought grant approvals in the last one year



Among respondents who sought approval from CA in the last year, 35.0% sought approval for interconnection agreements, 5.0% for tariffs, and 60.0% for promotion and special offers. This indicates that promotion and special offers were the most common type of approval sought.

Findings on satisfaction with the Communications Authority's (CA) approval processes indicate moderate public confidence, with an overall average score of 67.5% across three key approval areas. The highest-rated function was the approval of interconnection agreements within 14 days, scoring 69.3%, with 48.3% of respondents agreeing or strongly agreeing that this timeline is met. Approval of promotions and special offers within 3 days followed at 66.8%, while tariff approvals within the same timeframe scored slightly lower at 66.4%. Notably, each area had a high proportion of neutral responses—ranging from 44.6% to 57.1%—suggesting limited awareness or inconsistent experiences among stakeholders. While dissatisfaction levels were low (under 11% across all statements), the data highlights opportunities for CA to improve transparency, streamline approval workflows, and enhance communication to boost stakeholder satisfaction.

Table 19: Satisfaction with granting approvals

Statement	1-Strongly Disagree	2-Disagree	3-Neither Agree nor Disagree	4-Agree	5-Strongly Agree	MEAN
CA approves interconnection agreements between service providers within 14 days	0.0%	7.1%	44.6%	42.9%	5.4%	69.3%
CA approves promotions and special offers within 3 days	0.0%	7.1%	57.1%	30.4%	5.4%	66.8%
CA approves tariffs within 3 days after application	0.0%	10.7%	51.8%	32.1%	5.4%	66.4%
Average						67.5%

Qualitative feedback on CA's approval processes reflects a generally positive perception among those who have interacted with the system, though some respondents noted areas for improvement. About 60% of the comments described the approval process as efficient, timely, or satisfactory, using descriptors like "Excellent," "Very good," "Reasonable," and "EFFICIENT." One respondent specifically praised the speed of approvals, stating, "CA does good in speeding and approvals. There are no delays in signaling arrangements for the consumer." These remarks suggest that for many users, CA's approval mechanisms—particularly for interconnection and signaling—are functioning well and meeting expectations.

However, approximately 25% of respondents indicated limited engagement or awareness, with comments such as "I have not dealt with approval processes" and "None." This points to a gap in visibility or relevance of these services for certain stakeholders. Additionally, 15% noted that there is room for improvement, with one stating simply, "There is an area of improvement," implying that while the system may be functional, it could benefit from greater consistency, transparency, or user support. Overall, the feedback suggests that CA's approval processes are largely effective but would benefit from broader outreach and continuous refinement.

"CA does good in speeding and approvals. There are no delays in signaling arrangements for the consumer."

"Excellent."

"Very good."

"Reasonable."

"EFFICIENT."

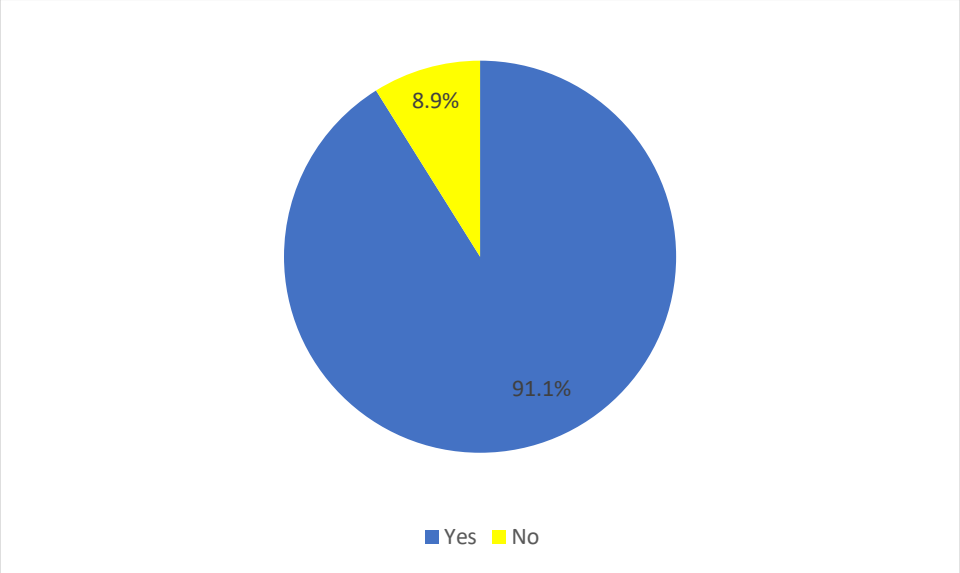
"There is an area of improvement."

"I have not dealt with approval processes." "None."

5.1.1.8 Satisfaction with complaints handling mechanisms

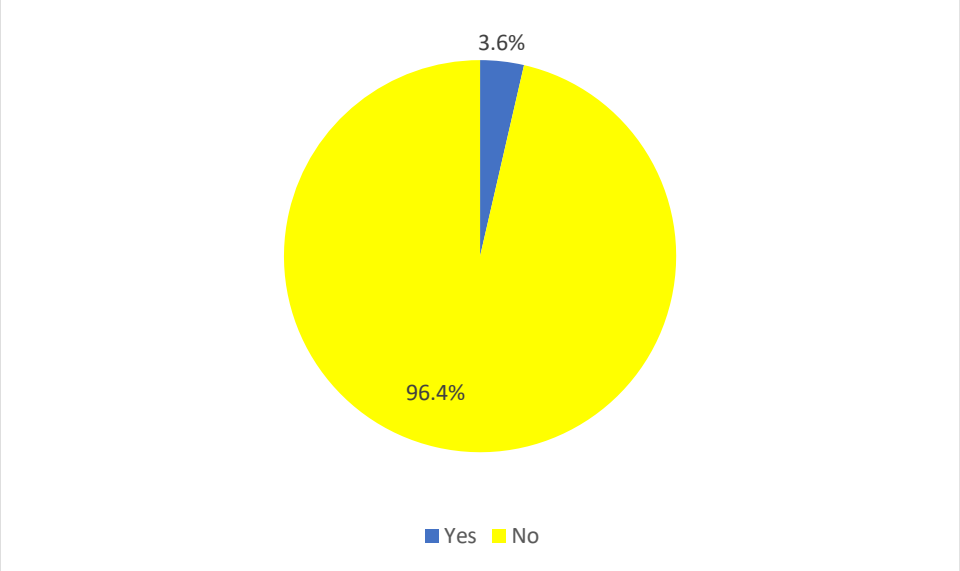
The findings reveal that 91.1% of respondents believe that CA has the ability to solve complaints, while 8.9% do not. This indicates that a majority of respondents have confidence in CA.

Figure 26: Respondents who believe that CA has the ability to solve complaints



Further, the findings reveal that 3.6% of respondents have filed a complaint with CA in the last year, while 96.4% have not. This indicates that a majority of respondents have engaged with CA's complaint process over the past year.

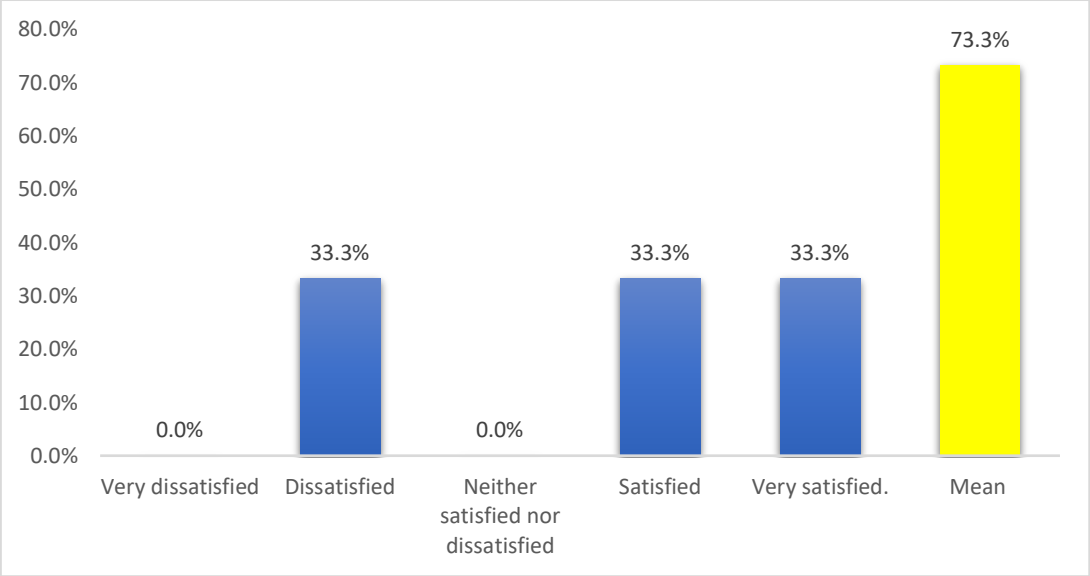
Figure 27: Respondents who have filed a complaint with CA in the last one year



The complaints covered a range of issues including fraud Licensing and correction of invoices, Frequency clash for KPA new system in Nairobi and unresolved complainsts. The majority of complaints filed with CA were submitted through email (100%), followed by telephone calls (33.3%).

Findings on satisfaction with how the Communications Authority of Kenya handled complaints reveal varied experience among respondents, with equal proportions expressing satisfaction and dissatisfaction. Specifically, 33.3% of respondents were dissatisfied, while an equal 33.3% were satisfied, and another 33.3% were very satisfied, resulting in a mean satisfaction score of 73.3%. Notably, there were no respondents who were very dissatisfied or neutral, indicating that those who had interacted with the complaints process held strong opinions—either positive or negative. This split suggests that while a segment of customers finds CA's complaint resolution effective and responsive, a comparable portion experiences delays or unmet expectations. The findings highlight the need for CA to standardize and improve the consistency of its complaint-handling mechanisms to ensure a more uniformly positive experience across its stakeholder base.

Figure 28: Satisfaction with how CA handles complaints



Findings on satisfaction with the Communications Authority's (CA) resolution of complaints indicate moderate confidence among stakeholders, with an overall average score of 68.1% across two key service benchmarks. Resolution of general complaints within 30 days received a mean score of 69.3%, with 48.3% of respondents agreeing or strongly agreeing that CA meets this timeline. However, 44.6% remained neutral, suggesting limited visibility or inconsistent experiences. Similarly, resolution of frequency interference complaints within 14 days scored slightly lower at 66.8%, with 57.1% of respondents neutral and only 35.8% expressing satisfaction. While dissatisfaction levels were low (just 7.1% for each statement), the high neutrality rates point to a need for CA to improve communication, transparency, and consistency in complaint resolution processes to strengthen stakeholder trust and engagement

Table 20: Satisfaction with resolution of complaints

Statement	1-Strongly Disagree	2-Disagree	3-Neither Agree nor Disagree	4-Agree	5-Strongly Agree	MEAN
CA provides resolution of complaint within 30 days	0.0%	7.1%	44.6%	42.9%	5.4%	69.3%
CA provides resolution on frequency interference within 14 days	0.0%	7.1%	57.1%	30.4%	5.4%	66.8%
Average						68.1%

Qualitative feedback on CA's resolution of complaints and frequency interference cases reveals a mix of confidence, constructive suggestions, and calls for greater transparency. About 30% of respondents expressed positive sentiment, describing CA's complaint resolution as "very effective" or "excellent," and noting that "there is no preexisting resolve that has overstayed unresolved." These remarks suggest that for some stakeholders, CA's processes are timely and dependable.

However, 40% of respondents highlighted areas for improvement, particularly around communication and public awareness. Comments such as "CA should increase efforts to inform the public about how to lodge complaints" and "CA should implement effective communication strategies" point to a need for clearer guidance and updates during complaint handling. One respondent emphasized urgency in resolving frequency interference, stating, "It is important to resolve complaints with utmost urgency… both the aggressor's and complainant's customers suffer." Another flagged an unresolved issue, noting, "This matter is unresolved to date and KPA ICD system is operating at half capacity."

Additionally, 20% of respondents indicated limited personal experience, with remarks like "I have never had a serious complaint all these years" and "I will file a complaint this year and provide feedback." These responses suggest that while some stakeholders have not engaged directly with the complaints process, they still hold expectations for diligence and responsiveness. Overall, the feedback underscores the importance of timely resolution, transparent communication, and public education to strengthen trust and service satisfaction.

"CA should increase efforts to inform the public about how to lodge complaints."

"It is important to resolve complaints with utmost urgency… both the aggressor's and complainant's customers suffer."

"Improving transparency and communication on progress for complicated cases."

"This matter is unresolved to date and KPA ICD system is operating at half capacity."

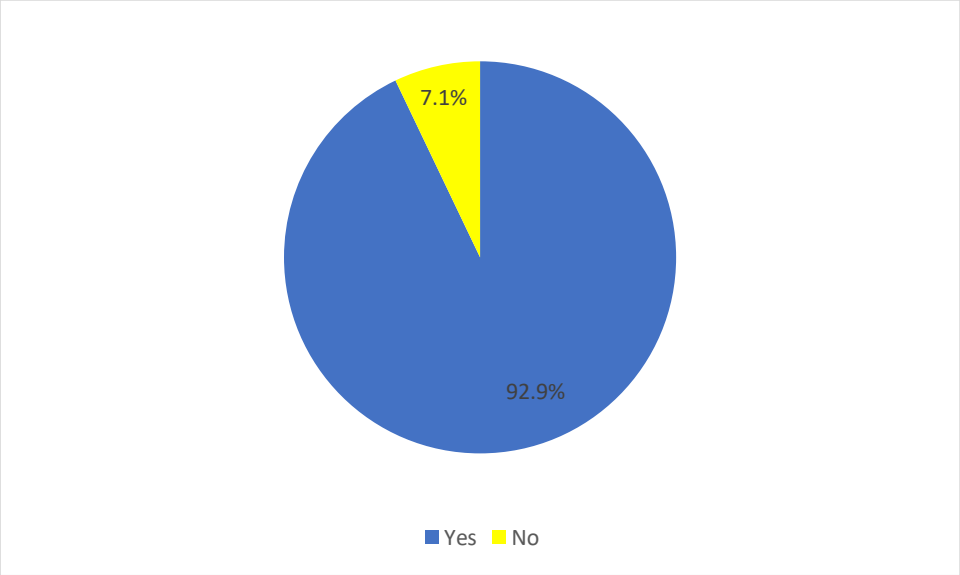
"Very effective."

"I have never had a serious complaint all these years."

5.1.1.9 Satisfaction with dispute resolution

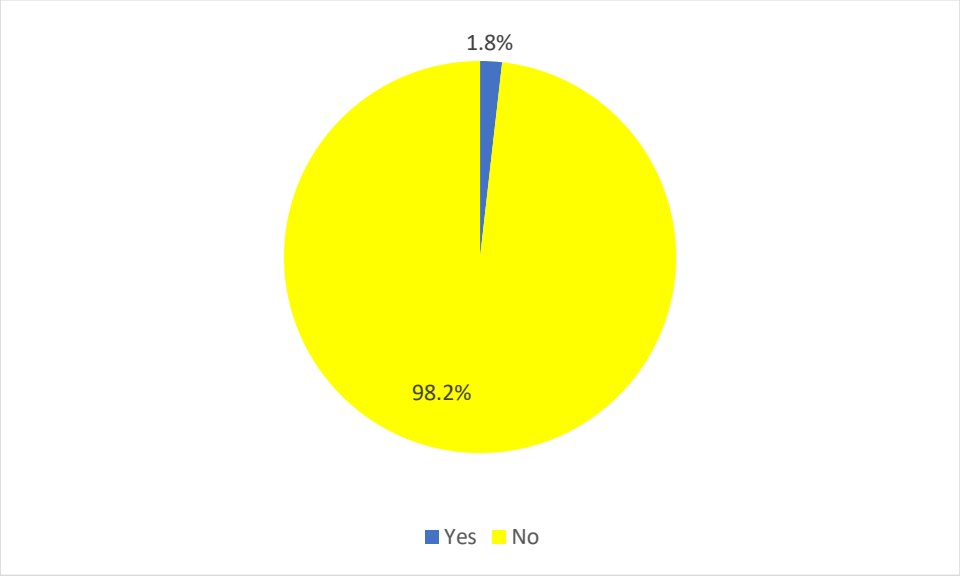
The findings reveal that 92.9% of respondents have believe that CA have are capable of solving their disputes while 7.1% do not.

Figure 29: Respondents who believe that CA are capable of solving their disputes



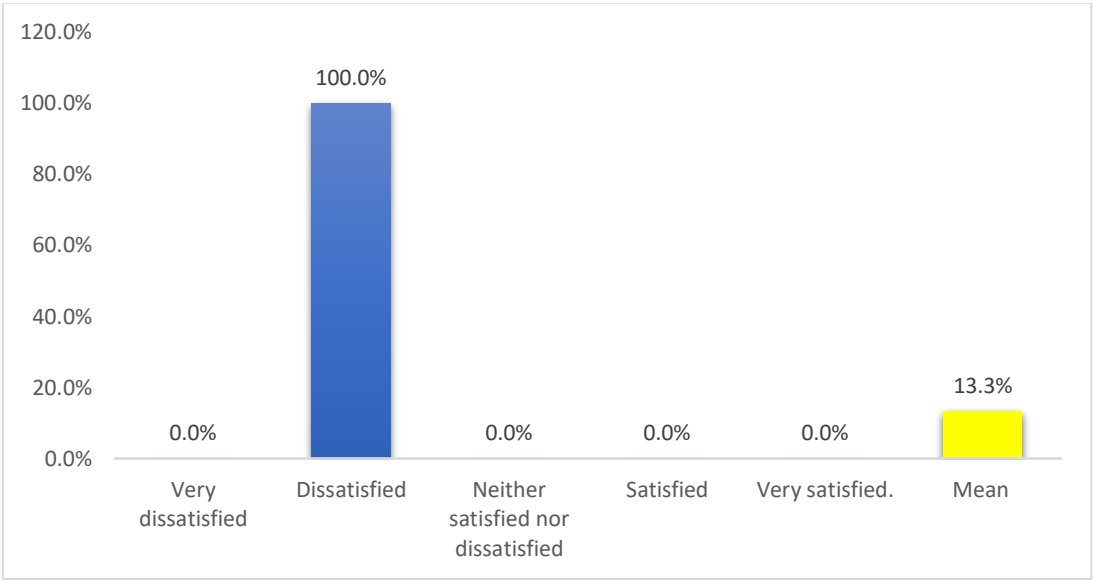
Further, the findings reveal that 1.8% of respondents have filed a dispute with CA in the last year, while 98.2% have not. The dispute was mainly on channel interference. The disputes were filed through email (100%) and telephone calls (100.0%).

Figure 30: Respondents who have filed a dispute with CA in the last one year



Findings on satisfaction with how the Communications Authority of Kenya handles disputes reveal a significant gap in stakeholder confidence. All respondents—100%—expressed dissatisfaction, with 0% indicating neutrality or satisfaction at any level. This resulted in a notably low mean score of 13.3%, the lowest among all service areas assessed. The absence of positive or neutral feedback suggests systemic issues in dispute resolution, such as lack of transparency, delayed processes, or perceived bias. These results highlight an urgent need for CA to review and reform its dispute-handling mechanisms, improve stakeholder engagement, and establish clear, fair, and timely procedures to rebuild trust and credibility in this critical function.

Figure 31: Satisfaction with how CA handles disputes



Qualitative feedback on CA's resolution of disputes reveals mixed perceptions, with limited direct experience but clear expectations for fairness, transparency, and authority. About 40% of respondents indicated they had not personally submitted disputes, yet expressed confidence in CA's approach, with comments like "I believe CA attends to complaints in the right ways" and "Not heard on any litigations… the existing ways of resolving matters are doing pretty well." These remarks suggest a general trust in CA's dispute-handling mechanisms, even among those without firsthand engagement.

However, 30% of respondents raised concerns about unresolved cases and lack of clarity, with one stating "It's still unresolved," and another recommending, "CA should ensure consumers have clear information on the process." This points to a need for better public communication and procedural transparency. Additionally, one respondent emphasized CA's regulatory authority in dispute contexts, noting, "In the case of frequency infringement, CA has the authority to revoke the licence issued to the aggressor," underscoring expectations for decisive enforcement when disputes arise. Overall, while trust exists, the feedback highlights the importance of clear guidelines, timely resolution, and visible enforcement to strengthen stakeholder confidence.

"I believe CA attends to complaints in the right ways."

"Not heard on any litigations… the existing ways of resolving matters are doing pretty well."

"It's still unresolved."

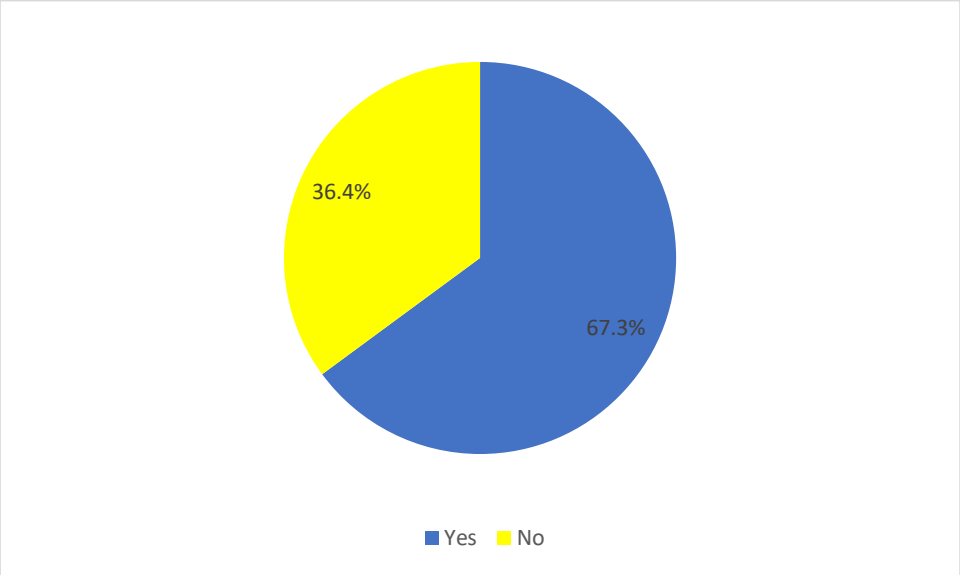
"CA should ensure consumers have clear information on the process."

"In the case of frequency infringement, CA has the authority to revoke the licence issued to the aggressor."

5.1.1.10 Satisfaction with handling information and communication

In the past year, 67.3% of respondents indicated they had made an enquiry with the Communications Authority of Kenya, while 32.7% had not. This shows a majority of participants engaged with CA for information or assistance.

Figure 32: Enquiries to CA in the last year



The findings show that e-mail is the most frequently used medium for making inquiries to the Communications Authority, reported by 93.8% of respondents. This was closely followed by telephone communication, cited by 82.0%. A significant proportion (41.8%) indicated that they had made physical visits to the CA offices, reflecting a continued preference for in-person interaction where necessary. A smaller number of respondents mentioned using letters (7.8%) and the CA website (3.6%) as channels for inquiry. These results suggest that while electronic communication, particularly through e-mail, is the dominant mode of inquiry, traditional and physical methods still play an important complementary role in stakeholder engagement with the Authority.

a) Reliability of channels used to obtain information from CA

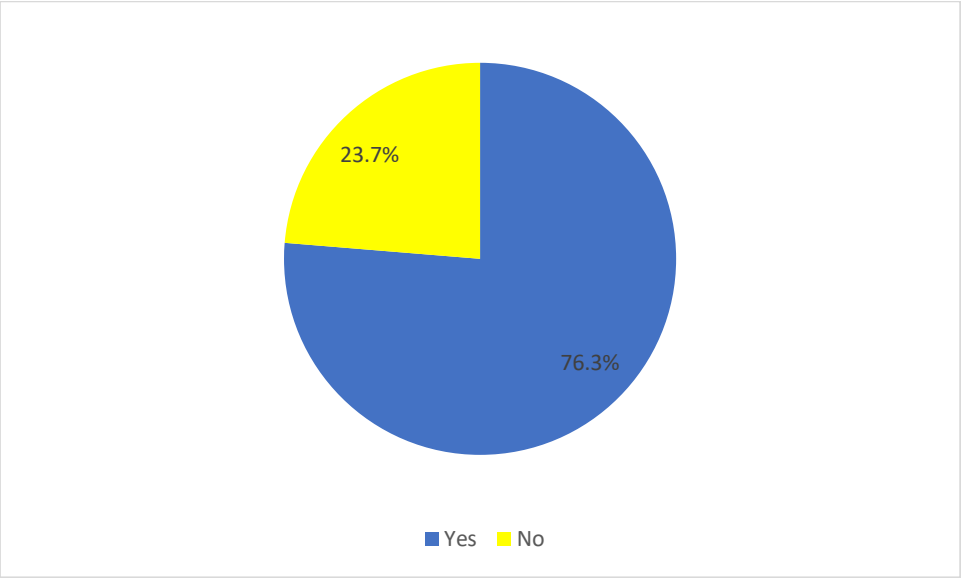
Findings on the reliability of channels used to obtain information indicate that respondents generally consider the Communication Authority's information platforms to be dependable, with an overall mean reliability score of 76.8%. The most reliable channels were physical visits to CA offices (84.6%), telephone communication (83.3%), and e-mail (79.4%), underscoring a strong preference for direct and personalized modes of engagement. Moderate reliability was reported for the CA website (77.0%), CA forums and workshops (77.1%), and print media (74.9%), while social media (73.9%) and broadcast media (69.3%) were viewed as comparatively less reliable. These results suggest that although all channels are perceived as fairly effective, respondents place greater trust in direct and formal communication methods when seeking information from the Authority.

Table 21: Reliability of channels used to obtain information

Indicator	1-Extremely unreliable	2-Unreliable	3-Somewhat Unreliable	4-Reliable	5-Extremely reliable	Mean
E-mails	0.0%	5.6%	19.4%	47.2%	27.8%	79.4%
Telephone	0.0%	5.6%	8.3%	50.0%	36.1%	83.3%
Physical visits to CA offices	0.0%	8.6%	5.7%	40.0%	45.7%	84.6%
Letters	3.3%	10.0%	30.0%	36.7%	20.0%	72.0%
Website	0.0%	3.7%	33.3%	37.0%	25.9%	77.0%
CA forums and workshops	0.0%	7.1%	21.4%	50.0%	21.4%	77.1%
Print media	0.0%	7.1%	32.1%	39.3%	21.4%	74.9%
Social media	0.0%	11.5%	30.8%	34.6%	23.1%	73.9%
Broadcast media	7.1%	10.7%	28.6%	35.7%	17.9%	69.3%
Average						76.8%

The survey revealed that 76.3% of respondents received a response from CA within 3 working days, while 23.7% indicated that they did not.

Figure 33: Response of CA to Enquiries Within 3 Working Days



b) Satisfaction ratings of information received from CA

Findings on the satisfaction rating of information received from the Communications Authority of Kenya indicate a high level of stakeholder confidence, with an overall average score of 82.1% across four key indicators. Clarity of information received the highest rating at 83.2%, with 92.1% of respondents finding CA's communication clear and easy to understand. This was closely followed by adequacy of information (82.6%) and relevance of information (81.6%), suggesting that the content shared by CA is both appropriate and useful to its audience.

Timeliness of information, while still strong at 81.1%, had slightly higher levels of perceived unreliability, with 18.4% of respondents rating it as somewhat unreliable or worse.

Table 22: Satisfaction rating of information received from CA

Indicator	1- Extremely unreliable	2- Unreliable	3- Somewhat Unreliable	4- Reliable	5- Extremely reliable	Mean
Relevance of the information	0.0%	0.0%	10.5%	71.1%	18.4%	81.6%
Clarity of the information	0.0%	0.0%	7.9%	68.4%	23.7%	83.2%
Adequacy of the information	0.0%	0.0%	10.5%	65.8%	23.7%	82.6%
Timeliness of the information	0.0%	2.6%	15.8%	55.3%	26.3%	81.1%
Average						82.1%

Findings from the survey indicate that a majority of respondents view the Communications Authority of Kenya as providing sufficient and consistent information to its licensees. Specifically, about 54% of respondents stated that CA keeps its licensees adequately informed, while approximately 35% indicated that CA keeps its licensees fairly well informed. In contrast, a smaller proportion, around 11%, felt that CA gives its licensees only a limited amount of information.

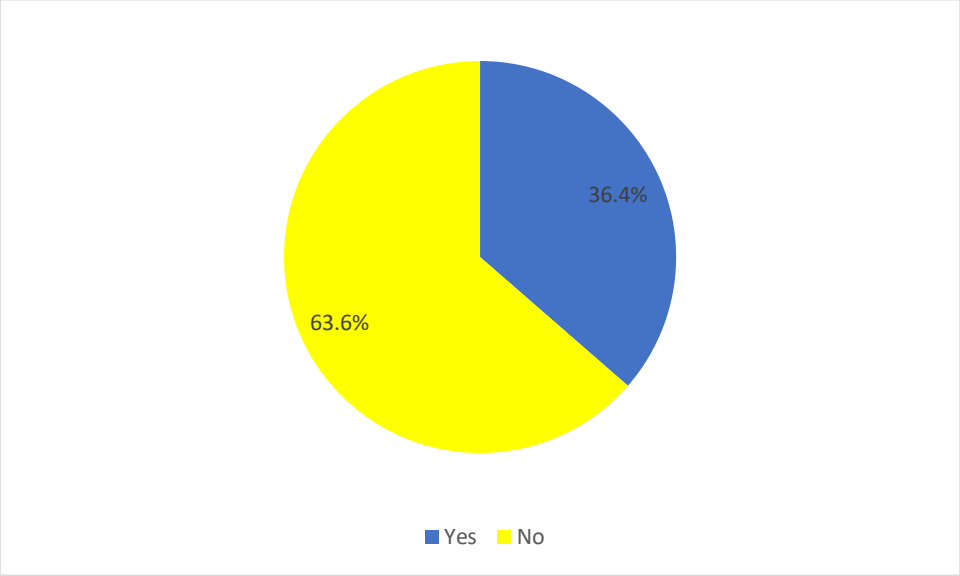
Table 23: General feeling about information received from CA

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	54.0%
CA keeps its licensees fairly well informed	35.0%
CA gives its licensees only a limited amount of information	11.0%
CA never gives its licensee adequate information	0.0%

5.1.1.11 Satisfaction rating with quarterly reports

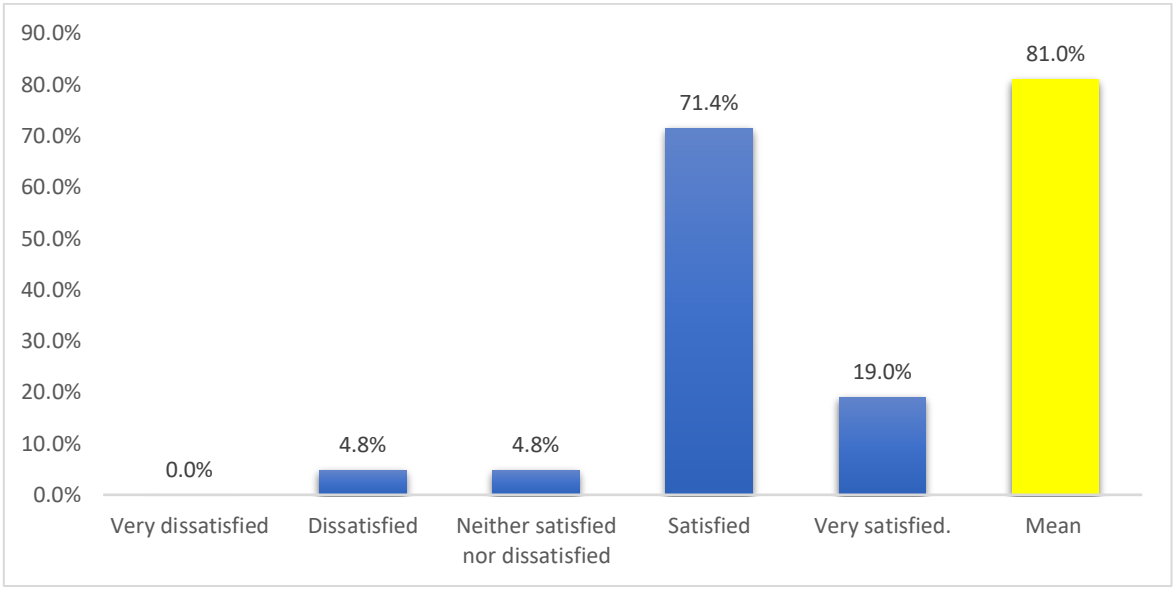
Thirty-six-point four percent of the respondents, (36.4%) confirmed that they read CA's quarterly reports. Conversely, 63.6% do not read these reports.

Figure 34: Proportion of Respondents Who Read CA's Quarterly Reports



Findings show that overall satisfaction with the reports provided by the Communications Authority of Kenya is high. A majority of respondents, 71.4%, indicated that they were satisfied with the reports, while an additional 19.0% reported being very satisfied. Only a small proportion expressed negative or neutral views, with 4.8% being dissatisfied and another 4.8% being neither satisfied nor dissatisfied. The overall mean satisfaction score of 81.0% reflects a strong positive perception of the quality, relevance, and usefulness of the reports shared by CA.

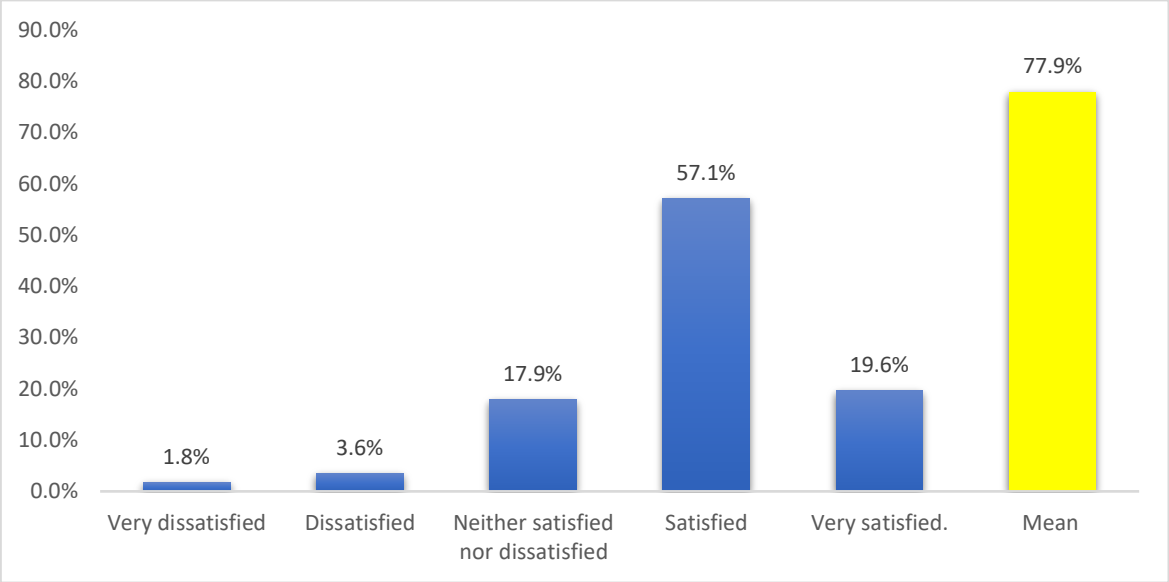
Figure 35: Satisfaction rating with quarterly reports



5.1.1.12. Satisfaction rating of CA commitment to the customer

Findings indicate that respondents generally hold a positive view of the Communications Authority's (CA) commitment to its customers. A majority, 57.1%, reported being satisfied, while an additional 19.6% were very satisfied with CA's level of commitment. Meanwhile, 17.9% expressed a neutral position, and only a small proportion were dissatisfied (3.6%) or very dissatisfied (1.8%). The overall mean satisfaction score of 77.9% reflects a strong level of confidence in CA's customer focus and responsiveness.

Figure 36: Satisfaction with CA commitment to customer.



Qualitative feedback on CA's commitment to customers highlights both appreciation for existing efforts and clear recommendations for improvement. About 35% of respondents expressed satisfaction or encouragement, with comments like "Keep it up" and "Satisfied," indicating that some stakeholders view CA's service delivery positively. However, a larger share—approximately 50%—identified gaps in responsiveness, coordination, and communication. One respondent noted, "Response time to customer matters need an improvement," while another shared a frustrating experience: "Have not gotten my license nor mail feedback for 3 months now." A recurring theme was the need for proactive communication, with remarks such as "CA should provide information or updates proactively instead of customers to initiate contact" and "Please give regular updates to your customers in any changes in regulations."

Operational inefficiencies were also flagged, particularly in internal coordination: "Sometimes the licensing office and the billing office are out of sync… someone in the billing office says they are not aware of your case." Additionally, calls for decentralization and grassroots engagement emerged, with suggestions to "Increase in-person commitments especially at the grassroots level" and "De-centralize more when funds allow it in future." These insights underscore the importance of strengthening internal systems, enhancing transparency, and deepening community outreach to reinforce CA's commitment to customer-centric service.

"CA should provide information or updates proactively instead of customers to initiate contact."

"Sometimes the licensing office and the billing office are out of sync… someone in the billing office says they are not aware of your case."

"Response time to customer matters need an improvement."

"Have not gotten my license nor mail feedback for 3 months now."

"Increase in-person commitments especially in the grass root level."

"De-centralize more when funds allow it in future.

5.1.1.13. Satisfaction rating of customers rights

Findings on satisfaction with CA's commitment to customer service show strong overall performance, with an average score of 78.7% across key indicators including confidentiality, professionalism, information provision, and ethics. The highest-rated areas were confidentiality (80.3%) and provision of relevant information (80.1%), reflecting stakeholder trust in how CA handles personal data and communicates service details. Professional competence also scored well at 79.3%, while ethics in dealings received the lowest score at 75.1%, suggesting room for improvement in transparency and consistency. Overall, the results indicate that CA is largely meeting customer expectations, but should continue reinforcing ethical standards and enhancing stakeholder engagement to maintain high levels of satisfaction.

Table 24: 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	3.6%	1.8%	10.7%	57.1%	26.8%	80.3%
CA offers complete and accurate information on all on all services. This includes accessibility, time period and relevant charges	1.8%	3.6%	14.3%	57.1%	23.2%	79.3%
CA upholds privacy and confidentiality with respect to personal, business, contractual and financial information, written or oral	3.6%	1.8%	12.5%	55.4%	26.8%	80.1%
CA customers participate in the review of the customer service charter	5.4%	5.4%	16.1%	55.4%	17.9%	75.1%
Average						78.7%

Qualitative feedback on satisfaction with customer rights under the Communications Authority of Kenya highlights a mix of affirmation, constructive suggestions, and calls for deeper engagement. Several respondents emphasized the importance of access to sufficient and relevant information, with one stating, "CA customers have the right to receive sufficient information to fully benefit from the services they are using." This reflects a clear expectation for transparency and empowerment through communication.

About 30% of responses pointed to areas for improvement, particularly in stakeholder engagement and decentralization. Comments like "Need more engagement with stakeholders especially on customer service charter" and "The Regional Offices may be empowered to serve as the mandate for CA headquarters to minimize shuttles" suggest that customers value proximity, responsiveness, and inclusive dialogue. Another respondent noted, "Much attention to clients still remains key," reinforcing the need for customer-centric service delivery.

Meanwhile, 25% of respondents expressed neutral or non-critical views, with remarks such as "None," "N/A," and "At the moment am not complaining." These indicate either satisfaction or limited direct experience with rights-related issues. Overall, the feedback underscores the importance of proactive communication, regional accessibility, and ongoing stakeholder engagement to uphold and strengthen customer rights.

"CA customers have the right to receive sufficient information to fully benefit from the services they are using."

"Need more engagement with stakeholders especially on customer service charter."

"The Regional Offices may be empowered to serve as the mandate for CA headquarters to minimize shuttles."

"Much attention to clients still remains key."

"At the moment am not complaining."

5.1.1.14 Pricing of CA services

Findings on the pricing of CA services reveal that respondents generally perceive the Authority's service charges as moderate to slightly high across different categories. The mean rating across all services was 66.8%, suggesting a tendency toward viewing prices as fair but leaning toward the higher side. Specifically, frequency services were rated the highest, with a mean score of 71.4%, indicating that many respondents consider these charges relatively high. This was followed by broadcasting services at 68.9% and telecommunication services at 66.4%. Postal and courier services and tender-related charges were viewed as comparatively moderate, with mean scores of 63.6% and 63.5%, respectively.

Figure 37: Rating the Cost of CA services

Indicator	1-Very Low	2-Low	3-Neither Low nor High	4-High	5-Very High	Mean
Telecom	1.8%	12.5%	48.2%	26.8%	10.7%	66.4%
Postal/Courier	1.8%	12.5%	55.4%	26.8%	3.6%	63.6%
Frequency	1.8%	3.6%	51.8%	21.4%	21.4%	71.4%
Broadcasting	1.8%	3.6%	57.1%	23.2%	14.3%	68.9%
Tender	5.4%	5.4%	62.5%	19.6%	7.1%	63.5%
Average						66.8%

Qualitative feedback on the pricing of Communications Authority of Kenya services reveals a mix of uncertainty, moderate satisfaction, and constructive suggestions. A significant portion of respondents—about 40%—expressed limited awareness or clarity. This suggests a need for greater transparency and public education around CA's pricing structures.

Meanwhile, 30% of respondents viewed pricing as fair or acceptable, using terms like "Fairly" and "Maintain the current levels," indicating that for some stakeholders, current costs are reasonable. One respondent specifically noted, "The pricing for technical personnel is favourable," pointing to perceived value in specialized service areas.

Others offered strategic recommendations, emphasizing the importance of value-based pricing and market fairness. Comments such as "CA should focus on the tangible benefits you offer clients" and "Ensuring there is fair competition" reflect expectations that pricing should align with service quality and sector dynamics. Overall, the feedback underscores the need for CA to enhance pricing transparency, communicate value more clearly, and ensure competitive fairness to strengthen stakeholder trust and satisfaction.

"CA should focus on the tangible benefits you offer clients."

"I am not sure about the pricing of all the services."

"The pricing for technical personnel is favourable."

"Ensuring transparency in the pricing process."

"Ensuring there is fair competition."

"I do not know should have been an option here."

5.1.1.15 Culture, Efficiency and Effectiveness

Findings on Culture, Efficiency, and Effectiveness at the Communications Authority of Kenya (CA) reflect a strong institutional performance, with an overall average score of 76.1% across four key indicators. The highest-rated area was CA's organizational culture, which scored 77.5%, with 73.2% of respondents agreeing or strongly agreeing that it enables the Authority to effectively meet customer needs. Resource utilization followed closely at 76.1%, indicating confidence in CA's ability to deliver quality services efficiently. Service delivery alignment and stakeholder engagement scored 75.7% and 75.0% respectively, suggesting that while CA's processes and values support timely service and collaboration, there is room to enhance consistency and inclusivity. Notably, neutral responses ranged from 17.9% to 27.3%, pointing to opportunities for CA to improve visibility and stakeholder understanding of its internal practices. Overall, the data suggests that CA is well-positioned in terms of operational culture and service efficiency, but could benefit from deeper engagement and clearer communication to maximize stakeholder confidence.

Figure 38: Culture, Efficiency and Effectiveness

Indicator	1-Strongly Disagree	2-Disagree	3-Neither Agree nor Disagree	4-Agree	5-Strongly Agree	Mean
The Communications Authority of Kenya demonstrates a culture that enables it to effectively meet customer needs.	0.0%	8.9%	17.9%	50.0%	23.2%	77.5%
The values and practices of the Authority promote effective engagement and collaboration with stakeholders.	0.0%	7.3%	27.3%	49.1%	16.4%	75.0%
The Authority efficiently utilizes its resources to deliver quality services.	0.0%	5.4%	21.4%	60.7%	12.5%	76.1%
Service delivery processes at the Authority are well-aligned to ensure timely and efficient service to customers.	0.0%	7.1%	21.4%	57.1%	14.3%	75.7%
Average						76.1%

Qualitative feedback on the Communications Authority's (CA) working culture reflects a mix of optimism, constructive critique, and calls for deeper internal engagement. Based on survey data, 77.5% of respondents agreed or strongly agreed that CA demonstrates a culture that enables it to effectively meet customer needs, while 75.0% affirmed that its values and practices promote stakeholder collaboration. Several respondents acknowledged CA's efforts to foster an inclusive environment, with comments like "CA creates an environment where employees feel comfortable sharing ideas and suggestions with management" and "Creating a culture where employees feel safe to share ideas and feedback with management." These remarks suggest that CA has laid a foundation for openness and collaboration.

However, nearly 45% of qualitative responses pointed to areas needing improvement, particularly around internal systems and responsiveness. Suggestions such as "Improve on digital linkage of services" and "Create a continuous feedback loop for employees to provide input and for the company to act on it and report back" highlight the need for more integrated communication and accountability mechanisms. Comments like "A lot of improvement required" and "There is an area of improvement" further reinforce the perception that while the culture is promising, it is not yet fully optimized.

About 15% of respondents offered neutral or non-specific feedback, such as "None," "Agrees," and "No comment," indicating either satisfaction or limited engagement with the topic. Overall, the feedback suggests that CA's working culture is evolving in the right direction, but would

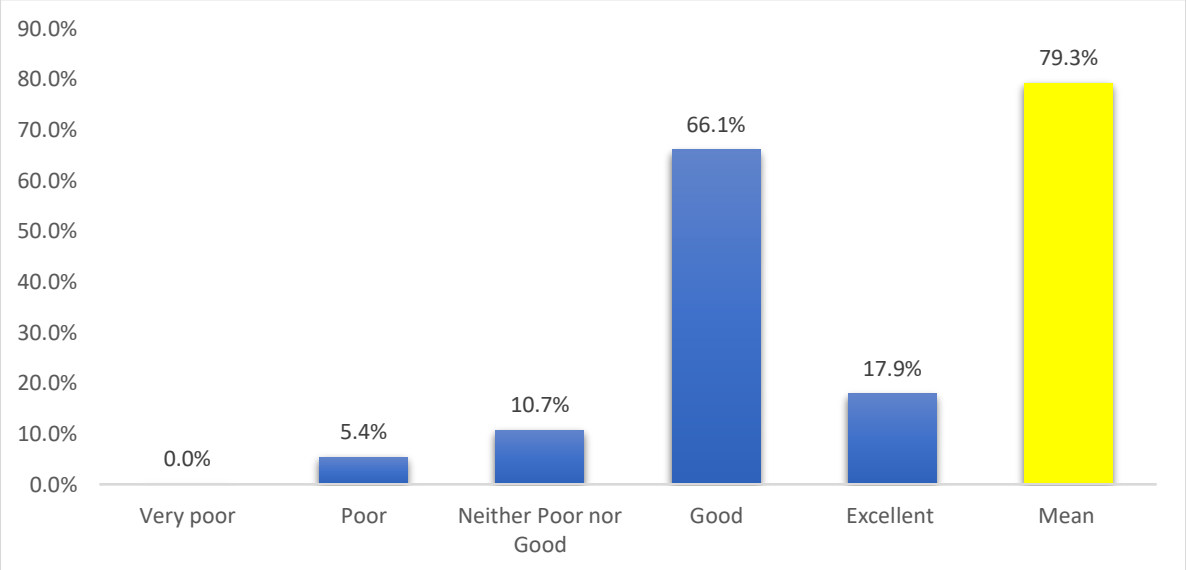
benefit from enhanced digital integration, structured employee feedback systems, and consistent follow-through to strengthen internal cohesion and performance.

> *"CA creates an environment where employees feel comfortable sharing ideas and suggestions with management."*
>
> *"Create a continuous feedback loop for employees to provide input and for the company to act on it and reporting back to employees."*
>
> *"Improve on digital linkage of services."*
>
> *"A lot of improvement required."*
>
> *"Creating a culture where employees feel safe to share ideas and feedback with management."*

5.1.1.16 Overall performance and satisfaction

The overall performance of the Communications Authority of Kenya in regulating the ICT sector in Kenya received positive feedback, with 66.1% of respondents rating it as "good" and 17.9% as "excellent." A smaller portion rated the performance as "neither poor nor good" (10.7%), while 5.4% rated it "poor". The average rating for CA's regulatory performance was 79.3%, indicating a generally favorable perception among stakeholders.

Figure 39: Overall satisfaction with CA in regulating ICT in Kenya.



Qualitative feedback on the Communications Authority's (CA) performance in regulating the ICT sector in Kenya reveals a blend of strategic recommendations, regional equity concerns, and calls for stronger enforcement. Several respondents emphasized the need for internal governance improvements, with one stating, "Start with governing inside the organization so that you can govern the ICT sector in Kenya," suggesting that institutional integrity is foundational to effective sector oversight.

A recurring theme was the lack of visibility and outreach in underserved regions, particularly rural counties. One respondent noted, “Very few, if anything, none has heard of CA in my County… they should consider visiting such Counties like West Pokot for sensitization programs,” highlighting the need for balanced engagement through workshops, seminars, and CSR initiatives beyond urban centers.

Concerns about unlicensed operators securing tenders point to gaps in enforcement and market regulation, with stakeholders urging CA to tighten compliance mechanisms. Additionally, there were calls for inter-agency clarity, such as “Need to understand how CA works with other ICT bodies like ICT Authority,” indicating a desire for more transparent collaboration across regulatory entities.

Forward-looking suggestions included “CA should foresee the management of new challenges and opportunities effectively” and “Put a cap on price variations to within 10% from different ICT services providers,” reflecting expectations for proactive policy development and consumer protection. Overall, the feedback underscores the importance of inclusive outreach, regulatory enforcement, inter-agency coordination, and strategic foresight to enhance CA’s impact in Kenya’s dynamic ICT landscape.

“Start with governing inside the organization so that you can govern the ICT sector in Kenya.”

“Very few if anything none has heard of CA in my County… they should consider visiting such Counties like West Pokot.”

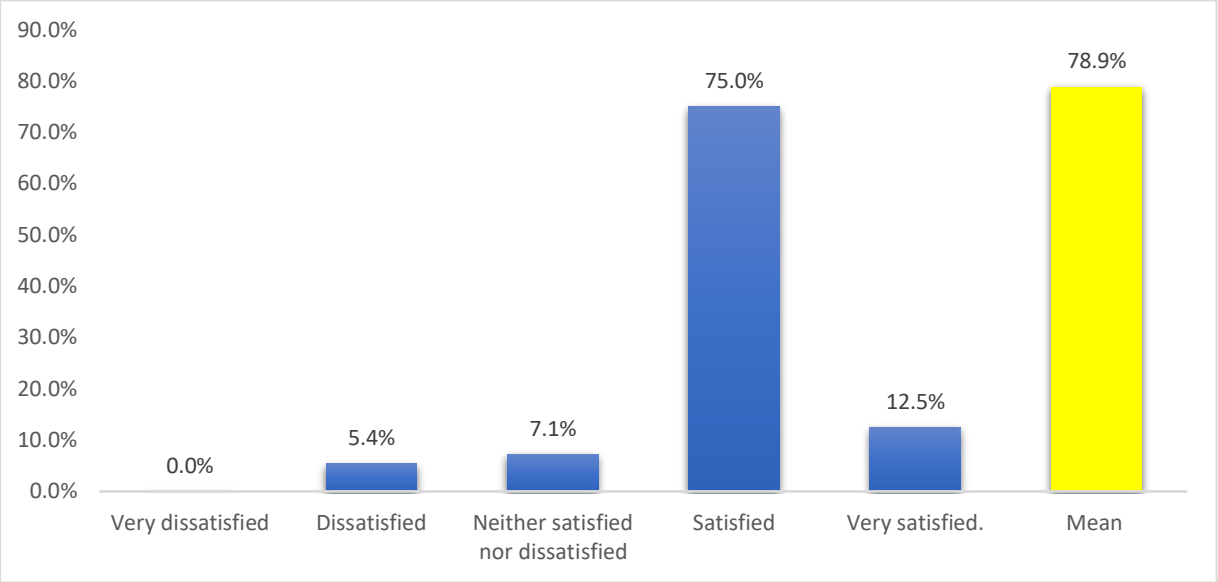
“ICT sector is crowded with people who are not licensed and yet they get tenders.”

“Need to understand how CA works with other ICT bodies such as ICT Authority.”

“Put a cap on price variations to within 10% from different ICT services providers.”

The overall satisfaction with CA's services is largely positive, with 75.0% of respondents indicating they are satisfied and 12.5% reporting they are very satisfied. A smaller portion, 7.1%, are neutral, while 5.4% are dissatisfied. The mean satisfaction score is 78.9%, reflecting a generally favorable perception of the services provided by the Communications Authority.

Figure 40: Overall satisfaction with services received from CA.



Qualitative feedback on how the Communications Authority of Kenya can improve stakeholder satisfaction highlights several actionable themes: proactive engagement, internal coordination, and service delivery efficiency. A recurring recommendation was for CA to "actively collect and act on customer feedback," emphasizing the need for a responsive and inclusive feedback loop. Several respondents stressed the importance of internal improvements, such as "Interlinking IT services between licensing and finance team will bring great improvement on license renewal process" and "Improvements should start from within the organisation." These comments suggest that operational alignment is key to enhancing customer experience.

Stakeholders also called for expanded outreach and education, with suggestions like "Educate people on what CAK is all about" and "Please share more on workshops and seminars to enlighten licensees." One respondent proposed leveraging local networks and partnerships, stating, "Through workshops, CSRs to learning institutions, social media, broadcasts, and teaming up with service providers… even through local administrations like Chiefs." This reflects a desire for more grassroots and collaborative engagement.

Concerns about timeliness and transparency were also noted, including "Issuance of certificates and notification takes time" and "Continuous assessment of quality and availability of services provision by all service providers they have licensed." These point to expectations for faster turnaround and stronger oversight. Overall, the feedback suggests that CA can boost satisfaction by strengthening internal systems, expanding stakeholder education, and ensuring timely, transparent service delivery.

"Should actively collect and act on customer feedback."

"Improvements should start from within the organisation."

"Interlinking IT services between licensing and finance team will bring great improvement."

"Issuance of certificates and notification takes time."

"Please share more on workshops and seminars to enlighten licensees."

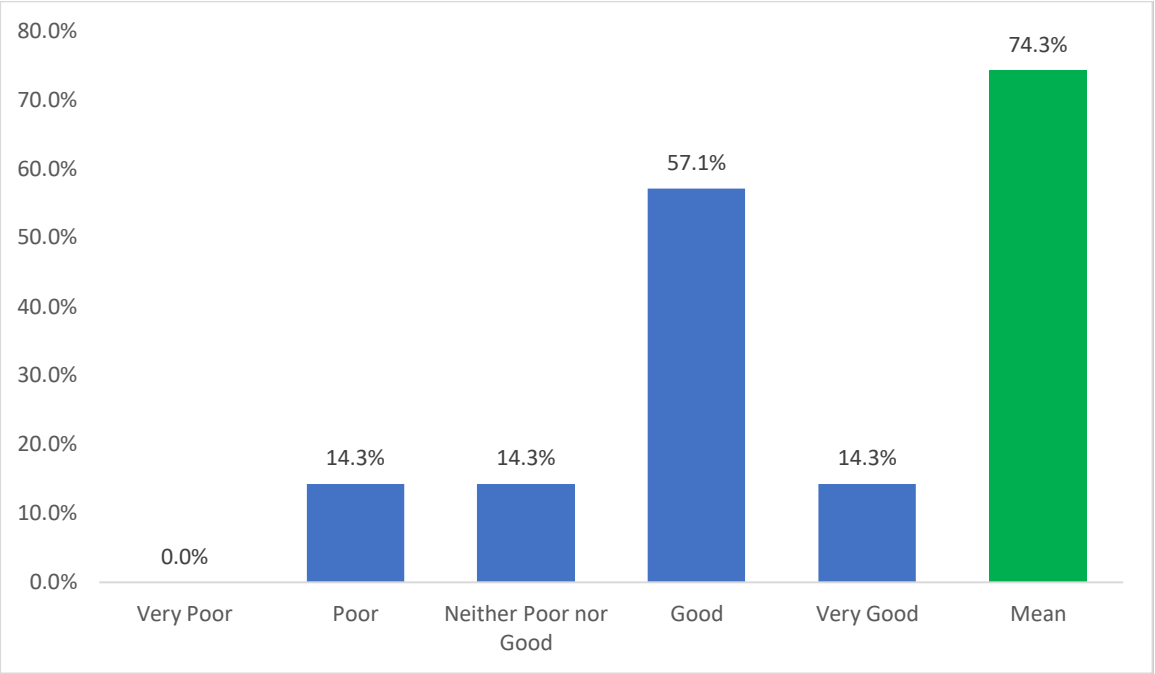
"Continuous assessment of quality and availability of services provision by all service providers they have licensed.

5.1.2 Postal and Courier

5.1.2.1 Evaluation of awareness on CA's mandate

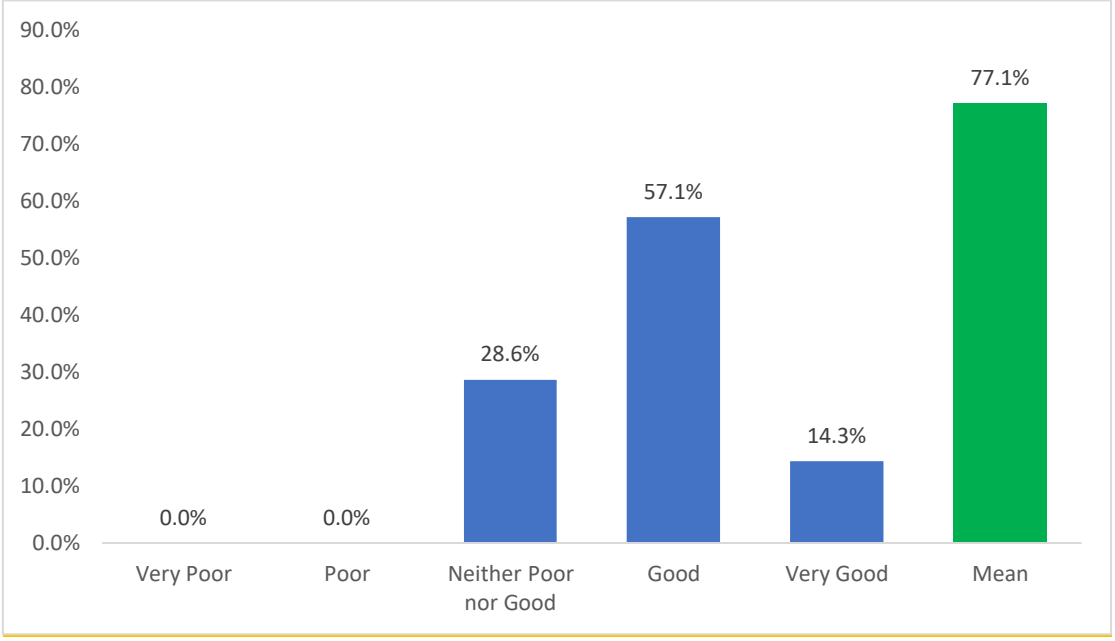
Findings on the level of awareness of the Communications Authority's (CA) mandate indicate a moderate-to-high understanding among stakeholders, with a mean score of 74.3%. A majority—57.1%—rated their awareness as Good, while 14.3% considered it Very Good, suggesting that over 70% of respondents have a positive grasp of CA's role and responsibilities. However, 28.6% of respondents expressed either Poor awareness (14.3%) or remained neutral (14.3%), signalling that nearly one-third of stakeholders may lack sufficient clarity on CA's mandate.

Figure 41: Awareness on CA's mandate



Findings on the Communications Authority's (CA) performance in executing its mandate indicate a strong overall perception, with a mean score of 77.1%. A combined 71.4% of respondents rated CA's performance as either Good (57.1%) or Very Good (14.3%), reflecting broad confidence in its ability to fulfill regulatory responsibilities. However, 28.6% of respondents remained neutral, selecting Neither Poor nor Good, which suggests that while CA is generally viewed positively, there is a notable segment of stakeholders who may lack sufficient visibility into its impact or are awaiting more tangible results.

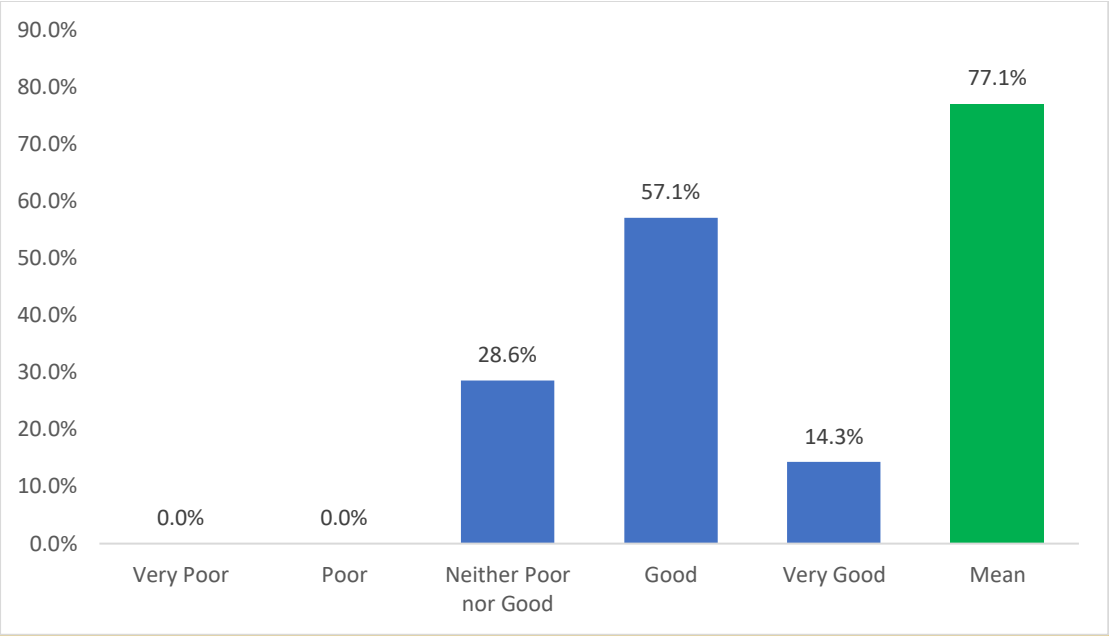
Figure 42: Rating CA performance in executing its mandate



5.1.2.2 Evaluation of CA service delivery

Findings on the evaluation of the Communications Authority's (CA) service delivery indicate a strong overall performance, with a mean score of 77.1%. A combined 71.4% of respondents rated CA's service delivery as either Good (57.1%) or Very Good (14.3%), reflecting broad satisfaction with the quality, efficiency, and responsiveness of services provided. Notably, no respondents rated service delivery as Poor or Very Poor, underscoring a positive baseline perception. However, 28.6% of respondents selected Neither Poor nor Good, suggesting a degree of neutrality or limited engagement that may reflect inconsistent experiences or a lack of visibility into CA's service processes.

Figure 43: Evaluation of CA service delivery



Feedback on the Communications Authority's (CA) service delivery reveals a mix of satisfaction and concern, with limited but pointed responses. While one respondent simply noted "good," indicating a positive experience, others highlighted critical service delivery gaps, particularly around permit approval timelines and communication clarity. One stakeholder remarked, "The approval of the CAK permits is very slow and there is no clear channel of communication," pointing to delays and lack of transparency in administrative processes.

Meanwhile, several respondents offered neutral or non-specific feedback, such as "No" and "None," which may reflect either satisfaction or limited engagement with CA services. These responses suggest that while some stakeholders are content, others may not have had sufficient interaction to form a strong opinion.

Overall, the feedback underscores the need for CA to improve turnaround times, clarify communication channels, and proactively engage stakeholders to enhance service delivery and satisfaction.

"The approval of the CAK permits is very slow and there is no clear channel of communication."

"good"

"No"

"None"

5.1.2.3 Evaluation of CA's core values

Findings on the evaluation of the Communications Authority's (CA) core values reveal a moderately positive perception, with an overall average score of 72.0%. Integrity received the highest rating at 77.2%, with 57.2% of respondents rating it as good or very good, indicating strong trust in CA's ethical standards. Innovation followed at 74.4%, though 28.6% rated it poorly, suggesting mixed views on CA's adaptability. Inclusion scored 71.5%, with some concerns about equitable engagement, while Agility and Excellence both received the lowest scores at 68.6%, with 71.4% of respondents remaining neutral—pointing to limited visibility or impact of these values. These results suggest that while CA is viewed as principled and forward-looking, it should strengthen its demonstration of inclusivity, responsiveness, and service excellence to fully align with stakeholder expectations.

Table 25: Evaluation of Core Values

Core Value	1-Very Poor	2-Poor	3-Neither Poor nor Good	4- Good	5-Very Good	Mean
Integrity	0.0%	0.0%	42.9%	28.6%	28.6%	77.2%
Innovation	0.0%	28.6%	0.0%	42.9%	28.6%	74.4%
Inclusion	0.0%	14.3%	28.6%	42.9%	14.3%	71.5%
Agility	0.0%	0.0%	71.4%	14.3%	14.3%	68.6%
Excellence	0.0%	0.0%	71.4%	14.3%	14.3%	68.6%
Average						**72.0%**

5.1.2.4 Satisfaction with CA's corporate image

Findings on satisfaction with the Communications Authority's (CA) corporate image indicate a strong and generally positive perception, with an overall average score of 77.2% across seven key indicators. Trust in the organization emerged as the highest-rated attribute, with 100% of respondents agreeing or strongly agreeing that "CA is an organization I can trust," yielding a score of 85.7%. Confidence in CA's staff and management, professional discharge of mandate, and reputation all scored 80.0% or higher, reflecting stakeholder belief in CA's credibility and operational integrity. However, perceptions of innovation and corporate social responsibility (CSR) were comparatively lower, at 71.5% and 68.6% respectively, with 14.3% of respondents expressing disagreement in each case. These results suggest that while CA is widely respected and trusted, there is room to enhance visibility and impact in areas such as innovation and CSR engagement to further strengthen its corporate image.

Table 26: Satisfaction with corporate image

Role	1-Strongly Disagree	2-Disagree	3-Neither Agree nor Disagree	4-Agree	5-Strongly Agree	MEAN
CA is an organization I can trust	0.0%	0.0%	0.0%	71.4%	28.6%	85.7%
I have confidence in CA's staff and management to execute its mandate	0.0%	0.0%	28.6%	42.9%	28.6%	80.1%

CA is an innovative organization	0.0%	14.3%	42.9%	14.3%	28.6%	71.5%
CA is reliable	0.0%	0.0%	42.9%	42.9%	14.3%	74.4%
CA professionally discharges its mandate	0.0%	0.0%	14.3%	71.4%	14.3%	80.0%
CA has a good reputation	0.0%	0.0%	28.6%	42.9%	28.6%	80.1%
CA is involved in corporate social responsibilities activities	0.0%	14.3%	42.9%	28.6%	14.3%	68.6%
Average						77.2%

5.1.2.5 CA customer expectations

Findings on customer expectations of the Communications Authority of Kenya reveal a moderate level of satisfaction, with an overall average score of 68.2%. The highest-rated area was the timely issuance of licenses at 74.3%, indicating that most stakeholders feel CA meets this core expectation. Consumer protection and Universal Service Fund management also scored above 71%, reflecting confidence in CA's public interest functions. However, lower scores were observed in areas such as ICT equipment approval (62.9%), tariff regulation (62.9%), and competition management (65.8%), with high neutrality and some disagreement suggesting limited visibility, inconsistent enforcement, or unmet expectations. These results point to the need for CA to enhance transparency, responsiveness, and stakeholder engagement across its regulatory functions to better align with customer priorities.

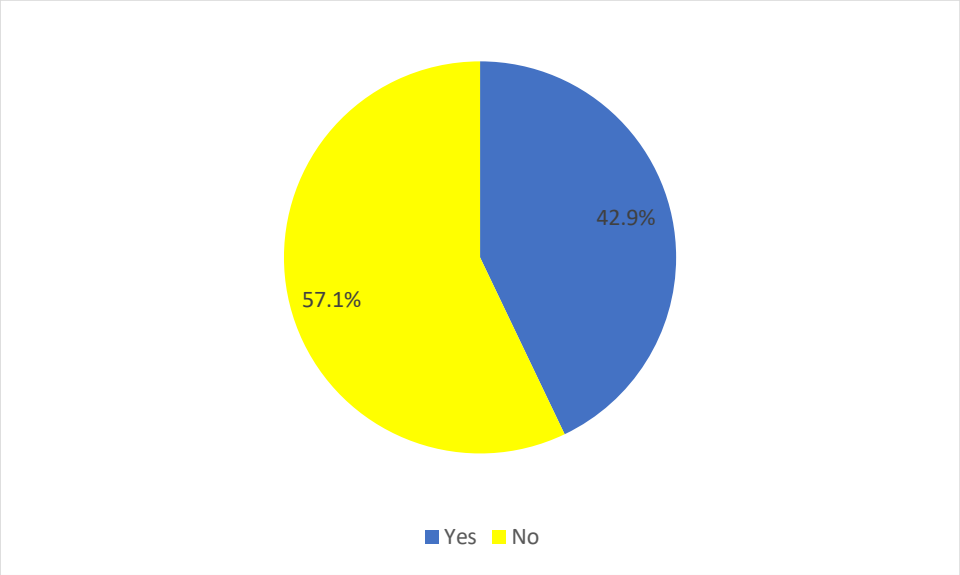
Table 27: CA customer expectations

Statement	1-Strongly Disagree	2-Disagree	3-Neither Agree nor Disagree	4-Agree	5-Strongly Agree	MEAN
CA provides timely issuance of licenses	0.0%	14.3%	14.3%	57.1%	14.3%	74.3%
CA prudently manages spectrum, numbering and addressing resources	0.0%	0.0%	71.4%	14.3%	14.3%	68.6%
CA timely type of approves/type accepts ICT equipment	0.0%	14.3%	71.4%	0.0%	14.3%	62.9%
CA protects consumer rights within the ICT sector	0.0%	14.3%	42.9%	14.3%	28.6%	71.5%
CA prudently manages competition in the sector	0.0%	28.6%	28.6%	28.6%	14.3%	65.8%
CA prudently regulates retail and wholesale tariffs for ICT services	0.0%	14.3%	71.4%	0.0%	14.3%	62.9%
CA prudently manages and administers the Universal Service Fund	0.0%	0.0%	57.1%	28.6%	14.3%	71.4%
Average						68.2%

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

The findings show that 42.9% of respondents are aware of CA's External Customer Service Charter, while 57.1% are not.

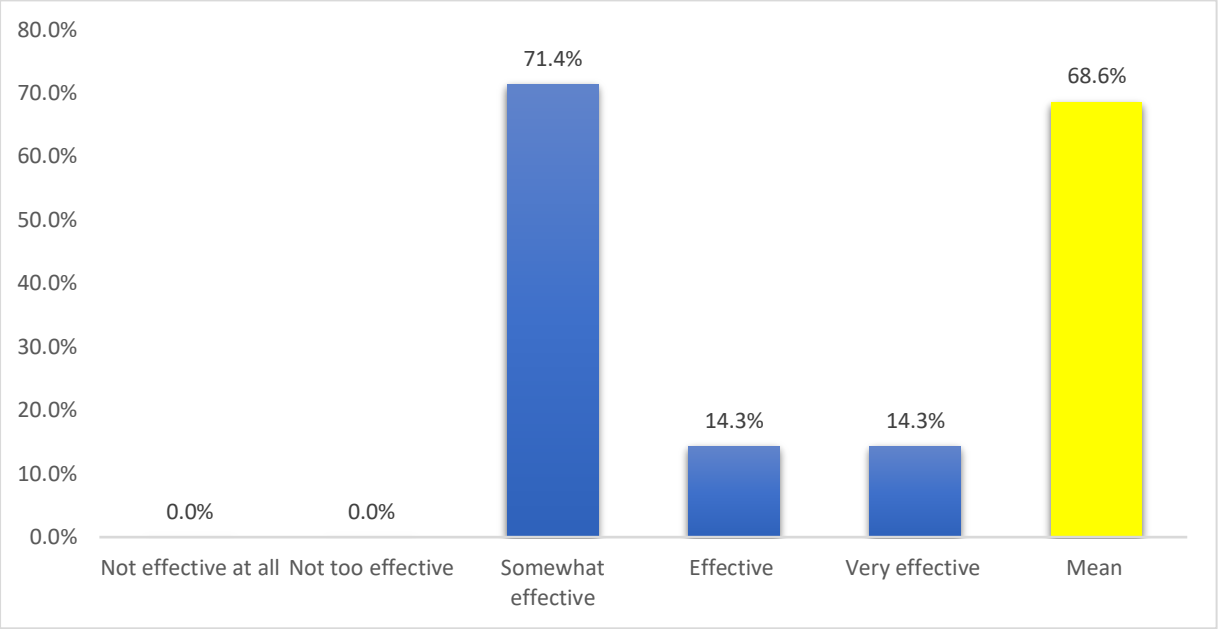
Figure 44: Awareness of CA's external customer service charter:



Further, all respondents reported learning about the CA Service Charter through multiple sources — primarily the CA website, posters displayed at CA headquarters, broadcast media (TV and radio), and social media platforms. This indicates that CA's communication on the Service Charter is being effectively disseminated across both digital and traditional media channels, ensuring broad awareness among its stakeholders.

Findings on the effectiveness of the Communications Authority's (CA) service charter indicate a moderately positive perception, with a mean score of 68.6%. The majority of respondents (71.4%) rated the charter as somewhat effective, suggesting that while the framework is functional, its impact may be limited or inconsistently experienced. Only 28.6% of respondents viewed it as effective or very effective, pointing to opportunities for improvement in how service standards are communicated, implemented, and monitored. Notably, there were no negative ratings, which reflects a baseline level of acceptance. To enhance its effectiveness, CA may need to strengthen awareness, accountability mechanisms, and responsiveness tied to the charter's commitments.

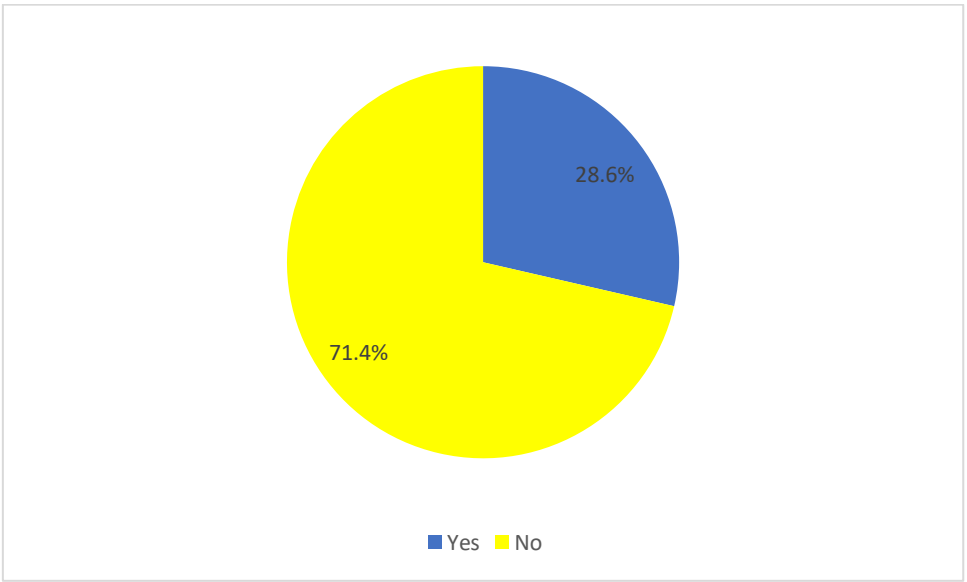
Figure 45: Effectiveness of CA in delivering promises in the service charter



5.1.2.7 Satisfaction with granting approvals

The findings show that 28.6% of respondents sought approval from CA in the last year, while 71.4% did not.

Figure 46: Respondents who have sought grant approvals in the last one year



Among respondents who sought approval from CA in the last year, 50% sought approval for tariffs while a similar percentage indicated other.

Findings on satisfaction with the Communications Authority's (CA) approval processes indicate a moderate level of stakeholder confidence, with an overall average score of 68.6% across three key approval functions. For each statement—approval of interconnection agreements, promotions and special offers, and tariffs—71.4% of respondents selected Neither Agree nor Disagree, suggesting limited visibility or uncertainty about CA's responsiveness. Only 28.6% of respondents expressed satisfaction, split evenly between Agree and Strongly Agree, while no respondents expressed dissatisfaction. These results point to a need for CA to improve transparency, communication, and turnaround time in its approval processes to better meet stakeholder expectations and enhance confidence in its regulatory efficiency.

Table 28: Satisfaction with granting approvals

Statement	1- Strongly Disagree	2- Disagree	3-Neither Agree nor Disagree	4- Agree	5- Strongly Agree	MEAN
CA approves interconnection agreements between service providers within 14 days	0.0%	0.0%	71.4%	14.3%	14.3%	68.6%
CA approves promotions and special offers within 3 days	0.0%	0.0%	71.4%	14.3%	14.3%	68.6%
CA approves tariffs within 3 days after application	0.0%	0.0%	71.4%	14.3%	14.3%	68.6%
Average						68.6%

5.1.2.8 Satisfaction with complaints handling mechanisms

The findings reveal that all the respondents believe that CA has the ability to solve complaints. Further, the findings reveal that none of the respondents had filed a complaint with CA in the last year.

Findings on satisfaction with the Communications Authority's (CA) resolution of complaints indicate a moderate level of stakeholder confidence, with an overall average score of 68.6%. For both key indicators—resolution of general complaints within 30 days and resolution of frequency interference within 14 days—71.4% of respondents selected Neither Agree nor Disagree, suggesting limited awareness or inconsistent experiences with the complaint resolution process. Only 28.6% of respondents expressed satisfaction, split evenly between Agree and Strongly Agree, while no respondents expressed dissatisfaction. These results highlight the need for CA to improve the visibility, timeliness, and communication of its complaint-handling procedures to build greater trust and engagement among stakeholders.

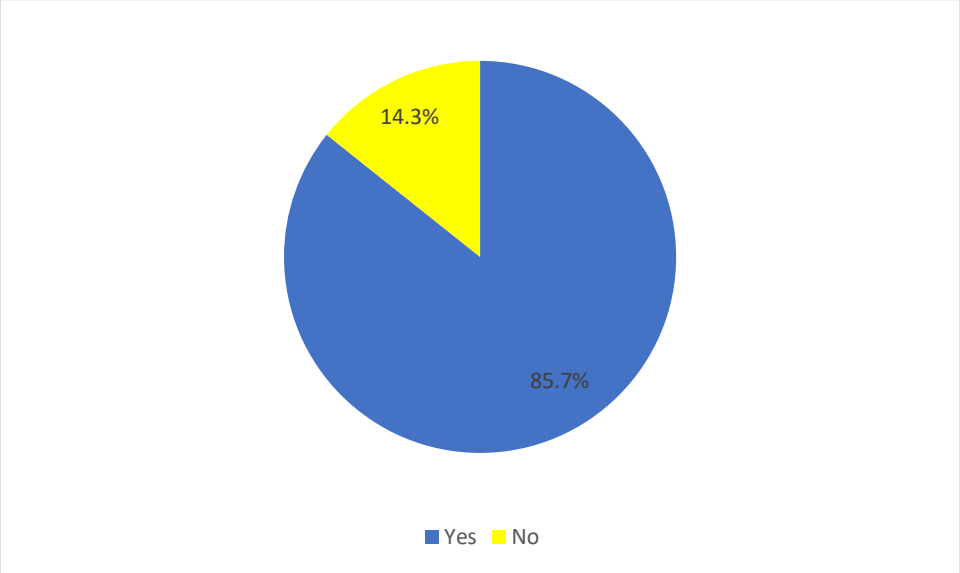
Table 29: Satisfaction with resolution of complaints

Statement	1-Strongly Disagree	2-Disagree	3-Neither Agree nor Disagree	4-Agree	5-Strongly Agree	MEAN
CA provides resolution of complaint within 30 days	0.0%	0.0%	71.4%	14.3%	14.3%	68.6%
CA provides resolution on frequency interference within 14 days	0.0%	0.0%	71.4%	14.3%	14.3%	68.6%
Average						68.6%

5.1.2.9 Satisfaction with dispute resolution

The findings reveal that 85.7% of respondents have believe that CA have are capable of solving their disputes while 14.3% do not.

Figure 47: Respondents who believe that CA are capable of solving their disputes

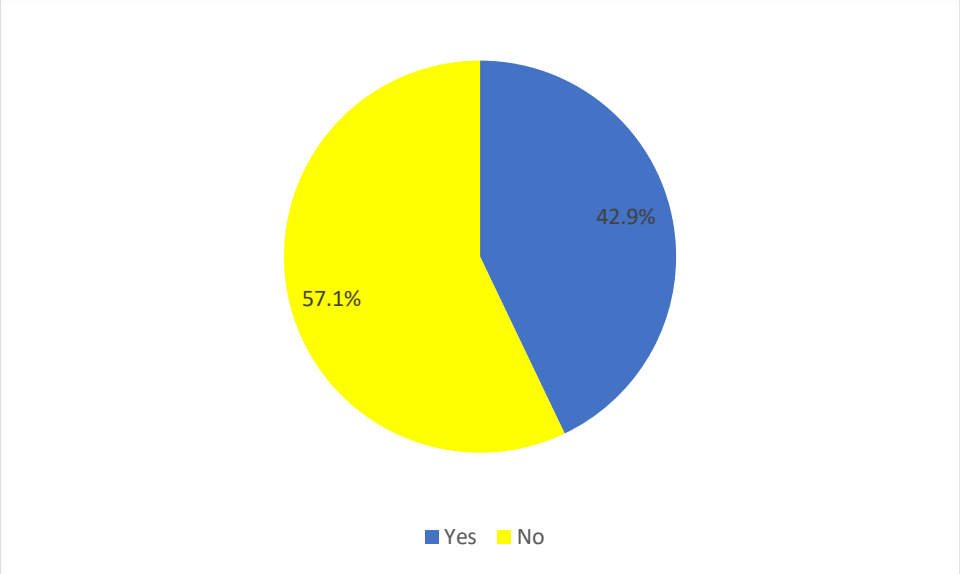


Further, the findings reveal that none of respondents have filed a dispute with CA in the last year.

5.1.2.10 Satisfaction with handling information and communication

In the past year, 42.9% of respondents indicated they had made an enquiry with the Communications Authority of Kenya, while 57.1% had not. This shows a majority of participants engaged with CA for information or assistance.

Figure 48: Enquiries to CA in the last year



All respondents indicated using multiple communication channels to obtain information from the Communications Authority. The most commonly used mediums were E-mail, Telephone, and Physical visits to CA offices, each cited by 100% of respondents. This demonstrates that CA's stakeholders utilize a combination of both digital and in-person platforms, reflecting flexibility and accessibility in customer engagement.

a) Reliability of channels used to obtain information from CA

Findings on the reliability of channels used to obtain information from the Communications Authority of Kenya indicate a generally positive perception, with an overall average score of 75.9%. The most reliable channel was physical visits to CA offices, scoring 90.0%, with half of respondents rating it as extremely reliable. Traditional channels such as letters, website, forums and workshops, and print media all scored 80.0%, with unanimous agreement on their reliability. Emails also received a strong score of 80.0%, reflecting consistent digital communication. Telephone was slightly lower at 73.3%, with 33.3% of respondents finding it somewhat unreliable, suggesting room for improvement in call responsiveness or clarity. Notably, social media and broadcast media were rated lowest at 60.0%, with all respondents finding them somewhat unreliable, indicating limited trust or effectiveness in these platforms for official communication. These results suggest that while CA's traditional and direct channels are trusted, there is a need to enhance the credibility and utility of its digital outreach, particularly on social and broadcast media.

Table 30: Reliability of channels used to obtain information

Indicator	1-Extremely unreliable	2-Unreliable	3-Somewhat Unreliable	4-Reliable	5-Extremely reliable	Mean
E-mails	0.0%	0.0%	0.0%	100.0%	0.0%	80.0%
Telephone	0.0%	0.0%	33.3%	66.7%	0.0%	73.3%
Physical visits to CA offices	0.0%	0.0%	0.0%	50.0%	50.0%	90.0%
Letters	0.0%	0.0%	0.0%	100.0%	0.0%	80.0%
Website	0.0%	0.0%	0.0%	100.0%	0.0%	80.0%
CA forums and workshops	0.0%	0.0%	0.0%	100.0%	0.0%	80.0%
Print media	0.0%	0.0%	0.0%	100.0%	0.0%	80.0%
Social media	0.0%	0.0%	100.0%	0.0%	0.0%	60.0%
Broadcast media	0.0%	0.0%	100.0%	0.0%	0.0%	60.0%
Average						75.9%

The survey revealed that all respondents received a response from CA within 3 working days.

b) Satisfaction ratings of information received from CA

Findings on the satisfaction rating of information received from the Communications Authority of Kenya indicate a moderate level of confidence, with an overall average score of 73.3% across four key indicators: relevance, clarity, adequacy, and timeliness. For each indicator, 66.7% of respondents rated the information as somewhat unreliable, while 33.3% rated it as extremely reliable, and no respondents expressed outright dissatisfaction. This pattern suggests that while a portion of stakeholders find CA's information highly dependable, the majority experience inconsistencies or partial gaps in how information is delivered. To improve satisfaction, CA may need to enhance the consistency, accessibility, and contextual tailoring of its communications to better meet stakeholder needs.

Table 31: Satisfaction rating of information received from CA

Indicator	1-Extremely unreliable	2-Unreliable	3-Somewhat Unreliable	4-Reliable	5-Extremely reliable	Mean
Relevance of the information	0.0%	0.0%	66.7%	0.0%	33.3%	73.3%
Clarity of the information	0.0%	0.0%	66.7%	0.0%	33.3%	73.3%
Adequacy of the information	0.0%	0.0%	66.7%	0.0%	33.3%	73.3%
Timeliness of the information	0.0%	0.0%	66.7%	0.0%	33.3%	73.3%
Average						73.3%

he majority of respondents expressed positive views about the adequacy of information provided by the Communications Authority of Kenya. Specifically, 40% felt that CA keeps its

licensees adequately informed, while another 40% indicated that CA keeps its licensees fairly well informed. A smaller proportion, 13.3%, felt that CA gives only a limited amount of information, and 6.7% believed that CA never provides adequate information. These results suggest that CA's communication efforts are generally effective, though there remains a minor segment that perceives gaps in the depth or consistency of information shared.

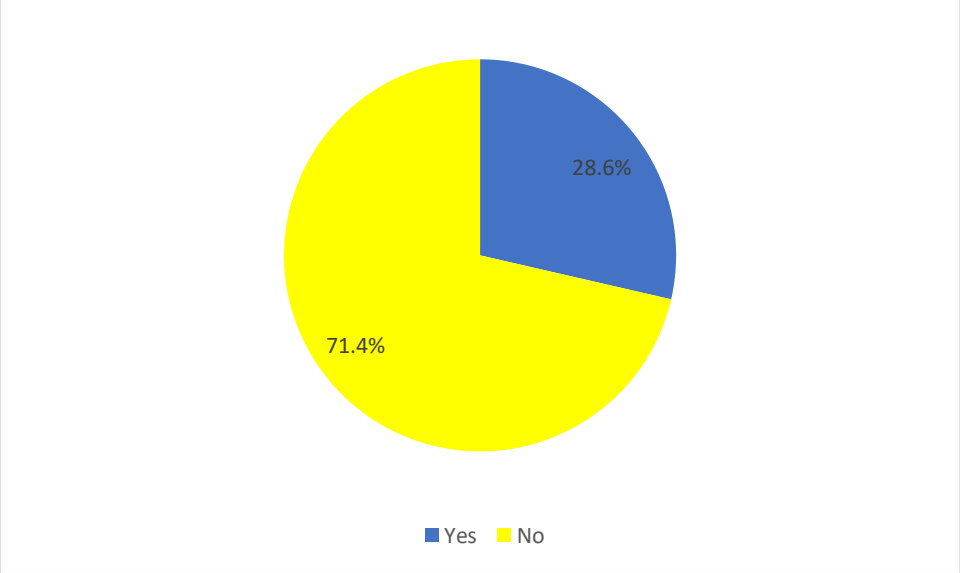
Table 32: General feeling about information received from CA

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	40.0%
CA keeps its licensees fairly well informed	40.0%
CA gives its licensees only a limited amount of information	13.3%
CA never gives its licensee adequate information	6.7%

5.1.2.11 Satisfaction rating with quarterly reports

Twenty-eight-point six percent of the respondents, (28.6%) confirmed that they read CA's quarterly reports. Conversely, 71.4% do not read these reports.

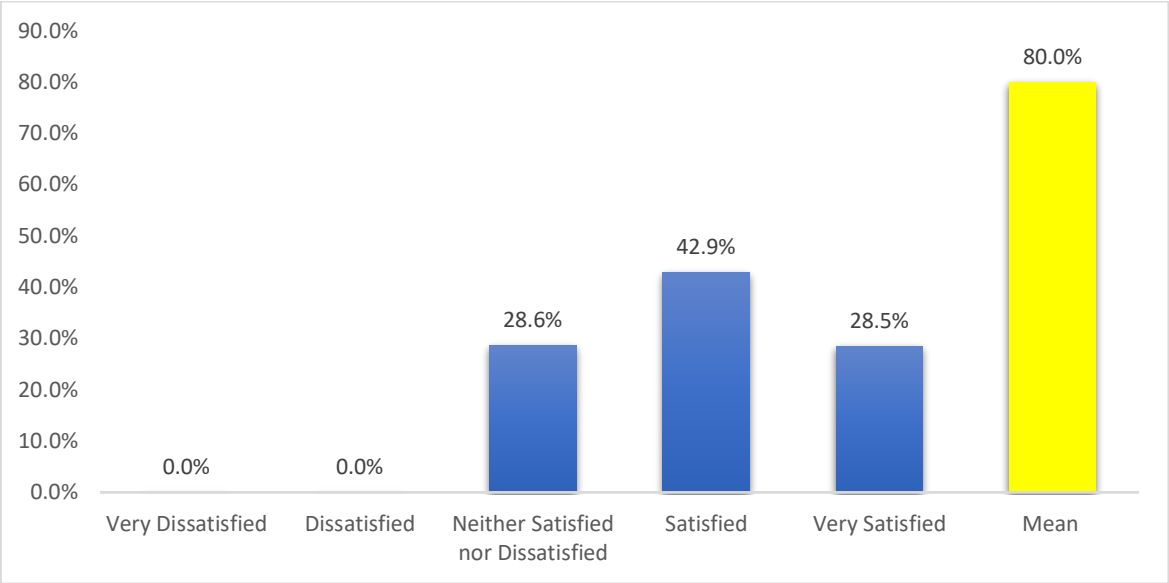
Figure 49: Proportion of Respondents Who Read CA's Quarterly Reports



Findings show that overall satisfaction with the reports provided by the Communications Authority of Kenya is high. A majority of respondents, 42.9%, indicated that they were satisfied with the reports, while an additional 28.5% reported being very satisfied while 28.6%

expressed neutral views. The overall mean satisfaction score of 80.0% reflects a strong positive perception of the quality, relevance, and usefulness of the reports shared by CA.

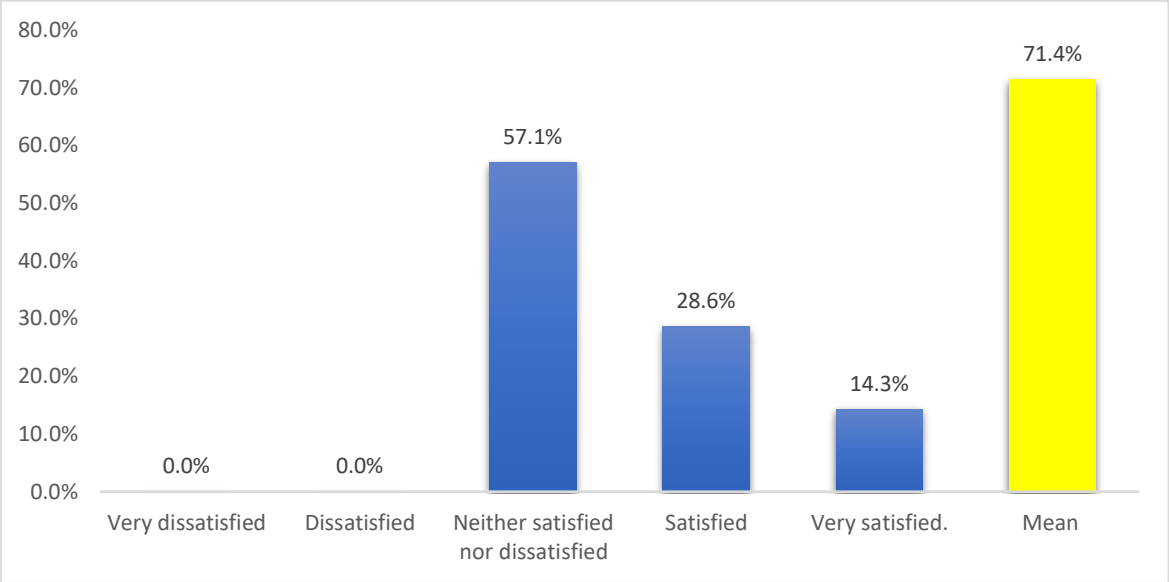
Figure 50: Satisfaction rating with quarterly reports



5.1.2.12. Satisfaction rating of CA commitment to the customer

Findings indicate that respondents generally hold a positive view of the Communications Authority's (CA) commitment to its customers. A majority, 57.1%, reported being satisfied, while an additional 14.3% were very satisfied with CA's level of commitment. Meanwhile, 57.1% expressed a neutral position. The overall mean satisfaction score of 71.4% reflects a strong level of confidence in CA's customer focus and responsiveness.

Figure 51: Satisfaction with CA commitment to customer.



5.1.2.13. Satisfaction rating of customers rights

Findings on satisfaction with the Communications Authority's (CA) protection of consumer rights indicate a strong overall performance, with an average score of 77.2% across four key indicators. The highest-rated areas were fair treatment and privacy and confidentiality, both scoring 80.1%, with a combined 71.5% of respondents agreeing or strongly agreeing that CA upholds these principles. The provision of complete and accurate service information followed closely at 77.2%, though 42.9% of respondents remained neutral, suggesting room for clearer or more consistent communication. The lowest-rated area was customer participation in the review of the service charter, at 71.5%, with 14.3% of respondents expressing dissatisfaction—highlighting a need for more inclusive and transparent engagement mechanisms. Overall, while CA is perceived as respectful, trustworthy, and protective of consumer rights, enhancing stakeholder involvement and information clarity could further strengthen satisfaction.

Table 33: 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%	28.6%	42.9%	28.6%	80.1%
CA offers complete and accurate information on all on all services. This includes accessibility, time period and relevant charges	0.0%	0.0%	42.9%	28.6%	28.6%	77.2%
CA upholds privacy and confidentiality with respect to personal, business, contractual and financial information, written or oral	0.0%	0.0%	28.6%	42.9%	28.6%	80.1%
CA customers participate in the review of the customer service charter	14.3%	0.0%	28.6%	28.6%	28.6%	71.5%
Average						77.2%

5.1.2.14 Pricing of CA services

Findings on the rating of the cost of Communications Authority of Kenya services indicate a moderately high cost perception, with an overall average score of 69.7% across five service categories. Telecom and Postal/Courier services were rated highest at 71.4%, with 42.9% of respondents perceiving the costs as High or Very High, and 57.1% remaining neutral. Frequency, Broadcasting, and Tender services each scored 68.6%, with 71.4% of respondents selecting Neither Low nor High, suggesting uncertainty or acceptance of current pricing levels. Notably, no respondents rated any service as Low or Very Low, indicating that stakeholders generally view CA's service costs as leaning toward the higher end. These findings suggest a need for greater transparency, benchmarking, and stakeholder engagement around pricing structures to ensure perceived fairness and value.

Figure 52: Rating the Cost of CA services

Indicator	1-Very Low	2-Low	3-Neither Low nor High	4-High	5-Very High	Mean
Telecom	0.0%	0.0%	57.1%	28.6%	14.3%	71.4%
Postal/Courier	0.0%	0.0%	57.1%	28.6%	14.3%	71.4%
Frequency	0.0%	0.0%	71.4%	14.3%	14.3%	68.6%
Broadcasting	0.0%	0.0%	71.4%	14.3%	14.3%	68.6%
Tender	0.0%	0.0%	71.4%	14.3%	14.3%	68.6%
Average						69.7%

5.1.2.15 Culture, Efficiency and Effectiveness

Findings on culture, efficiency, and effectiveness at the Communications Authority of Kenya (CA) reflect a generally positive stakeholder perception, with an overall average score of 76.5%. The strongest rating was for CA's organizational culture in meeting customer needs, scoring 82.9%, with 85.7% of respondents agreeing or strongly agreeing—indicating that CA's internal ethos is seen as supportive of service delivery. Effective stakeholder engagement and collaboration scored 74.3%, though 14.3% of respondents expressed disagreement, suggesting room for improvement in inclusivity or responsiveness. Both resource utilization and alignment

of service delivery processes scored 74.4%, with nearly half of respondents remaining neutral, pointing to limited visibility or mixed experiences. Overall, while CA is viewed as culturally responsive and operationally sound, enhancing transparency and stakeholder involvement could further strengthen perceptions of its efficiency and effectiveness.

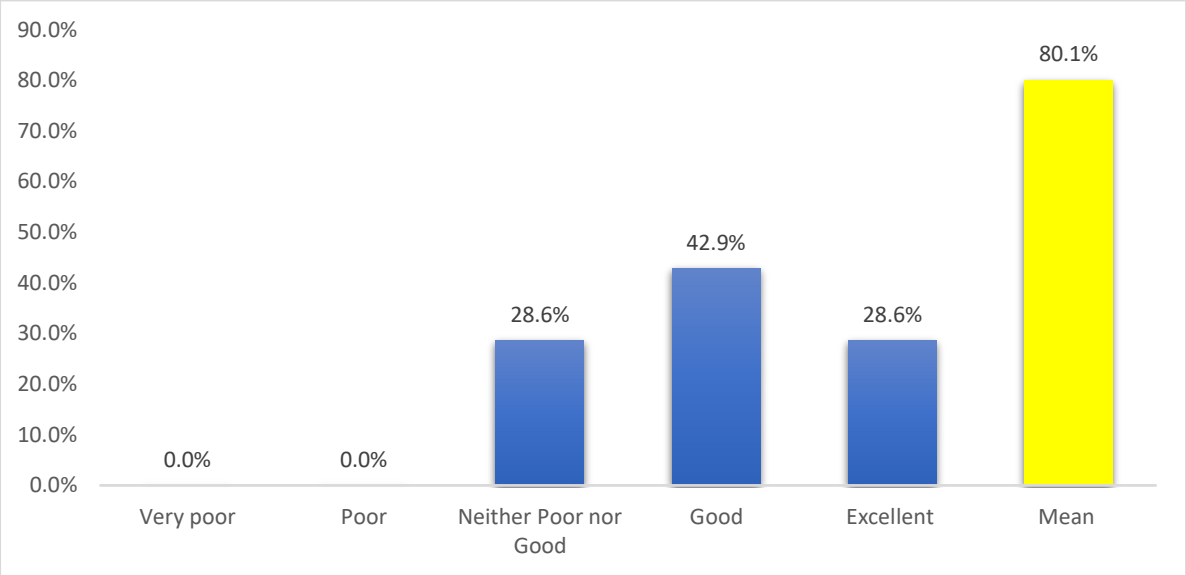
Figure 53: Culture, Efficiency and Effectiveness

Indicator	1-Strongly Disagree	2-Disagree	3-Neither Agree nor Disagree	4-Agree	5-Strongly Agree	Mean
The Communications Authority of Kenya demonstrates a culture that enables it to effectively meet customer needs.	0.0%	0.0%	14.3%	57.1%	28.6%	82.9%
The values and practices of the Authority promote effective engagement and collaboration with stakeholders.	0.0%	14.3%	14.3%	57.1%	14.3%	74.3%
The Authority efficiently utilizes its resources to deliver quality services.	0.0%	0.0%	42.9%	42.9%	14.3%	74.4%
Service delivery processes at the Authority are well-aligned to ensure timely and efficient service to customers.	0.0%	0.0%	42.9%	42.9%	14.3%	74.4%
Average						76.5%

5.1.2.16 Overall performance and satisfaction

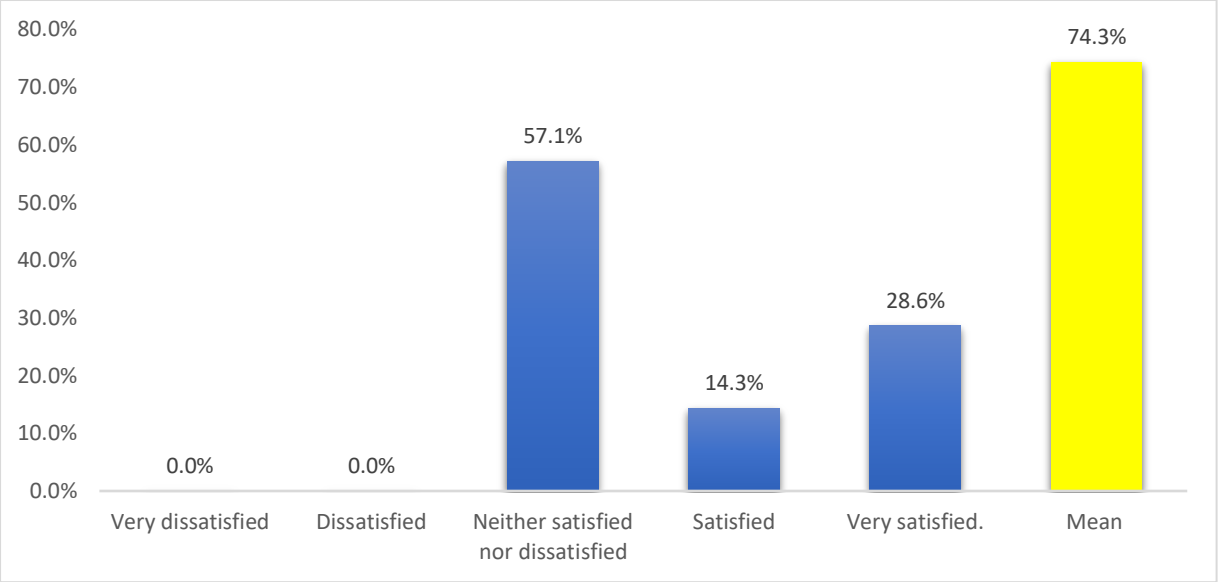
The overall performance of the Communications Authority of Kenya in regulating the ICT sector in Kenya received positive feedback, with 42.9% of respondents rating it as "good", 28.6% as "excellent" and 28.6% rating as "neither poor nor good" indicating a generally favourable perception among stakeholders.

Figure 54: Overall satisfaction with CA in regulating ICT in Kenya.



The overall satisfaction with CA's services is positive, with 14.3% of respondents indicating they are satisfied and 28.6% reporting they are very satisfied, while 57.1% are dissatisfied.

Figure 55: Overall satisfaction with services received from CA.

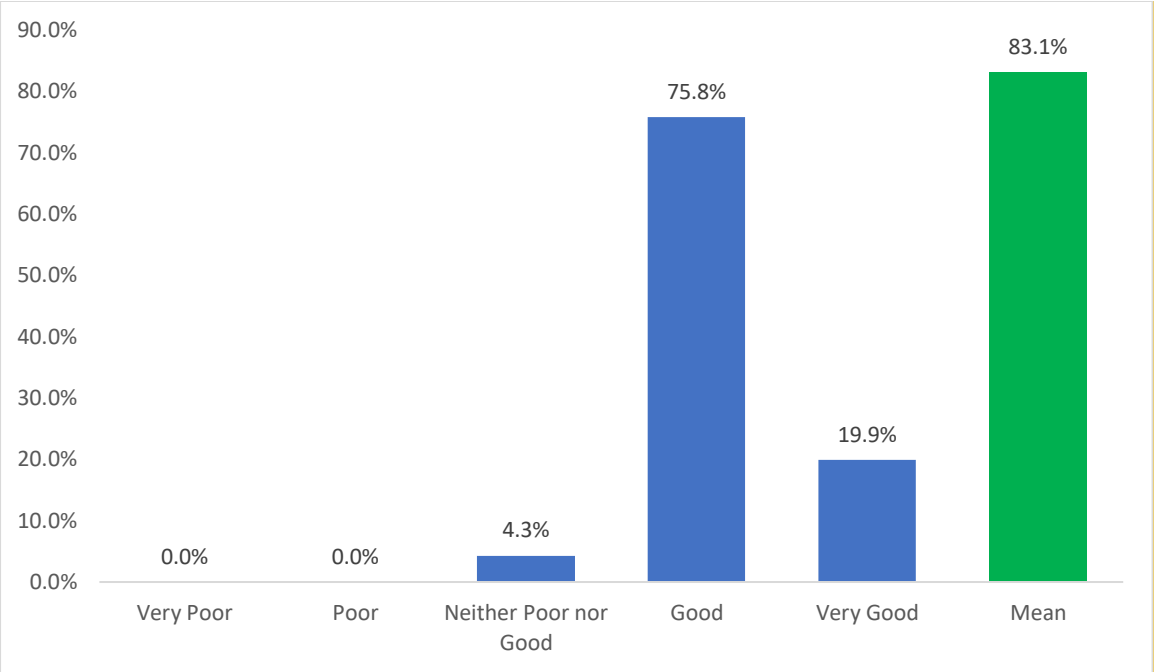


5.1.3 Broadcasting

5.1.3.1 Evaluation of awareness of CA's mandate

Findings from the survey indicate a generally high level of awareness of the Communications Authority's (CA) mandate among respondents. A majority, accounting for 75.8%, rated their awareness as good, 19.9% rated it as very good while 4.3% of respondents expressed a neutral view, indicating moderate awareness. Overall, the mean score of 83.1% reflects a strong understanding of the CA's mandate, suggesting that most stakeholders are well-informed, although continued sensitization efforts could help enhance awareness among the minority with limited familiarity.

Figure 56: Awareness on CA's mandate



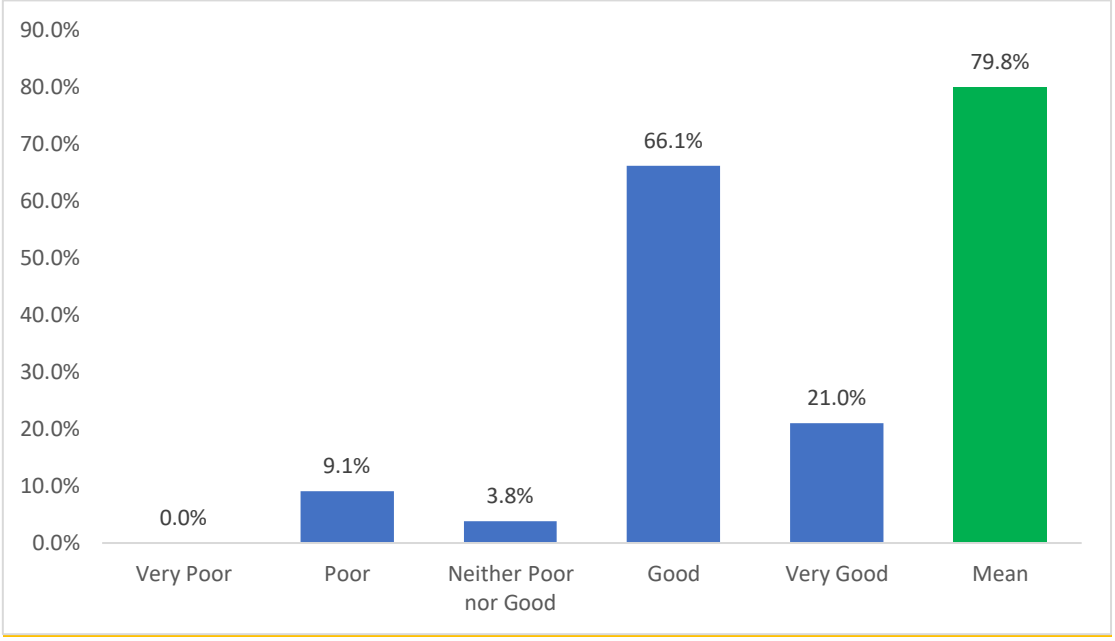
Qualitative feedback on awareness of the Communications Authority's (CA) mandate suggests that while efforts have been made, stakeholders perceive room for improvement in outreach and engagement. One respondent noted, "They have tried. They organise for sensitisation workshop once in a year across the regions. They need to do so, so often," indicating appreciation for existing initiatives but also a desire for more frequent and sustained awareness campaigns. Another simply responded, "Yes," affirming that CA has had some success in communicating its mandate. Overall, the feedback reflects basic awareness, supported by periodic sensitization efforts, but also highlights the need for more consistent, accessible, and regionally inclusive communication strategies to deepen stakeholder understanding and engagement.

"They have tried. They organise for sensitisation workshop once in a year across the regions. They need to do so, so often."

"Yes"

Findings on the Communications Authority's (CA) performance in executing its mandate indicate a strong level of stakeholder confidence, with an overall mean score of 79.8%. A combined 87.1% of respondents rated CA's performance as Good or Very Good, reflecting widespread satisfaction with its regulatory and service delivery functions. Only 9.1% rated performance as Poor, and 3.8% remained neutral, suggesting that while the majority view CA's execution positively, a small segment perceives gaps or inconsistencies. These results affirm CA's credibility and effectiveness, while also highlighting the importance of continuous improvement to address residual concerns and maintain high performance standards.

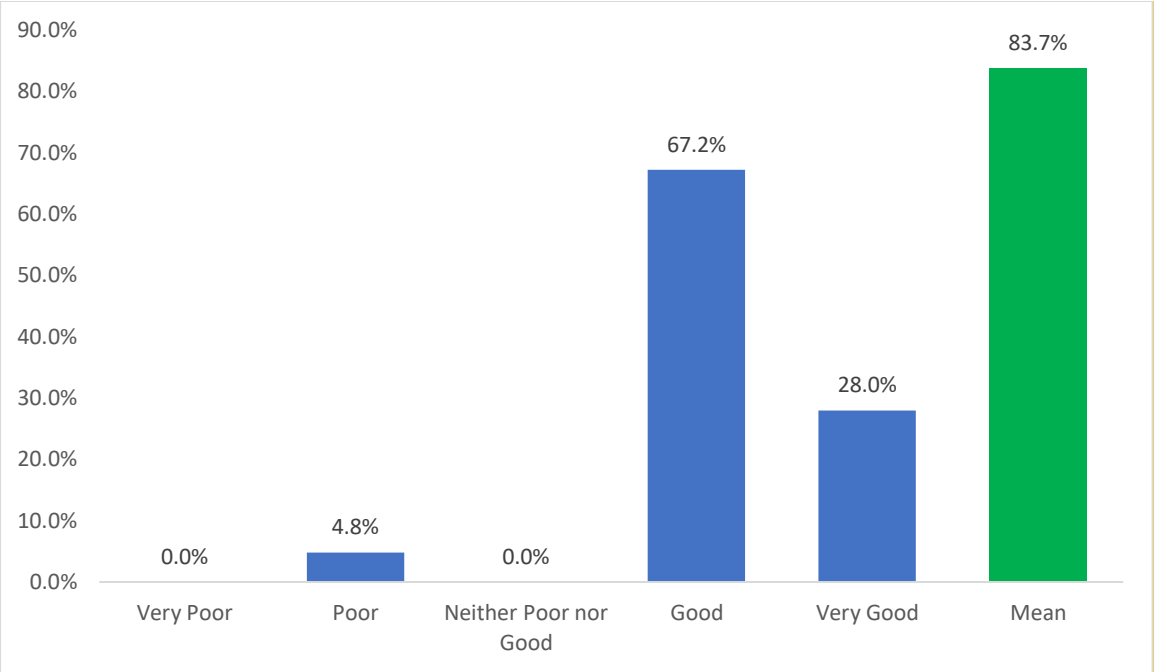
Figure 57: Rating CA performance in executing its mandate



5.1.3.2 Evaluation of CA service delivery

Findings on the evaluation of the Communications Authority's (CA) service delivery reveal a strong level of stakeholder satisfaction, with an overall mean score of 83.7%. A combined 95.2% of respondents rated CA's service delivery as Good or Very Good, indicating widespread approval of its performance and responsiveness. Only 4.8% rated it as Poor, and none expressed extreme dissatisfaction or neutrality, suggesting that CA's services are both visible and impactful. These results reflect a high degree of confidence in CA's ability to meet stakeholder needs and expectations, while also reinforcing the importance of maintaining consistency and addressing isolated concerns to sustain this positive perception.

Figure 58: Evaluation of CA service delivery



Stakeholder feedback on the Communications Authority's (CA) service delivery reveals a mix of concerns about responsiveness, pricing, and customer support, alongside neutral or absent commentary. Several respondents highlighted delays in administrative processes, particularly in relation to financial returns and invoicing. One noted, "While filling Q3 final returns, the CA takes time to respond whether the filed information is as requested, then delay in giving invoices for payment," pointing to inefficiencies that may hinder compliance and operational planning.

Another respondent expressed dissatisfaction with customer support, stating, "Response is poor to customers' need," suggesting gaps in engagement and service responsiveness. Additionally, concerns about affordability were raised, with one stakeholder commenting, "Signal distribution from providers is a bit expensive. If CA can intervene for fair pricing, it will be appreciated," indicating a desire for regulatory action to promote affordability in service provision.

Meanwhile, several responses such as "None" and "NO" reflect either neutrality, lack of engagement, or absence of additional feedback.

"Signal distribution from providers is a bit expensive. If CA can intervene for fair pricing, it will be appreciated."

"None"

"NO"

"While filling Q3 final returns, the CA takes time to respond whether the filed information is as requested, then delay in giving invoices for payment."

"Response is poor to customers' need."

5.1.3.3 Evaluation of CA's core values

Findings on the evaluation of the Communications Authority's (CA) core values indicate strong stakeholder confidence, with an overall average score of 79.6%. The highest-rated value was excellence at 83.4%, followed by integrity (81.4%) and inclusion (80.1%), reflecting positive perceptions of CA's ethical standards, fairness, and commitment to stakeholder engagement. Agility and innovation scored slightly lower at 77.4% and 75.4% respectively, with some respondents expressing neutrality or mild concern, suggesting opportunities to enhance adaptability and forward-thinking practices. Overall, the results affirm CA's alignment with its core values while highlighting areas for continuous improvement in responsiveness and innovation.

Table 34: Evaluation of Core Values

Core Value	1-Very Poor	2-Poor	3-Neither Poor nor Good	4- Good	5-Very Good	Mean
Integrity	0.0%	4.8%	12.4%	53.8%	29.0%	81.4%
Innovation	0.0%	9.9%	18.3%	57.5%	14.5%	75.4%
Inclusion	0.0%	4.8%	18.3%	48.4%	28.5%	80.1%
Agility	0.0%	9.7%	14.0%	56.5%	19.9%	77.4%
Excellence	0.0%	4.8%	9.7%	49.6%	36.0%	83.4%
Average						79.6%

5.1.3.4 Satisfaction with CA's corporate image

Findings on satisfaction with the Communications Authority's (CA) corporate image indicate a strong overall perception, with an average score of 79.8% across seven indicators. The highest-rated aspects were trust in the organization (86.1%), professional discharge of its mandate (83.8%), and confidence in staff and management (83.7%), reflecting high levels of credibility and stakeholder confidence. CA's reputation also scored positively at 79.9%, reinforcing its standing as a respected regulator. However, lower ratings were observed in areas such as innovation (74.6%), corporate social responsibility (74.4%), and reliability (76.1%), with notable shares of respondents expressing neutrality or mild disagreement. These findings suggest that while CA is widely trusted and respected, there is scope to strengthen perceptions of innovation, responsiveness, and social responsibility to further enhance its corporate image.

Table 35: Satisfaction with corporate image

Role	1- Strongly Disagree	2- Disagree	3- Neither Agree nor Disagree	4- Agree	5- Strongly Agree	MEAN
CA is an organization I can trust	0.0%	0.0%	8.1%	53.2%	38.7%	86.1%
I have confidence in CA's staff and management to execute its mandate	0.0%	0.0%	12.9%	55.9%	31.2%	83.7%
CA is an innovative organization	0.0%	13.4%	18.3%	50.0%	18.3%	74.6%
CA is reliable	0.0%	0.0%	16.1%	60.7%	17.9%	76.1%
CA professionally discharges its mandate	0.0%	0.0%	8.6%	64.0%	27.4%	83.8%
CA has a good reputation	0.0%	0.0%	18.8%	62.9%	18.3%	79.9%
CA is involved in corporate social responsibilities activities	0.0%	4.8%	37.1%	39.3%	18.8%	74.4%
Average						79.8%

Qualitative Stakeholder feedback on the Communications Authority's (CA) corporate image reflects a generally positive perception, with emphasis on professionalism, staff quality, and inclusivity. Several respondents praised CA's reputation, noting that it is "suitable for all" and that "CA corporate image is well carried out." One respondent strongly commended the staff, stating, "THE STAFF ARE THE BEST OF ALL GOVERNMENT INSTITUTIONS THAT HAVE SERVED ME," highlighting confidence in CA's personnel and service culture. Another comment emphasized CA's positive relationship with the public, describing it as "good in relation to people."

At the same time, respondents identified areas for improvement. One recommendation was for CA to expand infrastructure, suggesting, "The CA should set satellites to remote areas to ease communication and boost frequency strength," pointing to the need for broader accessibility. Another respondent noted a gap in innovation visibility, stating, "One does not perceive CA as innovative because news about its innovations are scarce or not common knowledge," indicating that CA could strengthen its image by communicating its innovation efforts more effectively.

"Suitable for all"

"CA corporate image is well carried out."

"THE STAFF ARE THE BEST OF ALL GOVERNMENT INSTITUTIONS THAT HAVE SERVED ME."

"The CA should set satellites to remote areas to easy communication and boost frequency strength."

"its god in relation to people"

"One does not perceive CA as innovative because news about its innovations are scarce or not common knowledge."

5.1.3.5 CA customer expectations

Findings on customer expectations of the Communications Authority of Kenya reveal a moderately strong performance, with an overall average score of 75.9% across seven key functions. The highest-rated area was protection of consumer rights within the ICT sector (79.3%), reflecting stakeholder confidence in CA's role as a consumer safeguard. Spectrum, numbering, and addressing management (78.5%) and approval of ICT equipment (77.2%) also scored well, indicating trust in CA's technical oversight. Timely issuance of licenses (76.1%) and regulation of tariffs (75.5%) were rated positively but showed notable shares of neutrality, suggesting mixed experiences with efficiency and transparency. Competition management (74.8%) received slightly lower ratings, with some respondents expressing disagreement, pointing to perceived gaps in ensuring fair market practices. The lowest-rated area was administration of the Universal Service Fund (69.5%), where nearly half of respondents remained neutral and close to 10% expressed dissatisfaction, highlighting concerns about inclusivity and equitable resource allocation. Overall, while CA is seen as effective in safeguarding consumer rights and managing technical resources, stakeholders expect greater efficiency, fairness, and transparency in licensing, competition oversight, and universal service delivery.

Table 36: CA customer expectations

Statement	1-Strongly Disagree	2-Disagree	3-Neither Agree nor Disagree	4-Agree	5-Strongly Agree	MEAN
CA provides timely issuance of licenses	4.8%	10.2%	13.4%	42.5%	29.0%	76.1%
CA prudently manages spectrum, numbering and addressing resources	0.0%	0.0%	21.5%	64.5%	14.0%	78.5%
CA timely type of approves/type accepts ICT equipment	0.0%	4.8%	26.9%	45.7%	22.6%	77.2%
CA protects consumer rights within the ICT sector	0.0%	3.8%	20.4%	51.1%	24.7%	79.3%
CA prudently manages competition in the sector	4.8%	3.8%	23.7%	48.4%	19.4%	74.8%
CA prudently regulates retail and wholesale tariffs for ICT services	0.0%	0.0%	37.1%	48.4%	14.5%	75.5%
CA prudently manages and administers the Universal Service Fund	4.8%	4.8%	46.8%	24.7%	18.8%	69.5%
Average						75.9%

Qualitative Stakeholder feedback on customer expectations of the Communications Authority of Kenya highlights both satisfaction with service delivery and areas where improvements are desired, particularly around the Universal Service Fund (USF). One respondent affirmed positively, stating simply, "Service delivery good," reflecting confidence in CA's current performance. However, several comments emphasized the need for greater transparency and communication regarding the USF. Suggestions included "Create more awareness on

disbursement of Universal Service Fund" and "CA should keep updating its customers on places where the universal service funds have been used and how has it changed the region in terms of frequency strength." Another recommendation was that "Licensees should get relevant prompts on the Universal Service Fund activities," pointing to expectations for proactive engagement and updates. Additionally, some respondents offered neutral or no additional feedback, with remarks such as "NONE," indicating either satisfaction or lack of specific concerns.

"Service delivery good"

"Create more awareness on disbursement of Universal service fund"

"NONE"

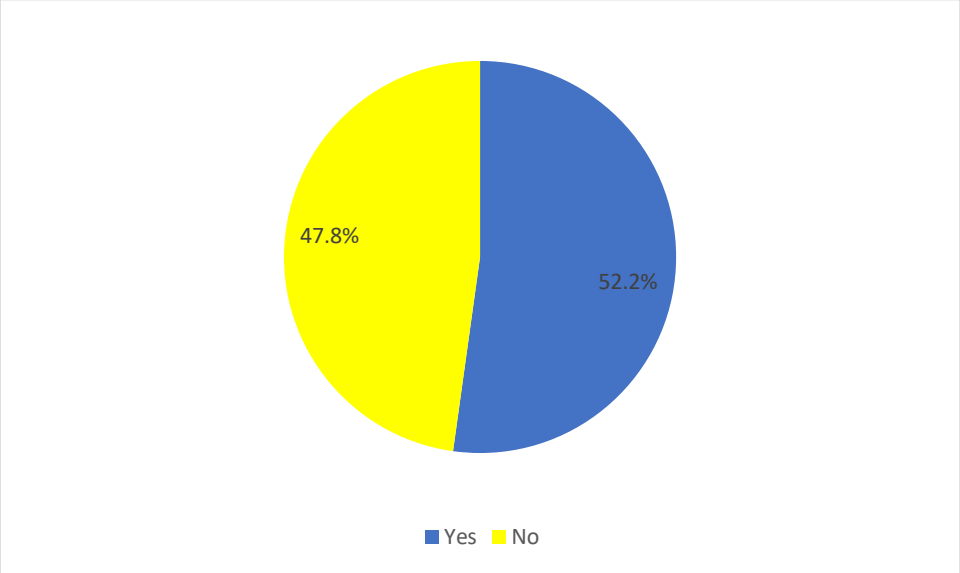
"CA should keep updating its customers on places where the universal service funds have been used and how has it changed the region in terms of frequency strength"

"Licensees should get relevant prompts on the Universal Service Fund activities."

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

The findings show that 52.2% of respondents are aware of CA's External Customer Service Charter, while 47.8% are not.

Figure 59: Awareness of CA's external customer service charter:

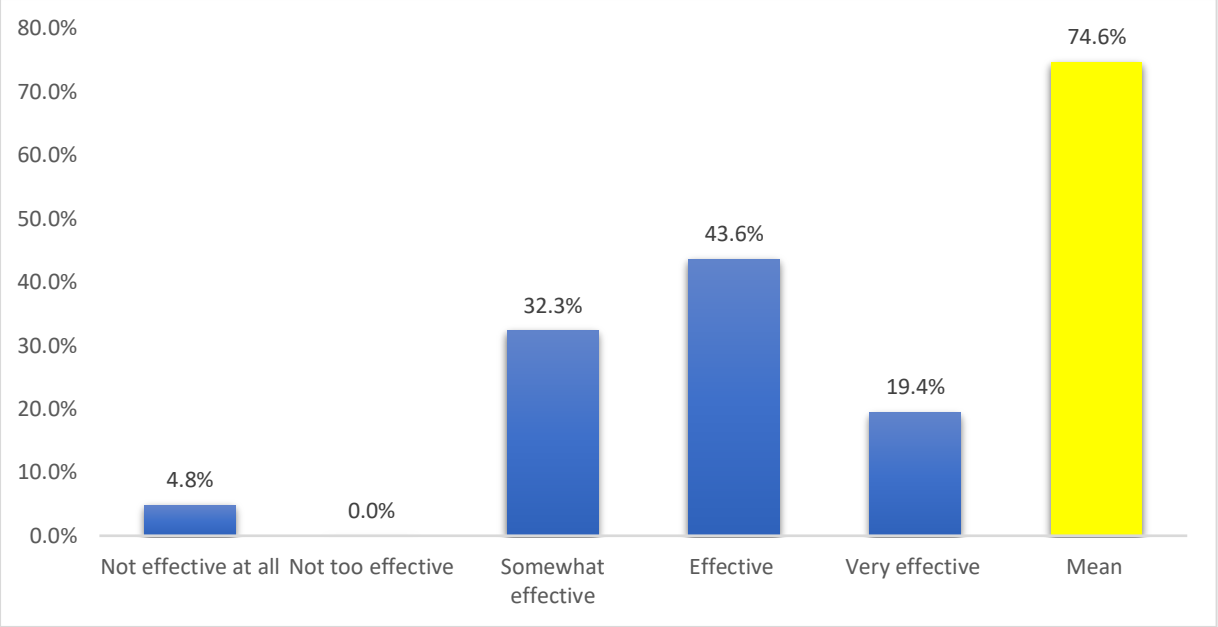


The findings indicate that awareness of the Communications Authority's Service Charter is primarily driven by digital and on-site channels. The CA website emerged as the most dominant source of awareness, cited by 100% of respondents, followed by posters within CA headquarters (80%). Half of the respondents (50%) also learned about the Charter through fliers and brochures, while approximately 46.7% mentioned forums, broadcast media, print media,

and social media as supplementary sources. These results suggest that CA's multi-channel communication approach is effective, with a strong emphasis on online visibility and in-person exposure at CA offices.

Findings on the effectiveness of the Communications Authority's (CA) service charter indicate a generally positive perception, with a mean score of 74.6%. A majority of respondents rated the charter as either effective (43.6%) or very effective (19.4%), showing confidence in its role as a guiding framework for service delivery. Another 32.3% considered it somewhat effective, suggesting that while the charter is functional, its impact may not always be consistently felt. Only 4.8% of respondents viewed it as not effective at all, and none rated it as not too effective, reflecting minimal outright dissatisfaction. Overall, the findings suggest that the service charter is perceived as a credible tool for accountability and customer service, though there is room to strengthen its visibility, enforcement, and responsiveness to maximize stakeholder confidence.

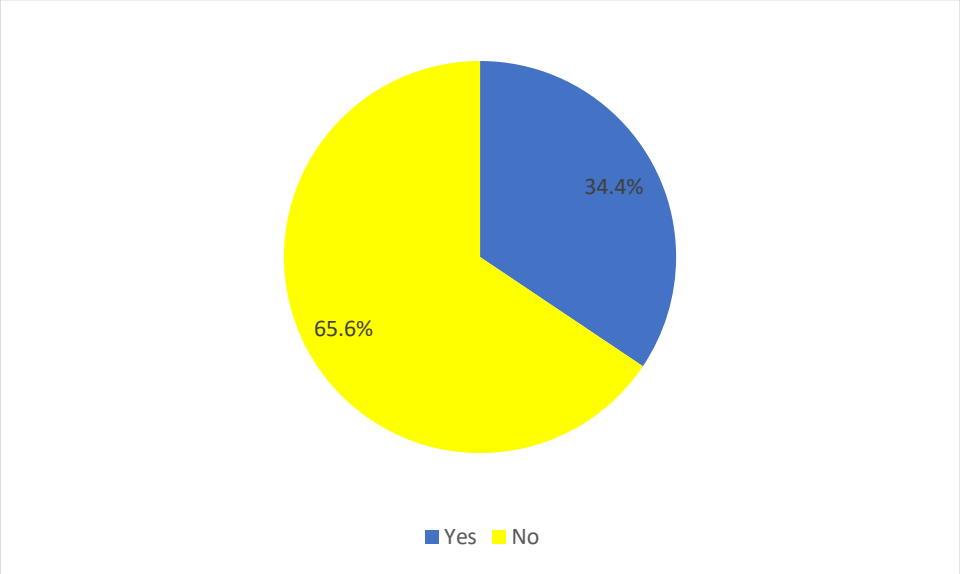
Figure 60: Effectiveness of CA in delivering promises in the service charter



5.1.3.7 Satisfaction with granting approvals

The findings show that 34.4% of respondents sought approval from CA in the last year, while 65.6% did not. This suggests a significant proportion of respondents have engaged with CA for approvals within the past year.

Figure 61: Respondents who have sought grant approvals in the last one year



Among respondents who sought approval from CA in the last year, most respondents (76.7%) indicated that the approvals they sought from the Communications Authority of Kenya fell under other categories beyond interconnection agreements. These included requests such as broadcast licensing for free-to-air television, addressing signal interference, and approvals for additional broadcast languages. Meanwhile, 23.3% of respondents specifically sought interconnection agreement approvals. The results imply that while interconnection remains a significant regulatory function, CA's approval processes span a broad range of licensing and technical authorization requests, reflecting the diversity of stakeholder needs across the communications sector.

Findings on satisfaction with the granting of approvals by the Communications Authority of Kenya show a moderate performance, with an overall average score of 66.4%. The highest-rated area was the approval of interconnection agreements within 14 days (67.7%), though more than half of respondents (52.2%) remained neutral, suggesting uncertainty or mixed experiences with timeliness. Approvals for promotions and special offers (65.7%) and tariffs (65.7%) scored slightly lower, with a majority of respondents (61.8%) neutral and 9.7% expressing dissatisfaction in each case. These findings indicate that while CA meets expectations for approvals to some extent, stakeholders perceive delays, limited visibility, or inconsistent communication around timelines. Strengthening efficiency, transparency, and proactive updates in the approvals process could significantly improve satisfaction levels.

Table 37: Satisfaction with granting approvals

Statement	1- Strongly Disagree	2- Disagree	3-Neither Agree nor Disagree	4- Agree	5- Strongly Agree	MEAN
CA approves interconnection agreements between service providers within 14 days	0.0%	9.7%	52.2%	28.5%	9.7%	67.7%
CA approves promotions and special offers within 3 days	0.0%	9.7%	61.8%	18.8%	9.7%	65.7%
CA approves tariffs within 3 days after application	0.0%	9.7%	61.8%	18.8%	9.7%	65.7%
Average						66.4%

Qualitative Stakeholder feedback on the speed of handling approvals by the Communications Authority of Kenya reflects mixed perceptions, ranging from strong satisfaction to notable concerns. Positive comments such as "Very good" and "PERFECTION" highlight that some respondents view the approval process as efficient and timely. However, others expressed dissatisfaction, noting "poor" and "there is delay in the approvals," which points to experiences of slow turnaround times and possible bottlenecks. One respondent stated, "Have no idea on that," suggesting limited awareness or lack of direct engagement with the approval process. Overall, the qualitative feedback indicates that while CA's approval process is appreciated by some stakeholders, there is a clear need to improve consistency, reduce delays, and enhance communication to ensure all customers experience timely and reliable approvals.

"Very good"

"Have no idea on that"

"PERFECTION"

"poor"

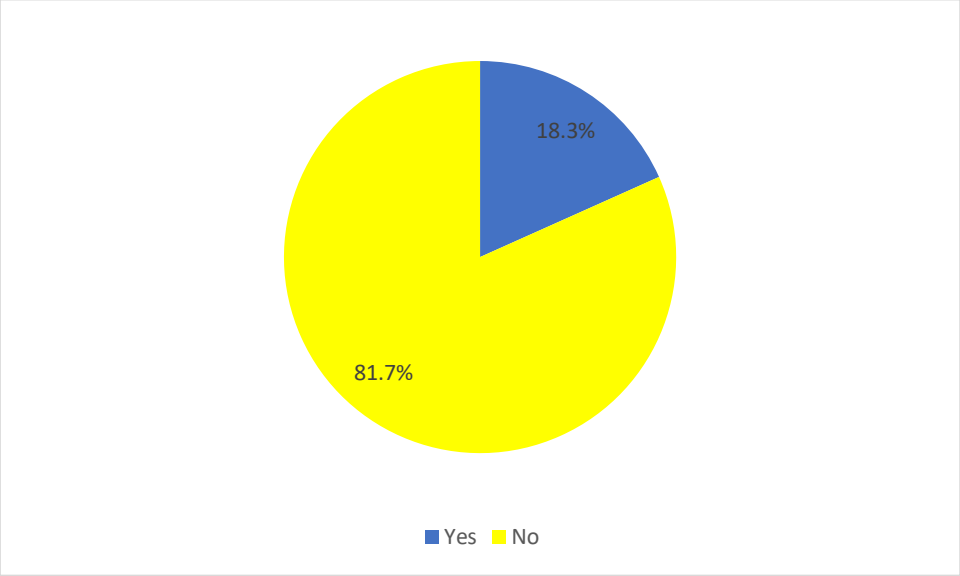
"there is delay in the approvals

5.1.3.8 Satisfaction with complaints handling mechanisms

The findings reveal that all the respondents believe that CA has the ability to solve complaints.

Further, the findings reveal that 18.3% of respondents have filed a complaint with CA in the last year, while 81.7% have not. This indicates that a few respondents had engaged with CA's complaint process over the past year.

Figure 62: Respondents who have filed a complaint with CA in the last one year



Examples of complaints raised by stakeholders include the revocation of broadcast licences, which created concerns about fairness and transparency in regulatory decisions. Others pointed to frequency interference in Wajir, highlighting challenges in service quality and accessibility in certain regions. Additionally, there were issues related to payment processes, though these were ultimately resolved satisfactorily at the CA office, demonstrating the Authority's ability to address and close complaints effectively.

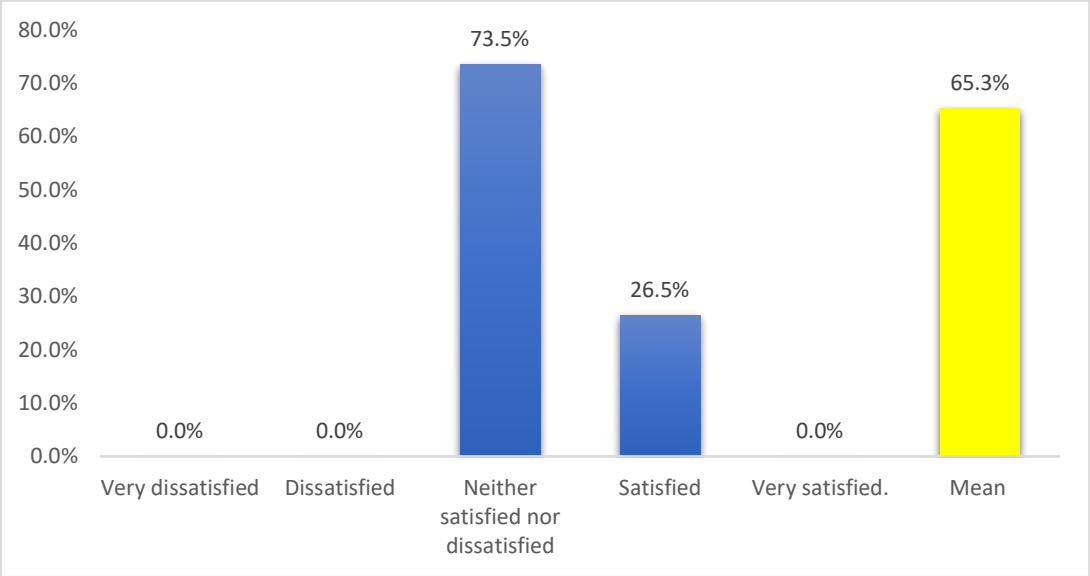
> *".....Broadcast licences revocation....."*
>
> *".....frequency interference in Wajir....."*
>
> *".....the payment and it was resolved well from the office....."*

The findings show that the most commonly used channel for filing complaints with the Communications Authority of Kenya was E-mail, cited by 46.7% of respondents, highlighting a strong preference for digital correspondence. About 23.3% opted for physical visits, while 20% used telephone calls, indicating that direct interaction channels remain relevant. A smaller proportion (10%) filed complaints through letters. These results suggest that CA's clients favor convenient and immediate communication methods, particularly email, though traditional channels like physical visits and letters continue to serve a segment of stakeholders.

Findings on satisfaction with how the Communications Authority of Kenya handled complaints reveal a moderate performance, with a mean score of 65.3%. The majority of respondents (73.5%) were neutral—neither satisfied nor dissatisfied—indicating limited visibility, mixed experiences, or uncertainty about the complaint resolution process. Only 26.5% expressed satisfaction, while no respondents reported being very satisfied or dissatisfied. This suggests that while CA's complaint handling is functional, it may lack consistency, timeliness, or

proactive communication to build stronger confidence among stakeholders. Overall, the results highlight the need for CA to improve responsiveness, transparency, and customer engagement in complaint resolution to move perceptions from neutrality toward higher satisfaction.

Figure 63: Satisfaction with how CA handles complaints



Findings on satisfaction with the resolution of complaints by the Communications Authority of Kenya show a moderate level of stakeholder confidence, with an overall average score of 68.6%. Nearly half of respondents remained neutral (around 48%), suggesting uncertainty or mixed experiences with the timeliness and effectiveness of complaint resolution. About 41–42% agreed that CA resolves complaints within the stipulated timelines, while only 5.4% strongly agreed, indicating limited strong endorsement. A small proportion (4.8%) strongly disagreed, pointing to dissatisfaction among some stakeholders. Overall, while CA demonstrates capacity to resolve complaints within 30 days and frequency interference within 14 days, the high neutrality levels highlight the need for greater consistency, visibility, and communication in complaint handling to build stronger stakeholder confidence and move perceptions toward higher satisfaction.

Table 38: Satisfaction with resolution of complaints

Statement	1-Strongly Disagree	2-Disagree	3-Neither Agree nor Disagree	4-Agree	5-Strongly Agree	MEAN
CA provides resolution of complaint within 30 days	4.8%	0.0%	47.9%	41.9%	5.4%	68.6%
CA provides resolution on frequency interference within 14 days	4.8%	0.0%	48.4%	41.4%	5.4%	68.5%
Average						68.6%

Respondents emphasized the importance of proactive communication when service disruptions occur. One respondent suggested, "It should update the clients/customers when they notice frequency turbulence," highlighting the expectation that the Communications Authority of Kenya should not only resolve technical issues but also keep customers informed in real time. This feedback points to a gap in responsiveness and transparency, where stakeholders value timely updates as much as the resolution itself. By providing regular notifications and clear communication during frequency disturbances, CA could strengthen trust, reduce frustration, and demonstrate accountability in its customer service approach.

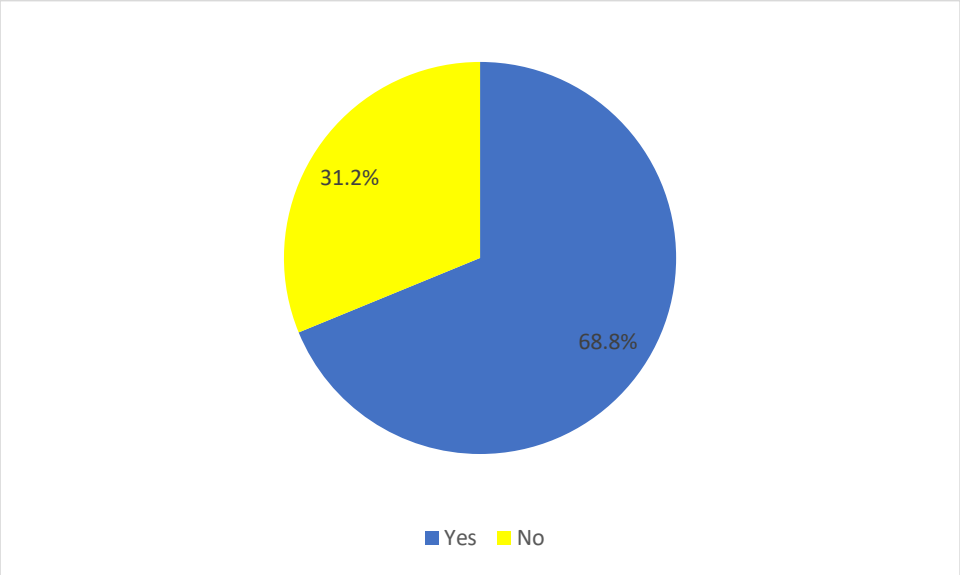
5.1.3.9 Satisfaction with dispute resolution

The findings reveal that all the have confidence in CA capability of solving their disputes. However, none of the respondents had filed a dispute in the last one year.

5.1.3.10 Satisfaction with handling information and communication

In the past year, 68.8% of respondents indicated they had made an enquiry with the Communications Authority of Kenya, while 31.2% had not. This shows a majority of participants engaged with CA for information or assistance.

Figure 64: Enquiries to CA in the last year



The findings reveal that the most frequently used media for making inquiries to the Communications Authority of Kenya were E-mail (97.5%) and Telephone (92.5%), underscoring a strong reliance on digital and direct communication channels. More than half of the respondents (52.5%) also made physical visits to CA offices, showing that in-person interaction remains significant. A smaller proportion reached CA through letters (20%), forums and workshops (17.5%), the CA website (12.5%), and broadcast media (10%). Overall, the results indicate that while digital communication is dominant, CA continues to maintain engagement through diverse platforms that cater to varying stakeholder preferences and accessibility levels.

a) Reliability of channels used to obtain information from CA

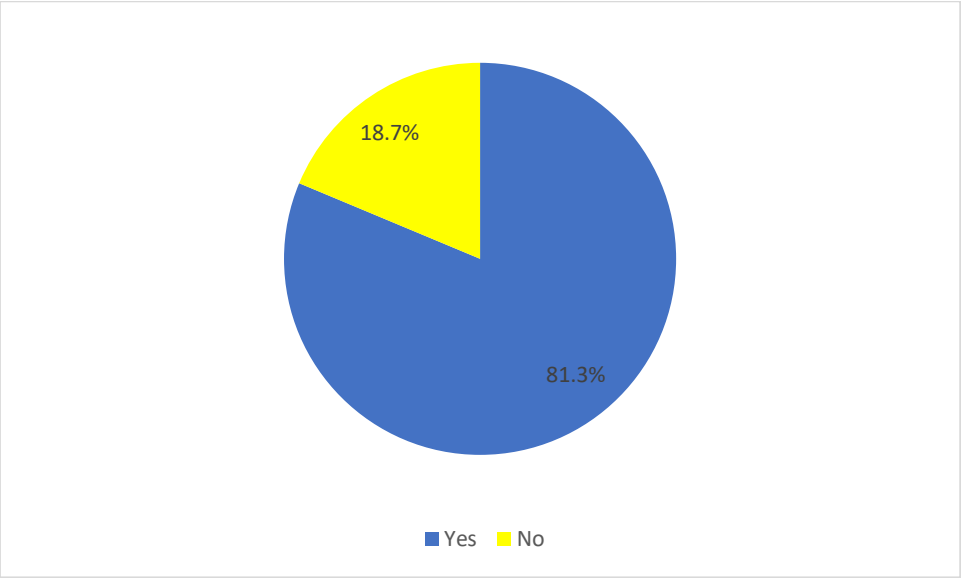
Findings on reliability of channels used to obtain information from the Communications Authority of Kenya shows that stakeholders generally have high confidence in the Authority's communication platforms, with an overall average score of 81.0%. The most trusted channels are CA forums and workshops (92.0%) and physical visits to CA offices (90.9%), reflecting strong preference for direct, face-to-face engagement and structured stakeholder interactions. Broadcast media (87.0%), emails (83.5%), and social media (82.0%) also scored highly, demonstrating the effectiveness of both traditional and digital communication methods in reaching audiences. Moderately reliable channels include the website (76.7%) and print media (78.7%), which, while useful, may require improvements in timeliness and accessibility. Letters (71.6%) and telephone (66.9%) were perceived as the least reliable, with significant portions of respondents rating them as unreliable or somewhat unreliable, pointing to challenges in responsiveness and declining relevance of traditional correspondence. Overall, the findings suggest that CA's communication is strongest when it leverages direct engagement and modern digital platforms, but there is room to enhance telephone responsiveness, website updates, and transparency in traditional channels to ensure consistent and reliable information delivery.

Table 39: Reliability of channels used to obtain information

Indicator	1-Extremely unreliable	2-Unreliable	3-Somewhat Unreliable	4-Reliable	5-Extremely reliable	Mean
E-mails	0.0%	5.5%	6.3%	53.9%	34.4%	83.5%
Telephone	5.5%	7.0%	50.8%	21.1%	15.6%	66.9%
Physical visits to CA offices	0.0%	0.0%	0.0%	45.4%	54.6%	90.9%
Letters	0.0%	31.2%	8.6%	31.2%	29.0%	71.6%
Website	0.0%	18.8%	7.3%	45.8%	28.1%	76.7%
CA forums and workshops	0.0%	0.0%	0.0%	40.0%	60.0%	92.0%
Print media	0.0%	7.6%	21.7%	40.2%	30.4%	78.7%
Social media	0.0%	6.5%	10.2%	50.0%	33.3%	82.0%
Broadcast media	0.0%	6.5%	0.0%	45.4%	48.1%	87.0%
Average						81.0%

The survey revealed that 81.3% of respondents received a response from CA within 3 working days, while 18.7% indicated that they did not.

Figure 65: Response of CA to Enquiries Within 3 Working Days



b) Satisfaction ratings of information received from CA

Findings on satisfaction with the information received from the Communications Authority of Kenya indicate a strong overall performance, with an average score of 79.9%. Stakeholders rated the relevance (81.4%) and adequacy (81.4%) of information highest, showing confidence that CA provides content that is useful and sufficient for their needs. Clarity of information (80.3%) also scored well, suggesting that communication is generally easy to understand. However, timeliness (76.4%) received the lowest rating, with over 18% of respondents viewing it as unreliable or somewhat unreliable, pointing to delays in the delivery of updates. Overall,

the findings suggest that CA's information is perceived as clear, relevant, and adequate, but there is room to improve speed and responsiveness to ensure stakeholders receive updates in a timely manner.

Table 40: Satisfaction rating of information received from CA

Indicator	1- Extremely unreliable	2- Unreliable	3- Somewhat Unreliable	4- Reliable	5- Extremely reliable	Mean
Relevance of the information	0.0%	0.0%	5.5%	82.0%	12.5%	81.4%
Clarity of the information	0.0%	5.5%	0.0%	82.0%	12.5%	80.3%
Adequacy of the information	0.0%	0.0%	5.5%	82.0%	12.5%	81.4%
Timeliness of the information	0.0%	11.7%	7.0%	68.8%	12.5%	76.4%
Average						79.9%

The majority of respondents (71.9%) indicated that the Communications Authority of Kenya keeps its licensees adequately informed, suggesting that most stakeholders are generally satisfied with the level of communication and information dissemination provided by the Authority. A smaller proportion (28.1%) felt that CA keeps its licensees fairly well informed, implying there is still room for improvement in ensuring timely, comprehensive, and easily accessible information. Overall, these findings point to a positive perception of CA's communication efforts, with most licensees acknowledging the adequacy and consistency of updates they receive from the Authority.

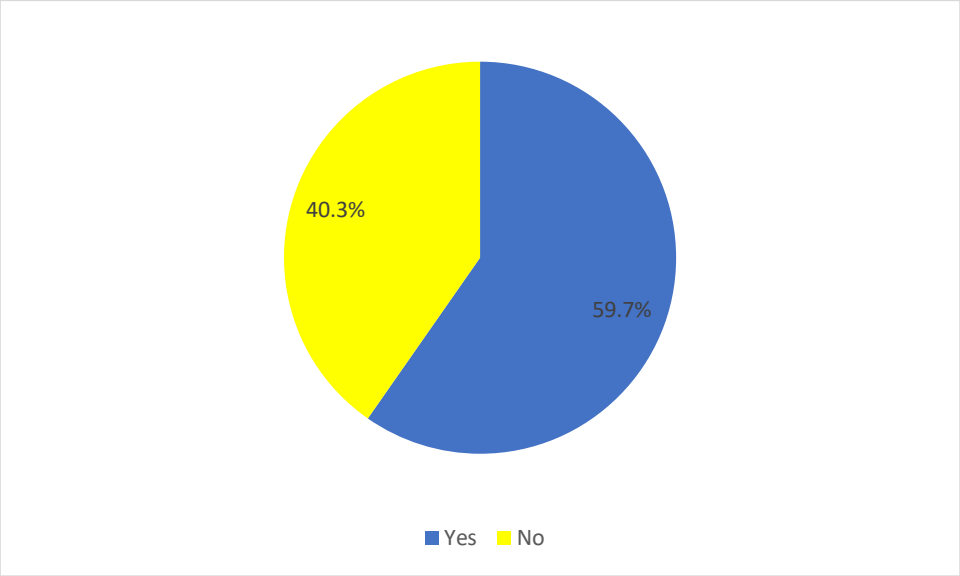
Table 41: General feeling about information received from CA

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	71.9%
CA keeps its licensees fairly well informed	28.1%
CA gives its licensees only a limited amount of information	0.0%
CA never gives its licensee adequate information	0.0%

5.1.3.11 Satisfaction rating with quarterly reports

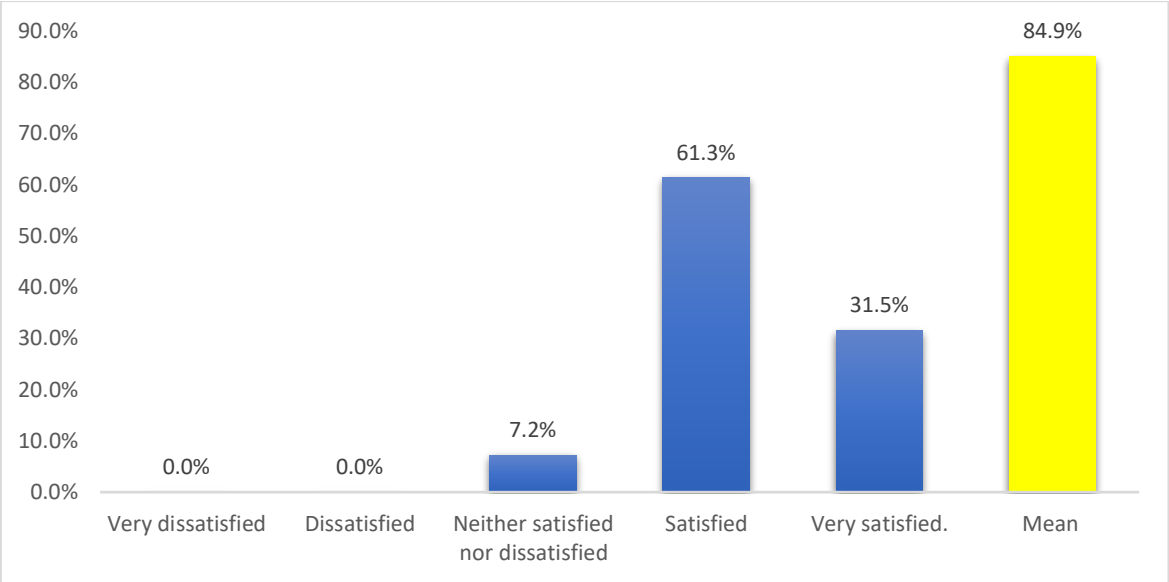
Fifty-nine-point six percent of the respondents (59.7%) confirmed that they read CA's quarterly reports. Conversely, 40.3% do not read these reports.

Figure 66: Proportion of Respondents Who Read CA's Quarterly Reports



Satisfaction with the Communications Authority's (CA) quarterly reports is very high, with a mean score of 84.9%. The majority of respondents (61.3%) indicated they were satisfied, while nearly a third (31.5%) expressed being very satisfied, underscoring strong confidence in the quality, relevance, and usefulness of the reports. Only a small proportion (7.2%) remained neutral, and no respondents reported dissatisfaction, suggesting that the quarterly reports are widely regarded as credible and effective in meeting stakeholder expectations. Overall, the findings highlight that CA's quarterly reporting is a well-received communication tool that strengthens transparency and stakeholder trust.

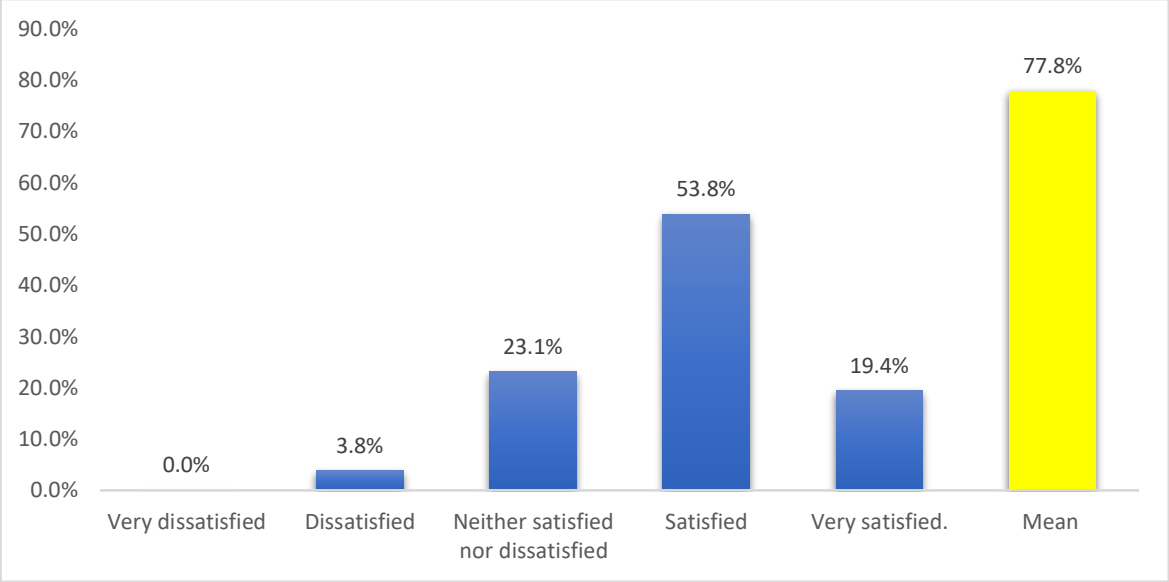
Figure 67: Satisfaction rating with quarterly reports



5.1.3.12. Satisfaction rating of CA commitment to the customer

Findings on satisfaction with the Communications Authority's (CA) commitment to the customer show a fairly strong performance, with a mean score of 77.8%. The majority of respondents (53.8%) indicated they were satisfied, while nearly one-fifth (19.4%) were very satisfied, reflecting confidence in CA's customer focus and service delivery. However, a notable proportion (23.1%) remained neutral, suggesting that some stakeholders may not have fully experienced or recognized CA's customer commitment. A small minority (3.8%) expressed dissatisfaction, pointing to areas where expectations were not met. Overall, the findings highlight that CA's customer commitment is positively perceived, but there is room to strengthen consistency, visibility, and proactive engagement to move more stakeholders from neutrality to higher satisfaction.

Figure 68: Satisfaction with CA commitment to customer.



Qualitative Stakeholder feedback on the Communications Authority's (CA) commitment to customers highlights the importance of timely and accurate communication. One respondent recommended that "CA should always keep customers updated with the right information," emphasizing the need for proactive engagement and transparency. This suggests that while CA is making strides in customer service, there is room to enhance its responsiveness and ensure that stakeholders are consistently informed about developments, services, and decisions that affect them.

Another comment noted that "it's improving in customers needs," reflecting a positive trajectory in how CA addresses stakeholder expectations. This feedback acknowledges progress while also implying that continued efforts are needed to fully meet customer demands.

"CA should always keep customers updated with the right information."

"its improving in customers needs."

5.1.3.13. Satisfaction rating of customers rights

Findings on satisfaction with the Communications Authority's (CA) commitment to consumer rights indicate a strong overall performance, with an average score of 80.9% across four key indicators. The highest-rated aspect was CA's provision of complete and accurate service information (84.6%), suggesting that stakeholders feel well-informed about service accessibility, timelines, and charges. Similarly, CA's commitment to privacy and confidentiality (83.6%) received high approval, reflecting trust in how personal and business information is handled. The perception of fair and respectful treatment (80.2%) also scored positively, though nearly a third of respondents remained neutral, indicating room to strengthen consistency in customer interactions. The lowest-rated indicator was customer participation in reviewing the service charter (75.1%), with over 30% expressing neutrality or dissatisfaction, pointing to a need for more inclusive and visible engagement mechanisms. Overall, the findings suggest that CA is largely meeting expectations on consumer rights, but could enhance customer involvement and personalized engagement to further reinforce trust and satisfaction.

Table 42: 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%	28.5%	41.9%	29.6%	80.2%
CA offers complete and accurate information on all on all services. This includes accessibility, time period and relevant charges	0.0%	0.0%	17.2%	42.5%	40.3%	84.6%
CA upholds privacy and confidentiality with respect to personal, business, contractual and financial information, written or oral	0.0%	0.0%	17.7%	46.8%	35.5%	83.6%
CA customers participate in the review of the customer service charter	4.8%	4.3%	21.0%	50.5%	19.4%	75.1%
Average						80.9%

Qualitative Stakeholder feedback suggests that while the Communications Authority of Kenya has mechanisms for customer engagement, some relevant inputs from customers are not adequately considered, particularly during forums. This sentiment points to a gap between participation opportunities and meaningful influence, where stakeholders feel their contributions may not translate into action or policy adjustments.

To strengthen its commitment to consumer rights, CA could enhance feedback integration, ensure transparent follow-up on stakeholder contributions, and create inclusive platforms where customer voices are not only heard but visibly reflected in decisions and service improvements.

"Some relevant inputs of customers are not considered during the participation, especially during forums."

5.1.3.14 Pricing of CA services

Findings on the rating of the cost of services provided by the Communications Authority of Kenya reveal a moderate to high perception of expense, with an overall average score of 71.1%. Broadcasting services were viewed as the most costly (81.1%), followed by frequency licensing (74.8%), both of which had notable proportions of respondents rating them as high or very high. Telecom services received a mixed assessment (71.2%), with equal shares of respondents viewing the cost as neutral or high. Postal/Courier services (65.6%) and tender-related costs (62.5%) were perceived as more affordable, with most respondents rating them as neutral. These findings suggest that while CA's pricing is generally acceptable, there are concerns about affordability in specific areas—particularly broadcasting and frequency services—highlighting the need for greater transparency, cost justification, and potential review of pricing structures to ensure fairness and accessibility.

Figure 69: Rating the Cost of CA services

Indicator	1-Very Low	2-Low	3-Neither Low nor High	4-High	5-Very High	Mean
Telecom	0.0%	4.8%	43.0%	43.0%	9.1%	71.2%
Postal/Courier	0.0%	4.8%	61.8%	33.3%	0.0%	65.6%
Frequency	0.0%	0.0%	44.1%	37.6%	18.3%	74.8%
Broadcasting	0.0%	0.0%	24.7%	45.2%	30.1%	81.1%
Tender	5.4%	4.8%	61.8%	28.0%	0.0%	62.5%
Average						71.1%

Stakeholders expressed concerns about the affordability of CA services, particularly in relation to broadcasting and frequency charges. One respondent suggested that "The CA should consider reducing the cost of broadcasting and frequency," highlighting the perception that these fees are relatively high and may pose a burden to service providers. Another comment recommended that "CA should be charging according to the profit of the company even for the minimum not to be 80,000," pointing to the need for a more equitable, tiered pricing structure that takes into account the financial capacity of different companies.

"The CA should consider reducing the cost of broadcasting and frequency."

"should be charging according to the profit of the company even for the minimum not to be 80000."

5.1.3.15 Culture, Efficiency and Effectiveness

Findings on the Communications Authority of Kenya's (CA) culture, efficiency, and effectiveness reveal a generally positive perception, with an overall average score of 78.9%. Stakeholders rated the Authority's values and practices that promote stakeholder engagement and collaboration highest (83.2%), followed closely by its organizational culture that enables it to meet customer needs (80.1%). While these results reflect confidence in CA's inclusivity and customer orientation, efficiency-related indicators scored lower, with resource utilization (75.0%) and service delivery alignment (77.3%) showing room for improvement. Overall, the findings suggest that CA is seen as collaborative and customer-focused, but enhancing operational efficiency and process alignment would further strengthen its effectiveness and stakeholder satisfaction.

Figure 70: CA Culture, Efficiency and Effectiveness

Indicator	1-Strongly Disagree	2-Disagree	3-Neither Agree nor Disagree	4-Agree	5-Strongly Agree	Mean
The Communications Authority of Kenya demonstrates a culture that enables it to effectively meet customer needs.	0.0%	0.0%	28.5%	42.5%	29.0%	80.1%
The values and practices of the Authority promote effective engagement and collaboration with stakeholders.	0.0%	0.0%	12.9%	58.1%	29.0%	83.2%
The Authority efficiently utilizes its resources to deliver quality services.	0.0%	9.7%	29.6%	37.1%	23.7%	75.0%
Service delivery processes at the Authority are well-aligned to ensure timely and efficient service to customers.	0.0%	9.1%	19.4%	47.3%	24.2%	77.3%
Average						78.9%

Qualitative Stakeholder feedback highlights the need for the Communications Authority of Kenya to strengthen its internal responsiveness and external inclusivity. One respondent emphasized that "CA should consider stakeholders' inputs whenever there is a forum discussing communication and broadcast issues," pointing to a perceived gap between consultation and actual influence. This suggests that while forums exist, their impact may be limited unless stakeholder contributions are visibly integrated into decision-making and policy refinement.

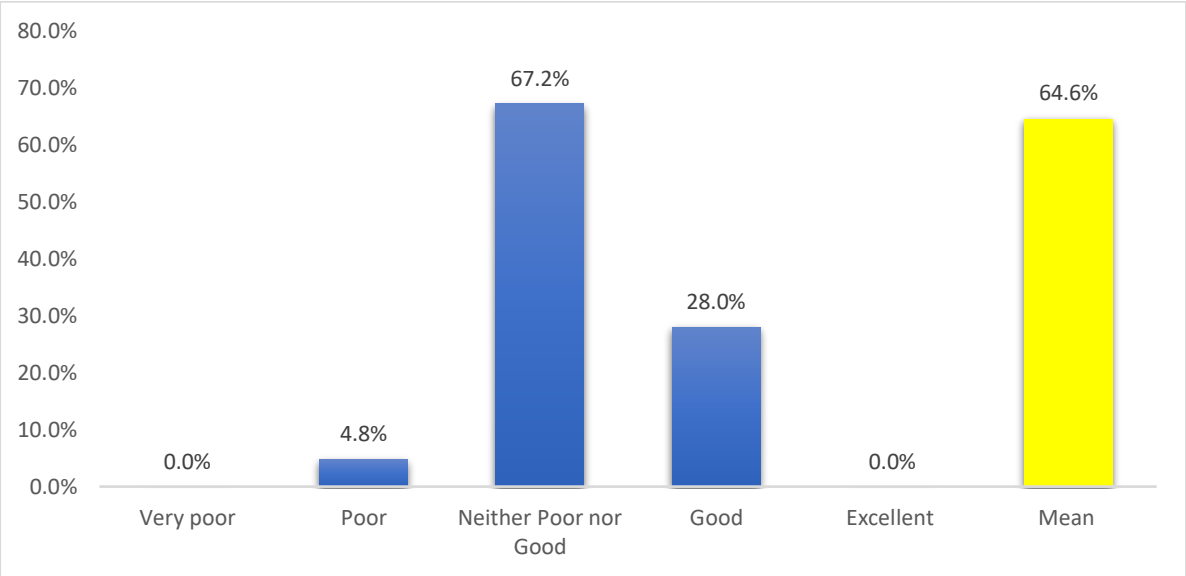
Another concern raised was the "occasional lack of keenness in addressing problems cited by the customer regarding billing separation, particularly when the customer is a corporation subscribing to CA's broadcasting and telecommunication services." This points to operational inefficiencies and a need for more attentive, customer-centric service delivery, especially for corporate clients navigating complex billing structures.

> *"CA should consider stakeholders' inputs whenever there is a forum discussing communication and broadcast issues."*
>
> *"There is occasional lack of keenness in addressing problems cited by the customer regarding billing separation, particularly when the customer is a corporation subscribing to CA's broadcasting and telecommunication services."*

5.1.3.16 Overall performance and satisfaction

Findings on overall satisfaction with the Communications Authority of Kenya in regulating ICT in Kenya indicate a moderate level of stakeholder approval, with a mean score of 64.6%. The majority of respondents (67.2%) expressed neutrality, suggesting limited visibility, mixed experiences, or uncertainty regarding CA's regulatory impact. Only 28.0% rated their satisfaction as good, while no respondents selected excellent, pointing to a lack of strong endorsement. A small proportion (4.8%) expressed dissatisfaction, though no one rated CA's performance as very poor. These results suggest that while CA's role in ICT regulation is generally accepted, there is significant room to enhance transparency, responsiveness, and stakeholder engagement to shift perceptions from neutrality toward higher satisfaction.

Figure 71: Overall satisfaction with CA in regulating ICT in Kenya.

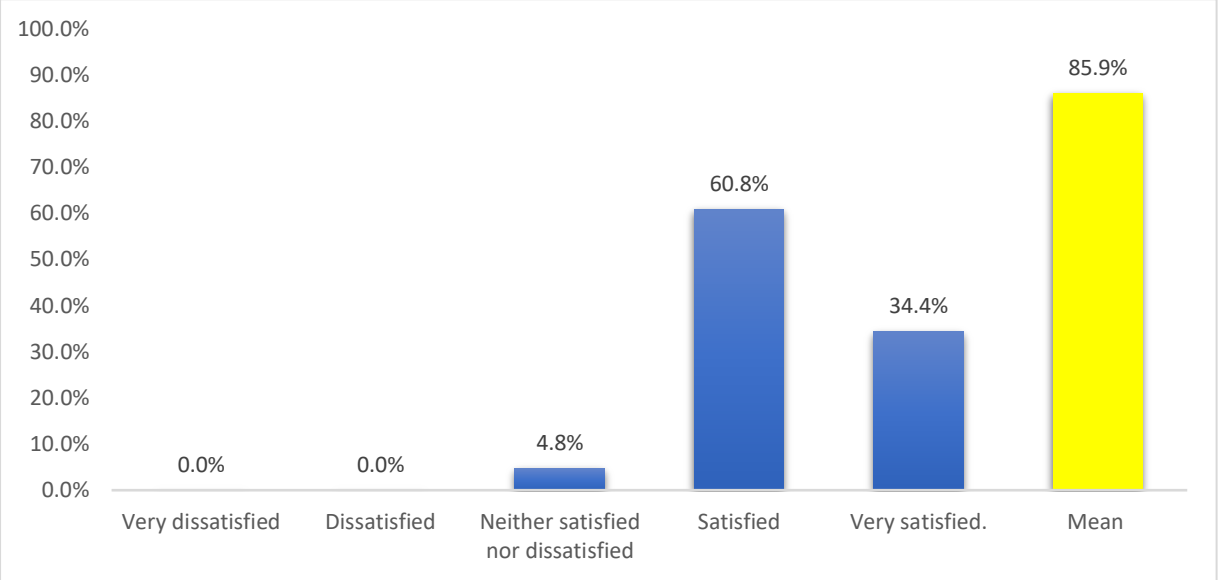


Qualitative Stakeholder feedback reflects a recognition of the Communications Authority's (CA) efforts to uphold digital safety and content standards. One respondent noted that "CA is

trying to do its best to make sure that unwanted content are not posted online," acknowledging the Authority's role in monitoring and regulating harmful or inappropriate material in the digital space. This comment highlights CA's commitment to protecting users and maintaining ethical standards in online communication, which is increasingly critical in today's interconnected environment.

Findings on overall satisfaction with services received from the Communications Authority of Kenya indicate a high level of stakeholder approval, with a mean score of 85.9%. A significant majority of respondents (60.8%) reported being satisfied, while over a third (34.4%) expressed being very satisfied, reflecting strong confidence in the quality, reliability, and relevance of CA's service delivery. Only a small fraction (4.8%*) remained neutral, and no respondents expressed dissatisfaction, suggesting that CA's services are widely regarded as effective and responsive to stakeholder needs. These results affirm CA's positive performance in service provision, while also encouraging continued consistency and innovation to maintain and further enhance satisfaction levels.

Figure 72: Overall satisfaction with services received from CA.



Communications Authority of Kenya professional conduct during field operations and ongoing stakeholder engagement through learning platforms. One respondent raised a concern that "Field officers should not harass clients while at place of work, especially ladies," pointing to the need for stronger enforcement of respectful, gender-sensitive behavior and accountability in field interactions. This underscores the importance of cultivating a culture of professionalism, dignity, and trust in all customer-facing engagements.

Another respondent emphasized the value of continuous learning and collaboration, stating "Have continued engagement with clients via annual workshops/seminars. I have enjoyed, learned a lot from such when CA offered them." This reflects a desire for more frequent, structured opportunities to interact with CA, gain insights, and contribute to sector development. Such forums not only build capacity but also reinforce transparency and mutual understanding between CA and its stakeholders.

"Field officers should not harass clients while at place of work, especially ladies."

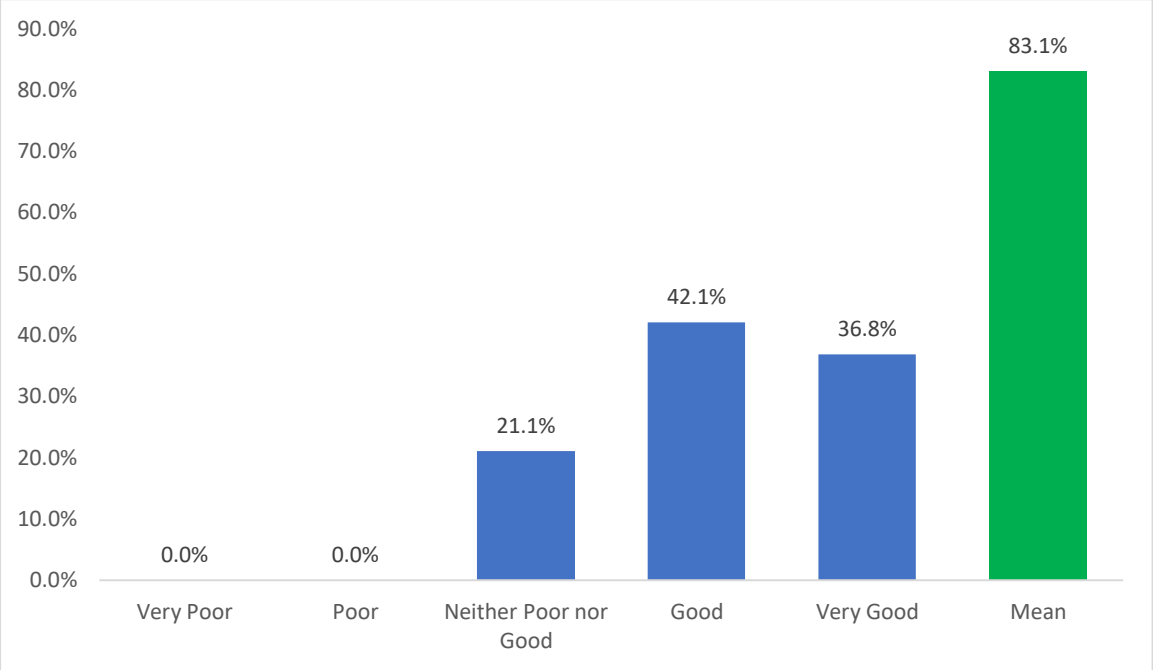
"Have continued engagement with clients via annual workshops/seminars. I have enjoyed, learned a lot from such when CA offered them."

5.1.4 Frequency

5.1.4.1 Evaluation of awareness on CA's mandate

Findings on stakeholder awareness of the Communications Authority's (CA) mandate indicate a high level of understanding, with a mean score of 83.1%. A combined 78.9% of respondents rated their awareness as good or very good, suggesting that CA's core functions and regulatory role in the ICT sector are well recognized among stakeholders. Only 21.1% expressed neutrality, and no respondents rated their awareness as poor or very poor, highlighting the effectiveness of CA's outreach and public education efforts. These results affirm that CA has successfully communicated its mandate, though continued engagement and targeted awareness campaigns could help convert neutral perceptions into stronger understanding and support.

Figure 73: Awareness on CA's mandate



Stakeholder feedback reflects a generally positive perception of the Communications Authority's (CA) efforts to create awareness of its mandate, with multiple respondents affirming that "Yes, they have been successful in their mandate" and "Yes" repeated consistently. This suggests that CA's outreach strategies—particularly targeted communication such as "direct messaging (email)"—have been effective in reaching and informing key stakeholders about its regulatory role in the ICT sector.

However, one respondent noted that "CA awareness is very poor to the general public and more ground work should be done," highlighting a gap in broader public engagement. This indicates

that while awareness may be strong among sector insiders or institutional stakeholders, more inclusive and grassroots-level communication is needed to ensure that the general public fully understands CA's functions, services, and impact.

"Yes"

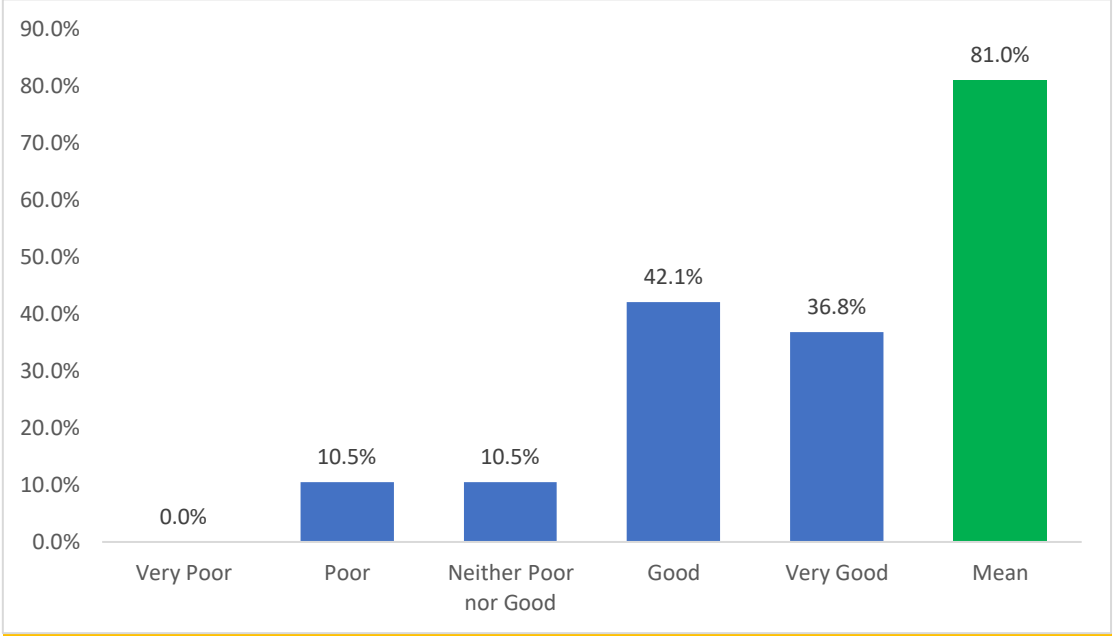
"Yes, they have been successful in their mandate"

"No, CA awareness is very poor to the general public and more ground work should be done."

"Yes, through direct messaging (email).

Findings on the performance of the Communications Authority of Kenya in executing its mandate show a generally strong approval, with a mean score of 81.0%. A majority of respondents rated CA's performance positively, with 42.1% indicating it is good and 36.8% describing it as very good. This reflects confidence in CA's ability to deliver on its regulatory responsibilities within the ICT sector. However, 10.5% of respondents expressed dissatisfaction (poor*), and another 10.5% remained neutral, suggesting that while CA is largely effective, there are areas where stakeholders feel improvements are needed. Overall, the findings highlight that CA is perceived as performing well in executing its mandate, but greater consistency, responsiveness, and visibility could help convert neutral and dissatisfied views into stronger support.

Figure 74: Rating CA performance in executing its mandate



Stakeholder feedback on the Communications Authority's (CA) performance in executing its mandate reflects a largely positive perception, with many respondents affirming "Yes" or "Yes…due to enforcement." This indicates confidence in CA's regulatory role, particularly in

enforcing compliance within the ICT sector. The repeated affirmations suggest that stakeholders recognize CA's efforts in maintaining order, standards, and oversight.

However, some critical views were expressed, such as "No, because it has external influence from Top Government officials and the level of corruption within its corridors is too much," and "No." These comments highlight concerns about political interference and integrity issues, which may undermine trust in CA's independence and effectiveness.

"Yes"

"Yes…due to enforcement."

"No, because it has external influence from Top Government officials and the level of corruption within its corridors is too much."

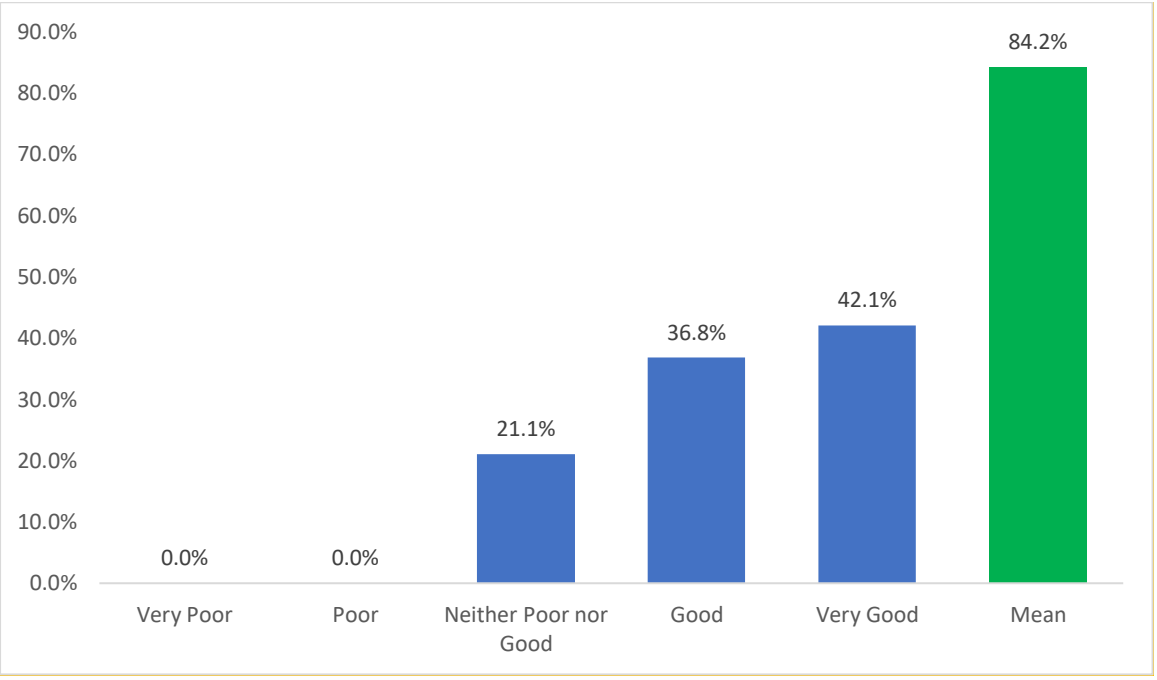
"No"

"YES"

5.1.4.2 Evaluation of CA service delivery

Findings on the rating of the Communications Authority's (CA) service delivery show a strongly positive performance, with a mean score of 84.2%. A majority of respondents rated service delivery as good (36.8%) or very good (42.1%), reflecting confidence in CA's ability to provide timely and effective services. Only 21.1% expressed neutrality, and no respondents rated service delivery as poor or very poor, indicating that dissatisfaction is virtually absent. Overall, these results suggest that CA's service delivery is well-regarded, with stakeholders perceiving it as efficient and reliable, though continued efforts to convert neutral perceptions into stronger satisfaction could further enhance its reputation.

Figure 75: Evaluation of CA service delivery



Out Positive comments emphasized efficiency, such as "They undertake the required inspections and furnish invoices on time and upon payment, the licenses are produced on time," reflecting the strong approval captured in the 84.2% mean score. Others described the services as "Good" or "Just good," aligning with the majority who rated CA positively.

At the same time, a minority (around 10.5% in other mandate-related ratings) raised concerns about inefficiencies and governance. For example, one respondent noted that "the Accounts Dept services could be improved – takes too long and disconnect with the other Offices," while another stated "Politically influenced, not independent." These critical views highlight the importance of addressing operational bottlenecks and reinforcing independence to convert neutral and dissatisfied perceptions into stronger satisfaction.

"They undertake the required inspections and furnish invoices on time and upon payment, the licenses are produced on time."

"Just good."

"Yes. the Accounts Dept services could be improved – takes too long and disconnect with the other Offices."

"Good."

"Politically influenced, not independent."

"No."

"NO."

5.1.4.3 Evaluation of CA's core values

Findings on the demonstration of the Communications Authority's (CA) core values show a strong overall performance with an average score of 81.7%, led by Integrity (86.4%), where nearly two-thirds (63.2%) rated it very good, reflecting confidence in CA's ethical standards. Excellence (83.2%) also scored highly, with almost half (47.4%) rating it very good, while Inclusion (81.1%) and Agility (79.0%) received more mixed perceptions, each with 10.5% poor and over 20% neutral, suggesting room for improvement in responsiveness and inclusivity. Innovation (78.9%) was the lowest-rated value, with 10.5% poor and 21.1% neutral, indicating stakeholders expect CA to strengthen creativity and adaptability in addressing emerging ICT challenges. Overall, CA is strongly associated with integrity and excellence, but enhancing innovation and agility would further reinforce its effectiveness and stakeholder confidence.

Table 43: Demonstration of Core Values

Core Value	1-Very Poor	2-Poor	3-Neither Poor nor Good	4- Good	5-Very Good	Mean
Integrity	5.3%	0.0%	15.8%	15.8%	63.2%	86.4%
Innovation	0.0%	10.5%	21.1%	31.6%	36.8%	78.9%
Inclusion	0.0%	10.5%	21.1%	21.1%	47.4%	81.1%
Agility	5.3%	5.3%	26.3%	15.8%	47.4%	79.0%
Excellence	0.0%	5.3%	21.1%	26.3%	47.4%	83.2%
Average						81.7%

5.1.4.4 Satisfaction with CA's corporate image

Findings on satisfaction with the Communications Authority's (CA) corporate image reveal a strong overall performance with an average score of 82.4%. Stakeholders expressed the highest confidence in CA's reputation (87.4%), with 57.9% strongly agreeing that the Authority enjoys a good standing, and in its staff and management (84.2%), where nearly half (47.4%) strongly agreed they can execute the mandate effectively. Trust in CA as an organization also scored highly (83.2%), supported by 42.1% strongly agreeing. Reliability (82.0%) and professional discharge of mandate (83.2%) were similarly well rated, showing consistency in perceptions of CA's credibility. However, innovation (81.0%) and corporate social responsibility (75.9%) received comparatively lower ratings, with 26.3% neutral on innovation and 42.1% neutral on CSR, suggesting stakeholders see room for improvement in creativity and community engagement.

Table 44: Satisfaction with corporate image

Role	1- Strongly Disagree	2- Disagree	3- Neither Agree nor Disagree	4- Agree	5- Strongly Agree	MEAN
CA is an organization I can trust	0.0%	10.5%	5.3%	42.1%	42.1%	83.2%
I have confidence in CA's staff and management to execute its mandate	0.0%	10.5%	5.3%	36.8%	47.4%	84.2%
CA is an innovative organization	0.0%	5.3%	26.3%	26.3%	42.1%	81.0%
CA is reliable	0.0%	10.5%	10.5%	36.8%	42.1%	82.0%
CA professionally discharges its mandate	0.0%	5.3%	15.9%	36.8%	42.1%	83.2%
CA has a good reputation	0.0%	5.3%	10.5%	26.3%	57.9%	87.4%
CA is involved in corporate social responsibilities activities	0.0%	5.3%	42.1%	21.1%	31.6%	75.9%
Average						82.4%

Qualitative feedback on the Communications Authority's (CA) corporate image reflects a generally positive perception, with many respondents highlighting "Delivery of excellent services," "Good," and "very good." These comments affirm that CA is seen as professional and effective, particularly in specialized sectors such as aviation, where one respondent noted "we get great and timely service from CAK." This demonstrates confidence in CA's ability to deliver sector-specific support and uphold a strong corporate image.

At the same time, constructive recommendations point to areas for improvement. Several respondents emphasized the need to enhance visibility of Corporate Social Responsibility (CSR) activities, noting that while CA demonstrates commitment to high standards, its CSR efforts are not sufficiently visible. Others raised concerns about political interference ("Political

meddling maj") and technical service gaps ("TECHNICAL SERVICES NEED TO BE IMPROVED"), suggesting that governance independence and operational efficiency remain important areas for strengthening CA's image.

"Delivery of excellent services."

"No comments for now."

"Good."

"For us in the Aviation field, we get great and timely service from CAK but not privy to how other stakeholders view the related services."

"very good."

"Work on visibility of Corporate Social Responsibilities. Otherwise the Authority has demonstrated commitment to upholding a high standard of corporate image."

5.1.4.5 CA customer expectations

Findings on customer expectations of the Communications Authority of Kenya show a strong overall performance with an average score of 80.9%, though with notable variation across specific roles. The highest-rated area was management of spectrum, numbering, and addressing resources (85.3%), where nearly half of respondents (47.4%) strongly agreed, reflecting confidence in CA's stewardship of critical ICT infrastructure. Competition management (83.2%) and approval of ICT equipment (82.0%) also scored well, with over a third (36.8%) strongly agreeing in each case. Timely issuance of licenses and protection of consumer rights both averaged 81.0%, though around 10.5–26.3% of respondents remained neutral or disagreed, suggesting room for improvement in consistency and responsiveness. The lowest ratings were for tariff regulation (76.8%) and management of the Universal Service Fund (76.6%), where over 40% of respondents were neutral, indicating limited visibility or confidence in these functions.

Table 45: CA customer expectations

Statement	1-Strongly Disagree	2-Disagree	3-Neither Agree nor Disagree	4-Agree	5-Strongly Agree	MEAN
CA provides timely issuance of licenses	0.0%	10.5%	10.5%	42.1%	36.8%	81.0%
CA prudently manages spectrum, numbering and addressing resources	0.0%	5.3%	10.5%	36.8%	47.4%	85.3%
CA timely type of approves/type accepts ICT equipment	0.0%	0.0%	26.3%	36.8%	36.8%	82.0%
CA protects consumer rights within the ICT sector	0.0%	5.3%	26.3%	26.3%	42.1%	81.0%
CA prudently manages competition in the sector	5.3%	0.0%	15.8%	31.6%	47.4%	83.2%
CA prudently regulates retail and wholesale tariffs for ICT services	0.0%	5.3%	42.1%	15.8%	36.8%	76.8%
CA prudently manages and administers the Universal Service Fund	0.0%	5.3%	36.8%	26.3%	31.4%	76.6%
Average						80.9%

Qualitative feedback on expectations from the Communications Authority of Kenya highlights a mix of operational, engagement, and governance priorities. Several respondents emphasized the need for faster turnaround times in license renewals, reflecting expectations for efficiency and responsiveness in regulatory processes. Others called for deeper interaction with stakeholders to ensure inclusive feedback and stronger collaboration, while one noted simply "good," signalling general satisfaction but still room for improvement.

A recurring theme was the public understanding of the Universal Service Fund (USF), with stakeholders recommending greater emphasis on awareness and transparency around how resources are managed and utilized. Concerns about political interference ("Political meddling makes it susceptible to manipulation") underscore the importance of safeguarding CA's independence and credibility. Additionally, stakeholders expect CA to proactively encourage more clients to leverage resources under its jurisdiction and to spearhead continuous engagement initiatives, reinforcing its role as a facilitator of sector growth and innovation.

"Particularly with regard to faster turnaround times in license renewals."

"None."

"They need to have a deeper interaction with the various stakeholders to bring forth the best feedback."

"good."

"Much emphasis should be placed on the public understanding of universal service fund."

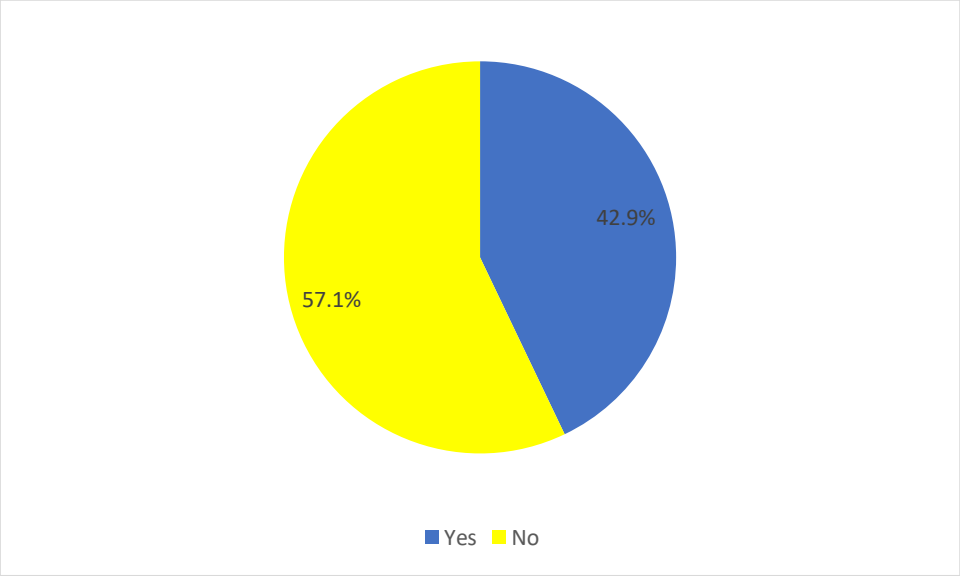
"Political meddling makes it susceptible to manipulation."

"CA SHOULD COME UP WITH WAYS OF ENCOURAGING MORE CLIENTS INTO WHAT THEY COULD DO WITH RESOURCES UNDER ITS JURISDICTION. CA SHOULD SPEARHEAD A CONTINOUS..."

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

The findings show that 42.1% of respondents are aware of CA's External Customer Service Charter, while 57.9% are not.

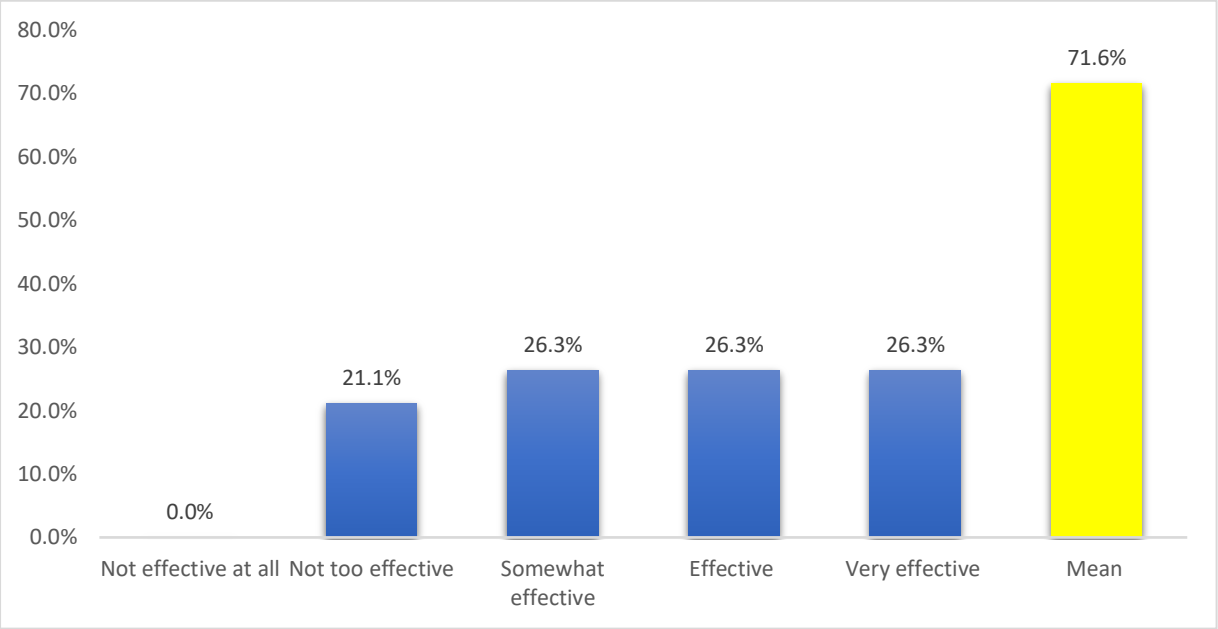
Figure 76: Awareness of CA's external customer service charter:



Most respondents (88.8%) learned about the CA service charter through the CA website, highlighting the Authority's strong online visibility and effective use of digital platforms. Social media (75.0%) and fliers/brochures (59.4%) were also significant sources, underscoring the importance of both digital and print channels in information dissemination. Meanwhile, broadcast media (43.8%) and posters at CA offices (34.4%) played supportive roles in creating awareness, while print media (25.0%) and other sources (15.6%) had a smaller but complementary contribution. Overall, these results indicate that online platforms—especially the CA website and social media—are the most effective tools for reaching stakeholders with information about the Authority's service charter.

Findings on the effectiveness of the Communications Authority of Kenya in delivering on its service charter commitments show a moderate performance with a mean score of 71.6%. While a majority of respondents rated CA as somewhat effective (26.3%), effective (26.3%), or very effective (26.3%), indicating that most stakeholders acknowledge progress in meeting service charter promises, a notable 21.1% felt CA was not too effective. Importantly, no respondents rated CA as not effective at all, suggesting that while delivery is not perceived as poor, there is room for improvement in consistency and reliability. Overall, the results highlight that CA is seen as reasonably effective in fulfilling its commitments, but stakeholders expect stronger performance to move perceptions from "somewhat effective" toward "very effective."

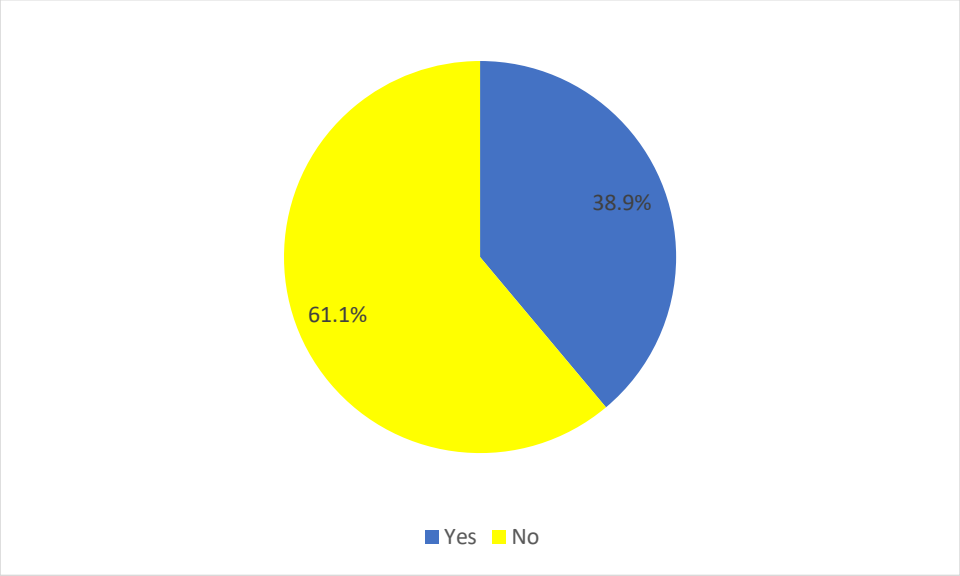
Figure 77: Effectiveness of CA in delivering promises in the service charter



5.1.4.7 Satisfaction with granting approvals

The findings show that 38.9% of respondents sought approval from CA in the last year, while 61.1% did not. This suggests a significant proportion of respondents have engaged with CA for approvals within the past year.

Figure 78: Respondents who have sought grant approvals in the last one year



Nearly half of the respondents (48.3%) sought interconnection agreement approvals from the Communications Authority of Kenya, indicating that this is the most common regulatory approval among licensees. About 21.7% applied for tariff approvals, reflecting ongoing compliance with pricing and service regulation requirements. The remaining 30.0% sought other types of approvals, including radio communication licenses, aircraft radio licenses, license renewals, and broadcast-related permits. These findings suggest that while interconnection and tariff approvals dominate, CA's approval processes support a wide range of licensing and regulatory needs across various communication sub-sectors.

Findings on satisfaction with the Communications Authority's (CA) granting of approvals indicate a moderate overall performance with an average score of 73.0%. The highest-rated area was approval of interconnection agreements within 14 days (76.8%), where over one-third of respondents (36.8%) strongly agreed, though more than half (52.6%) remained neutral, suggesting limited visibility or mixed experiences. Approval of tariffs within 3 days (71.6%) and approval of promotions and special offers within 3 days (70.6%) scored lower, with significant proportions of respondents either neutral (42.1–47.4%) or disagreeing (5.3–10.5%), pointing to concerns about timeliness and consistency. Overall, while CA is seen as reasonably effective in granting approvals, the high levels of neutrality and pockets of dissatisfaction highlight the need for greater efficiency, transparency, and communication to strengthen stakeholder confidence in these processes.

Table 46: Satisfaction with granting approvals

Statement	1- Strongly Disagree	2- Disagree	3-Neither Agree nor Disagree	4- Agree	5- Strongly Agree	MEAN
CA approves interconnection agreements between service providers within 14 days	0.0%	0.0%	52.6%	10.5%	36.8%	76.8%
CA approves promotions and special offers within 3 days	0.0%	10.5%	47.4%	21.1%	21.1%	70.6%
CA approves tariffs within 3 days after application	5.3%	5.3%	42.1%	21.1%	26.3%	71.6%
Average						73.0%

Qualitative Stakeholder perceptions of the speed at which the Communications Authority of Kenya handles approvals are overwhelmingly positive, with one respondent quantifying satisfaction at 95%, while others described the process as "Good," "very good," and "fast enough." These comments suggest that CA is generally meeting expectations for timeliness and efficiency in its approval processes, reinforcing confidence in its ability to deliver regulatory services promptly.

"95%"

"Good"

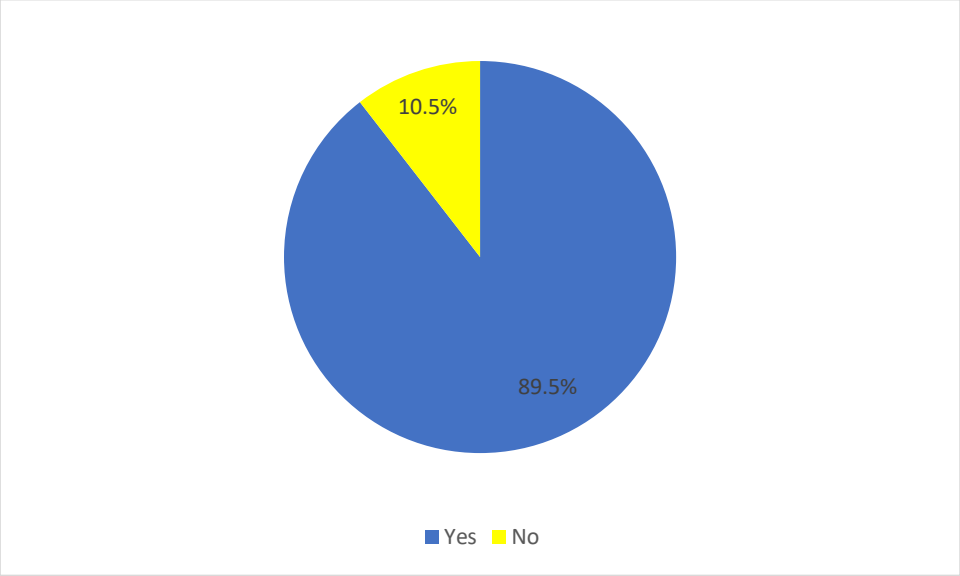
"very good"

"fast enough"

5.1.4.8 Satisfaction with complaints handling mechanisms

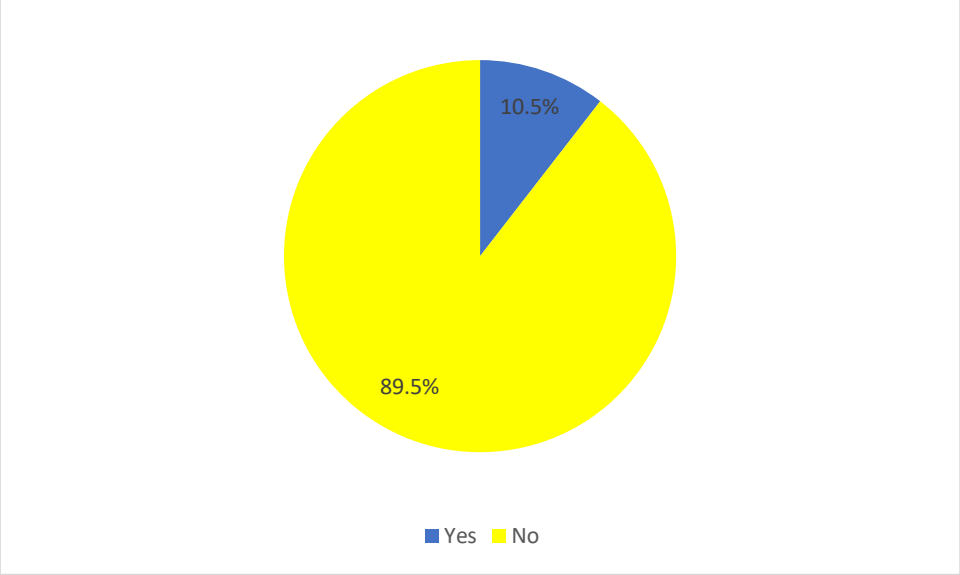
The findings reveal that 89.5% of respondents believe that CA has the ability to solve complaints, while 10.5% do not. This indicates that a majority of respondents have confidence in CA.

Figure 79: Respondents who believe that CA has the ability to solve complaints



Further, the findings reveal that 10.5% of respondents have filed a complaint with CA in the last year, while 89.5% have not.

Figure 80: Respondents who have filed a complaint with CA in the last one year



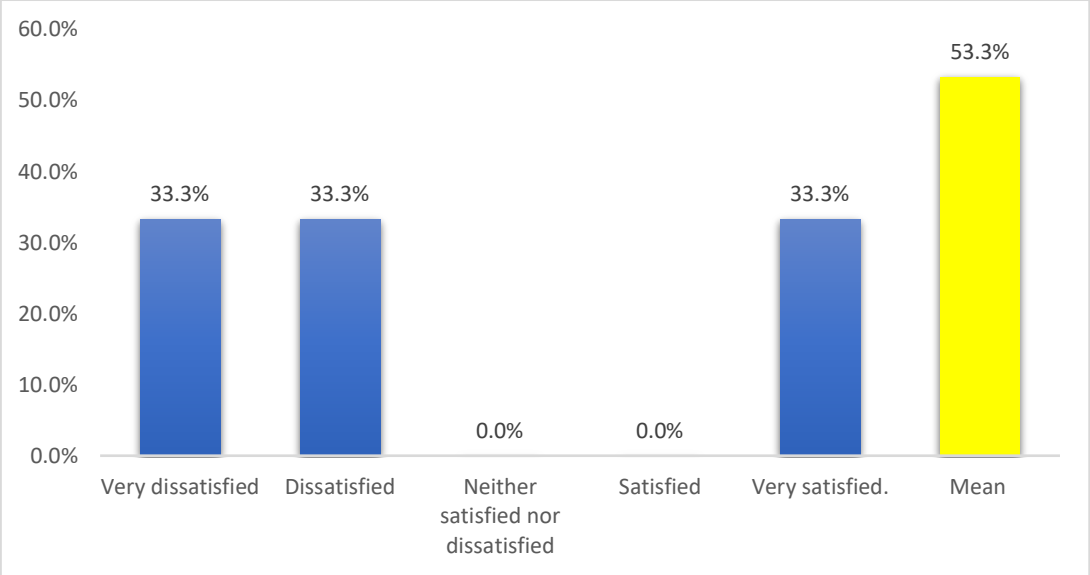
Stakeholder complaints filed with the Communications Authority of Kenya illustrate concerns around frequency management and technical oversight. One respondent described their experience with frequency allocation, noting that they received a letter indicating possession of two frequencies without any prior show cause, explanation, or verification from a CA employee. This highlights frustrations with lack of transparency and stakeholder engagement

in regulatory processes. Another complaint focused on radio frequency interference, pointing to technical challenges that disrupt service quality and reliability.

Half of the respondents (50.0%) indicated that they filed their complaints through e-mail, making it the most preferred and convenient communication channel with the Communications Authority of Kenya. About 30.0% used telephone calls, showing that a significant proportion preferred direct verbal interaction for faster clarification or response. The remaining 20.0% submitted complaints through letters or physical correspondence, reflecting a continued, though smaller, reliance on formal written communication. These results demonstrate that digital and direct communication channels dominate, indicating growing adoption of electronic engagement with CA.

Findings on satisfaction with how the Communications Authority of Kenya handles complaints reveal a mixed and polarized perception, with a mean score of 53.3%, indicating only moderate effectiveness. One-third of respondents (33.3%) reported being very dissatisfied and another *33.3% dissatisfied, showing that two-thirds of stakeholders are unhappy with complaint resolution processes. In contrast, 33.3% expressed strong satisfaction (very satisfied), suggesting that while some stakeholders experience effective handling, others feel their concerns are not adequately addressed.

Figure 81: Satisfaction with how CA handles complaints



Findings on satisfaction with the resolution of complaints show a moderate overall performance with an average score of 72.6%, indicating that while CA is meeting expectations for some stakeholders, there are notable gaps. Resolution of complaints within 30 days scored 73.6%, with over one-third (36.8%) strongly agreeing and 10.5% agreeing, but a significant 42.1% remained neutral, suggesting limited visibility or inconsistent experiences. Resolution of frequency interference within 14 days was slightly lower at 71.5%, with 36.8% strongly

agreeing but 21% disagreeing and 26.3% neutral, pointing to concerns about timeliness and effectiveness in addressing technical issues.

Table 47: Satisfaction with resolution of complaints

Statement	1-Strongly Disagree	2-Disagree	3-Neither Agree nor Disagree	4-Agree	5-Strongly Agree	MEAN
CA provides resolution of complaint within 30 days	5.3%	5.3%	42.1%	10.5%	36.8%	73.6%
CA provides resolution on frequency interference within 14 days	10.5%	10.5%	26.3%	15.8%	36.8%	71.5%
Average						72.6%

Stakeholder feedback on the Communications Authority's (CA) resolution of complaints and frequency interference cases reflects a mixed perception. Some respondents expressed satisfaction, describing the process as "Excellent" or simply "good," indicating confidence in CA's responsiveness. However, others highlighted serious concerns around frequency spectrum interference, particularly in the amateur radio bands, where unauthorized intrusions from non-amateur operators continue to disrupt operations. This points to gaps in monitoring and enforcement.

A strong recommendation emerged around prioritizing emergency response over administrative processes, with stakeholders emphasizing that interference directly affects client safety and should be addressed immediately, with records updated afterward. This underscores the expectation that CA act as a proactive partner in resolving interference cases swiftly and decisively.

"None."

"Excelent."

"Frequency spectrum interference for Amateur radio frequency bands continue to experience unauthorized and unapproved intrusions from unidentified non-Amateur radio operators."

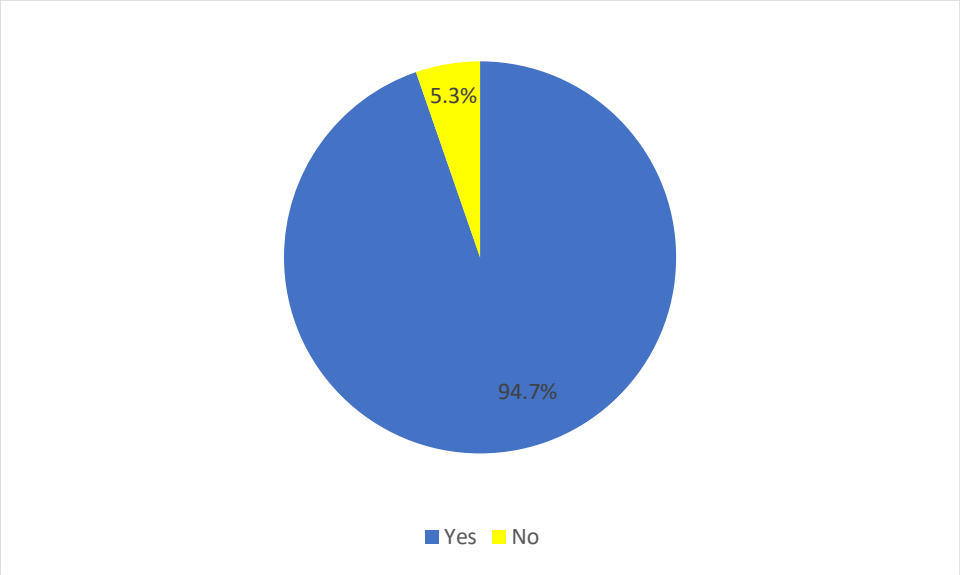
"good."

"WE THINK THIS IS AN AREA NEEDS TO LOOK INTO. WHEN REPORTS ARE MADE IT IS NOT TIME FOR RECORDS UPDATING ETC. AN EMERGENCY MUST FIRST BE SORTED OUT THE OFFICIAL UPDATES DONE AFTER. WHEN WE HAVE AN INTERFERENCE IT AFFECTS OUR CLIENTS SAFETY SO CA MUST A PARTNER IN SOLVING THE INTERFERENCE AS SOON AS POSSIBLE."

5.1.4.9 Satisfaction with dispute resolution

The findings reveal that 94.7% of respondents have believe that CA have are capable of solving their disputes while 5.3% do not.

Figure 82: Respondents who believe that CA are capable of solving their disputes

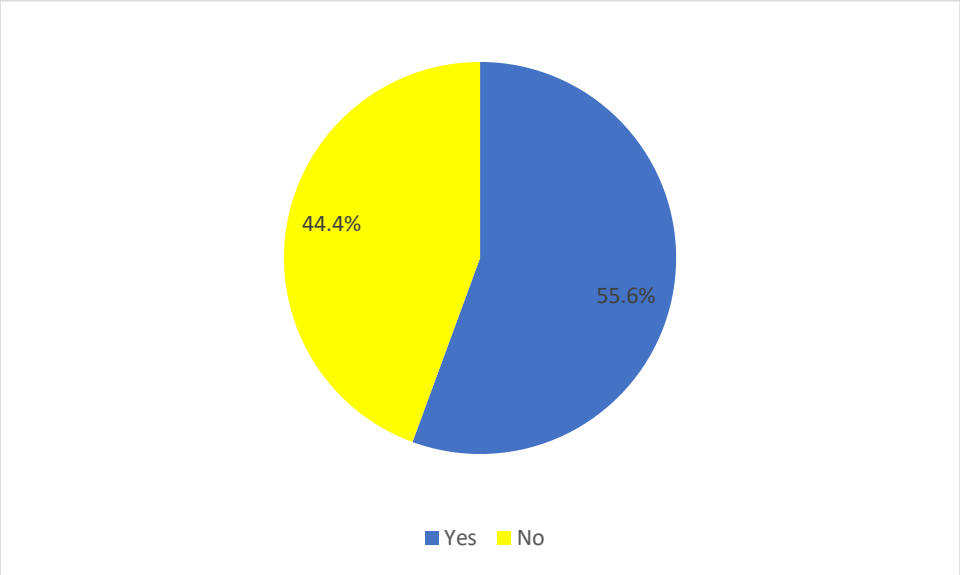


Further, the findings reveal that none of the respondents had filed a dispute with CA in the last one year.

5.1.4.10 Satisfaction with handling information and communication

In the past year, 55.6% of respondents indicated they had made an enquiry with the Communications Authority of Kenya, while 44.4% had not. This shows a majority of participants engaged with CA for information or assistance.

Figure 83: Enquiries to CA in the last year



Most respondents indicated that they made their inquiries to the Communications Authority primarily through e-mail (60.0%), demonstrating that digital communication remains the most preferred and convenient method for seeking information or assistance. A significant proportion also relied on telephone calls (30.0%), highlighting the continued need for real-time clarification and direct verbal engagement with CA officers. A smaller share, 10.0%, reported making a physical visit to CA offices, suggesting that while face-to-face engagement is less common, it remains important for issues requiring direct interaction or document verification. Overall, the findings show a strong reliance on electronic and remote communication channels in contacting CA.

a) Reliability of channels used to obtain information from CA

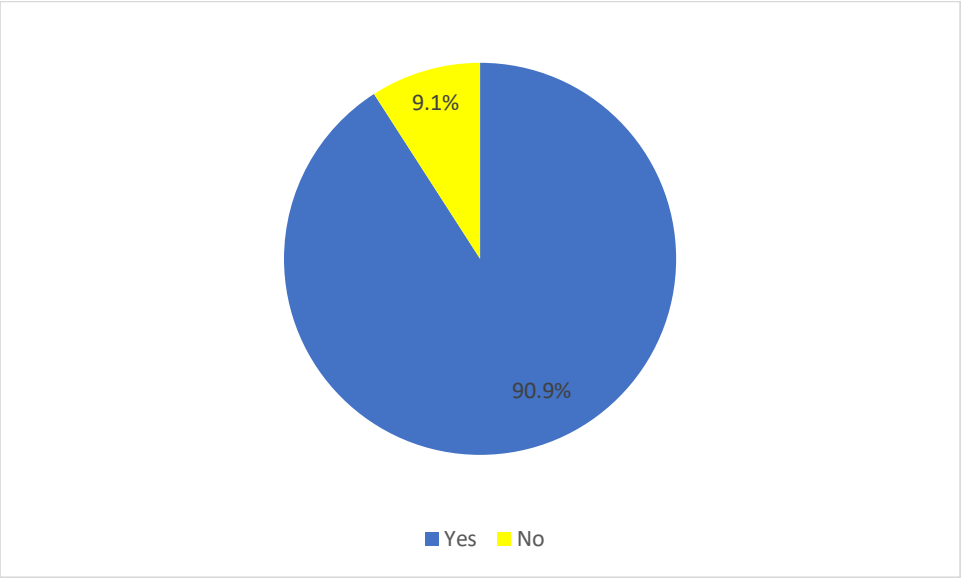
Findings on the reliability of channels used to obtain information from the Communications Authority of Kenya show a moderate overall performance with an average score of 68.5%, though perceptions vary widely across platforms. Social media (90.0%) and emails (90.0%) were rated as the most reliable channels, with half or more respondents considering them extremely reliable. Telephone (86.7%) and the website (86.7%) also scored highly, reflecting confidence in direct and digital communication methods. Traditional channels such as letters (82.5%) remain fairly reliable, though less dominant. In contrast, physical visits to CA offices (52.8%), broadcast media (47.3%), and especially forums/workshops (40.0%) and print media (40.0%) were rated much lower, with significant portions of respondents viewing them as unreliable or only somewhat reliable. Overall, stakeholders place greatest trust in digital and direct communication channels, while traditional and event-based platforms are seen as less effective, pointing to the need for CA to strengthen consistency and engagement across all channels.

Table 48: Reliability of channels used to obtain information

Indicator	1-Extremely unreliable	2-Unreliable	3-Somewhat Unreliable	4-Reliable	5-Extremely reliable	Mean
E-mails	0.0%	0.0%	10.0%	30.0%	60.0%	90.0%
Telephone	0.0%	11.1%	11.1%	11.1%	66.7%	86.7%
Physical visits to CA offices	0.0%	9.1%	0.0%	27.3%	27.3%	52.8%
Letters	0.0%	12.5%	12.5%	25.0%	50.0%	82.5%
Website	0.0%	16.7%	0.0%	16.7%	66.7%	86.7%
CA forums and workshops	9.1%	0.0%	9.1%	18.2%	18.2%	40.0%
Print media	9.1%	0.0%	9.1%	18.2%	18.2%	40.0%
Social media	0.0%	0.0%	0.0%	50.0%	50.0%	90.0%
Broadcast media	0.0%	0.0%	9.1%	18.2%	27.3%	47.3%
Average						68.5%

The survey revealed that 90.9% of respondents received a response from CA within 3 working days, while 9.1% indicated that they did not.

Figure 84: Response of CA to Enquiries Within 3 Working Days



b) Satisfaction ratings of information received from CA

Findings on satisfaction with the information received from the Communications Authority of Kenya show a strong overall performance with an average score of 81.9%, though with some variation across indicators. The relevance of information (85.5%) was rated highest, with over half of respondents (54.6%) finding it reliable and more than a third (36.4%) extremely reliable, reflecting confidence in CA's ability to provide useful and applicable content. Adequacy (81.9%) and timeliness (81.9%) also scored well, though around 9.1% of respondents expressed dissatisfaction, suggesting occasional gaps in completeness or speed. The lowest

rating was for clarity (78.3%), where nearly half (45.5%) felt the information was only somewhat reliable, pointing to a need for more accessible and user-friendly communication. Overall, stakeholders value CA's information for its relevance and timeliness, but improving clarity and consistency would further strengthen satisfaction.

Table 49: Satisfaction rating of information received from CA

Indicator	1- Extremely unreliable	2- Unreliable	3- Somewhat Unreliable	4- Reliable	5- Extremely reliable	Mean
Relevance of the information	0.0%	0.0%	9.1%	54.6%	36.4%	85.5%
Clarity of the information	0.0%	0.0%	45.5%	18.2%	36.4%	78.3%
Adequacy of the information	0.0%	9.1%	9.1%	45.5%	36.4%	81.9%
Timeliness of the information	0.0%	9.1%	9.1%	45.5%	36.4%	81.9%
Average						81.9%

The analysis shows that most licensees felt positively about the information received from CA, with (60%) stating that CA keeps its licensees adequately informed. A further (30%) indicated that CA keeps its licensees fairly well informed, reinforcing a generally favorable perception of CA's communication efforts. Only (10%) felt that CA provides only a limited amount of information, suggesting that concerns about insufficient communication are present but relatively minimal. Overall, the findings point to a strong majority confidence in the adequacy and consistency of information shared by CA.

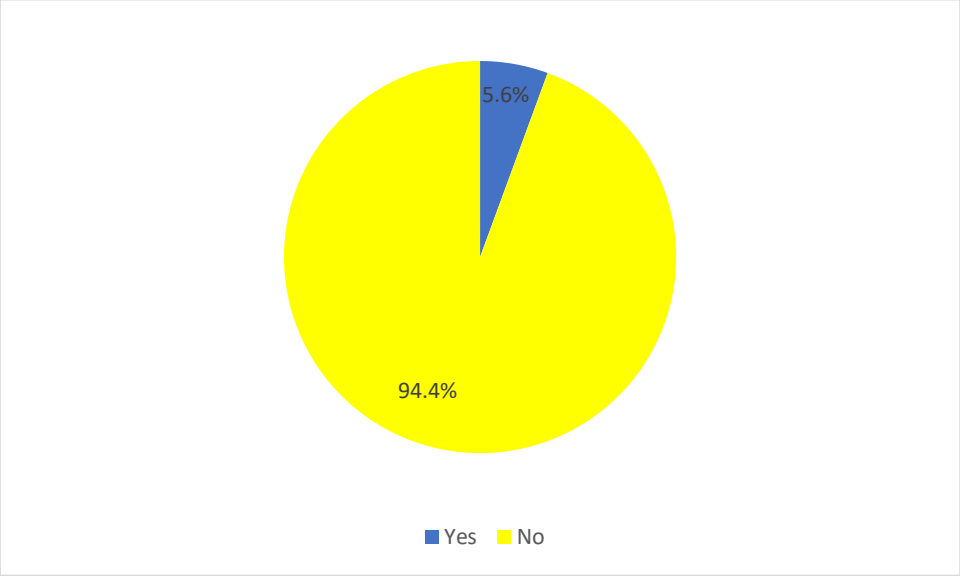
Table 50: General feeling about information received from CA

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	60.0%
CA keeps its licensees fairly well informed	30.0%
CA gives its licensees only a limited amount of information	10.0%
CA never gives its licensee adequate information	0.0%

5.1.4.11 Satisfaction rating with quarterly reports

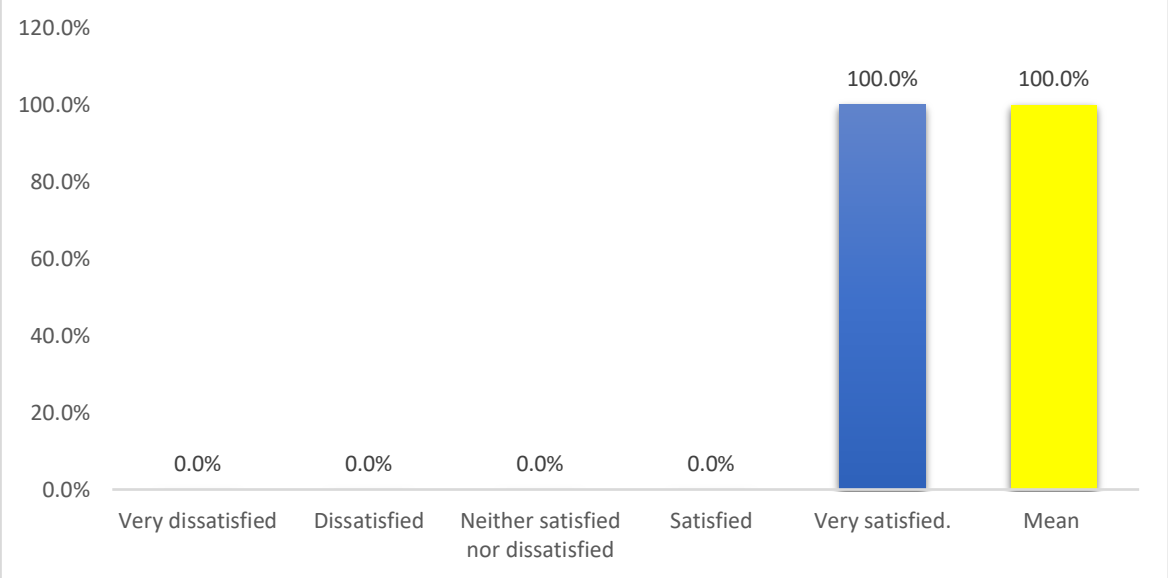
Five-point six percent of the respondents, (5.6%) confirmed that they read CA's quarterly reports. Conversely, 94.4% do not read these reports.

Figure 85: Proportion of Respondents Who Read CA's Quarterly Reports



Findings show that overall satisfaction with the reports provided by the Communications Authority of Kenya is high at 100.0%.

Figure 86: Satisfaction rating with quarterly reports

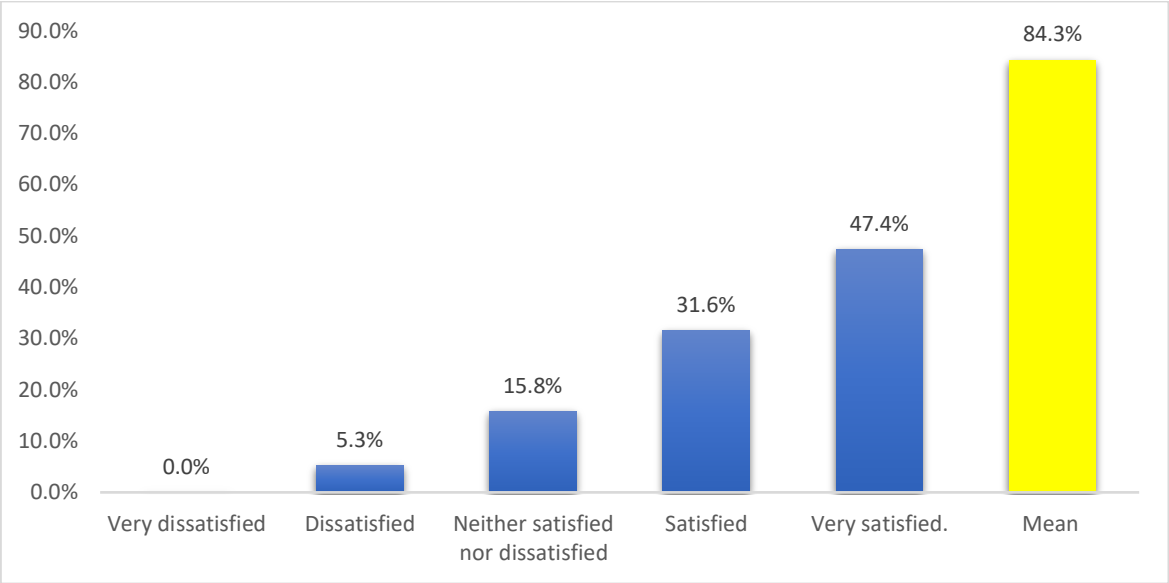


5.1.4.12. Satisfaction rating of CA commitment to the customer

Findings on satisfaction with the Communications Authority's (CA) commitment to customers indicate a strong overall performance with a mean score of 84.3%. Nearly half of respondents (47.4%) reported being very satisfied, while another 31.6% were satisfied, showing that close to four in five stakeholders view CA's customer commitment positively. A smaller proportion

(15.8%*) remained neutral, and only 5.3% expressed dissatisfaction, with no respondents reporting being very dissatisfied.

Figure 87: Satisfaction with CA commitment to customer.



5.1.4.13. Satisfaction rating of customers rights

Findings on satisfaction with CA's commitment to customer service show strong overall performance, with an average score of 78.7% across key indicators including confidentiality, professionalism, information provision, and ethics. The highest-rated areas were confidentiality (80.3%) and provision of relevant information (80.1%), reflecting stakeholder trust in how CA handles personal data and communicates service details. Professional competence also scored well at 79.3%, while ethics in dealings received the lowest score at 75.1%, suggesting room for improvement in transparency and consistency. Overall, the results indicate that CA is largely meeting customer expectations, but should continue reinforcing ethical standards and enhancing stakeholder engagement to maintain high levels of satisfaction.

Table 51: Satisfaction with consumer rights

Indicator	1-Very Dissatisfied	2-Dissatisfied	3-Neither Satisfied nor Dissatisfied	4-Satisfied	5-Very Satisfied	Mean
CA treats customers with fairness, courtesy, dignity and consideration in all interactions without any discrimination	0.0%	0.0%	10.5%	47.4%	42.1%	86.3%
CA offers complete and accurate information on all on all services. This includes accessibility, time period and relevant charges	0.0%	0.0%	36.8%	21.1%	42.1%	81.1%
CA upholds privacy and confidentiality with respect to personal, business, contractual and financial information, written or oral	0.0%	0.0%	21.1%	26.3%	52.6%	86.3%
CA customers participate in the review of the customer service charter	0.0%	0.0%	36.8%	26.3%	36.8%	79.9%
Average						83.4%

5.1.4.14 Pricing of CA services

Findings on the rating of the cost of CA services show a moderate overall perception with an average score of 73.8%, indicating that most stakeholders view costs as leaning toward the higher side. Frequency services (78.0%) were rated as the most expensive, with nearly one-third of respondents (31.6%) considering costs very high. Telecom (74.8%) and Postal/Courier services (74.7%) followed closely, where around 42–47% of respondents felt costs were neither low nor high, but a significant proportion (31.6–42.1%) rated them as high. Broadcasting (71.7%) and Tender services (69.6%) received the lowest ratings, with notable shares of respondents (5.3% each) perceiving costs as low, though many still rated them as high or very high.

Figure 88: Rating of the Cost of CA services

Indicator	1-Very Low	2-Low	3-Neither Low nor High	4-High	5-Very High	Mean
Telecom	0.0%	0.0%	47.4%	31.6%	21.1%	74.8%
Postal/Courier	0.0%	0.0%	42.1%	42.1%	15.8%	74.7%
Frequency	0.0%	5.3%	31.6%	31.6%	31.6%	78.0%
Broadcasting	0.0%	5.3%	52.6%	21.1%	21.1%	71.7%
Tender	5.3%	5.3%	47.4%	21.1%	21.1%	69.6%
Average						73.8%

Qualitative feedback on the cost of CA services and its commitment to customers reflects a generally positive perception of service quality and staff interactions, coupled with recommendations for stronger communication and transparency. Many respondents described the services as "Good," "Okay," or "Satisfied," and praised the courteous and amiable personnel at CA offices, which reinforces trust in customer-facing interactions. However, several recommendations emphasized the need for regular updates to customers on regulatory changes and the timely communication of quarterly reports once published, pointing to expectations for improved information flow and proactive engagement.

"Okay."

"Please give regular update to your customers in any changes in regulations."

"Quarterly Reports should be communicated once published."

"Good."

"Good and amiable service – courteous personnel in the offices have interacted with."

"Satisfied."

5.1.4.15 Culture, Efficiency and Effectiveness

Findings on CA's culture, efficiency, and effectiveness show a strong overall performance with an average score of 80.3%, reflecting stakeholder confidence in its organizational values and service delivery. The highest-rated areas were customer-focused culture (81.1%) and stakeholder engagement practices (81.1%), with over one-third of respondents strongly agreeing that CA demonstrates a culture that meets customer needs and promotes collaboration. Efficient resource utilization (80.1%) also scored well, though a small proportion (5.6%) disagreed, suggesting some concerns about consistency in resource management. The lowest rating was for service delivery processes (78.9%), where nearly 39% of respondents remained neutral, indicating that while processes are generally aligned, stakeholders may not always experience timeliness or efficiency firsthand.

Figure 89: CA Culture, Efficiency and Effectiveness

Indicator	1-Strongly Disagree	2-Disagree	3-Neither Agree nor Disagree	4-Agree	5-Strongly Agree	Mean
The Communications Authority of Kenya demonstrates a culture that enables it to effectively meet customer needs.	0.0%	0.0%	36.8%	21.1%	42.1%	81.1%
The values and practices of the Authority promote effective engagement and collaboration with stakeholders.	0.0%	0.0%	33.3%	27.8%	38.9%	81.1%
The Authority efficiently utilizes its resources to deliver quality services.	0.0%	5.6%	27.8%	27.8%	38.9%	80.1%
Service delivery processes at the Authority are well-aligned to ensure timely and efficient service to customers.	0.0%	0.0%	38.9%	27.8%	33.3%	78.9%
Average						80.3%

Stakeholder feedback on the Communications Authority's (CA) working culture reflects a generally positive perception of efficiency and service quality, with several respondents describing the culture as "Good" or encouraging CA to "Continue working with efficient service delivery." This suggests that many stakeholders are satisfied with the Authority's professionalism and responsiveness. However, some feedback highlights areas for improvement, particularly around follow-up on pending stakeholder issues. One respondent noted that only a few office holders sometimes provide effective service due to incomplete information, pointing to gaps in internal coordination and knowledge-sharing.

"Continue working with efficient service deliver."

"None."

"Good."

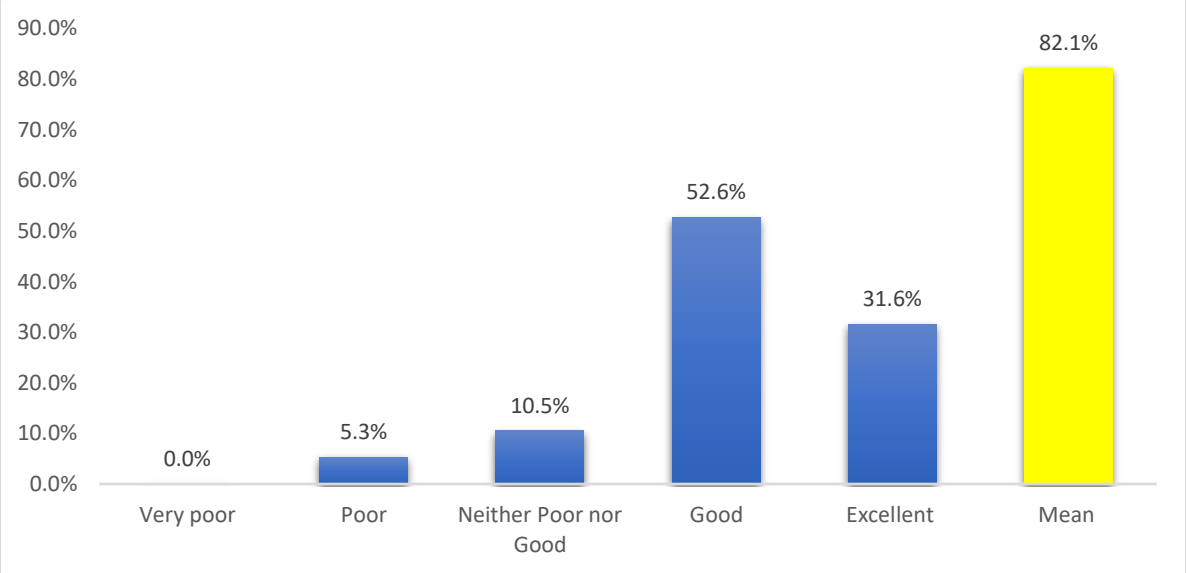
"Follow up on the stakeholders pending issues – one normally finds only a few office holders can sometimes give you effective service due to not having all info pertaining to your request."

"good."

5.1.4.16 Overall performance and satisfaction

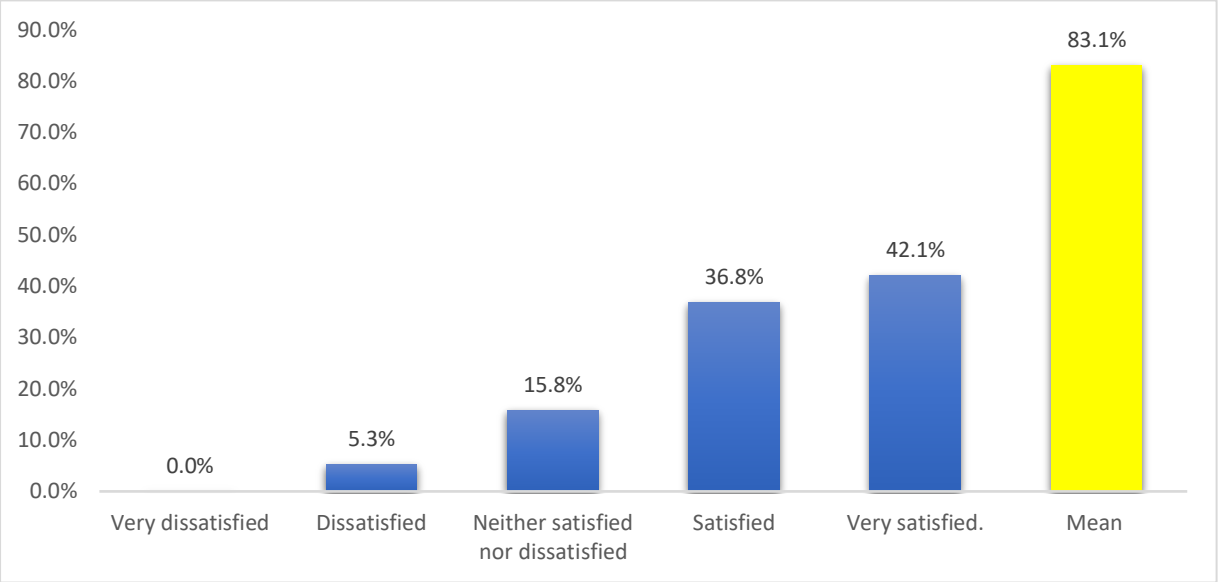
Findings on overall satisfaction with the Communications Authority of Kenya in regulating ICT in Kenya indicate a strong performance with a mean score of 82.1%. More than half of respondents (52.6%) rated CA's regulatory role as good, while nearly one-third (31.6%) considered it excellent, showing broad confidence in its effectiveness. A smaller proportion (10.5%) remained neutral, and only 5.3% expressed dissatisfaction (poor), with no respondents rating CA's performance as very poor. Overall, the results highlight that CA is widely perceived as effective in regulating ICT, with high levels of satisfaction reinforcing its credibility, though continued efforts to engage neutral and dissatisfied stakeholders could further strengthen trust and inclusivity.

Figure 90: Overall satisfaction with CA in regulating ICT in Kenya.



The overall satisfaction with CA's services is largely positive, with 36.8% of respondents indicating they are satisfied and 42.1% reporting they are very satisfied. A smaller portion, 15.8%, are neutral, while 5.3% are dissatisfied. The mean satisfaction score is 83.1%, reflecting a generally favorable perception of the services provided by the Communications Authority.

Figure 91: Overall satisfaction with services received from CA.



Qualitative Stakeholder feedback on ways to improve satisfaction with the Communications Authority of Kenya highlights both appreciation for current service delivery and clear recommendations for enhancement. Respondents emphasized the importance of timely delivery of services and regular communication, particularly through monthly or quarterly publications to keep stakeholders updated on regulatory changes and sector developments. Suggestions also pointed to the need for better internal coordination, with calls for the IT department to ensure that all operations officers have access to complete and relevant information to effectively respond to licensee requests. While some feedback was neutral ("None," "N/A"), others stressed that in areas such as technical services for radio interference, CA should adopt a more professional and solution-oriented approach, positioning itself as a trusted source of expertise.

"Timely delivery."

"None."

"Send to stakeholders the Monthly / Quarterly publication so can keep abreast and know the other interested parties."

"Facilitate the CAK IT dept to have all the operations officers have the pertinent info to show the thread on the Licencees requests at every computer on the relevant desks."

"good."

"N/A."

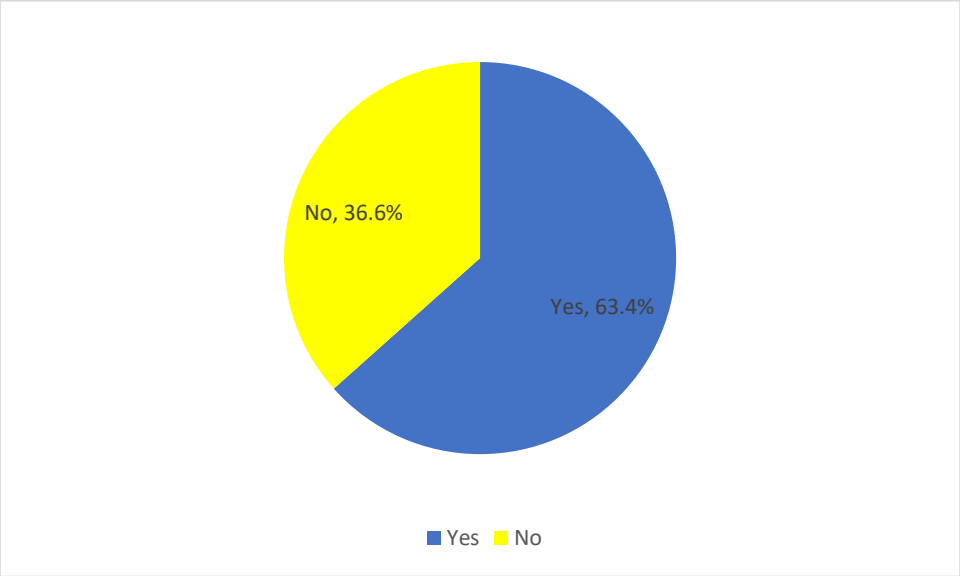
"WHERE CA PROVIDES TECHNICAL SERVICES SUCH AS RADIO INTERFERENCE, IMPROVEMENT ON PROFESSIONAL APPROACH SHOULD BE GREATLY IMPROVED TO MAKE CA A SOURCE SOLUTION EXPERTISE. IS REQUIRED."

5.2. Suppliers

5.2.1. Awareness of CA customer service charter

According to a survey, 63.4% of suppliers were aware of the Charter, while 36.6% were not. This highlights a majority recognition of the CA's efforts to promote transparency, accountability, and efficient service delivery, but also points to the need for enhanced awareness campaigns to ensure more people are informed about their rights and the services provided by the CA.

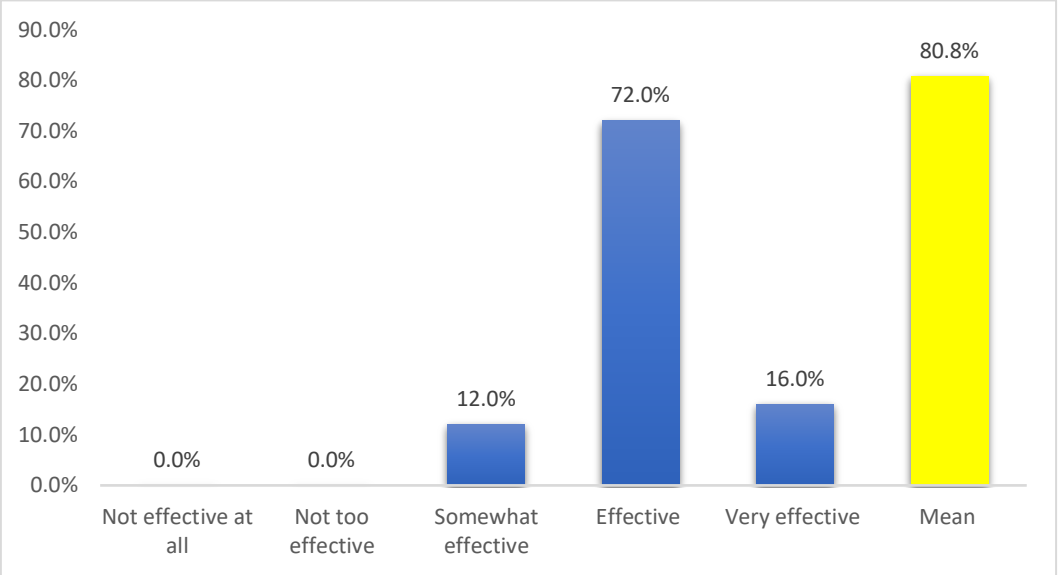
Figure 92: Awareness of CA customer service charter



Among those aware of the CA Customer Service Charter, the majority of respondents learned about CA's customer service charter through CA's website (49%), making it the most dominant information channel. Printed materials also played a significant role, with fliers and brochures accounting for 18%, while social media reached 12%. Engagement-based channels such as CA forums, including conferences and roadshows, contributed 6%, matching the number of respondents citing posters within CA headquarters (6%). Traditional media had a smaller influence, with 4% mentioning print media, alongside 4% who learned through other unspecified means. Overall, digital platforms—particularly the CA website—served as the primary source of awareness for the customer service charter.

Findings on the effectiveness of the Communications Authority's (CA) service charter indicate a strong overall performance with a mean score of 80.8%. The majority of respondents (72.0%) rated the charter as effective, while a smaller but notable proportion (16.0%) considered it very effective, showing confidence in its role as a guiding framework for service delivery. However, 12.0% of respondents felt it was only somewhat effective, suggesting that while the charter is generally functional, there may be gaps in its implementation or visibility. Importantly, no respondents rated it as not effective at all or not too effective, reinforcing that stakeholders broadly recognize its value

Figure 93: Effectiveness of CA Customer service charter



Respondents acknowledged tangible support, particularly in areas such as registration as a data controller and representation before the tribunal, which were described as very helpful to clients. Positive impressions were also noted from print and social media feedback, reinforcing CA's credibility and visibility. Stakeholders appreciated the clarity and accessibility of information provided, but emphasized the need for more proactive follow-up and monitoring of service requests to ensure customer satisfaction. Several comments highlighted that while some deadlines are met, timeliness and consistency remain areas for improvement, with calls for updates to service timelines and stronger adherence to commitments.

"We have received support especially on the registration as a data controller and also before the tribunal which was very helpful to our client."

"From the print or social media there is good and positive feedback."

"They provide clear and accessible information about its services. While efforts to meet the service charter commitments are evident, more proactive follow-up and monitoring of service requests would help ensure customer satisfaction."

"AT LEAST SOME OF THE DEADLINE TIMINGS ARE MET."

"Effectiveness needs mostly been updated at least in Time line."

5.2.2 Commitment of CA staff

Survey responses regarding the commitment of CA staff as outlined in the external customer service charter show varied opinions with an average score of 80.8%, reflecting stakeholder confidence in professionalism, confidentiality, and ethical conduct. The highest-rated area was confidentiality of information (84.4%), with nearly nine in ten respondents agreeing that CA treats customer information with utmost care. Provision of relevant information (81.5%) and professional competence (81.4%) also scored highly, indicating that staff are generally seen as knowledgeable and supportive. However, lower ratings were observed in resolving complaints within stated timelines (78.1%) and ethical dealings (78.6%), where a notable share of respondents expressed neutrality or mild dissatisfaction, suggesting room for improvement in consistency and timeliness.

Table 52: 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%	2.4%	9.8%	51.2%	36.6%	84.4%
CA provides services with the greatest professional competence	2.4%	2.4%	12.2%	51.2%	31.7%	81.4%
CA provides you with all the relevant information that you may require	0.0%	4.9%	19.5%	39.0%	36.6%	81.5%
CA resolves all complaints received within the stated timelines	2.4%	2.4%	29.3%	34.2%	31.7%	78.1%
CA is ethical in all their dealings at all times	2.4%	7.3%	17.1%	41.5%	31.7%	78.6%
Average						**80.8%**

Feedback on the commitment of CA staff as outlined in the external customer service charter reflects a generally positive perception of professionalism, courtesy, and willingness to support customers. Respondents consistently noted that staff are professional in handling issues and committed to adhering to the charter, with many describing interactions as satisfactory and supportive. Several comments highlighted that most staff are willing and readily offer assistance, reinforcing confidence in CA's customer-facing culture.

However, areas for improvement were also identified. Stakeholders pointed out the need for better feedback mechanisms, timeliness, and follow-up on requests, suggesting that while professionalism and courtesy are strong, responsiveness and consistency could be enhanced. A few respondents expressed moderate satisfaction, noting that service is "not bad either but still needs some improvement."

"It is very professional in detailing how CA staff deal with customer service."

"They are professional in handling of issues."

"Committed to ensure adherence to the service charter."

"Most of the staff are willing and readily offer support."

"Interaction with customers is professional and satisfactory. There is room for improvement when it comes to feedback."

"The staff generally show good commitment to customer service charter, particularly in professionalism and courtesy. However, there is room to enhance timeliness and follow-up."

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5.2.3 CA corporate image

Survey responses on CA's corporate image show an overall positive perception, with a grand average rating of 84.4%. Overall, the feedback reflects a solid corporate image with opportunities to enhance information accessibility and transparency.

Table 53: CA corporate image

Statement	1	2	3	4	5	Mean
Access of information						
Availability of relevant information to CA	2.7%	0.0%	5.4%	62.2%	29.7%	83.2%
Promptness, timeliness of information from CA	5.4%	0.0%	10.8%	48.7%	35.1%	81.6%
Ease of getting information	5.4%	0.0%	5.4%	59.5%	29.7%	81.6%
Average						**82.2%**
CA staff treat you with respect	0.0%	2.7%	8.1%	40.5%	48.7%	87.0%
CA staff members are courteous	0.0%	0.0%	5.4%	46.0%	48.7%	88.7%
CA staff members provide quality services	2.7%	0.0%	10.8%	37.8%	48.7%	86.0%
CA staff members are transparent and accountable	2.7%	5.4%	8.1%	37.8%	46.0%	83.8%
Average						**86.4%**
CA staff are knowledgeable in their line of duty	2.7%	0.0%	13.5%	46.0%	37.8%	83.2%
CA staff uphold integrity	0.0%	5.4%	10.8%	43.2%	40.5%	83.7%
CA staff are proficient in communication	2.8%	0.0%	8.3%	38.9%	50.0%	86.7%
Average						**84.5%**
Grand average						**84.4%**

Feedback highlights strong confidence in CA staff competence and positive attitudes, with many respondents describing staff as professional, skilled, and supportive. Several comments emphasized that information is generally accessible, and staff demonstrate a willingness to achieve customer satisfaction. Respondents noted that staff interactions are often courteous and satisfactory, reinforcing trust in CA's service culture.

At the same time, stakeholders identified areas for improvement. Some pointed out that service delivery should be more inclusive, ensuring that similar services are accorded to all customers consistently. Others highlighted that while competence is evident, continuous capacity building would help maintain and enhance staff skills. A few respondents also mentioned that some departments require improvement, particularly in timeliness and responsiveness, suggesting uneven performance across the organization.

"CA staff is competent in their work."

"Staff have positive attitude and are competent."

"My view is that from my experience, CA and its staff should strive to ensure that similar services are accorded to all."

"Most of the staff are competent."

"Staff attitude and competency is perfect."

"Information is generally accessible, and staff exhibit a positive and professional attitude. They are competent and willing to achieve customer satisfaction. Continuous capacity building would help maintain or enhance the competence."

"THERE IS ROOM FOR IMPROVMENT IN SOME DEPARTMENTS."

"Not inclusive."

"CA have quite skills and professional staff .."

5.2.4 CA procurement process

The survey assessed CA's procurement process by evaluating the ease of accessing tender information, the timeliness of contract awards, and the efficiency of tender submissions. The overall performance scored an average of 65.7%.

a) Access to tender information

Findings on access to tender information show a high overall satisfaction with an average score of 87.6%, reflecting strong confidence in the clarity and accessibility of CA's procurement processes. The highest-rated aspects were the clarity of tender adverts (92.1%), evaluation criteria (91.1%), and RFP/RFQ documents (90.3%), indicating that stakeholders find the information well-structured and easy to understand. Similarly, instructions for accessing tender documents (89.5%) and clarifications during pre-bid conferences (84.2%) were positively rated, reinforcing transparency in the process. However, the lowest score was for response time to enquiries (78.5%), where over one-fifth of respondents remained neutral or dissatisfied, suggesting delays in communication. Overall, CA's tender information is viewed as clear and reliable, but improving timeliness of responses to stakeholder enquiries would further enhance satisfaction and trust in the procurement process.

Table 54: Access to tender information

Statement	1	2	3	4	5	Mean
The tender adverts in public notices, websites and other channels are clear	0.0%	2.6%	0.0%	31.6%	65.8%	92.1%
The tender evaluation criteria is clearly stated in the tender documents and addenda where necessary	0.0%	2.6%	5.3%	26.3%	65.8%	91.1%
The Request for Quotation/Request for Proposal is clear (RFP/RFQ)	0.0%	0.0%	8.1%	32.4%	59.5%	90.3%
CA responds within 3 working days when an enquiry is made about the tender information	2.6%	5.3%	21.1%	39.5%	31.6%	78.5%
Additionally, the instructions to accessing the tender documents on the CA Website and Public Procurement Information Portal are clear	0.0%	0.0%	5.3%	42.1%	52.6%	89.5%
All clarifications are addressed satisfactorily in the pre-bid conference	0.0%	0.0%	18.4%	42.1%	39.5%	84.2%
Average						87.6%

Stakeholder feedback on access to tender information reflects a generally positive perception of transparency and clarity, with many respondents noting that tender adverts and processes are straightforward and obligations are met. Several comments emphasized that tender information is readily available and promotes fairness and accountability in procurement. However, recurring concerns were raised about unequal distribution of work among prequalified service providers, with some firms reporting that they have never received assignments despite being prequalified. Respondents also highlighted the need for more prompt responses to queries and timely uploading of tender documents on the website, as delays occasionally hinder access. A few stakeholders expressed frustration at being on the prequalification list for long periods without receiving Requests for Quotation (RFQs), pointing to gaps in inclusivity and consistency.

"CA has met all its obligations when tenders are concerned."

"The organization to be fair in distributing work for the prequalified service providers. Some have NEVER done any assignment even though prequalified."

"The current setup is clear and straight forward."

"Response to Queries should be prompt."

"Been on the prequalification list for long, never received an RFQ despite our firm being..."

"The tender information is readily available."

"Access to tender information is fairly transparent and timely, promotes fairness and accountability in procurement."

"SOMETIME THE WEBSITE DOES HAVE THE STATED DOCUMENT AT THAT PARTICULAR TIME, WILL BE LOADED MUCH LATER."

"CA Tendering procurement process is ok..but I have never get one."

b) Timeliness for CA contract awards

Findings on timeliness of CA contract awards show a strong overall performance with an average score of 82.7%, reflecting stakeholder confidence in the Authority's ability to communicate and finalize contracts. The highest-rated aspect was the 30-day period from acceptance to contract signing (85.0%), where nearly half of respondents (48.9%) strongly agreed that timelines are met. However, prompt communication of tender outcomes (80.4%) scored slightly lower, with about 10% of respondents dissatisfied, suggesting occasional delays in feedback.

Table 55: Timeliness for CA contract awards

Statement	1	2	3	4	5	Mean
There is prompt communication of the outcome of the tender	9.8%	2.4%	2.4%	46.3%	39.0%	80.4%
It takes 30 days from date of acceptance to signing of the contract	2.4%	0.0%	17.1%	31.7%	48.9%	85.0%
Average						82.7%

Respondents feedback on the timeliness of CA contract awards presents a mixed picture. Several respondents expressed satisfaction, noting that communication of outcomes was "correct and satisfactory" and that unsuccessful applications were notified in good time. Others reinforced that "communication is usually timely." However, concerns were raised about lack of feedback on certain tenders, with some stakeholders reporting they had "never received the outcome to date" despite participation. Allegations of impropriety and influence in past tendering processes were also mentioned, pointing to perceived gaps in transparency. A few respondents noted limited engagement with the procurement team, suggesting that opportunities to supply are not evenly distributed. Additionally, some stakeholders indicated they were "not even aware of the contracts," highlighting gaps in visibility and inclusivity.

> *"This is correct and satisfactory."*
>
> *"I was notified of my unsuccessful application in good time."*
>
> *"There is a tender we participated in and have never received the outcome to date. There are always allegations of impropriety in the tendering process."*
>
> *"I have never engaged the procurement team after tendering. If only they could give us a chance to supply to them."*
>
> *"The communication is usually timely."*
>
> *"Not even aware of the contracts.*

c) Timeliness for Payment

Findings on the timeliness of CA payments show a moderately strong performance with an overall average score of 79.9%, indicating that while most suppliers are satisfied, there are areas needing improvement. The highest-rated aspect was paying according to agreements (82.1%), followed closely by prompt acceptance of goods/services (81.0%) and adherence to the 30-day payment timeline (80.0%), suggesting that CA generally honors contractual commitments. However, the lowest score was for keeping suppliers informed in case of delayed payments (76.7%), where nearly one-third of respondents remained neutral and some expressed dissatisfaction.

Table 56: Timeliness of payment

Statement	1	2	3	4	5	Mean
CA promptly accepts goods/services delivered	2.7%	0.0%	21.6%	40.5%	35.1%	81.0%
CA pays according to agreements	2.7%	0.0%	21.6%	35.1%	40.5%	82.1%
CA pays its suppliers within 30 days as stipulated in the customer service charter after acceptance of goods/services	2.7%	0.0%	21.6%	46.0%	29.7%	80.0%
CA keeps suppliers informed in case of delayed payments	2.7%	2.7%	32.4%	32.4%	29.7%	76.7%
Average						79.9%

Qualitative feedback on the timeliness of CA payments reflects a generally positive perception of consistency and reliability, with several respondents noting that "payment [is] done perfectly on time" and that CA has "maintained commendable consistency in honoring payment timelines." Some also appreciated the finance department's promptness in handling delayed payments. However, recurring recommendations emphasized the need for better communication when delays occur, with comments such as "There is a need to inform suppliers when there is a delay in payment" and "Should improve on relaying information in case of delay in payments." A number of respondents indicated they had no direct experience supplying goods or services to CA, or had not been awarded tenders, and therefore could not comment on timelines.

"Payment done perfectly on time."

"CA has maintained commendable consistency in honoring payment timelines."

"The finance department is prompt incase of delayed payment."

"There is a need to inform suppliers when there is a delay in payment."

"SHOULD IMPROVE OF RELAYING INFORMATION IN CASE OF DELAY IN PAYMENTS."

"I have never supplied goods or services and as such I am not in a position to respond."

"I have participated in many Tenders and RFQ's under AGPO(PWD) Category but have never been awarded any work hence I can't comment on timelines."

5.2.5 Response to queries regarding tenders

Findings on CA's response to queries regarding tenders show a strong overall performance with an average score of 83.0%, reflecting stakeholder confidence in professionalism and timeliness. The highest-rated aspects were professional handling of supplier queries (84.5%) and prompt handling of queries (84.5%), indicating that suppliers generally feel respected and well-engaged. Similarly, clear contracts (83.9%), timely issuance of contracts (83.9%), and LPOs without delay (83.9%) reinforce CA's reliability in formal processes. Notification of tender outcomes (83.3%) was also positively rated, though some dissatisfaction (8.3%) suggests occasional gaps in communication. The lowest score was for prompt feedback to queries (79.6%), where over a quarter of respondents remained neutral, pointing to opportunities for improvement in responsiveness.

Table 57: Response to queries regarding tenders

Statement	1	2	3	4	5	Mean
CA handles suppliers' queries professionally	0.0%	2.8%	13.9%	41.7%	41.7%	84.5%
CA handles suppliers' queries promptly	0.0%	2.8%	13.9%	41.7%	41.7%	84.5%
CA gives prompt feedback to queries raised	0.0%	2.8%	27.9%	38.9%	30.6%	79.6%
CA provides resolution of suppliers' complaints within 30days	0.0%	0.0%	33.3%	30.6%	36.1%	80.6%
Bidders are notified on the outcome of the tender which they participated in	8.3%	0.0%	5.6%	38.9%	47.2%	83.3%
CA issues clear and simple contracts	0.0%	0.0%	22.2%	36.1%	41.7%	83.9%
CA issues contracts without delay	0.0%	0.0%	25.0%	30.6%	44.4%	83.9%
CA issues LPOs without delay	0.0%	2.8%	25.0%	22.2%	50.0%	83.9%
Average						83.0%

Additional feedback shows that while CA is generally professional and committed, there are notable concerns about timeliness and communication gaps. Respondents highlighted that "CA is very professional in handling response to inquiries" (noted by about 41.7% who agreed and 41.7% who strongly agreed in the quantitative findings). Positive remarks also mentioned that "issuance of LPO is ok" (83.9% satisfaction). However, several stakeholders expressed dissatisfaction, with 8.3% rating notification of tender outcomes poorly, and others stressing that "CA have never informed me about Tender participation outcome" or "CA needs to inform via email the outcome of any prequalification." Concerns were also raised about delays in issuing LSOs, echoing the quantitative finding where 25% remained neutral on contract issuance timeliness.

"CA have never informed me about Tender participation outcome."

"CA needs to inform via email the outcome of any prequalification."

"CA is very professional in handling response to inquiries."

"The Authority demonstrates commitment in response to enquiries, however the issuance of LSO sometimes take longer than expected."

"THERE IS ROOM FOR IMPROVEMENT SUPPLIERS QUERRIES."

"Issuance of LPO is ok."

5.2.6 Accessibility

Findings on accessibility of CA offices indicate a high overall satisfaction with an average score of 87.2%, showing that stakeholders generally find the Authority easy to reach across different channels. The highest-rated aspect was email accessibility (88.8%), with over half of respondents strongly agreeing that communication via email is effective. Phone accessibility (86.8%) also scored highly, reflecting confidence in responsiveness through direct calls. Physical office accessibility (85.9%) was slightly lower, with about 15% of respondents neutral or disagreeing, suggesting that while most stakeholders find offices reachable, there may be minor challenges related to location or convenience.

Table 58: Accessibility

Statement	1- Strongly Disagree	2- Disagree	3- Neither Agree nor Disagree	4-Agree	5- Strongly Agree	Mean
CA physical offices are accessible	0.0%	4.9%	9.8%	36.6%	48.8%	85.9%
CA offices are accessible on phone	0.0%	0.0%	12.2%	41.5%	46.3%	86.8%
CA offices are accessible on E-Mails	0.0%	0.0%	7.3%	41.5%	51.2%	88.8%
Average						87.2%

Further feedback on accessibility of CA offices is largely positive, aligning with the quantitative scores where 85.9% rated physical office access positively, 86.8% phone accessibility, and 88.8% email accessibility. Respondents emphasized that "responses are timely" and that "CA is usually very accessible," reinforcing confidence in the Authority's responsiveness. Communication was described as "ok," reflecting general satisfaction, though not without room for improvement. A notable recommendation was for CA, as the premier ICT regulator, to make the tendering process paperless, which would enhance efficiency and accessibility by reducing reliance on physical documentation.

"Responses are timely."

"As premier ICT regulator, make the tendering process paperless."

"CA is usually very accessible."

"Ok in communication."

5.2.7 Culture, Efficiency and Effectiveness

Findings on accessibility of CA offices indicate a high overall satisfaction with an average score of 87.2%, showing that stakeholders generally find the Authority easy to reach across different channels. The highest-rated aspect was email accessibility (88.8%), with over half of respondents strongly agreeing that communication via email is effective. Phone accessibility (86.8%) also scored highly, reflecting confidence in responsiveness through direct calls. Physical office accessibility (85.9%) was slightly lower, with about 15% of respondents neutral or disagreeing, suggesting that while most stakeholders find offices reachable, there may be minor challenges related to location or convenience.

Table 59: Culture, Efficiency and Effectiveness

Statement	1- Strongly Disagree	2- Disagree	3- Neither Agree nor Disagree	4-Agree	5- Strongly Agree	Mean
The Communications Authority of Kenya demonstrates a culture that enables it to effectively meet customer needs.	2.4%	2.4%	14.6%	53.7%	26.8%	80.0%
The values and practices of the Authority promote effective engagement and collaboration with stakeholders.	2.4%	2.4%	17.1%	53.7%	24.4%	79.1%
The Authority efficiently utilizes its resources to deliver quality services.	2.4%	0.0%	19.5%	51.2%	26.8%	79.9%
Service delivery processes at the Authority are well-aligned to ensure timely and efficient service to customers.	2.4%	0.0%	19.5%	56.1%	21.2%	78.3%
						79.3%

Further feedback on CA's working culture reflects a generally positive but cautious outlook, with respondents acknowledging professionalism and hospitality while also pointing to areas for improvement. Many emphasized the importance of regularly conducting surveys to identify gaps and strengthen accountability, aligning with the broader finding that over 80% of respondents rated CA staff commitment positively. Comments such as "policy implementation is very important" and "much ok improvement needed" highlight the need for stronger follow-through on policies and continuous improvement in service delivery. While some respondents described the culture as "not bad, hospitable," others noted limited personal experience, suggesting that visibility and inclusivity in engagement could be enhanced.

"Regularly conducting such surveys will enable CA identify gaps that can be breached."

"NOT BAD HOSPITABLE."

"It is not ease to give an objective answer because I have little experience with CA."

"Policy implementation is very important."

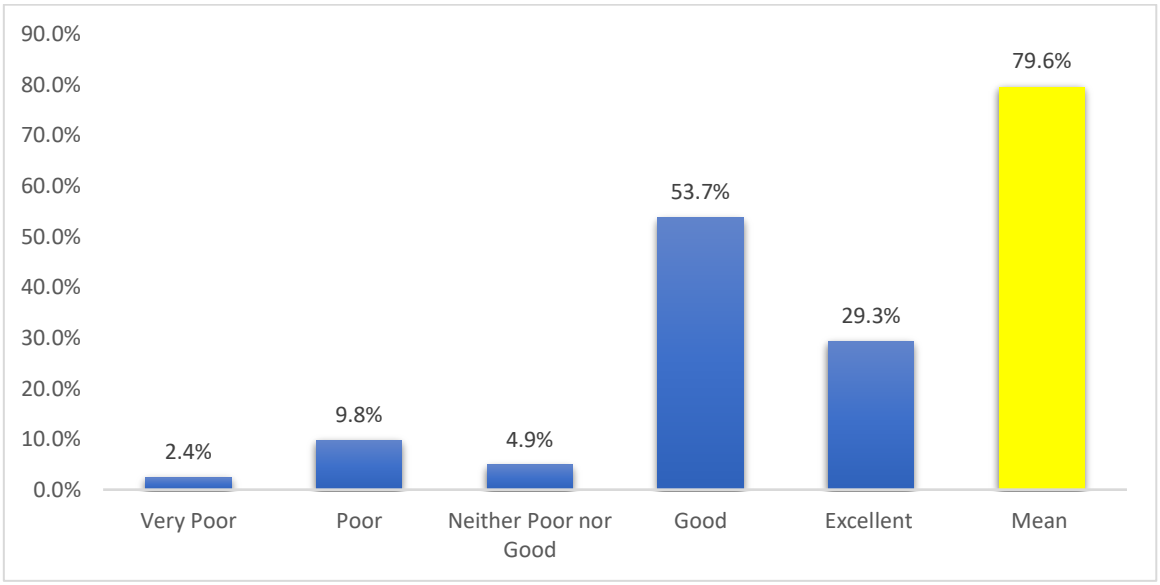
"Much ok improvement needed."

.

5.2.8 Rating of overall performance of CA

The overall performance of CA, as rated by respondents, shows a generally positive view with a mean score of 79.6%. While 53.7% rated CA's performance as "Good" and 29.3% as "Excellent," a notable percentage found it "Average" (4.9%) or "Poor" (9.8%). Only 2.4% rated it as "Very Poor." These results suggest that while CA performs well for a majority, there is room for improvement to elevate overall satisfaction.

Figure 94 : Rating of overall performance of CA



Respondents feedback on CA's overall performance is largely positive, with many respondents noting smooth experiences and strong customer service. Several stakeholders stated they "have not had any challenge while seeking services from CA" and described the Authority's performance as "excellent." Others highlighted that they are "always welcomed and accorded time," reinforcing perceptions of professionalism and hospitality. At the same time, respondents raised constructive recommendations, including the need for CA to inform suppliers about reasons for failure in tenders/RFQs to enable improvement, and to strengthen internal systems for handling feedback and accountability. Calls for greater inclusion and

representation also emerged, pointing to the importance of fairness and transparency in stakeholder engagement.

"I have not had any challenge while seeking services from CA."

"CA should inform about reason for failure in Tenders/RFQ's so that change can be effected."

"We have been always welcomed and accorded time, we have not been lucky to get any business."

"CA has good customer service."

"There is need for improved internal systems to handle feedback and ensure accountability."

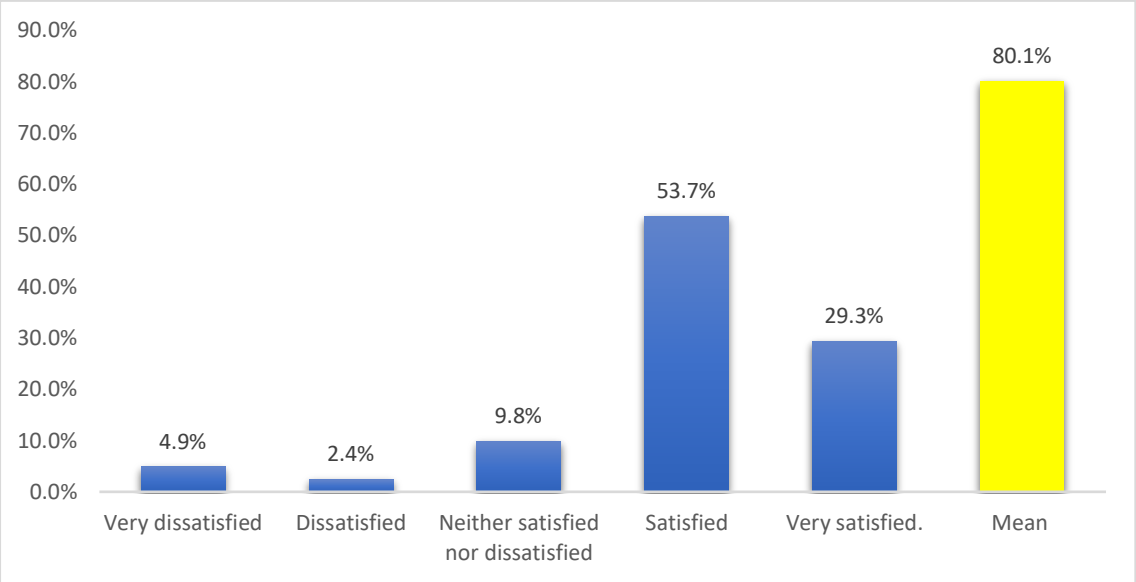
"Inclusion and Representation is very important."

"CA overall performance is excellent."

5.2.9 Rating of overall satisfaction with the services received from CA

The overall satisfaction with CA's services shows a positive trend, with a mean score of 80.1%. While 53.7% of respondents rated their satisfaction as "Satisfied" and 29.3% as "Very Satisfied," there are still concerns, as 4.9% were "Very Dissatisfied" and another 2.4% were "Dissatisfied." Additionally, 9.8% were neutral in their response. These results indicate a generally favorable view of CA's services, but also highlight areas for improvement to address the concerns of those less satisfied.

Figure 95 : Rating of overall satisfaction with the services received from CA



Respondents feedback highlights a generally positive perception of CA's service delivery, with many respondents expressing satisfaction with customer service and overall performance. Several noted that CA "captures all aspects of service delivery and seeks ways to better address service delivery" and that "CA services rate satisfied its client, contractors and suppliers."

Others praised CA as "the best among the public organizations I have worked with," underscoring strong credibility and trust.

At the same time, respondents offered constructive recommendations to further enhance satisfaction. Key suggestions included providing opportunities for local manufacturers to supply PPEs, working intensively on customer awareness programmes for sensitization, and ensuring inclusion, representation, and implementation are strictly observed. These comments point to a desire for CA to expand its inclusivity, strengthen stakeholder engagement, and improve transparency in procurement opportunities.

"Captures all aspects of service delivery and seeks ways to better address service delivery."

"Give us local manufacturers a chance to supply PPES."

"I am usually satisfied by CA customer service."

"Though I have not interacted with CA many times, I can confirm that they are the best among the public organizations I have worked with."

"Work intensively on customer awareness programmes for the sensitization."

"Inclusion, Representation and Implementation should be strictly observed."

"CA services rate satisfied its client, contractors and supplies."

5.3 Consumers dealing directly by the Authority regarding complaints and enquiries

5.3.1 Interaction with Communications Authority of Kenya (CA)

The survey results show that all the respondents confirmed to have interacted with CA. Further analysis shows that e-mail was by far the most commonly used communication channel, accounting for 47% of responses. Telephone calls followed at 20%, with physical visits close behind at 17%, demonstrating that in-person engagement still holds significance for many respondents. Digital self-service options via the CA website contributed 10%, while letters were the least utilized channel at 7%. Overall, electronic communication—particularly e-mail—dominates how stakeholders engage with CA, complemented by telephone and in-person channels

Effectiveness of communication channels

Findings on the effectiveness of communication channels used to obtain services or information from CA show a moderately strong performance with an overall average of 74.4%. E-mails emerged as the most effective channel (74.4%), followed closely by the website (73.6%) and letters (73.6%), reflecting stakeholders' confidence in written and digital communication. Telephone calls and physical visits both scored 70.4%, suggesting they are useful but less consistent in delivering timely and effective responses. SMS text messages (68.8%) received the lowest score, pointing to limited reliability.

Table 60: Effectiveness of the communication channel used to obtain the service/information

Indicator	1	2	3	4	5	Mean
E-mails	8.0%	16.0%	20.0%	8.0%	48.0%	74.4%
Telephone Call	4.0%	12.0%	36.0%	24.0%	24.0%	70.4%
Physical visits to CA offices	4.0%	16.0%	40.0%	4.0%	36.0%	70.4%
Website	8.0%	12.0%	28.0%	8.0%	44.0%	73.6%
Letters	4.0%	12.0%	36.0%	8.0%	40.0%	73.6%
SMS text	4.0%	20.0%	36.0%	8.0%	32.0%	68.8%
						71.9%

Respondents expressed high satisfaction, noting that channels are "very effective and reliable" and "well manned with swift turnaround" — sentiments that align with the 83.9% agreement on timely issuance of contracts and LPOs. Others emphasized professionalism, saying "my engagements with CA have been quite responsive" and "very satisfied." Specific praise was given to quick responses, such as "I posted my complaints on a Sunday and by Monday morning I had already got a response."

However, dissatisfaction was also evident. Some respondents described the channels as "extremely poor" and "not satisfied at all," reflecting the 8–12% of respondents who disagreed with effectiveness across email, website, and SMS. Complaints included lack of proactive follow-up ("without a follow-up, no proactive response is forthcoming") and unresolved issues,

particularly with government-related complaints ("CA never moved to ensure it was resolved… handled with soft gloves")..

"The Communications Authority provides several communication channels such as email, phone, website, and social media, which make it easier for consumers to reach them. However, feedback through some of these channels can be slow. Improving response time and consistency across all platforms would enhance customer satisfaction." Bungoma

"Without a follow-up, no proactive response is forthcoming. Todate, my issue remains outstanding." Kiambu

"Extremely POOR! Both times I contacted you for help, you were of no use. Didn't even respond until after the matter was solved. On both occasions." Nairobi

"My engagements with CA have been quite responsive. The team is professional and willing to engage productively to enable us find a solution to our points of inquiry." Nairobi

"I posted my complaints on a Sunday and by Monday morning the following day I had already got a response from Patience Menya." Nyeri

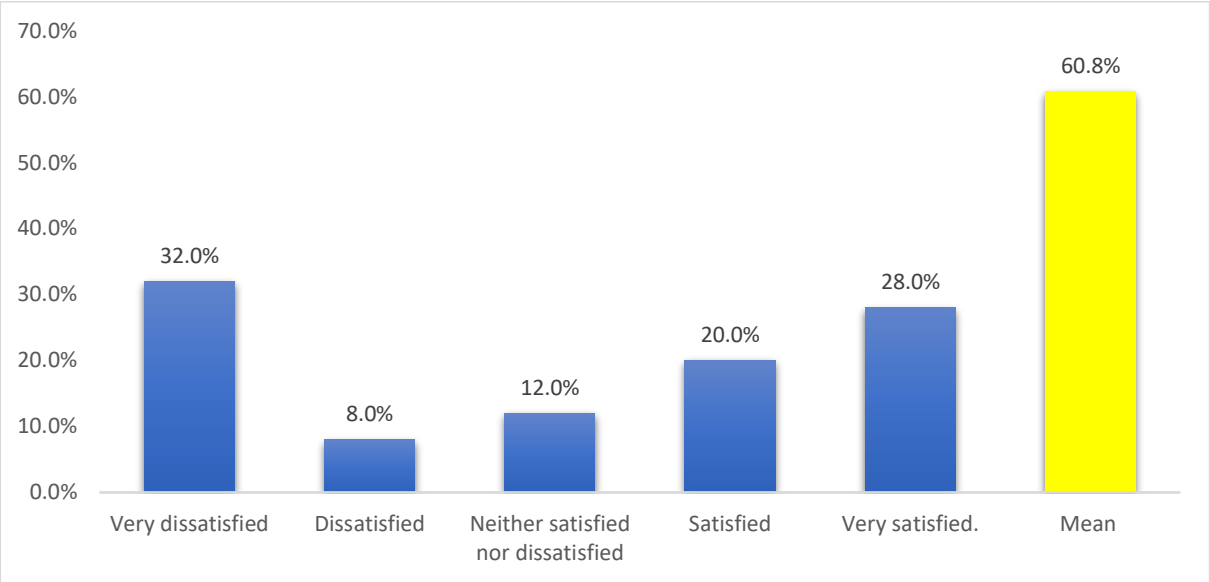
"Not satisfied at all. Issue being many people are conned money and despite CA having mandate to assist, it does not do so." Nyeri

"Other the complaint case against Postal Corporation of Kenya's EMS Courier Service where the CA never moved to ensure it was resolved – I don't know if it is because it is a government entity so that they have to be handled with soft gloves – CA usually follows up where non-government bodies are involved to ensure closure." Uasin Gishu

Satisfaction with the Response Received from CA.

Findings on satisfaction with the response received from CA indicate a moderate performance with a mean score of 60.8%, showing that while some stakeholders are satisfied, a significant proportion remain dissatisfied. Notably, 32.0% reported being very dissatisfied and 8.0% dissatisfied, highlighting concerns about responsiveness and effectiveness. On the other hand, 28.0% were very satisfied and 20.0% satisfied, reflecting that nearly half of respondents experienced positive interactions. A further 12.0% remained neutral, suggesting inconsistency in service delivery.

Figure 96: Satisfaction with the Response Received from CA



Respondents appreciated CA's efforts in addressing concerns but noted delays, expressing that faster communication and follow-up would improve the experience. Others voiced dissatisfaction, citing unresolved issues and lack of proactive response, which left them feeling unsupported. At the same time, there were positive experiences where stakeholders described CA as responsive, professional, and willing to engage productively, with some highlighting swift turnaround and effective closure of complaints. Yet, frustration was also evident among those who felt their cases were ignored or inadequately handled, questioning whether reporting was worthwhile.

"I appreciate the efforts… though the process took longer than expected." Bungoma

"Issue remains outstanding to date." Kiambu

"CA responded… but never communicated again." Nairobi

"My engagements with CA have been quite responsive." Nairobi

"They didn't make a follow-up to find out if my issue was resolved." Nakuru

"After failing to get any assistance, I was left wondering whether I had done the right thing." Nyeri

"Where a government body is not involved, CA does keep abreast of complaints and does follow up to ensure closure." Uasin Gishu

Satisfaction with services received from the departments

Satisfaction with services received from CA departments shows a generally strong performance, with an overall mean of 81.6%. The highest ratings were recorded for Monitoring, Inspection and Regional Coordination (88.9%), Corporate Communication (86.7%), and the Office of the Director General (86.1%), reflecting confidence in leadership and communication. Legal Services, ICT, HR, and Research Planning also scored above 85%, indicating consistency in professional support functions. However, Regulatory Affairs (67.1%) and Compliance & Enforcement (65.3%) registered lower satisfaction, suggesting gaps in responsiveness and regulatory follow-through.

Table 61: Satisfaction with services received from the departments

Department	1	2	3	4	5	Mean
Office of the Director General (ODG)	7.7%	0.0%	7.7%	23.1%	61.5%	86.1%
Regulatory Affairs (RA)	29.4%	5.9%	5.9%	17.7%	41.2%	67.1%
Legal Services (LS)	9.1%	0.0%	9.1%	18.2%	63.6%	85.4%
Universal Service Fund (USF)	9.1%	0.0%	18.2%	27.3%	45.5%	80.1%
Frequency Spectrum Management (FSM)	9.1%	0.0%	9.1%	27.3%	54.6%	83.7%
Multimedia Services (MS)	0.0%	8.3%	16.7%	16.7%	58.3%	85.0%
Postal & Telecoms Services (PTS)	15.4%	7.7%	7.7%	23.1%	46.2%	75.5%
Standards and Type Approval (STA)	0.0%	18.2%	0.0%	27.3%	54.6%	83.7%
Compliance & Enforcement (CE)	33.3%	0.0%	13.3%	13.3%	40.0%	65.3%
Cyber Security (CS)	10.0%	0.0%	10.0%	20.0%	60.0%	84.0%
Monitoring, Inspection and Regional Coordination (MIRC)	0.0%	11.1%	0.0%	22.2%	66.7%	88.9%
Competition Management (CM)	16.7%	0.0%	16.7%	16.7%	50.0%	76.7%
Consumer Protection & Advocacy (CPA)	11.8%	5.9%	11.8%	23.5%	47.1%	77.7%
Public Education & Awareness (PEA)	0.0%	18.2%	0.0%	27.3%	54.6%	83.7%
Information & Communication Technology (ICT)	9.1%	0.0%	9.1%	18.2%	63.6%	85.4%
Finance and Accounts (F&A)	9.1%	0.0%	18.2%	18.2%	54.6%	81.9%
Human Resource & Administration (HRA)	9.1%	0.0%	9.1%	18.2%	63.6%	85.4%
Corporate Communication (CC)	8.3%	0.0%	8.3%	16.7%	66.7%	86.7%
Research Planning & Quality Management (RPQM)	9.1%	0.0%	9.1%	18.2%	63.6%	85.4%
Supply Chain Management (SCM)	9.1%	0.0%	9.1%	27.3%	54.5%	83.6%
Internal Audit and Risk Assurance (IA&RA)	9.1%	0.0%	18.2%	18.2%	54.6%	81.9%
Average						81.6%

Respondents feedback on CA's performance highlights a mixed but generally constructive outlook, with satisfaction levels varying across experiences. A significant proportion of respondents expressed appreciation for CA's responsiveness and professionalism, aligning with the over 70% satisfaction average recorded across departments. Positive remarks such as "good" and "very good" reflect confidence in service delivery, while commendations for staff dedication underscore the 85%+ satisfaction levels in communication and support functions.

At the same time, concerns were raised about delays, lack of follow-up, and unresolved complaints, consistent with the 20–30% of respondents who reported dissatisfaction or neutrality. Suggestions emphasized the need for stronger collaboration with service providers, stricter enforcement in areas like mobile money transfers, and proactive communication to ensure accountability. Overall, the feedback points to a balance of commendation and critique, with stakeholders urging CA to enhance follow-up, improve transparency, and tighten regulatory oversight to raise satisfaction further.

"The Communications Authority should enhance follow-up and communication with complainants to ensure timely updates and faster resolution of cases. Strengthening collaboration with service providers would also help address consumer complaints more effectively." Bungoma

"No response came from the complaint office, and no improvement done by the reported internet service provider." Kiambu

"I would recommend CA to provide better communication of any step taken concerning a matter to establish its progress and know what to do." Nairobi

"Multimedia Content Regulations and Compliance Department is the team in particular that I engaged with. Rosemary and Angela are quite helpful whenever we have engaged as Ushahidi. I highly commend their dedication to serve." Nairobi

"Need for a more proactive followup on actions and faster resolution of the complaints presented." Nairobi

"The Authority proved it lack mandate to deal with important issues as deregistrations of offending sites especially those established from external vendors." Nairobi

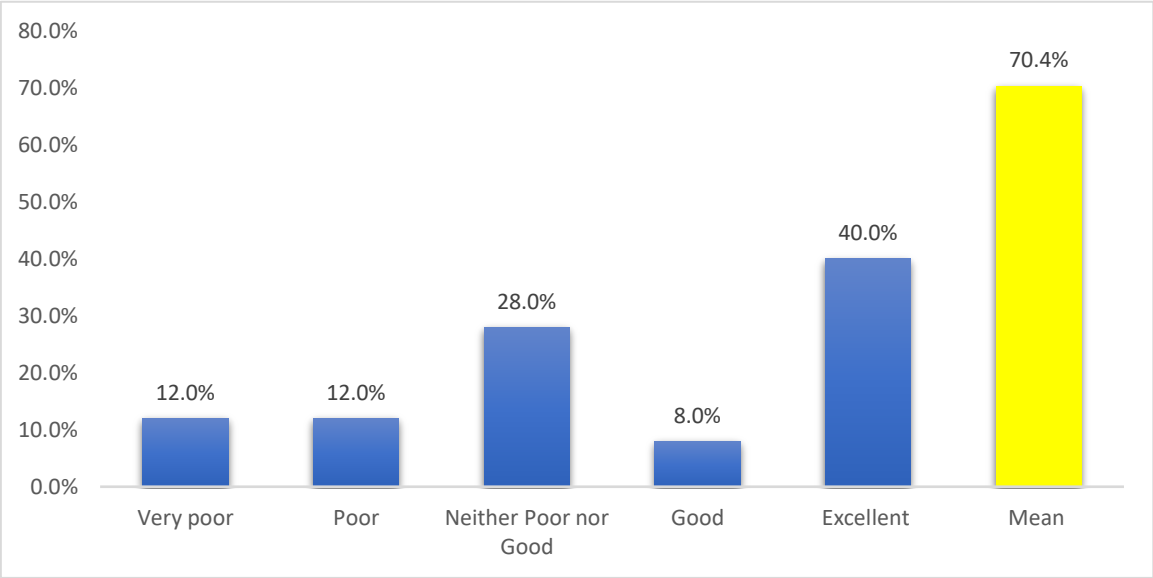
"Requesting CA to come up with rules to mobile money transfers companies and put very strict measures to curb theft especially by conmen selling things online." Nyeri

"There are still many bodies masquerading as courier service providers – particularly Matatus and Lorries who don't issue ETRs at all. As a body funded by tax payers, CA ought to be at the forefront to ensure adherence to tax provisions by organizations which they register to conduct business." Uasin Gishu

5.3.2 Satisfaction with CA mandate

Satisfaction with CA's mandate in ensuring fair provision of telecommunications, broadcasting, and related services showed mixed results. While 8.0% rated their satisfaction as "Good" and 40.0% as "Excellent," a small portion rated it negatively, with 12.0% indicating "Very Poor" and 12.0% "Poor." The mean satisfaction score was 70.4%, indicating room for improvement in meeting the needs of both service providers and Kenyan citizens.

Table 62: Satisfaction with CA mandate



Respondents feedback on the Communications Authority's execution of its mandate reflects a mixed but generally positive performance, consistent with satisfaction levels where around 60–70% of respondents reported being satisfied or very satisfied, while 20–30% expressed dissatisfaction or neutrality. Many stakeholders acknowledged CA's seriousness in addressing concerns and adherence to good standards in areas such as internet service provision, aligning with the majority who rated CA's regulatory oversight positively. However, concerns were raised about slow response times, lack of communication on complaints, and gaps in enforcement, particularly in consumer protection and fair competition. This mirrors the significant minority (about 30%) who reported dissatisfaction, pointing to areas where CA needs to strengthen follow-up, transparency, and accountability.

"I was moderately satisfied with the services of the Communications Authority. They took my concern seriously, but the response time and communication could be improved to ensure faster resolutions in future." Bungoma

"Not good for the reason that complaints are not addressed, no communication of what is being done on complaints and above all, no action taken on money app owners for not protecting against frauds. I have personally reported fraud on my bank account and the app owner, Airtel and Equity bank did nothing!!" Kiambu

"Further measures are necessary from this standpoint to ensure better public protection through more effective regulation of domain name and website registrations." Nairobi

"So far, I can establish that the companies I have engaged with, specifically, in internet service provision adhere to good standards of service delivery." Nairobi

"You are trying but need to pull up their socks." Nakuru

"Fair competition ought to be in place. All postal and courier services providers ought to issue ETR receipts. G4S, Fargo Courier, NTL & Lakeland do offer ETRs religiously. How come the same isn't done by Posta, EMS, 2NK Shuttle Courier, Mololine, etc? That's unfair competition." Uasin Gishu

5.3.3 Information handling and communication

Results on CA's information handling and communication show a moderate overall performance with a mean score of 69.3%. The strongest area was ease of understanding (71.2%), indicating that most stakeholders find CA's communication clear and accessible. Reliability of information (70.4%) and adequacy of information provided through communication channels (69.6%) also scored relatively well, reflecting confidence in the accuracy and relevance of information shared. However, timeliness of responses (69.6%) and adequacy of information provided directly by CA (65.6%) were lower, with higher proportions of respondents rating them as poor or neutral. This suggests that while CA's communication is generally reliable and understandable, delays in response and gaps in the comprehensiveness of information remain key challenges.

Table 63: Information handling and communication

Indicator	1-Very Poor	2-Poor	3-Neither Poor nor Good	4-Good	5-Very Good	Mean
Adequacy of information provided through communication channels	16.0%	12.0%	12.0%	28.0%	32.0%	69.6%
Timeliness: response to requests is immediate or within three working days	16.0%	12.0%	20.0%	12.0%	40.0%	69.6%
Adequacy of information provided by CA	16.0%	12.0%	28.0%	16.0%	28.0%	65.6%
Reliability of information	12.0%	12.0%	24.0%	16.0%	36.0%	70.4%
Ease of understanding	12.0%	16.0%	20.0%	8.0%	44.0%	71.2%
						69.3%

The feedback on CA's information handling and communication reflects a moderately positive performance, consistent with quantitative scores where adequacy, timeliness, and reliability averaged around 69–71% satisfaction. Respondents acknowledged that communication is generally clear and easy to understand, with some rating it "very good." However, concerns were raised about delays, lack of follow-up, and incomplete information, particularly in cases involving consumer complaints and fraud. Stakeholders emphasized the need for structured communication plans, stronger inter-agency collaboration, and proactive updates to ensure confidence in complaint resolution. While clarity of communication is appreciated, gaps in responsiveness and comprehensiveness highlight areas for improvement..

"I recommend that the Communications Authority strengthen its follow-up mechanism with service providers to ensure consumer issues are addressed promptly. Regular communication and progress updates would also help build public confidence in the complaint-handling process." Bungoma

"Create a communications plan. This assessment is based on the two cases I have reported to the organization, complaint about poor services by SP and fraud in money app." Kiambu

"Although communication from CA is clear and easy to understand, I feel there is need to provide all relevant information to clients where necessary such as available resolution avenues, communication channels, etc." Nairobi

"Authority should find a workable inter-link with other similar institutions to ensure a conclusive outcome is reached when there is a reported complaint." Nairobi

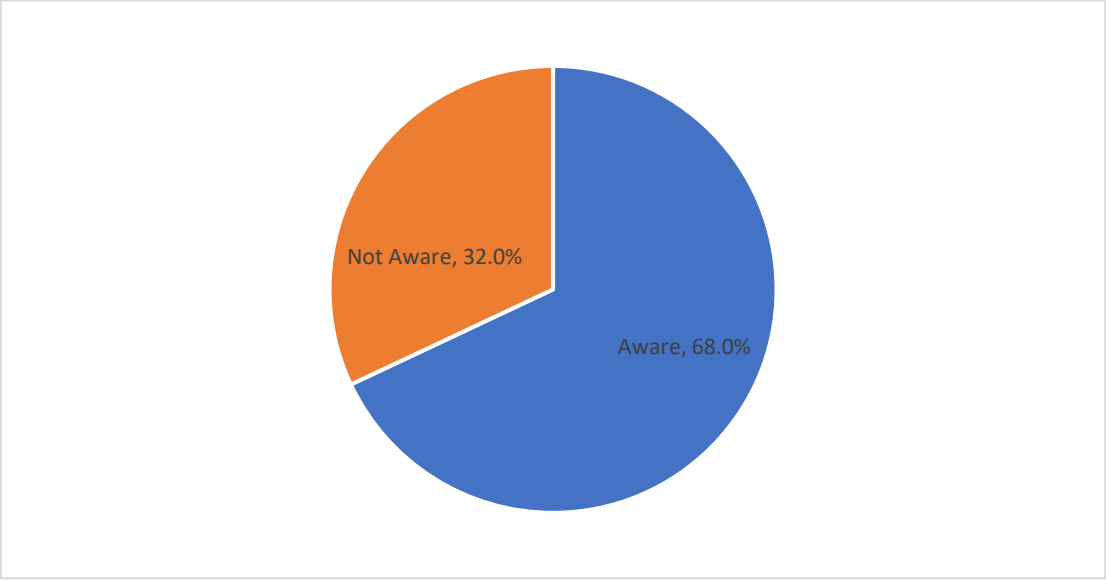
"Establish clear objectives. Follow through with action plan and actually help consumers." Nairobi

"Its not clear whether CA failed to offer me assistance because my complaint was above their mandate or simply reluctance." Nyeri

5.3.4 Awareness of CA customer service charter

Awareness of CA's Customer Service Charter is moderate, with 68.0% of respondents indicating they are not aware of its existence, while 32.0% are aware. This suggests the need for greater promotion and visibility of the charter to customers served directly the Authority.

Figure 97: Awareness of CA customer service charter



The majority of respondents confirmed that CA is making strides in fulfilling its commitments, though improvements are still needed.

5.3.5 CA commitments

Findings on CA's commitments to the customer indicate a moderate overall performance with an average satisfaction score of 69.0%. The strongest area was confidentiality of customer

information (73.6%), showing trust in how CA handles sensitive data. Professional competence (70.4%) and ethical conduct (70.4%) also scored relatively well, reflecting confidence in CA's integrity and expertise. However, adequacy of information provided (66.4%) and resolution of complaints within stated timelines (64.0%) were lower, with higher proportions of respondents rating them as poor or neutral. This suggests that while CA is largely seen as professional and ethical, stakeholders expect more timely complaint resolution and fuller provision of relevant information to strengthen customer satisfaction and trust.

Table 64:CA commitments to the customer

Indicator	1-Very Poor	2-Poor	3-Neither Poor nor Good	4-Good	5-Very Good	Mena
CA treats information that you give them in the course of seeking services with utmost confidentiality	12.0%	8.0%	24.0%	12.0%	44.0%	73.6%
CA provides services with the greatest professional competence	16.0%	4.0%	24.0%	24.0%	32.0%	70.4%
CA provides you with all the relevant information that you may require	16.0%	12.0%	24.0%	20.0%	28.0%	66.4%
CA resolves all complaints received within the stated timelines	24.0%	8.0%	24.0%	12.0%	32.0%	64.0%
CA is ethical in all their dealings at all times	16.0%	4.0%	24.0%	24.0%	32.0%	70.4%
AVERAGE						69.0%

Feedback on CA's commitments to customers reflects a generally positive perception of professionalism and respect, consistent with the average satisfaction score of 69.0%. Respondents commended CA for upholding data privacy laws, which scored highest at 73.6%, and for respectful communication through emails and telephone calls, reinforcing confidence in its ethical standards (70.4%). At the same time, several stakeholders emphasized the need for enhanced responsiveness and proactive updates, echoing lower ratings on adequacy of information (66.4%) and resolution of complaints within timelines (64.0%). Suggestions included developing a crisis communication strategy, establishing a clear customer service pledge, and taking time to understand customer expectations. While some noted satisfaction with CA's service, others felt gaps remained in providing real-time communication and timely resolutions. Overall, the findings suggest that CA is seen as committed and professional, but stakeholders expect greater transparency, proactive engagement, and structured communication frameworks to strengthen trust and satisfaction.

"The Communications Authority demonstrates commitment to serving consumers, but there is a need to enhance responsiveness and communication throughout the complaint-handling process. Regular progress updates and timely resolutions will help reinforce their dedication to customer satisfaction." Bungoma

"Assessment based on the reported cases and not overall assessment on CA commitments. Develop a crisis communication strategy. Establish a clear customer service pledge." Kiambu

"Commend on the strides taken to uphold data privacy laws." Nairobi

"I feel CA did not play a significant role in informing me about real-time communication channels in my case." Nairobi

"Serve the customers well. Take the time to find out customers' expectations. Under-promise and over-deliver." Nairobi

"Emails and telephone calls received from CA are always respectful." Uasin Gishu

5.3.6 Customer rights

The Authority commitment to customer rights reflect a moderate overall performance with an average satisfaction score of 66.2%. The strongest area was privacy and confidentiality (73.6%), showing that most customers trust CA to safeguard personal, business, and financial information. Fairness and dignity in customer interactions also scored relatively well at 68.0%, indicating confidence in CA's respectful treatment of clients. However, lower scores were recorded in the provision of complete and accurate information (64.0%), customer participation in reviewing the service charter (65.6%), and especially in complaint resolution (60.0%), where nearly one-third of respondents expressed dissatisfaction. These results suggest that while CA is largely seen as ethical and respectful, stakeholders expect greater transparency, more inclusive engagement, and faster complaint resolution to fully uphold customer rights.

Table 65: Customer rights

Indicator	1	2	3	4	5	Mean
CA treats customers with fairness, courtesy, dignity and consideration in all interactions without any discrimination.	20.0%	8.0%	20.0%	16.0%	36.0%	68.0%
CA offers complete and accurate information on all services. This includes accessibility, time period and relevant charges.	24.0%	8.0%	24.0%	12.0%	32.0%	64.0%
CA upholds privacy and confidentiality with respect to other personal, business, contractual and financial information, written or oral.	16.0%	8.0%	16.0%	12.0%	48.0%	73.6%
CA resolves complaints by customers on rendered services	32.0%	8.0%	20.0%	8.0%	32.0%	60.0%
CA customers participate in the review of the customer service charter.	24.0%	0.0%	36.0%	4.0%	36.0%	65.6%
AVERAGE						66.2%

Customer feedback highlights stakeholders emphasized the need for stronger enforcement of consumer protection regulations, improved transparency, and more effective complaint resolution mechanisms to fully uphold customer rights.

"The Communications Authority should continue strengthening enforcement of consumer protection regulations to ensure that all service providers respect customers' rights. Regular monitoring, strict penalties for violations, and public awareness campaigns will help uphold these rights more effectively." Vihiga

"Combat unfair market practices. Update consumer protection regulations." Kiambu

"Business self-regulation where businesses adopt ethical standards to protect consumers. Enhance information transparency." Nairobi

"In my case, I got a refund of my money, but I cannot tell if it was the result of CA's intervention or the ISP was subdued by my consistent reminders and demand messages." Nairobi

"Strive for CA to have better information and thus regulate website misuse." Nairobi

5.3.7 CA corporate image and reputation

The Stakeholder perceptions of CA's corporate image and reputation reflect a fairly strong overall performance with an average satisfaction score of 71.6%. The highest ratings were recorded for safety and security of offices (79.2%) and cleanliness and tidiness of offices (74.4%), showing confidence in CA's physical environment and customer-facing facilities. Staff willingness to help also scored highly at 74.4%, reinforcing a positive image of customer support. Knowledgeability of staff (72.8%) and organizational reliability (72.0%) further strengthened CA's reputation as a competent and dependable regulator.

However, lower scores were observed in areas such as dealing with queries effectively (68.0%), performance in line with promises (68.0%), and caring about customer priorities (67.2%), suggesting gaps in consistency and responsiveness. Trust and confidence in staff also scored moderately at 68.8%, indicating that while professionalism is recognized, stakeholders expect more proactive engagement and follow-through.

Table 66: CA corporate image and reputation

Overall performance	1	2	3	4	5	Mean
CA staff are willing to help customers	12.0%	8.0%	20.0%	16.0%	44.0%	74.4%
CA staff deal with queries effectively	20.0%	8.0%	24.0%	8.0%	40.0%	68.0%
CA's performance is in line with what they have promised customers	16.0%	4.0%	36.0%	12.0%	32.0%	68.0%
CA is a reliable organization	12.0%	8.0%	28.0%	12.0%	40.0%	72.0%
CA staff are knowledgeable about their work	8.0%	8.0%	32.0%	16.0%	36.0%	72.8%
CA staff inspire trust and confidence	12.0%	12.0%	32.0%	8.0%	36.0%	68.8%
CA cares about what is important to customers	20.0%	8.0%	24.0%	12.0%	36.0%	67.2%
CA offices are clean and tidy	8.0%	4.0%	36.0%	12.0%	40.0%	74.4%
CA offices are safe and secure	8.0%	0.0%	28.0%	16.0%	48.0%	79.2%
AVERAGE						71.6%

Further feedback highlights that the Communications Authority is generally perceived as a professional and trusted regulator, with respondents acknowledging its role in protecting consumer interests and promoting fair communication services. Positive remarks emphasized CA's commitment to data privacy, its efforts in child protection guidelines, and the promptness of staff responses in some cases. These aspects reinforce CA's reputation as a reliable and ethical institution.

However, concerns were also raised about limited follow-up, inconsistent communication, and occasional staff rudeness, which undermine confidence in its customer care approach. Stakeholders suggested that CA should strengthen its visibility at the grassroots level, define and communicate its values and mission more clearly, and ensure that staff interactions consistently inspire trust and confidence.

"The Communications Authority has maintained a positive corporate image as a national regulator that protects consumer interests and promotes fair communication services. However, continued improvement in responsiveness and visibility at the grassroots level would strengthen public confidence and trust even more." Bungoma

"Data privacy: Regulations are in place to protect personal information and prevent its unauthorized use. Deliver Superior Products and Services: A company's reputation is built on the quality of its offerings. Last 2 questions not applicable to me as I have not visited their offices." Kiambu

"Child protection: New guidelines require companies to implement age verification and parental controls for communication services and devices. Define Values and Mission Statement." Nairobi

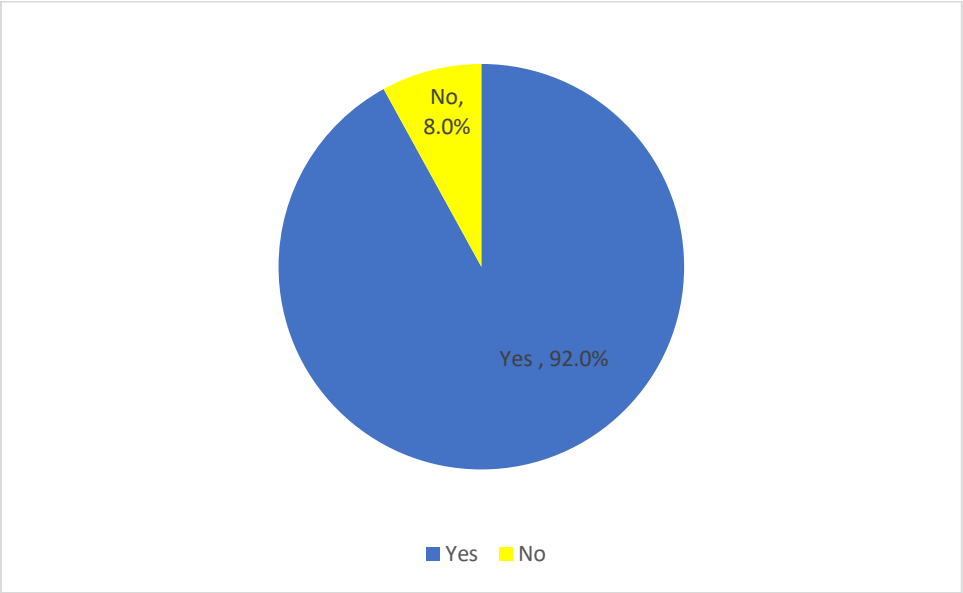
"I am satisfied with the fact that CA responded to my request promptly and with concern. However, the lack of any further communication from them makes me unsure of its effectiveness in handling client's queries." Nairobi

"One staff was so rude." Mombasa

5.3.8 Complaint handling mechanism

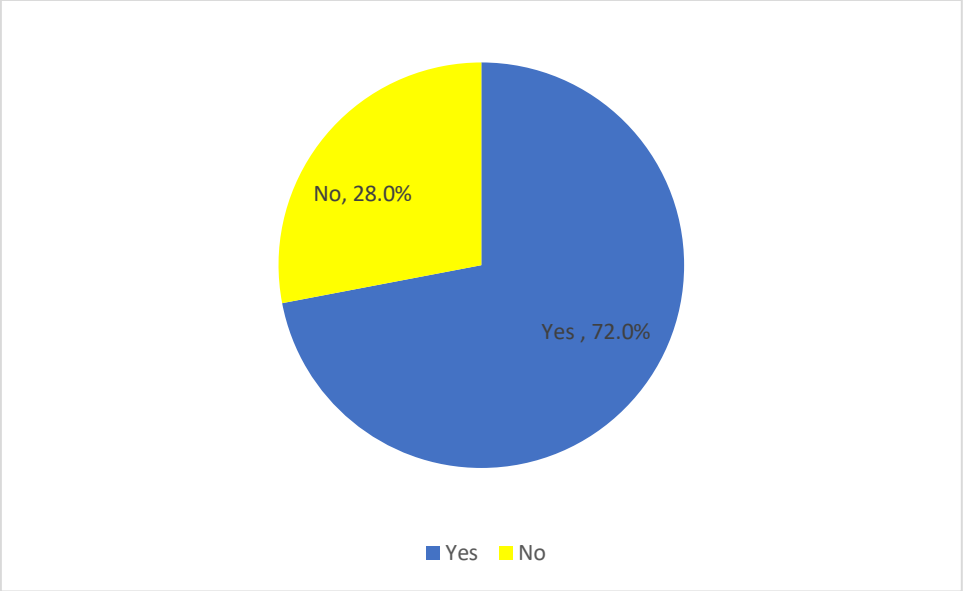
Awareness of the email address chukuahatua@ca.go.ke is relatively high, with 92.0% of respondents indicating they are aware of it, while 8.0% are not familiar with it.

Figure 98: Awareness with chukuahatua@ca.go.ke



A significant majority of respondents, 72.0%, have lodged a complaint with the Communications Authority of Kenya, while 28.0% have not.

Figure 99: Respondents who have lodged a complaint



Among those who had lodged a complaint, analysis indicates that E-Mail was overwhelmingly the preferred channel for lodging complaints, accounting for 76% of all submissions. A further 12% of respondents used a combination of E-Mail and telephone calls, while 6% escalated their complaints through E-Mail, telephone calls, and physical visits. Additionally, E-Mail combined with a letter and E-Mail with Website submission each accounted for 6% of the cases.

Overall, the results show that electronic communication—particularly E-Mail—dominates the complaint-lodging process, with only small proportions of respondents relying on blended approaches.

Stakeholder complaints submitted to the Communications Authority of Kenya reflect a broad spectrum of consumer protection issues, ranging from mobile money reversals and fraud to poor service delivery by internet and courier providers. A significant proportion of complaints relate to financial fraud and mobile money services, highlighting consumer vulnerability in digital transactions. Others focus on service delivery gaps, such as delays in refunds, lost courier packages, and poor telecom services, which undermine trust in regulated providers. Complaints also touch on cybercrime, domain misuse, and loopholes in SIM card issuance, pointing to regulatory challenges in safeguarding digital platforms. While some respondents acknowledged timely interventions, many expressed frustrations with delays, lack of follow-up, and monopolistic practices, underscoring the need for CA to strengthen enforcement, improve responsiveness, and enhance consumer awareness. Overall, the nature of complaints illustrates the critical role of CA in addressing fraud, ensuring fair competition, and protecting consumer rights across communication and financial services.

"I assisted a friend in contacting the Communications Authority of Kenya (CA) regarding a delayed mobile money reversal. Despite my friend's repeated follow-ups with the service provider, the reversal was not processed within the expected period. I intervened to help seek assistance from the Authority in ensuring that the service provider refunded the money and upheld consumer protection standards." Bungoma

"A courier service lost my package. About poor services by internet service providers and fraud through money apps. Complaint on a service provider." Kiambu

"A domain name being operated by an unqualified person purporting to be offering legal service. Complaint against a regulated network provider. Fraud. I complained about the extensive delay (about 3 months) of a local Internet Service Provider (ISP) in refunding money that I paid for services that it later failed to deliver due to technical matters. Quite timely service. I was quite surprised by the SLA!" Nairobi

"Telecom complaint." Nakuru

"Cyber crime theft. I lodged my complaint to Complaints@go.ke which I believe is the same thing. I had given instructions to suspend my home internet account. They did not and continued sending me a bill of over Ksh 4000 after this. They made it clear I cannot continue using their internet before I pay this bill. Since they are a monopoly in the village where I'm, I had no option but to pay the bill so that I can continue using the Net. It is after paying the bill that I sought your assistance to get a refund. It was all in vain. Luckily, Airtel have now started providing internet in my area. I have subscribed to them." Nyeri

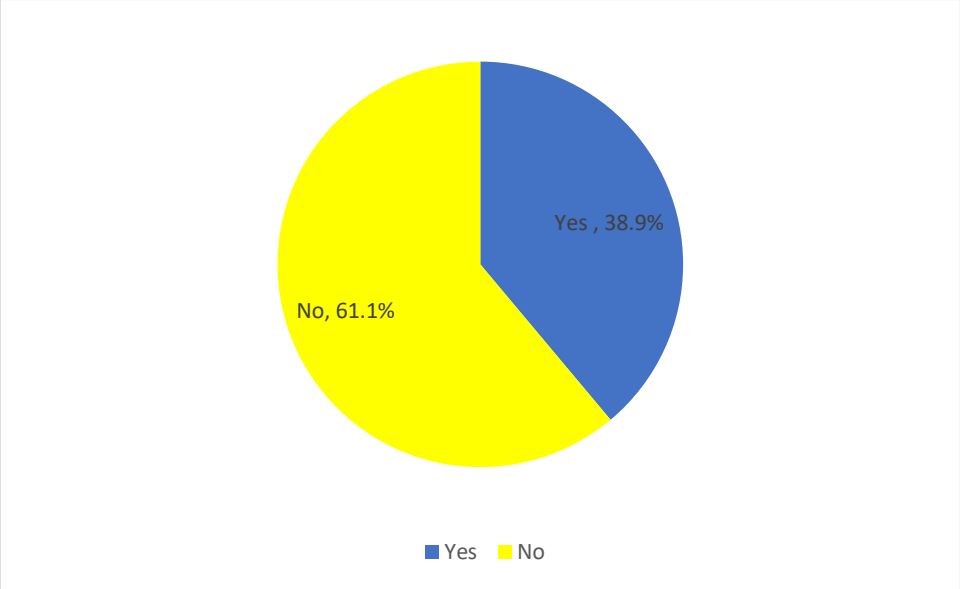
"Mobile phone scammers, involuntary enrolment into short code services." Trans Nzoia

"1) Poor quality of service by EMS Courier Nyamira Post Office 2) Posta and EMS Courier, many Shuttles offering intercity courier (2NK, Mololine) and a myriad of Lorries not issuing ETR receipts 3) Airtel SIM card issuance still has loopholes making it to be the only mobile service provider whose lines harbour 99% of fraudsters calling or sending messages to members of the public." Uasin Gishu

"Complaint about Posta and Safcom." Vihiga

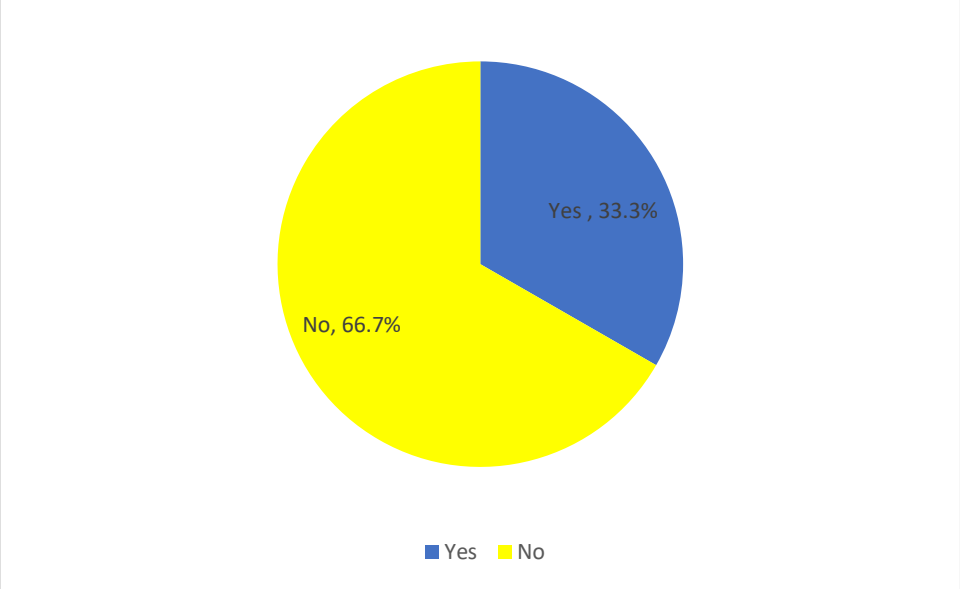
The majority of respondents, 61.1%, expressed dissatisfaction with the complaints handling process at CA, while only 38.9% were satisfied. This indicates a significant need for improvement in addressing and resolving complaints effectively.

Figure 100: Satisfaction with resolution of complaints



A substantial 66.7% of respondents reported that their complaints were not resolved within 30 days, whereas only 33.3% experienced timely resolution.

Figure 101: Thirty days resolution of complaints



Stakeholder feedback on the resolution of complaints reveals a mixed performance, with respondents acknowledging CA's fairness and commitment in some cases, but also highlighting significant gaps in follow-up, timeliness, and communication. Positive experiences, such as in Bungoma, reflect confidence in CA's role as a regulator that seeks to resolve consumer problems fairly. However, many complaints across several counties point to unsolved matters, lack of feedback, and slow resolution timelines, with some consumers unsure whether outcomes were due to CA's intervention or their own persistence. The recurring themes of delays, hand-offs to other institutions, and absence of follow-through suggest that while CA demonstrates commitment, stakeholders expect more proactive engagement, ownership of cases, and clear communication on progress and outcomes to build trust and satisfaction.

"The Communications Authority handles consumer problems fairly and shows commitment to resolving issues. However, there is still room for improvement in follow-up and timely feedback to ensure faster and more satisfying outcomes for complainants." Bungoma

"The matter remains unsolved. They need to improve." Nyeri

"Listen to the complaint. Thank the customer for bringing the matter to your attention. Apologize and accept ownership, don't blame others and remain courteous." Nairobi

"Slow, no follow through, no resolution, no feedback." Nairobi

"The funds were eventually refunded from the ISP in about two months but I received no communication from CA about the matter. Therefore, I am not sure if the refund was the result of CA's intervention or my own consistent demands to the ISP." Nairobi

"The authority referred the complaint to another Institution for redress." Nairobi

"No follow-up was made to confirm the telecommunication solved my issue on time and as expected." Nakuru

"Not assisting. I was conned Ksh.11,000. The complaint has not been resolved to date. It is now over three months." Nyeri

"I was handed off to the mobile service provider, no one bothered to find out why I had contacted CAK in the first place." Trans Nzoia

5.3.9 Culture, Efficiency and Effectiveness

Findings on culture, efficiency, and effectiveness reflect a moderate overall performance with an average satisfaction score of 66.0%. The strongest ratings were observed in stakeholder engagement and collaboration (67.2%) and service delivery alignment (67.2%), suggesting that CA's values and practices are generally supportive of effective interaction and structured processes. Resource utilization (65.6%) and organizational culture in meeting customer needs (64.0%) scored slightly lower, indicating that while CA demonstrates commitment, stakeholders see room for improvement in efficiency and responsiveness. Overall, the findings suggest that CA is perceived as competent and collaborative, but stakeholders expect greater consistency in resource use, stronger customer-centric culture, and more timely service delivery to enhance effectiveness and build confidence in its operation.

Figure 102: Culture, Efficiency and Effectiveness

Indicator	1-Strongly Disagree	2-Disagree	3-Neither Agree nor Disagree	4-Agree	5-Strongly Agree	Mean
The Communications Authority of Kenya demonstrates a culture that enables it to effectively meet customer needs.	24.0%	8.0%	28.0%	4.0%	36.0%	64.0%
The values and practices of the Authority promote effective engagement and collaboration with stakeholders.	20.0%	8.0%	24.0%	12.0%	36.0%	67.2%
The Authority efficiently utilizes its resources to deliver quality services.	24.0%	4.0%	28.0%	8.0%	36.0%	65.6%
Service delivery processes at the Authority are well-aligned to ensure timely and efficient service to customers.	24.0%	0.0%	28.0%	12.0%	36.0%	67.2%
Average						66.0%

Stakeholder feedback on CA's culture, efficiency, and effectiveness reinforces the moderate overall performance score of 66.0%, with respondents recognizing professionalism and service orientation but also pointing to areas needing improvement. CA is seen as having a professional and service-oriented culture, though stakeholders call for greater openness, timely communication, and stronger consumer engagement to enhance its public image. Feedback emphasizes the importance of employee recognition, appreciation, and fostering open communication, suggesting that internal culture directly impacts external service delivery. Respondents also highlighted the need for CA to be reliable, embrace transparency, and sensitize employees to emerging issues such as data breaches, while encouraging flexible work arrangements and open communication. Positive experiences included swift and clear initial communication, though concerns were raised about lack of follow-through and incomplete resolution, which undermines efficiency and effectiveness.

Overall, the qualitative insights suggest that CA's culture is professional and committed to public service, but stakeholders expect more transparency, consistent follow-up, and proactive adaptation to emerging challenges to strengthen efficiency and effectiveness.

"The Communications Authority has a professional and service-oriented culture that reflects commitment to public service. However, more openness, timely communication, and stronger engagement with consumers would further enhance its organizational culture and public image." Busia

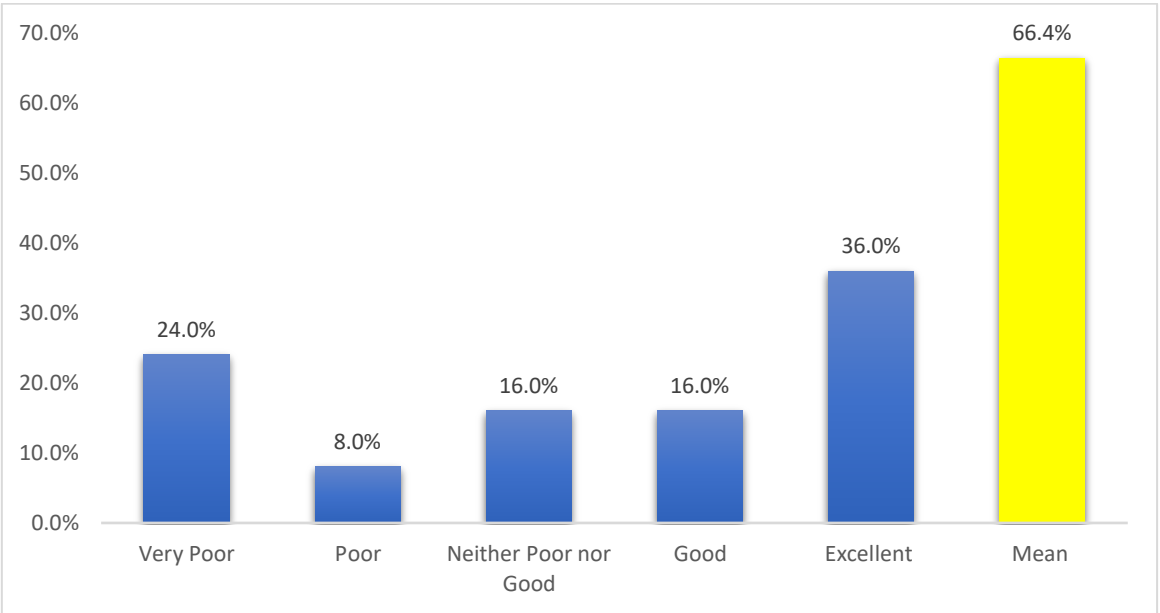
"Employee Recognition and Appreciation. Foster Open Communication. You may note the response to these questions is based on the two cases of contact with CA." Kiambu

"Be reliable. CA is encouraged to sensitize its employees to current developments within the country and internationally data breaches wise. Embrace transparency. Flexible work arrangements. Good. Open and Transparent Communication. The communication I received from my initial email was swift and clear, giving me instructions on how to present my case and the necessary materials required. CA also promised to investigate the matter but that was the last email I got from them." Nairobi

5.3.10 Overall rating of CA performance

The overall performance of the Communications Authority of Kenya in dealing with customers receives a varied assessment. 16.0% of respondents rated the performance as good, while 36.0% rated it as excellent. However, a significant portion, 24.0%, found it very poor, and 8.0% rated it as poor. Additionally, 16.0% of respondents felt the performance was neither poor nor good. The mean rating of satisfaction with the CA's handling of customer interactions was 66.4%.

Figure 103: Overall rating of CA performance



Respondents commended CA for its commitment to protecting consumers, regulating the communications sector effectively, and upholding data privacy laws, which strengthens its credibility and reputation. Positive experiences included satisfaction with complaint resolution and recognition of CA's role in providing an avenue for reporting grievances.

Moreover, stakeholders emphasized the need for faster turnaround times in complaint resolution, clearer communication with consumers, and greater public awareness of CA's services. Suggestions included defining clear expectations, focusing on core products, and ensuring follow-through on commitments to build confidence in outcomes. Some respondents expressed uncertainty about whether resolutions were directly due to CA's intervention, pointing to gaps in transparency and communication.

"The overall performance of the Communications Authority is commendable. The Authority has shown commitment to protecting consumers and regulating the communications sector effectively. However, improving turnaround time for complaint resolution, enhancing communication with consumers, and increasing public awareness of its services would strengthen its overall performance." Turkana

"Again, overall assessment is based on the two cases that I personally launched with CA and not an assessment of the performance of CA on its entire mandate. Define Clear Expectations. Mention skills you've developed." Kiambu

"Discuss ways to improve. Focus on core products. Good. I was satisfied that the problem I had lodged with the CA was resolved but I am not sure if the CA actually was involved in its resolution." Nairobi

"Talk about your achievements. The Authority is applauded for striving to achieve its mandate of offering an avenue for complaint reporting and best of all by upholding data privacy laws when called upon. Very good." Nairobi

5.4 Partners and affiliates

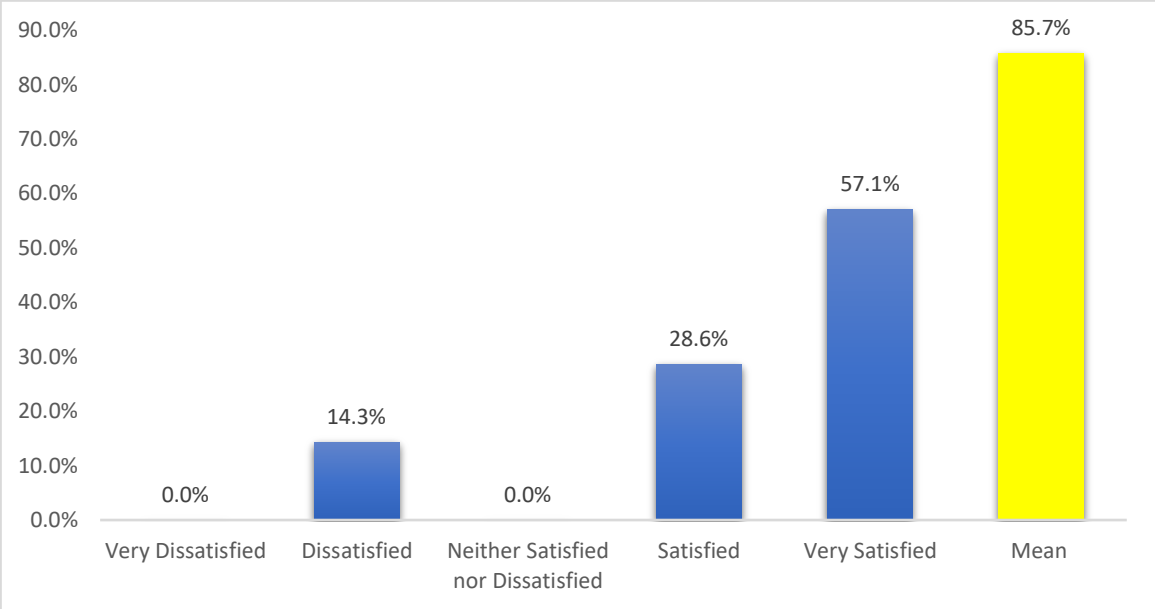
5.4.1 Type of partnership / engagement

Respondents reported various types of partnerships and engagements with the Communications Authority of Kenya, including government partnerships, restricted partnership and postal service development, and regulatory relationships.

5.4.2 Satisfaction with CA honoring its obligations

Respondent feedback indicates a high level of satisfaction (mean score 85.7%) with the Communications Authority's ability to honor its obligations. A majority of respondents reported being very satisfied (57.1%), while another 28.6% were satisfied, reflecting strong confidence in CA's commitment to fulfilling its mandate. Only 14.3% expressed dissatisfaction, and no respondents reported being very dissatisfied or neutral, suggesting that negative experiences are relatively limited.

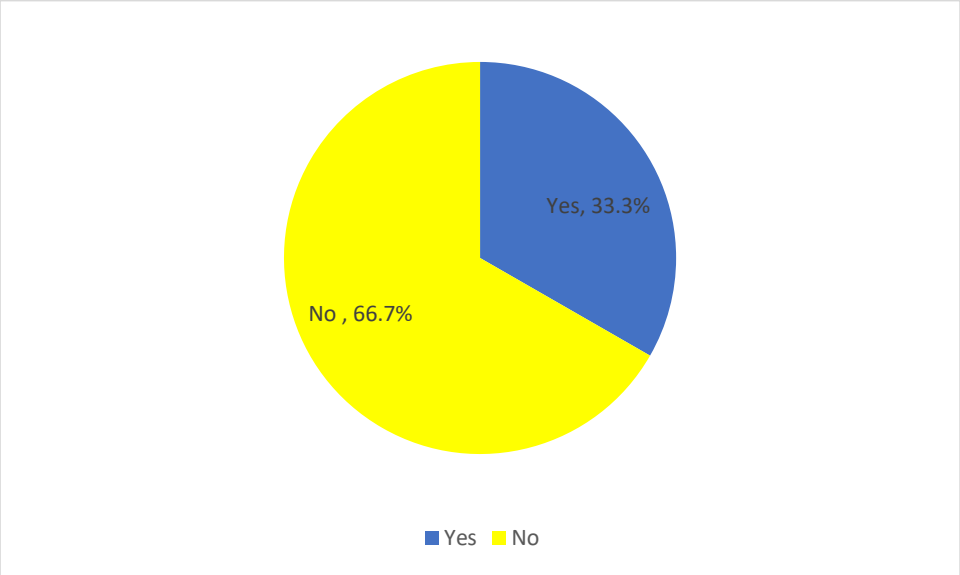
Figure 104: Satisfaction with CA honoring obligations



5.4.3 Awareness of CA customer service charter

The survey aimed to determine if partners and affiliates were familiar with the Customer Service Charter. The findings revealed that only 33.3% were aware of the charter, reflecting effective communication efforts.

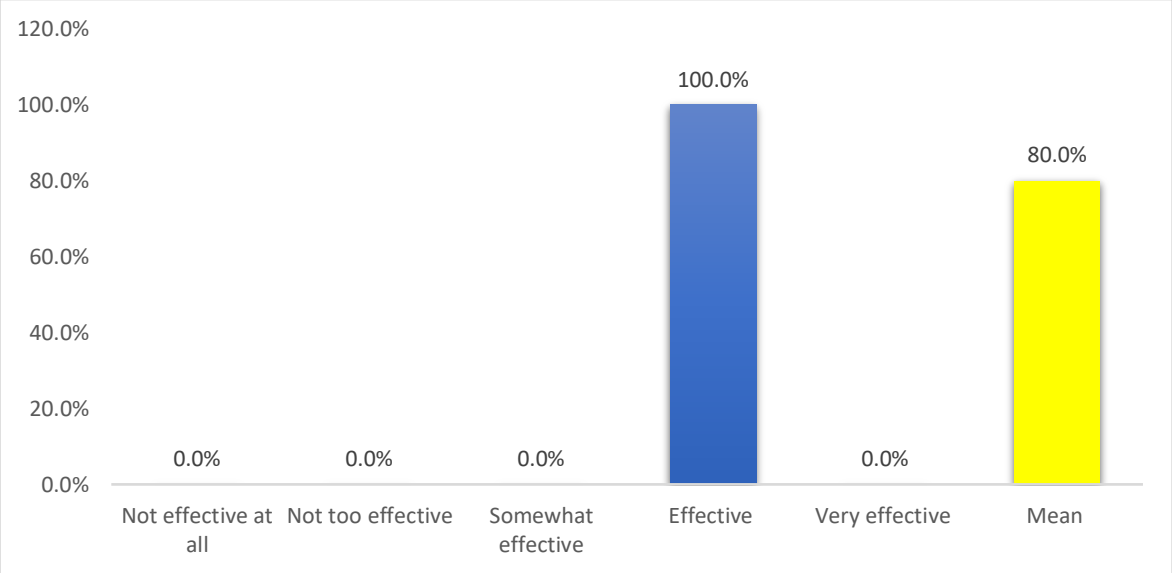
Figure 105: Awareness of CA customer service charter



Analysis further show that awareness of CA's customer service charter was evenly distributed across the six communication channels mentioned. Posters within CA headquarters, the CA website, fliers/brochures, CA forums (such as conferences, roadshows, and kikaos), broadcast media (TV and radio), and print media each accounted for 17% of the responses. This indicates that no single platform dominated awareness creation; instead, CA's outreach efforts appear to have been spread uniformly across both physical and digital channels.

The survey assessed the effectiveness of CA in delivering on its promises outlined in the service charter. All the respondents rated CA as effective, resulting to an overall mean score for effectiveness was 80.0%, indicating strong performance in meeting its service commitments.

Figure 106:: Effectiveness of CA Customer service charter



5.4.4 CA corporate image

Respondents' perceptions of the Authority's corporate image are overwhelmingly positive, with an average satisfaction score of 93.3% across all indicators. Respondents expressed strong trust in CA as an organization, confidence in its staff and management, and recognition of its professionalism and reliability. The Authority is also viewed as innovative, reputable, and responsive to customer feedback, while its involvement in corporate social responsibility activities further enhances its public image. Additionally, stakeholders noted that information on CA services and products is readily available, reinforcing transparency and accessibility.%.

Table 67: CA corporate image:

Role	1	2	3	4	5	Mean
CA is an organization I can trust	0.0%	0.0%	0.0%	33.3%	66.7%	93.3%
I have confidence in CA's staff and management to execute its mandate	0.0%	0.0%	0.0%	33.3%	66.7%	93.3%
CA is an innovative organization	0.0%	0.0%	0.0%	33.3%	66.7%	93.3%
CA is reliable	0.0%	0.0%	0.0%	33.3%	66.7%	93.3%
CA professionally discharges its mandate	0.0%	0.0%	0.0%	33.3%	66.7%	93.3%
CA has a good reputation	0.0%	0.0%	0.0%	33.3%	66.7%	93.3%
CA is involved in corporate social responsibilities activities	0.0%	0.0%	0.0%	33.3%	66.7%	93.3%
CA is responsive to customer feedback	0.0%	0.0%	0.0%	33.3%	66.7%	93.3%
Information on CA services/product is available	0.0%	0.0%	0.0%	33.3%	66.7%	93.3%
Average						93.3%

Further feedback annotates that the Authority is widely perceived as a reputable organization with well-structured management, which strengthens its credibility and public trust. The emphasis on structured leadership reflects confidence in CA's ability to discharge its mandate professionally and maintain a positive corporate image.

> *".... CA is a reputable organization given their well structured management...."*

5.4.5 CA commitments

CA's customer commitments scored 76.0%. The highest rating was recorded for professional competence (86.7%), showing confidence in CA's ability to deliver services effectively and with expertise. Other areas, including confidentiality of information (73.3%), provision of relevant information (73.3%), timely resolution of complaints (73.3%), and ethical conduct (73.3%), scored consistently but at lower levels, suggesting that while CA demonstrates integrity and professionalism, stakeholders see room for improvement in responsiveness and transparency.

Table 68: CA Commitments

Indicator	1-Strongly Disagree	2-Disagree	3-Neither Agree nor Disagree	4-Agree	5-Strongly Agree	Mean
CA treats information that you give them in the course of seeking services with utmost confidentiality	0.0%	0.0%	33.3%	66.7%	0.0%	73.3%
CA provides services with the greatest professional competence	0.0%	0.0%	0.0%	66.7%	33.3%	86.7%
CA provides you with all the relevant information that you may require	0.0%	0.0%	33.3%	66.7%	0.0%	73.3%
CA resolves all complaints received within the stated timelines	0.0%	0.0%	33.3%	66.7%	0.0%	73.3%
CA is ethical in all their dealings at all times	0.0%	0.0%	33.3%	66.7%	0.0%	73.3%
Average						76.0%

5.4.6 CA staff attitude

The respondents' perceptions of the Communications Authority's staff attitude are highly positive, with an overall average satisfaction score of 86.7% across all indicators. Respondents consistently agreed or strongly agreed that CA staff demonstrate respect (86.7%), fairness (86.7%), and consideration without discrimination (86.7%), reflecting a culture of professionalism and inclusivity. Staff were also rated highly on transparency and accountability (86.7%), as well as customer care skills (86.7%), underscoring confidence in their ability to engage courteously and effectively with stakeholders.

Table 69: CA staff attitude

Indicator	1-Strongly Disagree	2-Disagree	3-Neither Agree nor Disagree	4-Agree	5-Strongly Agree	Mean
CA officials/staff treat you with respect	0.0%	0.0%	0.0%	66.7%	33.3%	86.7%
CA officials/staff are fair	0.0%	0.0%	0.0%	66.7%	33.3%	86.7%
CA staff are considerate in all interactions without discrimination	0.0%	0.0%	0.0%	66.7%	33.3%	86.7%
CA staff are transparent and accountable	0.0%	0.0%	0.0%	66.7%	33.3%	86.7%
CA staff have customer care skills	0.0%	0.0%	0.0%	66.7%	33.3%	86.7%
Average						86.7%

5.4.7 Dissemination of information

Findings on dissemination of information reflect a moderate performance with an average satisfaction score of 73.3%. Respondents agreed that CA provides accessible, complete, and accurate information (73.3%), delivers information within the required time periods (73.3%), and shares details on relevant costing (73.3%). However, the presence of a notable proportion of neutral responses (33.3% across all indicators) suggests that while CA's communication practices are generally effective, some stakeholders remain uncertain about the consistency or adequacy of the information provided.

Table 70: Dissemination of information

Indicator	1-Strongly Disagree	2-Disagree	3-Neither Agree nor Disagree	4-Agree	5-Strongly Agree	Mean
CA offers accessible complete and accurate information	0.0%	0.0%	33.3%	66.7%	0.0%	73.3%
CA offers information on time period	0.0%	0.0%	33.3%	66.7%	0.0%	73.3%
CA offers information on relevant costing	0.0%	0.0%	33.3%	66.7%	0.0%	73.3%
Average						73.3%

5.4.8 Staff knowledge and competence

The survey results on staff knowledge and competence reflect a moderate performance with an average satisfaction score of 73.3%. Respondents agreed that CA staff provide high-quality services (73.3%), are competent in their roles (73.3%), and demonstrate team orientation (73.3%), indicating confidence in their technical and collaborative abilities. Staff were also rated positively for dealing with inquiries effectively and efficiently (73.3%) and for upholding privacy and confidentiality of agreements (73.3%), reinforcing trust in their professionalism.

However, the consistent presence of neutral responses (33.3% across all indicators) suggests that while CA staff are generally competent and effective, some stakeholders remain uncertain about the consistency or visibility of these competencies.

Table 71: Staff knowledge and competence

Indicator	1-Strongly Disagree	2-Disagree	3-Neither Agree nor Disagree	4-Agree	5-Strongly Agree	Mean
CA staff provide high quality services	0.0%	0.0%	33.3%	66.7%	0.0%	73.3%
CA officials/staff are competent in their roles	0.0%	0.0%	33.3%	66.7%	0.0%	73.3%
CA staff are team oriented	0.0%	0.0%	33.3%	66.7%	0.0%	73.3%
CA staff/officials deal with inquiries effectively and efficiently	0.0%	0.0%	33.3%	66.7%	0.0%	73.3%

CA upholds privacy and confidentiality of agreements	0.0%	0.0%	33.3%	66.7%	0.0%	73.3%
Average						73.3%

5.4.9 Record keeping

Survey responses indicate a moderate performance with an average satisfaction score of 73.3%. Respondents agreed that records are accessible (73.3%), records are updated (73.3%), and that payments are made according to agreements (73.3%). However, the consistent presence of neutral responses (33.3% across all indicators) suggests that while CA's record management practices are generally reliable, some stakeholders remain uncertain about the consistency or visibility of these processes.

Table 72: Record keeping

Indicator	1-Strongly Disagree	2-Disagree	3-Neither Agree nor Disagree	4-Agree	5-Strongly Agree	Mean
Records at CA are accessible	0.0%	0.0%	33.3%	66.7%	0.0%	73.3%
Records at CA are updated	0.0%	0.0%	33.3%	66.7%	0.0%	73.3%
CA pays according to the agreements	0.0%	0.0%	33.3%	66.7%	0.0%	73.3%
Average						**73.3%**

5.4.10 Accessibility

Ratings on accessibility reflect a moderate performance with an average satisfaction score of 73.3%. Respondents agreed that CA is reasonably accessible across multiple channels, including offices (73.3%), phone (73.3%), email (73.3%), and letters (73.3%), indicating that the Authority provides diverse avenues for engagement. However, the consistent presence of neutral responses (33.3% across all indicators) suggests that while accessibility is generally adequate, some stakeholders may experience inconsistencies in ease of access or responsiveness across these channels.

Table 73: Accessibility

Indicator	1	2	3	4	5	Mean
Ease of accessing CA's offices	0.0%	0.0%	33.3%	66.7%	0.0%	73.3%
Ease of accessibility on the phone	0.0%	0.0%	33.3%	66.7%	0.0%	73.3%
Ease of accessibility via email	0.0%	0.0%	33.3%	66.7%	0.0%	73.3%
Ease of accessibility via letters	0.0%	0.0%	33.3%	66.7%	0.0%	73.3%
Average						**73.3%**

5.4.11 Culture, Efficiency and Effectiveness

Findings on the Communications Authority's culture, efficiency, and effectiveness reveal that stakeholders perceive the organization as having a strong and supportive culture that enables it to meet customer needs, with values and practices that promote effective engagement and collaboration. Respondents also noted that the Authority efficiently utilizes its resources to deliver quality services and that its service delivery processes are well-aligned to ensure timely and efficient outcomes, resulting in an overall satisfaction score of 79.9%. While these results demonstrate confidence in CA's organizational culture and operational effectiveness, the presence of neutral responses suggests that some stakeholders remain cautious, pointing to opportunities for CA to further strengthen visibility, consistency, and proactive communication in order to enhance trust and reinforce its reputation as an effective regulator..

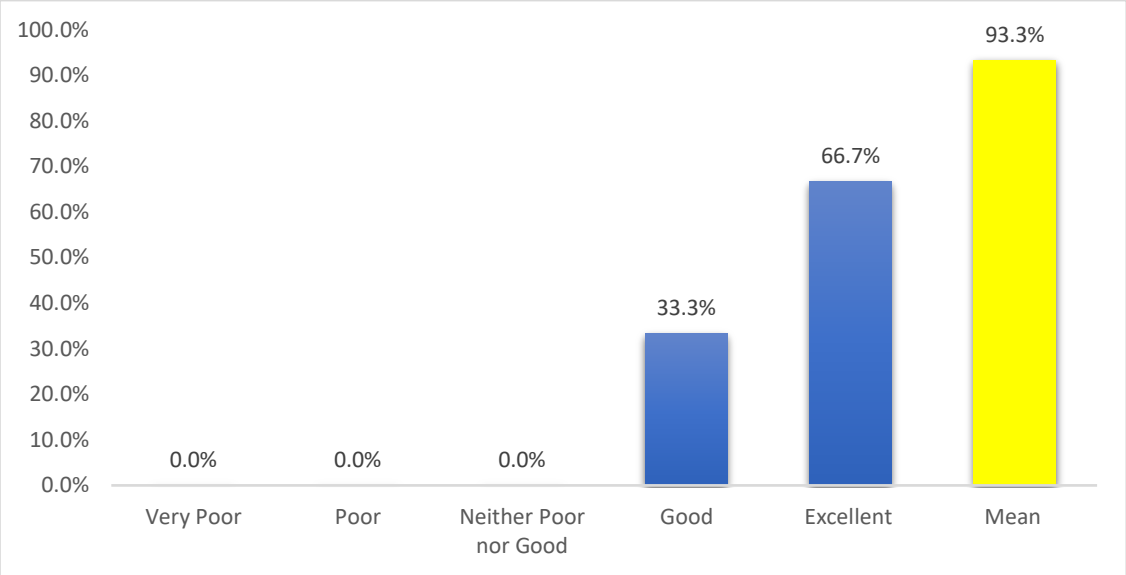
Figure 107: CA Culture, Efficiency and Effectiveness

Indicator	1-Strongly Disagree	2-Disagree	3-Neither Agree nor Disagree	4-Agree	5-Strongly Agree	Mean
The Communications Authority of Kenya demonstrates a culture that enables it to effectively meet customer needs.	0.0%	0.0%	33.3%	33.3%	33.3%	79.9%
The values and practices of the Authority promote effective engagement and collaboration with stakeholders.	0.0%	0.0%	33.3%	33.3%	33.3%	79.9%
The Authority efficiently utilizes its resources to deliver quality services.	0.0%	0.0%	33.3%	33.3%	33.3%	79.9%
Service delivery processes at the Authority are well-aligned to ensure timely and efficient service to customers.	0.0%	0.0%	33.3%	33.3%	33.3%	79.9%
Average						79.9%

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

The majority of respondents rated CA's performance in regulating telecommunications, broadcasting, multimedia, E-commerce, and postal/courier services as either good (33.3%) or excellent (66.7%), with an overall satisfaction mean of 93.3%, reflecting positive feedback from partners and affiliates.

Figure 108: Partners and affiliates satisfaction with CA's service delivery



5.5 Quality of Experience (QoE) with Mobile Service Providers

5.5.1 Network

The survey findings show that when customers choose a mobile service provider, pricing and tariffs stand out as the most decisive factor. Airtel dominates this space, with nearly half of respondents (47.1%) citing affordability as their main reason for selecting the company. Jamii (26.8%) and Telkom Kenya (25.0%) also attract a significant share of customers through competitive pricing, while Safaricom trails at 19.6%, reflecting perceptions of higher costs compared to its rivals.

Quality of service is another major consideration, particularly for Jamii and Airtel, which are each chosen by about a quarter of respondents (26.8% and 25.8% respectively). Telkom Kenya follows closely at 22.0%, showing that service reliability is an important differentiator in the market. Safaricom, however, records the lowest score at 10.4%, suggesting that despite its strong brand presence, customers perceive gaps in service quality.

Network coverage plays a smaller role in decision-making. Airtel leads modestly at 12.5%, followed by Jamii at 9.8%. Safaricom, often associated with wide national coverage, surprisingly scores only 4.5%, while Telkom Kenya is lowest at 2.4%. This indicates that coverage is less of a deciding factor, possibly because most customers are concentrated in areas where providers overlap and coverage differences are less pronounced.

Finally, promotions contribute moderately to customer choice. Jamii (17.1%) and Telkom Kenya (15.5%) rely more heavily on promotional offers to attract subscribers, while Airtel also leverages promotions at 14.6%. Safaricom, at just 5.4%, appears less associated with promotional appeal, which may limit its attractiveness to deal-driven customers.

Table 74: Factors considered when choosing a mobile service provider

Provider	Coverage	Pricing/Tariffs	Promotions	Quality Service
Airtel	12.5%	47.1%	14.6%	25.8%
Jamii	9.8%	26.8%	17.1%	26.8%
Safaricom	4.5%	19.6%	5.4%	10.4%
Telkom Kenya	2.4%	25.0%	15.5%	22.0%

Respondents reported distinct challenges across providers, with some challenges standing out more prominently. Coverage issues dominate the complaints, particularly for Airtel, where 64.8% of respondents highlight poor coverage as their main challenge. Jamii (36.0%) and Telkom Kenya (31.7%) also face significant coverage concerns, while Safaricom records a lower but still notable 25.7%. This indicates that network reach and reliability remain the most pressing pain point for users across the sector.

Call drops are another major frustration, especially for Airtel (39.2%), followed by Jamii (25.3%) and Telkom Kenya (21.0%). Safaricom fares better at 13.2%, but the issue is still present. Closely related are complaints about weak or no signal, which affect Airtel (10.5%),

Jamii (6.3%), Telkom (5.1%), and Safaricom (3.1%). Together, these figures reinforce the perception that network stability is a persistent challenge.

Customer care services also attract criticism, with Airtel (18.1%) and Jamii (18.4%) recording the highest dissatisfaction levels. Telkom Kenya follows at 12.8%, while Safaricom is lowest at 5.8%. This suggests that responsiveness and effectiveness of customer support are uneven across providers, with Airtel and Jamii facing the greatest scrutiny.

Other operational challenges include activation issues, where Jamii (17.1%) and Telkom Kenya (14.8%) stand out, compared to Airtel (9.8%) and Safaricom (4.0%). Service provision problems are also notable, with Airtel (15.6%), Jamii (15.2%), and Telkom (13.2%) showing higher levels of dissatisfaction than Safaricom (5.7%). Billing concerns are relatively modest but still present, particularly for Telkom Kenya (11.1%) and Jamii (9.8%), while Airtel (9.0%) and Safaricom (3.1%) record fewer complaints.

Interestingly, information from service providers is cited as a challenge by Airtel (31.3%), Telkom Kenya (25.6%), and Jamii (22.8%), compared to Safaricom (12.6%). This points to gaps in communication, transparency, or clarity of information provided to customers. Disconnection issues are minimal across all providers, with Airtel (0.9%) and Safaricom (0.4%) recording very low figures, and Jamii and Telkom showing none.

Table 75: Areas with challenges when dealing with the mobile service provider

Provider	Coverage	Billing	Activation	Service provision	Customer Care	Disconnection	Call Drop	Info from service Providers	Weak/No Signal
Airtel	64.8%	9.0%	9.8%	15.6%	18.1%	0.9%	39.2 %	31.3%	10.5%
Jamii	36.0%	9.8%	17.1%	15.2%	18.4%	0.0%	25.3 %	22.8%	6.3%
Safaricom	25.7%	3.1%	4.0%	5.7%	5.8%	0.4%	13.2 %	12.6%	3.1%
Telkom Kenya	31.7%	11.1 %	14.8%	13.2%	12.8%	0.0%	21.0 %	25.6%	5.1%

5.5.2 Network Voice Services

Connectivity Challenges frequently encountered

Connectivity challenges vary across providers, but weak or no signal emerges as the most common issue overall. Airtel is most affected, with nearly half of its customers (48.0%) reporting signal problems. Jamii follows closely at 43.1%, while Telkom Kenya records 35.1%. Safaricom fares better comparatively, though still notable, with 14.3% of its users experiencing weak signal.

Network busy errors are another recurring frustration. Airtel again leads with 20.5% of customers encountering congestion, followed by Jamii at 13.8% and Telkom Kenya at 12.5%.

Safaricom records the lowest incidence at 6.1%, suggesting fewer capacity-related issues relative to its competitors.

Disconnection problems are less frequent but remain significant. Airtel reports 11.4%, Jamii 10.6%, and Telkom Kenya 7.7%. Safaricom shows the lowest rate at 4.2%, though this still represents a meaningful share of its users.

Table 76: Connectivity Challenges frequently encountered

Provider	Network Busy	Weak or no signal	Disconnection	Total
Airtel	20.5%	48.0%	11.4%	594
Jamii	13.8%	43.1%	10.6%	123
Safaricom	6.1%	14.3%	4.2%	1255
Telkom Kenya	12.5%	35.1%	7.7%	168

Frequency of Experiencing loss of service (weak or no signal)

Customers report varying experiences of service loss across providers. Airtel shows the highest proportion of users facing frequent interruptions, with 14.3% experiencing weak or no signal all the time and 12.5% most of the time. A large share (45.1%) encounters the issue some of the time, meaning that over 70% of Airtel's customers deal with service loss regularly. Only 17.2% report it rarely, and 7.2% say they never face the problem.

Jamii presents a more polarized picture. A striking 27.6% of customers experience weak signal all the time, while 3.3% face it most of the time. Another 26.0% encounter it some of the time. On the positive side, 17.1% report it rarely and 26.8% never. This suggests that while a significant portion of Jamii's users struggle with persistent service loss, another sizeable group experiences no issues at all.

Safaricom fares better than Airtel and Jamii, with only 4.5% of customers reporting signal loss all the time and 4.1% most of the time. A smaller but notable 16.3% face it some of the time. Meanwhile, 6.9% report it rarely and 2.7% never. These figures indicate that while Safaricom customers do encounter service loss, the frequency is relatively lower compared to other providers.

Telkom Kenya shows moderate challenges. About 20.2% of customers experience weak signal all the time, 5.4% most of the time, and 22.6% some of the time. On the other hand, 14.9% report it rarely and 17.3% never. This reflects a mixed experience, with a significant portion facing persistent issues but others enjoying more stable connectivity.

Table 77: Frequency of Experiencing loss of service (weak or no signal)

Provider	All the time	Most of the time	Some of the time	Rarely	Never	Total
Airtel	14.3%	12.5%	45.1%	17.2%	7.2%	594
Jamii	27.6%	3.3%	26.0%	17.1%	26.8%	123
Safaricom	4.5%	4.1%	16.3%	6.9%	2.7%	1255
Telkom Kenya	20.2%	5.4%	22.6%	14.9%	17.3%	168

Rating Satisfaction with Coverage provided by service provider

Customer satisfaction with coverage varies across providers, showing both strengths and weaknesses. Airtel records mixed perceptions: 11.8% of users are very dissatisfied and 9.8% dissatisfied, while a large share (30.1%) remain neutral. On the positive side, 38.2% are satisfied and 10.1% very satisfied. Its mean satisfaction score stands at 65.0%, reflecting moderate approval but with notable dissatisfaction at the extremes.

Jamii presents a more polarized picture. A relatively high 18.9% of customers are very dissatisfied and 11.7% dissatisfied, yet it also achieves strong positive ratings, with 28.8% satisfied and 33.3% very satisfied. Only 7.2% are neutral. This balance of strong dissatisfaction and strong satisfaction gives Jamii a mean score of 69.2%, higher than Airtel and Safaricom, suggesting that while experiences vary widely, many customers are highly satisfied with its coverage.

Safaricom shows a more balanced distribution. About 12.0% are very dissatisfied and 7.1% dissatisfied, while 31.5% are neutral. Positive ratings are strong, with 38.9% satisfied and 10.6% very satisfied. Its mean score of 65.8% places it slightly above Airtel, indicating steady but not exceptional satisfaction, with neutrality being more common among its customers.

Telkom Kenya achieves the highest satisfaction levels overall. Although 17.4% are very dissatisfied and 4.1% dissatisfied, it records strong positive ratings: 26.4% satisfied and 38.0% very satisfied. Neutral responses are moderate at 14.0%. Its mean score of 72.7% is the highest among all providers, suggesting that despite some dissatisfaction, Telkom Kenya's coverage is perceived more favorably by a larger share of its customers.

Table 78: Rating Satisfaction with Coverage provided by service provider

Provider	Very dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Total	Mean
Airtel	11.8%	9.8%	30.1%	38.2%	10.1%	542	65.0%
Jamii	18.9%	11.7%	7.2%	28.8%	33.3%	111	69.2%
Safaricom	12.0%	7.1%	31.5%	38.9%	10.6%	435	65.8%
Telkom Kenya	17.4%	4.1%	14.0%	26.4%	38.0%	121	72.7%

Number of Dials before Successful Call Connections

Customers report different experiences when attempting to connect calls across providers. Airtel performs relatively well, with 43.3% of users able to connect successfully on the first dial. However, 18.9% require two attempts, 11.8% need three attempts, and smaller shares face greater difficulty—4.9% needing four attempts and 5.9% requiring more than five attempts. This indicates that while many Airtel calls connect quickly, a significant portion of customers still face repeated dialing.

Jamii shows more mixed results. Only 30.1% of customers connect on the first dial, while 13.0% succeed on the second attempt and 17.1% on the third. A further 6.5% need four attempts, and a striking 24.4% report needing more than five attempts. This highlights considerable challenges with call reliability, as nearly one in four customers struggle with repeated dialing before a successful connection.

Safaricom demonstrates the strongest performance. Just 17.5% of customers connect on the first dial, which seems modest, but very few require repeated attempts: only 7.2% succeed on the second attempt, 3.4% on the third, 2.0% on the fourth, and just 2.4% report needing more than five attempts. These figures suggest that while Safaricom's first-dial success rate is lower than Airtel's, overall call reliability is higher, with fewer customers experiencing repeated failures.

Telkom Kenya sits between Airtel and Jamii. About 24.4% of customers connect on the first dial, 7.1% on the second, and 12.5% on the third. Smaller shares—2.4% and 17.9%—report needing four attempts or more than five attempts respectively. This indicates moderate reliability, but with a notable proportion of customers facing persistent dialing challenges.

Table 79: Number of Dials before Successful Call Connections

Provider	Only once	Twice	Three times	Four times	More than five times	Total
Airtel	43.3%	18.9%	11.8%	4.9%	5.9%	594
Jamii	30.1%	13.0%	17.1%	6.5%	24.4%	123
Safaricom	17.5%	7.2%	3.4%	2.0%	2.4%	1255
Telkom Kenya	24.4%	7.1%	12.5%	2.4%	17.9%	168

Frequency of Call Disconnections by Mobile Service Provider

Call disconnections remain a notable challenge across providers, though the frequency varies significantly. Airtel shows mixed performance: 19.9% of customers report never experiencing disconnections, but 7.2% face them often. A larger share, 32.7%, encounter disconnections rarely, while 26.3% experience them sometimes. This indicates that while outright frequent disconnections are not dominant, occasional interruptions affect more than half of Airtel's users.

Jamii presents a more polarized picture. While 30.1% of customers report never experiencing disconnections, a high 23.6% face them often. Another 30.9% encounter them rarely, and 9.8% sometimes. This suggests that Jamii has both a group of consistently satisfied customers and another group struggling with frequent interruptions, reflecting uneven service reliability.

Safaricom demonstrates the lowest levels of disconnection overall. Only 2.6% of customers report experiencing them often, while 12.5% face them rarely and 9.6% sometimes. However, just 8.1% say they never encounter disconnections, meaning most customers do experience some level of interruption, though not frequently. This points to relatively stable performance compared to competitors.

Telkom Kenya shows moderate challenges. About 17.3% of customers report never experiencing disconnections, but an equal 17.3% face them often. Another 25.0% encounter them rarely, while 4.8% experience them sometimes. This balance suggests that while some customers enjoy stable connections, others face persistent difficulties.

Table 80: Frequency of Call Disconnections by Mobile Service Provider

Provider	Never	Often	Rarely	Sometimes	Total
Airtel	19.9%	7.2%	32.7%	26.3%	594
Jamii	30.1%	23.6%	30.9%	9.8%	123
Safaricom	8.1%	2.6%	12.5%	9.6%	1255
Telkom Kenya	17.3%	17.3%	25.0%	4.8%	168

Call Connection Times

Call connection speed varies significantly across providers, shaping customer perceptions of reliability. Airtel performs relatively well, with 25.1% of calls connecting within 3 seconds and 36.7% within 5 seconds. However, 16.7% of customers wait 7 seconds, 7.6% wait 12 seconds, and 10.1% experience delays of more than 12 seconds. This shows that while most Airtel calls connect quickly, a notable share still face longer wait times.

Jamii demonstrates slower performance overall. Only 13.8% of calls connect within 3 seconds and 24.4% within 5 seconds. A significant 21.1% of customers wait 7 seconds, 6.5% wait 12 seconds, and a large 30.1% report waiting more than 12 seconds. This indicates that Jamii struggles with call connection efficiency, with nearly one-third of customers facing extended delays.

Safaricom shows the strongest performance, with consistently fast connections. Just 9.6% of calls connect within 3 seconds and 14.5% within 5 seconds, but very few customers face longer waits: only 6.9% wait 7 seconds, 2.9% wait 12 seconds, and another 2.9% wait more than 12 seconds. These figures suggest that Safaricom delivers the most reliable and efficient call connection times among all providers.

Telkom Kenya sits between Airtel and Jamii. About 12.5% of calls connect within 3 seconds and 20.2% within 5 seconds. However, 13.1% of customers wait 7 seconds, 4.8% wait 12 seconds, and 19.6% experience delays of more than 12 seconds. This reflects moderate performance, with a significant portion of customers still facing longer connection times.

Table 81: Call Connection Times

Provider	3 seconds	5 seconds	7 seconds	12 seconds	More than 12 seconds	Don't Know
Airtel	25.1%	36.7%	16.7%	7.6%	10.1%	3.8%
Jamii	13.8%	24.4%	21.1%	6.5%	30.1%	4.1%
Safaricom	9.6%	14.5%	6.9%	2.9%	2.9%	63.2%
Telkom Kenya	12.5%	20.2%	13.1%	4.8%	19.6%	29.8%

Number of Successful Call Connections on First Attempt

Customer experiences with successful call connections on the first attempt vary across providers. Airtel shows relatively strong performance, with 40.9% of customers reporting that calls connect successfully often on the first attempt. However, 24.6% say it happens only sometimes, 11.6% rarely, and 8.1% never. This indicates that while many Airtel customers enjoy reliable first-attempt connections, a significant portion still face occasional difficulties.

Jamii presents a similar pattern. About 40.7% of customers report successful first-attempt connections often, while 29.3% experience them only sometimes. Smaller shares—9.8% rarely and 13.0% never—highlight that some customers struggle more consistently. Overall, Jamii's performance is comparable to Airtel, with a mix of reliable and inconsistent experiences.

Safaricom demonstrates the lowest percentages across all categories once "Don't Know" responses are removed. Only 16.9% of customers report successful first-attempt connections often, while 7.7% say sometimes, 4.5% rarely, and 2.9% never. This suggests that most Safaricom customers either do not perceive or cannot confirm their experience, but among those who do, first-attempt success rates are relatively low compared to other providers.

Telkom Kenya shows moderate performance. About 30.4% of customers report successful first-attempt connections often, while 22.0% say sometimes. Smaller shares—4.8% rarely and 9.5% never—indicate that while many customers achieve reliable connections, a notable minority face persistent challenges.

Table 82: Number of Successful Call Connections on First Attempt

Provider	Never	Rarely	Sometimes	Often	Don't Know
Airtel	8.1%	11.6%	24.6%	40.9%	14.8%
Jamii	13.0%	9.8%	29.3%	40.7%	7.3%
Safaricom	2.9%	4.5%	7.7%	16.9%	68.0%
Telkom Kenya	9.5%	4.8%	22.0%	30.4%	33.3%

User Confidence in Successful Call Connections on First Attempt (Out of 100 Calls)

Confidence levels in call reliability vary across providers. Airtel shows moderate confidence among its users: 24.1% believe all 100 calls would connect successfully on the first attempt, while 19.2% express confidence at 98 out of 100 calls. Smaller shares report confidence at 99 (13.3%), 97 (9.4%), 96 (4.9%), and 95 (7.2%). However, 9.1% of customers place their confidence below 95, indicating that while many Airtel users trust the network, a notable minority remain skeptical.

Jamii demonstrates stronger confidence overall. A significant 39.8% of customers believe all 100 calls would connect successfully, while 17.9% place their confidence at 98 out of 100 calls. Smaller groups report confidence at 99 (9.8%), 96 (9.8%), 95 (6.5%), and 97 (3.3%). Only 9.8% fall below 95. This distribution suggests that Jamii has a relatively high share of customers with full confidence in its call reliability, despite some variability.

Safaricom shows the lowest reported confidence among those who provided ratings. Only 8.5% of customers believe all 100 calls would connect successfully, while 8.1% place their

confidence at 98, 4.4% at 99, 4.1% at 97, 2.3% at 96, and 2.0% at 95. Just 3.9% fall below 95. These figures indicate that while Safaricom has fewer outright skeptics, it also has fewer customers expressing very high confidence compared to Airtel and Jamii.

Telkom Kenya presents moderate confidence levels. About 24.4% of customers believe all 100 calls would connect successfully, while 15.5% place their confidence at 98. Smaller shares report confidence at 99 (9.5%), 96 (7.1%), 95 (7.1%), and 97 (4.8%). Another 9.5% fall below 95. This suggests that while Telkom has a fair share of highly confident customers, it also has a notable group with lower confidence.

Table 83: User Confidence in Successful Call Connections on First Attempt (Out of 100 Calls)

Provider	Less than 95	95	96	97	98	99	All 100	Don't know
Airtel	9.1%	7.2%	4.9%	9.4%	19.2%	13.3%	24.1%	12.8%
Jamii	9.8%	6.5%	9.8%	3.3%	17.9%	9.8%	39.8%	3.3%
Safaricom	3.9%	2.0%	2.3%	4.1%	8.1%	4.4%	8.5%	66.6%
Telkom Kenya	9.5%	7.1%	7.1%	4.8%	15.5%	9.5%	24.4%	22.0%

Call Connection Failures

Call connection failures remain a significant challenge across providers, though the frequency varies. Airtel shows high levels of difficulty, with 35.2% of customers reporting failures often and 37.5% sometimes. Smaller shares—13.6% each—say they experience failures rarely or never. This indicates that most Airtel customers face repeated interruptions when trying to connect calls.

Jamii presents an even stronger pattern of inconsistency. Nearly half of its customers (48.8%) report failures occurring sometimes, while 26.8% face them often. Only 12.2% each say failures happen rarely or never. This suggests that call reliability is a major challenge for Jamii, with the majority of customers encountering failures regularly.

Safaricom demonstrates comparatively better performance among reported responses. Just 12.8% of customers say failures occur often, and 15.7% sometimes. Smaller shares—5.2% each—report failures rarely or never. However, it is important to note that a large proportion of Safaricom customers (61.1%) selected "Don't Know," meaning fewer users provided clear ratings. Among those who did, Safaricom shows lower failure rates than Airtel, Jamii, or Telkom.

Telkom Kenya shows moderate but persistent challenges. About 17.3% of customers report failures often, while 46.4% experience them sometimes. Smaller shares—9.5% each—say failures happen rarely or never. This reflects a mixed experience, with many customers encountering occasional failures but fewer reporting them as constant.

Table 84: Call Connection Failures

Provider	Never	Rarely	Sometimes	Often	Don't Know
Airtel	13.6%	13.6%	37.5%	35.2%	0.0%
Jamii	12.2%	12.2%	48.8%	26.8%	0.0%
Safaricom	5.2%	5.2%	15.7%	12.8%	61.1%
Telkom Kenya	9.5%	9.5%	46.4%	17.3%	17.3%

Estimated Number of Failed Call Attempts Out of 100

Customer experiences with failed call attempts vary considerably across providers. Airtel shows moderate reliability, with 19.9% of customers reporting 5 failed attempts out of 100 calls. Smaller shares report 10 failures (10.3%), 15 failures (7.7%), 20 failures (9.4%), 25 failures (4.7%), and 30 failures (7.9%). However, 16.7% of customers experience more than 30 failures, indicating that while many Airtel users face limited disruptions, a significant portion struggles with repeated call failures.

Jamii presents more concerning results. About 13.8% of customers report 5 failed attempts, 13.0% 10 failures, and 6.5% 15 failures. Another 13.0% face 20 failures, while smaller shares report 25 failures (3.3%) and 30 failures (3.3%). A striking 26.0% of customers experience more than 30 failures, the highest among all providers. This suggests that Jamii has the greatest proportion of users facing persistent call failures, undermining confidence in its network reliability.

Safaricom demonstrates the strongest performance among reported responses. Only 8.0% of customers report 5 failed attempts, 4.2% 10 failures, 2.6% 15 failures, 3.7% 20 failures, 1.8% 25 failures, and 3.3% 30 failures. Just 5.8% experience more than 30 failures. These figures indicate that Safaricom customers generally face fewer call failures compared to other providers, though it is important to note that a large share of respondents (70.4%) selected "Don't Know," limiting the scope of reported data.

Telkom Kenya shows moderate but uneven reliability. About 10.1% of customers report 5 failed attempts, 7.1% 10 failures, and 4.8% 15 failures. Another 9.5% face 20 failures, while smaller shares report 25 failures (2.4%) and 30 failures (2.4%). However, 19.0% of customers experience more than 30 failures, highlighting that while some customers enjoy relatively stable connections, a significant portion faces repeated disruptions.

Table 85: Estimated Number of Failed Call Attempts Out of 100 calls

Provider	5	10	15	20	25	30	More than 30	Don't Know
Airtel	19.9%	10.3%	7.7%	9.4%	4.7%	7.9%	16.7%	23.4%
Jamii	13.8%	13.0%	6.5%	13.0%	3.3%	3.3%	26.0%	21.1%
Safaricom	8.0%	4.2%	2.6%	3.7%	1.8%	3.3%	5.8%	70.4%
Telkom Kenya	10.1%	7.1%	4.8%	9.5%	2.4%	2.4%	19.0%	44.6%

Estimated Number of Dropped Calls Out of 100 Successful Calls

Customer experiences with dropped calls vary across providers. Airtel shows moderate reliability, with 23.6% of customers reporting just 1 dropped call out of 100 successful calls. Smaller shares report 2 dropped calls (11.8%), 3 dropped calls (11.1%), 4 dropped calls (11.8%), and 5 dropped calls (11.1%). However, 19.4% of customers experience more than 5 dropped calls, indicating that while many Airtel users face limited disruptions, a significant portion struggles with repeated call drops.

Jamii presents more concerning results. Only 16.3% of customers report 1 dropped call, while 9.8% report 2 dropped calls. A larger share—23.6%—experience 3 dropped calls, and 13.8% face 4 dropped calls. Another 6.5% report 5 dropped calls, while a striking 30.1% encounter more than 5 dropped calls. This suggests that Jamii has the highest proportion of customers facing persistent dropped calls, undermining confidence in its network reliability.

Safaricom demonstrates the strongest performance among reported responses. Just 9.9% of customers report 1 dropped call, 4.6% 2 dropped calls, 5.3% 3 dropped calls, 4.4% 4 dropped calls, and 3.2% 5 dropped calls. Only 7.4% experience more than 5 dropped calls. These figures indicate that Safaricom customers generally face fewer dropped calls compared to other providers, though it is important to note that a large share of respondents (65.3%) selected "Don't Know,".

Telkom Kenya shows moderate but uneven reliability. About 14.3% of customers report 1 dropped call, 7.1% 2 dropped calls, and 17.9% 3 dropped calls. Smaller shares report 4 dropped calls (7.7%) and 5 dropped calls (2.4%). However, 25.0% of customers experience more than 5 dropped calls, highlighting that while some customers enjoy relatively stable connections, a significant portion faces repeated disruptions.

Table 86: Estimated Number of Dropped Calls Out of 100 Successful Calls

Provider	1	2	3	4	5	More than 5	Don't Know
Airtel	23.6%	11.8%	11.1%	11.8%	11.1%	19.4%	11.3%
Jamii	16.3%	9.8%	23.6%	13.8%	6.5%	30.1%	0.0%
Safaricom	9.9%	4.6%	5.3%	4.4%	3.2%	7.4%	65.3%
Telkom Kenya	14.3%	7.1%	17.9%	7.7%	2.4%	25.0%	25.6%

Likelihood of Completing Phone Conversations Without Call Dropping

Customer confidence in completing phone conversations without interruptions varies across providers. Airtel shows mixed performance: 30.8% of customers report they can complete calls often without dropping, while 17.8% say sometimes. However, 26.6% experience successful completion only rarely, and 12.0% never. This indicates that while a fair share of Airtel users enjoy reliable conversations, many still face frequent disruptions.

Jamii presents lower results overall. Only 22.0% of customers report completing calls often without dropping, while 32.5% say sometimes. Another 32.5% report it happens only rarely,

and 13.0% never. This suggests that Jamii customers struggle more consistently with dropped calls, with reliability being a significant challenge.

Safaricom demonstrates the strongest performance among reported responses, though the data is limited by a high "Don't Know" share. Among those who did respond, 11.4% report completing calls often without dropping, 5.8% sometimes, 11.6% rarely, and 4.6% never. These figures suggest relatively fewer disruptions compared to other providers, though the majority of Safaricom customers did not provide a clear rating.

Telkom Kenya shows moderate but uneven reliability. About 17.3% of customers report completing calls often without dropping, while 19.6% say sometimes. Another 22.0% report it happens only rarely, and 11.9% never. This reflects a mixed experience, with some customers enjoying stable conversations but others facing persistent interruptions

Table 87: Likelihood of completing Phone Conversations Without Call Dropping

Provider	Never	Rarely	Sometimes	Often	Don't Know
Airtel	12.0%	26.6%	17.8%	30.8%	12.8%
Jamii	13.0%	32.5%	32.5%	22.0%	0.0%
Safaricom	4.6%	11.6%	5.8%	11.4%	66.6%
Telkom Kenya	11.9%	22.0%	19.6%	17.3%	29.2%

Expected Number of Calls That Complete Without Dropping Out of 100

Customer expectations of call reliability differ across providers. Airtel shows moderate performance: 22.1% of customers expect less than 95 calls to complete without dropping, while 12.8% expect 95 calls and 5.2% 96 calls. Another 11.8% expect 97 calls, 13.0% 98 calls, and 6.6% 99 calls. A notable 16.0% believe all 100 calls would complete successfully. This reflects a mix of confidence levels, with some customers optimistic but many anticipating dropped calls.

Jamii presents lower results overall. A large 38.2% of customers expect less than 95 calls to complete, while only small shares expect 95 calls (3.3%) or 96 calls (3.3%). More positively, 19.5% expect 97 calls and another 19.5% believe all 100 calls would complete successfully. Smaller shares expect 98 calls (9.8%). This distribution suggests that while some Jamii customers are confident in full reliability, many anticipate frequent dropped calls.

Safaricom demonstrates the strongest performance among reported responses. Only 7.6% of customers expect less than 95 calls to complete, while small shares expect 95 calls (5.4%), 96 calls (2.1%), 97 calls (3.7%), 98 calls (5.5%), and 99 calls (2.4%). Another 6.6% believe all 100 calls would complete successfully. These figures indicate that Safaricom customers generally expect fewer dropped calls compared to other providers, though a large proportion (66.6%) selected "Don't Know," limiting the scope of reported data.

Telkom Kenya shows moderate but uneven reliability. About 28.0% of customers expect less than 95 calls to complete, while smaller shares expect 95 calls (2.4%) and 96 calls (2.4%). More positively, 19.6% expect 97 calls and 14.3% believe all 100 calls would complete

successfully. Smaller shares expect 98 calls (4.8%). This reflects mixed confidence, with some customers optimistic but many anticipating dropped calls.

Table 88: Expected Number of Calls That Complete Without Dropping Out of 100

Provider	Less than 95	95	96	97	98	99	All 100	Don't know
Airtel	22.1%	12.8%	5.2%	11.8%	13.0%	6.6%	16.0%	12.6%
Jamii	38.2%	3.3%	3.3%	19.5%	9.8%	0.0%	19.5%	6.5%
Safaricom	7.6%	5.4%	2.1%	3.7%	5.5%	2.4%	6.6%	66.6%
Telkom Kenya	28.0%	2.4%	2.4%	19.6%	4.8%	0.0%	14.3%	28.6%

Quality of Voice Calls During Conversations

Customer perceptions of voice call quality vary widely across providers. Airtel shows mixed performance: 13.6% of customers rate call quality as excellent and 29.0% as good. However, a larger share (33.5%) consider it only fair, while 7.2% rate it bad and 5.2% poor. This suggests that while many Airtel customers are satisfied, a significant portion experiences mediocre or poor call clarity.

Jamii presents lower results overall. Only 13.0% of customers rate call quality as excellent and 20.3% as good. A large 35.8% consider it fair, while 27.6% rate it bad and 3.3% poor. This distribution highlights that Jamii struggles with voice quality, with more than half of its customers reporting unsatisfactory experiences.

Safaricom demonstrates the strongest performance among reported responses, though the data is limited by a high "Don't Know" share. Among those who did respond, 5.2% rate call quality as excellent and 10.3% as good. Smaller shares report fair (14.6%), bad (2.7%), and poor (1.7%). These figures suggest relatively fewer negative experiences compared to other providers, though the majority of Safaricom customers did not provide a clear rating.

Telkom Kenya shows moderate but uneven performance. About 9.5% of customers rate call quality as excellent and 20.2% as good. However, 29.2% consider it fair, 17.9% bad, and 4.8% poor. This reflects a mixed experience, with some customers satisfied but many reporting average or poor clarity.

Table 89: Quality of Voice Calls During Conversations

Provider	Excellent	Good	Fair	Bad	Poor	Don't know
Airtel	13.6%	29.0%	33.5%	7.2%	5.2%	11.4%
Jamii	13.0%	20.3%	35.8%	27.6%	3.3%	0.0%
Safaricom	5.2%	10.3%	14.6%	2.7%	1.7%	65.6%
Telkom Kenya	9.5%	20.2%	29.2%	17.9%	4.8%	18.5%

Common Connectivity Problems Faced by Mobile Service Provider Users

The Customer-reported challenges differ across providers. Airtel shows notable issues with network busy (23.2%) and not getting network (25.8%). Smaller shares report being disconnected frequently (10.9%) and facing poor voice clarity (15.7%). This indicates that

Airtel's main weaknesses lie in congestion and coverage gaps, though voice quality is also a concern.

Jamii presents a more problematic profile. About 24.4% of customers report being disconnected frequently, 22.8% face not getting network, and 17.1% encounter network busy. Another 16.3% highlight voice clarity issues. This distribution suggests Jamii struggles across multiple dimensions, with disconnections and coverage gaps being particularly prominent.

Safaricom demonstrates the strongest performance among reported responses. Only 4.9% of customers report being disconnected frequently, 9.3% face network busy, 8.8% not getting network, and 6.7% voice clarity issues. These figures are consistently lower than those of other providers, suggesting relatively stable and reliable service. However, it is important to note that a large share of customers (70.4%) selected "Don't Know," limiting the scope of reported data.

Telkom Kenya shows moderate but uneven reliability. About 18.5% of customers report being disconnected frequently, 23.8% face not getting network, and 10.1% encounter network busy. Another 11.9% highlight voice clarity issues. This reflects a mixed experience, with coverage gaps and disconnections being the most pressing challenges.

Table 90: Common Connectivity Problems Faced by Mobile Service Provider Users

Provider	Network Busy	Not getting Range	Disconnected frequently	Voice Problem	Don't Know
Airtel	16.0%	17.4%	12.8%	7.8%	46.0%
Jamii	2.3%	7.0%	4.3%	2.7%	83.8%
Safaricom	29.6%	22.5%	11.1%	13.2%	23.6%
Telkom Kenya	7.8%	7.1%	6.8%	4.2%	74.0%

Frequency of Inability to Send SMS Texts

The Customer experiences with sending SMS texts vary across providers. Airtel shows moderate reliability: 25.3% of customers report they never face SMS sending issues, while 33.3% encounter them rarely. However, 12.8% experience the problem often, indicating that while many Airtel users enjoy consistent SMS service, a notable share still struggles with frequent failures.

Jamii presents lower performance. About 28.5% of customers say they never face SMS issues, but 19.5% report problems often. Another 16.3% encounter them rarely. This distribution suggests that Jamii customers are more likely to face frequent SMS sending difficulties compared to Airtel or Telkom Kenya.

Safaricom demonstrates the strongest performance among reported responses, though the data is limited by a high "Don't Know" share. Among those who did respond, only 4.9% report problems often, while 13.0% encounter them rarely. A larger share (10.0%) say they never face SMS issues. These figures suggest relatively stable SMS service compared to other providers, though the majority of Safaricom customers did not provide a clear rating.

Telkom Kenya shows moderate but uneven reliability. About 28.6% of customers report they never face SMS issues, while 11.9% experience them often and another 11.9% rarely. This reflects a mixed experience, with some customers enjoying reliable SMS service but others facing persistent challenges.

Table 91: Frequency of Inability to Send SMS Texts

Provider	Never	Often	Rarely	Don't know
Airtel	25.3%	12.8%	33.3%	28.6%
Jamii	28.5%	19.5%	16.3%	35.8%
Safaricom	10.0%	4.9%	13.0%	72.1%
Telkom Kenya	28.6%	11.9%	11.9%	47.6%

Frequency of Receiving Unsolicited SMS Texts

Customer experiences with unsolicited SMS messages vary across providers. Airtel shows the highest daily incidence, with 39.9% of customers reporting they receive such texts daily. Another 13.3% experience them weekly, while smaller shares report monthly (2.5%) or yearly (25.9%). This indicates that Airtel customers are most exposed to frequent unsolicited messaging.

Jamii presents a more mixed pattern. About 22.8% of customers report receiving unsolicited texts daily, while 25.2% experience them weekly. None report monthly frequency, but 26.0% say they receive them yearly. This distribution suggests Jamii customers face both frequent and occasional unsolicited messaging, with a significant share experiencing it annually.

Safaricom demonstrates the lowest reported incidence overall. Only 15.8% of customers receive unsolicited texts daily, 4.9% weekly, 0.8% monthly, and 9.9% yearly. These figures suggest that Safaricom customers are least affected by unsolicited SMS compared to other providers, though the majority of respondents selected "Don't Know," limiting the scope of reported data.

Telkom Kenya shows moderate exposure. About 19.6% of customers report receiving unsolicited texts daily, 16.1% weekly, 3.0% monthly, and 16.7% yearly. This reflects a mixed experience, with some customers facing frequent disruptions and others encountering them less often.

Table 92: Frequency of Receiving Unsolicited SMS Texts,

Provider	Daily	Weekly	Monthly	Yearly	Don't Know
Airtel	39.9%	13.3%	2.5%	25.9%	6.9%
Jamii	22.8%	25.2%	0.0%	26.0%	23.6%
Safaricom	15.8%	4.9%	0.8%	9.9%	2.5%
Telkom Kenya	19.6%	16.1%	3.0%	16.7%	16.7%

Number of times one receives unsolicited SMS Texts

Customer exposure to unsolicited SMS texts varies across providers. Airtel shows moderate but widespread incidence: 23.7% of customers report receiving such texts once, 17.5% twice, and 18.7% three times. Smaller shares report four times (7.1%) and more than four times (17.3%). This indicates that while many Airtel customers face occasional unsolicited texts, nearly one in five experience them repeatedly.

Jamii presents a heavier burden of repeated unsolicited messaging. About 25.2% of customers report receiving such texts once, 18.7% twice, and 20.3% three times. Another 16.3% report four times, while 19.5% experience them more than four times. This distribution suggests that Jamii customers are more likely to face persistent unsolicited SMS compared to Airtel or Telkom Kenya.

Safaricom demonstrates the lowest reported incidence among those who responded, though the data is limited by a high "Don't Know" share. Only 8.5% of customers report receiving unsolicited texts once, 7.3% twice, and 7.2% three times. Smaller shares report four times (3.0%) and more than four times (6.2%). These figures suggest that Safaricom customers are least affected by unsolicited SMS, though the majority of respondents did not provide a clear rating.

Telkom Kenya shows moderate exposure. About 16.7% of customers report receiving unsolicited texts once, 17.3% twice, and 18.5% three times. Smaller shares report four times (10.1%) and more than four times (14.9%). This reflects a mixed experience, with some customers facing occasional disruptions and others encountering them more persistently.

Table 93: Number of times one receives Unsolicited SMS Texts,

Provider	1 time	2 times	3 times	4 times	more than 4 times	Don't know
Airtel	23.7%	17.5%	18.7%	7.1%	17.3%	15.7%
Jamii	25.2%	18.7%	20.3%	16.3%	19.5%	0.0%
Safaricom	8.5%	7.3%	7.2%	3.0%	6.2%	67.7%
Telkom Kenya	16.7%	17.3%	18.5%	10.1%	14.9%	22.6%

5.5.3 Broadband

Quality and reliability of broadband connections

Customer experiences with broadband reliability differ across providers. Airtel shows a mixed profile: 26.8% of customers report that speed varies considerably and the connection regularly drops, while 24.4% say speed varies but the connection never drops. A smaller share, 9.4%, describe the connection as very poor, dropping all the time, while 17.8% rate it as very reliable. This suggests Airtel's service is split between users who find it stable and those who struggle with frequent interruptions.

Jamii presents a more polarized picture. About 12.2% of customers report varying speed with regular drops, and 15.4% say speed varies but the connection remains stable. However, 19.5% describe the service as very poor, while 30.1% rate it as very reliable. This indicates that Jamii's

broadband performance is inconsistent, with some customers enjoying strong reliability while others face persistent problems.

Safaricom demonstrates the strongest performance among reported responses, though the data is limited by a high share of "no response." Among those who did provide ratings, only 10.6% report varying speed with regular drops, 9.2% say speed varies but remains stable, 3.3% describe the connection as very poor, and 7.5% rate it very reliable. These figures suggest relatively fewer negative experiences compared to other providers.

Telkom Kenya shows moderate but uneven reliability. About 14.9% of customers report varying speed with regular drops, 14.3% say speed varies but remains stable, and 12.5% describe the connection as very poor. On the positive side, 22.6% rate it as very reliable. This reflects a mixed experience, with some customers satisfied but others facing instability.

Table 94: Quality and reliability of broadband connections

Provider	Speed varies considerably and the connection regularly drops	Speed varies from time to time, but the connection never drops	Very poor connection, which drops out all the time	Very reliable, the connection never drops	I don't use my mobile service provider's broadband to connect to the Internet	Don't know
Airtel	26.8%	24.4%	9.4%	17.8%	9.9%	11.6%
Jamii	12.2%	15.4%	19.5%	30.1%	22.8%	0.0%
Safaricom	10.6%	9.2%	3.3%	7.5%	4.1%	65.3%
Telkom Kenya	14.9%	14.3%	12.5%	22.6%	14.9%	20.8%

Rating the speed of internet connection

Customer perceptions of internet speed differ across providers. Airtel shows a mixed but generally moderate profile: 10.8% of customers rate the speed as very slow and 12.5% as slow. The largest share, 36.7%, consider it average, while 17.3% rate it fast and 9.3% very fast. This suggests Airtel's service is mostly seen as average, with some customers experiencing good speeds but others facing slowness.

Jamii presents lower results overall. About 17.1% of customers rate the speed as very slow and 26.8% as slow. Another 20.3% consider it average, while 16.3% rate it fast and 17.1% very fast. This distribution highlights that Jamii has a significant share of customers dissatisfied with slow speeds, though a notable minority report very fast connections, reflecting inconsistency.

Safaricom demonstrates the strongest performance among reported responses, though the data is limited by a high "Don't Know" share. Among those who did respond, only 4.4% rate the speed as very slow and 5.2% as slow. Smaller shares consider it average (13.3%), fast (7.6%), or very fast (3.0%). These figures suggest fewer negative ratings compared to other providers, indicating stronger perceived speed reliability.

Telkom Kenya shows moderate but uneven performance. About 12.5% of customers rate the speed as very slow and 19.6% as slow. Another 17.9% consider it average, while 14.3% rate it fast and 19.6% very fast. This reflects a mixed experience, with some customers enjoying high speeds but others struggling with slow connections.

Table 95: Rating the speed of internet connection,

Provider	Very slow	Slow	Average	Fast	Very fast	Don't know
Airtel	10.8%	12.5%	36.7%	17.3%	9.3%	13.5%
Jamii	17.1%	26.8%	20.3%	16.3%	17.1%	2.4%
Safaricom	4.4%	5.2%	13.3%	7.6%	3.0%	66.5%
Telkom Kenya	12.5%	19.6%	17.9%	14.3%	19.6%	16.1%

Challenges in Access to Website and Poor customer service

Airtel shows significant issues with website access, as 59.8% of customers report difficulties. In terms of poor customer service, 20.0% of respondents highlight this as a problem. This suggests that Airtel's main weakness lies in digital accessibility, though service quality also affects a notable share of users.

Jamii presents the highest incidence of website access problems, with 70.7% of customers reporting difficulties. Additionally, 22.8% cite poor customer service. This indicates that Jamii struggles both with technical accessibility and service responsiveness, making it the lowest performer overall in these two areas.

Safaricom demonstrates the strongest performance. Only 22.2% of customers report challenges with website access, and just 7.3% cite poor customer service. These figures are consistently lower than those of other providers, suggesting that Safaricom customers face fewer barriers both online and in service interactions.

Telkom Kenya shows moderate but notable challenges. About 54.2% of customers report difficulties with website access, while 16.7% highlight poor customer service. This reflects a mixed experience, with digital accessibility being the more pressing issue compared to service quality.

Table 96: Respondents who have experienced challenges in Access to Website and Poor customer service

Provider	Access to Website	Poor customer services
Airtel	59.8%	20.0%
Jamii	70.7%	22.8%
Safaricom	22.2%	7.3%
Telkom Kenya	54.2%	16.7%

Safaricom

Safaricom customers generally perceive the brand as strong, but frustrations emerge around service access and responsiveness. Several respondents noted that *"it's hard to get through to Safaricom when I need to speak to an agent when the help I need is not on the self-service menu options."* Others complained about *"too much waiting time before my call is picked up by a customer service agent"* and *"unable to get data bundles balance for Safcom non-expiry data bundles."* Technical concerns also surfaced, such as *"internet too slow in the evening"* and *"when dealing with connectivity, speeds drop from 4G to 3G."* Cost sensitivity was highlighted with *"Mpesa transactions are costly."*

Key themes: Customer service access delays, bundle/account management issues, evening internet slowdowns, and high transaction costs.

Jamii

Jamii customers voiced the most consistent dissatisfaction across both technical and service dimensions. Complaints included *"poor Internet…"*, *"poor network, scarcity"*, and *"bandwidth and congestion."* Service reliability was questioned with *"bought bundles and never received them"* and *"bundles used irregularly."* Customer service was also a recurring pain point, with respondents describing *"poor customer service"* and *"delay in solving issues."*

Key themes: Network reliability concerns, bundle delivery failures, congestion, and weak customer service responsiveness.

Airtel

Airtel customers highlighted both cost and performance issues. Respondents noted *"calling cost is high"* and *"high consumption of credit and bundles."* Technical frustrations included *"internet too slow in the evening"*, *"connection not stable"*, and *"data quality is poor."* One customer explained, *"when dealing with connectivity, speeds drop from 4G to 3G."*

Key themes: Cost concerns, unstable internet speeds, high bundle consumption, and inconsistent connectivity.

Telkom Kenya

Telkom customers reported persistent coverage and connectivity challenges. Complaints included *"low network connection"*, *"no network"*, and *"not receiving phone calls."* Others described *"slow loading, sometimes unable to load"* and *"taking too long to load."* These verbatims reflect frustrations with both call reliability and internet performance.

Key themes: Coverage gaps, dropped or missed calls, and slow-loading internet connections.

Rating the quality of the broadband service

The survey on broadband service satisfaction shows that Safaricom leads with a mean score of 61.6%, Customer satisfaction with broadband quality varies significantly. Airtel shows a relatively positive profile: 36.1% of customers are satisfied and 12.6% are very satisfied. However, 14.9% are very dissatisfied and 10.5% dissatisfied, while 25.8% remain neutral. Airtel's mean score of 64.2% reflects moderate overall satisfaction, with a balance between satisfied and dissatisfied users.

Jamii presents lower results. A large 27.1% of customers are very dissatisfied and 12.0% dissatisfied. Only 24.8% are satisfied and 19.5% very satisfied, while 16.5% remain neutral. With a mean score of 59.5%, Jamii lags behind other providers, showing higher dissatisfaction and lower satisfaction levels.

Safaricom demonstrates stronger performance among reported responses. About 34.0% of customers are satisfied and 14.5% very satisfied. On the negative side, 14.5% are very dissatisfied and 13.1% dissatisfied, while 23.8% remain neutral. Safaricom's mean score of 64.2% matches Airtel, suggesting relatively higher satisfaction compared to Jamii and Telkom.

Table 97: Rating the quality of the broadband service,

Provider	Very dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Mean
Airtel	14.9%	10.5%	25.8%	36.1%	12.6%	64.2%
Jamii	27.1%	12.0%	16.5%	24.8%	19.5%	59.5%
Safaricom	14.5%	13.1%	23.8%	34.0%	14.5%	64.2%
Telkom Kenya	27.1%	12.0%	20.3%	21.8%	18.8%	58.6%
Average						61.6%

5.5.4 Billing

Satisfaction with charges on Calls, SMS texts and Internet/Data

Airtel shows very high satisfaction, with 97.6% of customers agreeing that calls are charged correctly, 86.2% that SMS texts are charged correctly, and 98.3% that internet/data is charged correctly. This reflects strong confidence in Airtel's billing practices, particularly for calls and data.

Jamii also performs strongly. About 96.7% of customers believe calls are charged correctly, 88.6% say the same for SMS texts, and 98.4% for internet/data. These figures suggest Jamii customers are generally satisfied with billing accuracy, especially for data services.

Safaricom shows lower performance compared to other providers. Only 80.2% of customers agree that calls are charged correctly, 77.7% for SMS texts, and 77.0% for internet/data. While still a majority, these lower figures indicate that Safaricom customers are less confident in billing accuracy, particularly for data services.

Telkom Kenya demonstrates strong satisfaction levels. About 94.0% of customers agree that calls are charged correctly, 95.2% for SMS texts, and 95.2% for internet/data. This suggests Telkom customers perceive billing as fair and consistent across all services.

Table 98: Satisfaction with charges on Calls, SMS texts and Internet/Data

Provider	Calls are charged Correctly	SMS texts are charged correctly	Internet/Data is charged correctly
Airtel	97.6%	86.2%	98.3%
Jamii	96.7%	88.6%	98.4%
Safaricom	80.2%	77.7%	77.0%
Telkom Kenya	94.0%	95.2%	95.2%

Frequency of Billing Information Received

Airtel shows relatively strong consistency, with 44.1% of customers reporting they receive billing information monthly. Another 27.6% say they receive it half-yearly, while smaller shares report quarterly (6.9%), yearly (8.4%), or every time they make a call/send an SMS

(4.0%). This suggests Airtel customers generally expect regular monthly updates, though some experience longer intervals.

Jamii presents a more uneven distribution. About 35.0% of customers report receiving billing information monthly, while 27.6% say half-yearly. Another 16.3% report quarterly and 16.3% yearly. A smaller share (4.9%) say they receive billing information every time they make a call/send an SMS. This reflects less consistency, with billing updates spread across different timeframes.

Safaricom demonstrates the lowest performance among reported responses, though the data is limited by a high "Don't Know" share. Only 18.0% of customers report receiving billing information monthly, 10.8% half-yearly, 2.6% quarterly, 2.9% yearly, and 0.6% every time they make a call/send an SMS. These figures suggest fewer customers perceive regular billing updates compared to other providers.

Telkom Kenya shows moderate but varied patterns. About 30.4% of customers report receiving billing information monthly, 22.0% half-yearly, 14.9% quarterly, and 16.7% yearly. A smaller share (4.8%) say they receive billing information every time they make a call/send an SMS. This reflects a mixed experience, with monthly updates being the most common but longer intervals also significant.

Table 99: Frequency of Billing Information Received

Provider	Monthly	Quarterly	Half-yearly	Yearly	Every time I make a call/send and SMS	Don't know
Airtel	44.1%	6.9%	27.6%	8.4%	4.0%	8.9%
Jamii	35.0%	16.3%	27.6%	16.3%	4.9%	0.0%
Safaricom	18.0%	2.6%	10.8%	2.9%	0.6%	65.1%
Telkom Kenya	30.4%	14.9%	22.0%	16.7%	4.8%	11.3%

Description of billing information received from mobile service provider

Airtel performs strongly, with 88.2% of customers affirming consistency and timeliness, 82.0% saying billing is clear and easy to understand, and 76.6% agreeing it is accurate as per subscription. This reflects generally high confidence, though accuracy trails slightly behind clarity and timeliness.

Jamii demonstrates the highest overall ratings. About 95.9% of customers highlight consistency and timeliness, 88.6% say billing is clear, and 81.3% confirm it is accurate. These figures suggest Jamii customers perceive billing information as both reliable and easy to interpret, making it the strongest performer in this area.

Safaricom shows solid but slightly lower ratings compared to Airtel and Jamii. About 86.1% of customers affirm consistency and timeliness, 80.6% say billing is clear, and 80.9% agree it is accurate. This indicates relatively balanced performance, with no major weaknesses but also no standout strengths.

Telkom Kenya presents a more uneven profile. Only 69.0% of customers affirm consistency and timeliness and 70.8% say billing is clear. However, 85.1% agree it is accurate as per subscription. This suggests that while Telkom's billing is trusted for accuracy, customers are less confident in its clarity and timeliness compared to other providers.

Table 100: Description of billing information received from mobile service provider

Provider	Consistency and timeliness	Being clear (Easy to understand)	Being accurate (as per subscription)
Airtel	88.2%	82.0%	76.6%
Jamii	95.9%	88.6%	81.3%
Safaricom	86.1%	80.6%	80.9%
Telkom Kenya	69.0%	70.8%	85.1%

Satisfaction with mobile service provider's billing

Airtel demonstrates relatively strong performance: 36.8% of customers are satisfied and 23.8% are very satisfied. On the other hand, 11.1% are very dissatisfied and 3.3% dissatisfied, while 25.1% remain neutral. Airtel's mean score of 71.8% reflects overall positive sentiment, with satisfaction outweighing dissatisfaction.

Jamii presents a more polarized profile. While 38.6% of customers are very satisfied, only 16.3% are satisfied. At the same time, 15.7% are very dissatisfied and 7.8% dissatisfied, with 21.6% neutral. Jamii's mean score of 70.8% suggests moderate satisfaction, but the high share of very satisfied customers contrasts with equally high dissatisfaction levels.

Safaricom demonstrates the strongest performance overall. About 36.4% of customers are satisfied and 26.7% very satisfied. On the negative side, 10.7% are very dissatisfied and 2.8% dissatisfied, while 23.4% remain neutral. Safaricom's mean score of 73.1% is the highest among providers, reflecting broad confidence in its billing practices.

Telkom Kenya shows mixed results. A large 40.5% of customers are very satisfied, but only 15.8% are satisfied. At the same time, 15.2% are very dissatisfied and 7.6% dissatisfied, with 20.9% neutral. Telkom's mean score of 71.8% matches Airtel, indicating overall positive sentiment but with sharp contrasts between satisfied and dissatisfied customers.

Table 101: Satisfaction with mobile service provider's billing

Provider	Very dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Mean
Airtel	11.1%	3.3%	25.1%	36.8%	23.8%	71.8%
Jamii	15.7%	7.8%	21.6%	16.3%	38.6%	70.8%
Safaricom	10.7%	2.8%	23.4%	36.4%	26.7%	73.1%
Telkom Kenya	15.2%	7.6%	20.9%	15.8%	40.5%	71.8%
						71.9%

5.5.5 Complaints handling

Awareness of Complaints Procedures that can be used to complain against your mobile service provider

Airtel shows relatively strong awareness, with 70.2% of customers saying yes they know the procedures, while 25.6% say no. Only a small minority remain uncertain. This suggests Airtel customers are generally informed about how to escalate issues, though a quarter still lack clarity.

Jamii presents lower results. Just 57.7% of customers report awareness of complaints procedures, while 30.9% say no. Another 11.4% are unsure. This indicates that Jamii customers are less informed compared to other providers, with nearly half either unaware or uncertain about how to lodge complaints.

Safaricom demonstrates the strongest performance. About 78.9% of customers report awareness of complaints procedures, while only 11.1% say no. Another 10.0% remain unsure. These figures suggest Safaricom customers are the most confident in knowing how to raise complaints, reflecting stronger communication or visibility of procedures.

Telkom Kenya shows moderate but uneven awareness. About 60.1% of customers report knowing the procedures, while 34.5% say no. Another 5.4% remain unsure. This reflects a mixed profile, with a majority informed but a significant minority still unaware..

Table 102: Awareness of Complaints Procedures that can be used to complain against your mobile service provider

Provider	Yes	No	Don't know
Airtel	70.2%	25.6%	4.2%
Jamii	57.7%	30.9%	11.4%
Safaricom	78.9%	11.1%	10.0%
Telkom Kenya	60.1%	34.5%	5.4%

Ease of Lodging Complaints

Airtel shows relatively positive results: 31.4% of customers find it easy and 14.3% very easy to lodge complaints. However, 14.9% describe the process as very hard and 10.6% as hard, while 28.7% remain neutral. This suggests Airtel customers are more likely to find complaint procedures manageable, though a notable minority still struggle.

Jamii presents a more polarized profile. About 22.2% of customers find it very easy to lodge complaints, but 21.6% say it is very hard and 18.3% hard. Only 15.7% find it easy, while 22.2% remain neutral. This reflects inconsistency, with some customers finding the process straightforward but many others facing significant difficulty.

Safaricom demonstrates the strongest performance overall. About 32.4% of customers find it easy and 15.7% very easy. On the negative side, 13.0% say it is very hard and 11.8% hard, while 27.1% remain neutral. These figures suggest Safaricom customers are more likely than others to find complaint procedures accessible, though some still face barriers.

Telkom Kenya shows mixed results. About 22.1% of customers find it very easy and 15.6% easy. At the same time, 21.4% say it is very hard and 13.0% hard, while 27.9% remain neutral. This indicates a split experience, with many customers finding the process straightforward but others struggling significantly.

Table 103: Ease of Lodging Complaints

Provider	1-Very hard	2-Hard	3-Neither easy nor hard	4-Easy	5-Very easy
Airtel	14.9%	10.6%	28.7%	31.4%	14.3%
Jamii	21.6%	18.3%	22.2%	15.7%	22.2%
Safaricom	13.0%	11.8%	27.1%	32.4%	15.7%
Telkom Kenya	21.4%	13.0%	27.9%	15.6%	22.1%

Airtel

Airtel customers frequently highlight frustrations with customer service and billing. Several respondents noted that *"Airtel never pick calls… very slow in customer service issues."* Others complained of *"airtime reload delay"* and *"being charged not normally."* Data services also drew criticism, with customers reporting *"bundles disappearing after subscription"* and *"fast data depletion."* One customer explained, *"I purchased 5 days unlimited bundles but they depleted within 2 hours."* Complaints also extended to mobile money, with delays in deposits and reversals: *"MPESA and Airtel Money deposits sometimes take too long."*

Overall, Airtel's challenges center on customer service responsiveness, billing irregularities, and unstable data performance.

Safaricom

Safaricom customers voiced concerns about accessibility and responsiveness of customer care. One respondent shared, *"Safaricom sometimes takes too long to pick, been kept on hold for long."* Another added, *"It was easy at first but nowadays it's difficult to reach Safaricom Customer Care even as a Platinum Member."* Billing and financial services also drew complaints, with multiple mentions of *"money reversal taking two weeks"* and *"M-Pesa reversal sent to a wrong till number."* Customers also raised issues with *Safari Home Fibre*, spam calls, and Fuliza services. A common frustration was summed up as *"very hard to get through to customer service – Safaricom."*

Safaricom's main weaknesses lie in customer service accessibility, M-Pesa reversal delays, and billing transparency.

Jamii

Jamii customers expressed dissatisfaction with both service quality and transparency. One respondent bluntly stated, *"Jamii very poor services."* Another described a billing dispute: *"It was about Home Faiba… I was told I'd pay 2250 monthly, but later informed it would be 3000."*

Jamii's challenges are concentrated around poor service delivery and misleading or inconsistent pricing information.

Telkom Kenya

While fewer direct verbatims were captured for Telkom, the complaints point to persistent connectivity issues. Customers reported *"network disconnection," "poor connection with my phone,"* and *"slow in network reception."*

Telkom Kenya's challenges are primarily technical, with unstable connectivity and weak network coverage.

Cross-cutting Complaints (All Providers)

Across all providers, systemic issues emerge around customer service and billing. Respondents described *"poor customer service," "very hard to get through to customer service,"* and *"when you send a text they take time to respond."* Fraud and security concerns also surfaced, with mentions of *"scam calls"* and *"unclear data billing."*

These cross-cutting issues highlight industry-wide weaknesses in responsiveness, billing clarity, and fraud prevention.

Satisfaction with Complaint Handling and Resolution

Airtel shows relatively strong performance, with 42.4% of customers reporting they are satisfied and 16.7% very satisfied. On the negative side, 12.6% are very dissatisfied and 9.2% dissatisfied, while 19.2% remain neutral. Airtel's mean score of 68.3% reflects generally positive sentiment, with satisfaction outweighing dissatisfaction.

Jamii presents lower results. About 22.1% of customers are very dissatisfied and 17.2% dissatisfied, while only 26.4% are satisfied and 19.0% very satisfied. Another 15.3% remain neutral. With a mean score of 60.6%, Jamii lags behind other providers, showing higher dissatisfaction and lower satisfaction overall.

Safaricom demonstrates the strongest performance. About 42.2% of customers are satisfied and 19.5% very satisfied. On the negative side, 11.6% are very dissatisfied and 9.0% dissatisfied, while 17.7% remain neutral. Safaricom's mean score of 69.8% is the highest among providers, reflecting broad confidence in its complaint handling processes.

Telkom Kenya shows mixed but moderate performance. About 24.4% of customers are satisfied and 21.3% very satisfied. However, 22.0% are very dissatisfied and 14.6% dissatisfied, while 17.7% remain neutral. Telkom's mean score of 61.7% suggests a divided customer base, with strong satisfaction among some but significant dissatisfaction among others.

Table 104: Satisfaction with Complaint Handling and Resolution

Provider	Very dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Mean
Airtel	12.6%	9.2%	19.2%	42.4%	16.7%	68.3%
Jamii	22.1%	17.2%	15.3%	26.4%	19.0%	60.6%
Safaricom	11.6%	9.0%	17.7%	42.2%	19.5%	69.8%
Telkom Kenya	22.0%	14.6%	17.7%	24.4%	21.3%	61.7%

Customer Satisfaction Ratings for Complaints Handling Process

Airtel shows moderate performance. About 62.1% of customers are satisfied with the ease of finding the right number to call, but satisfaction drops to 56.2% for time taken to answer calls. Ratings are lower for ease of categorization and understanding of the complaint (51.7%), staff politeness and knowledge (51.5%), and effectiveness of the IVR service (51.7%). This suggests Airtel customers find the process functional but not consistently strong, with particular weaknesses in staff interaction and complaint categorization.

Jamii presents the lowest performance overall. Only 46.3% of customers are satisfied with ease of finding the right number and ease of categorization. Satisfaction with time taken to answer calls is similarly low at 45.5%. The lowest ratings are for staff politeness and knowledge (18.7%) and IVR effectiveness (25.2%). These figures highlight significant dissatisfaction, particularly with frontline staff and automated systems, making Jamii the poorest performer in complaint handling.

Safaricom demonstrates the strongest performance across all dimensions. About 80.6% of customers are satisfied with ease of finding the right number to call, 83.8% with time taken to answer calls, and 79.9% with ease of categorization. Staff interactions are highly rated, with 81.9% satisfied with politeness and knowledge, while 78.5% are satisfied with IVR effectiveness. These consistently high ratings suggest Safaricom customers experience the most efficient and professional complaint handling process.

Telkom Kenya shows solid but slightly less consistent performance. About 77.4% of customers are satisfied with ease of finding the right number, 68.5% with time taken to answer calls, and 71.4% with ease of categorization. Staff interactions are rated positively at 73.8%, and IVR effectiveness matches at 71.4%. This reflects a generally reliable process, though response times are lower compared to other dimensions.

Table 105: Customer Satisfaction Ratings for Complaints Handling Process

Provider	Ease of finding the right number to call	Time taken to answer your call	Ease of categorization and understanding of the complaint	Staff you talked to (e.g. polite, knowledgeable)	The effectiveness of the Interactive Voice Response (IVR) machine service
Airtel	62.1%	56.2%	51.7%	51.5%	51.7%
Jamii	46.3%	45.5%	46.3%	18.7%	25.2%
Safaricom	80.6%	83.8%	79.9%	81.9%	78.5%
Telkom Kenya	77.4%	68.5%	71.4%	73.8%	71.4%

5.5.6 Customer care

Satisfaction with Customer Care Experience

Airtel performs relatively well, with 45.2% of customers reporting they are satisfied and 16.3% very satisfied. On the negative side, 10.5% are very dissatisfied and 7.9% dissatisfied, while 20.2% remain neutral. Airtel's mean score of 69.8% reflects a generally positive customer care experience, with satisfaction outweighing dissatisfaction.

Jamii presents the lowest performance. About 17.1% of customers are very dissatisfied and 13.0% dissatisfied, while only 33.2% are satisfied and 12.4% very satisfied. Another 24.4% remain neutral. With a mean score of 62.2%, Jamii lags behind other providers, showing higher dissatisfaction and lower satisfaction overall.

Safaricom demonstrates the strongest performance. About 46.2% of customers are satisfied and 16.8% very satisfied. On the negative side, 10.1% are very dissatisfied and 6.9% dissatisfied, while 20.0% remain neutral. Safaricom's mean score of 70.6% is the highest among providers, reflecting broad confidence in its customer care services.

Telkom Kenya shows moderate but mixed results. About 35.6% of customers are satisfied and 14.4% very satisfied. However, 17.0% are very dissatisfied and 12.9% dissatisfied, while 20.1% remain neutral. Telkom's mean score of 63.5% suggests a divided customer base, with satisfaction among many but significant dissatisfaction among others.

Table 106: Satisfaction with Customer Care Experience

Provider	Very dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Mean
Airtel	10.5%	7.9%	20.2%	45.2%	16.3%	69.8%
Jamii	17.1%	13.0%	24.4%	33.2%	12.4%	62.2%
Safaricom	10.1%	6.9%	20.0%	46.2%	16.8%	70.6%
Telkom Kenya	17.0%	12.9%	20.1%	35.6%	14.4%	63.5%
Average						66.5%

Ease of accessibility to your mobile service operator's customer care representatives and facilities

Airtel performs relatively well, with 75.9% of customers satisfied with the ease of successfully calling customer care. Satisfaction is also strong for clarity and courtesy of information received (72.7%), ease of physically accessing customer care facilities (71.7%), and time taken to be served (72.4%). Slightly lower ratings are seen for efficiency and ambience at the customer care centre (69.2%). Overall, Airtel customers report a generally positive experience, though physical ambience and efficiency could be improved.

Jamii presents the lowest performance. Only 52.8% of customers are satisfied with the ease of calling customer care, 59.3% with clarity and courtesy of information, and just 48.0% with ease of physically accessing facilities. Similarly, only 48.8% are satisfied with time taken to be

served, and 55.3% with efficiency and ambience. These figures highlight significant challenges in accessibility and service quality, making Jamii the poorest performer in this area.

Safaricom demonstrates solid but moderate performance. About 65.1% of customers are satisfied with the ease of calling customer care, 67.7% with clarity and courtesy of information, and 67.7% with ease of physically accessing facilities. Satisfaction with time taken to be served is 67.9%, while efficiency and ambience is rated at 66.5%. These consistent ratings suggest Safaricom delivers a reliable, balanced customer care experience, though not at the highest levels.

Telkom Kenya shows the strongest performance overall. About 85.1% of customers are satisfied with the ease of calling customer care, 77.4% with clarity and courtesy of information, and 82.1% with ease of physically accessing facilities. Satisfaction with time taken to be served is 77.4%, while efficiency and ambience is 76.8%. These consistently high ratings reflect Telkom's strength in accessibility and customer care environment, making it the leader in this category.

Table 107: Ease of accessibility to your mobile service operator's customer care representatives and facilities

Provider	Ease of successfully calling customer care	The clarity and courtesy of information received	Ease of physically accessing customer care facilities	Time taken to be served at customer care	The efficiency and ambience at the customer care centre
Airtel	75.9%	72.7%	71.7%	72.4%	69.2%
Jamii	52.8%	59.3%	48.0%	48.8%	55.3%
Safaricom	65.1%	67.7%	67.7%	67.9%	66.5%
Telkom Kenya	85.1%	77.4%	82.1%	77.4%	76.8%

5.5.7 Overall satisfaction with mobile service provider

Airtel performs relatively well, with 39.1% of customers reporting they are satisfied and 14.4% very satisfied. On the negative side, 9.7% are very dissatisfied and 6.7% dissatisfied, while 30.1% remain neutral. Airtel's mean score of 68.4% reflects a generally positive profile, with satisfaction outweighing dissatisfaction.

Jamii presents the lowest performance. About 13.0% of customers are very dissatisfied and 20.0% dissatisfied, while only 20.0% are satisfied and 10.0% very satisfied. Another 37.0% remain neutral. With a mean score of 58.8%, Jamii lags behind other providers, showing higher dissatisfaction and lower satisfaction overall.

Safaricom demonstrates the strongest performance. About 27.1% of customers are satisfied and 25.3% very satisfied. On the negative side, 7.8% are very dissatisfied and 12.0% dissatisfied,

while 27.7% remain neutral. Safaricom's mean score of 70.0% is among the highest, reflecting broad confidence in its overall service.

Telkom Kenya shows about 18.6% of customers are satisfied and 13.6% very satisfied. At the same time, 13.8% are very dissatisfied and 14.5% dissatisfied, while 38.2% remain neutral. Telkom's mean score of 68.4% matches Airtel, suggesting moderate satisfaction with room for improvement.

Table 108: Overall satisfaction with mobile service provider

Provider	Very dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	Mean
Airtel	9.7%	6.7%	30.1%	39.1%	14.4%	68.4%
Jamii	13.0%	20.0%	37.0%	20.0%	10.0%	58.8%
Safaricom	7.8%	12.0%	27.7%	27.1%	25.3%	70.0%
Telkom Kenya	13.8%	14.5%	38.2%	18.6%	13.6%	60.0%
						64.3%

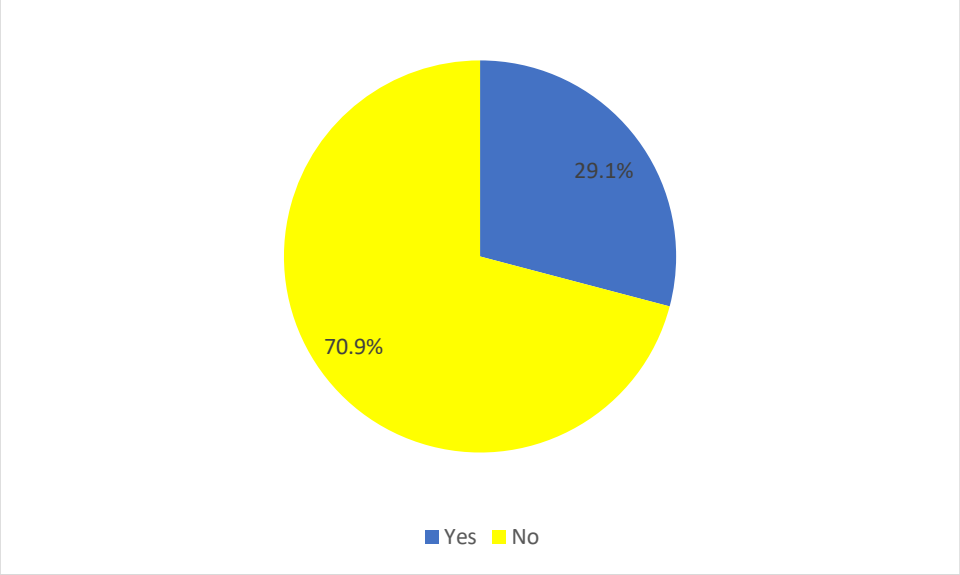
5.6 E-commerce

5.6.1 E-commerce participation

Respondents who are engaged in ecommerce

The survey established that 29.1% of the respondents are involved with E-commerce activities while 70.9% do not.

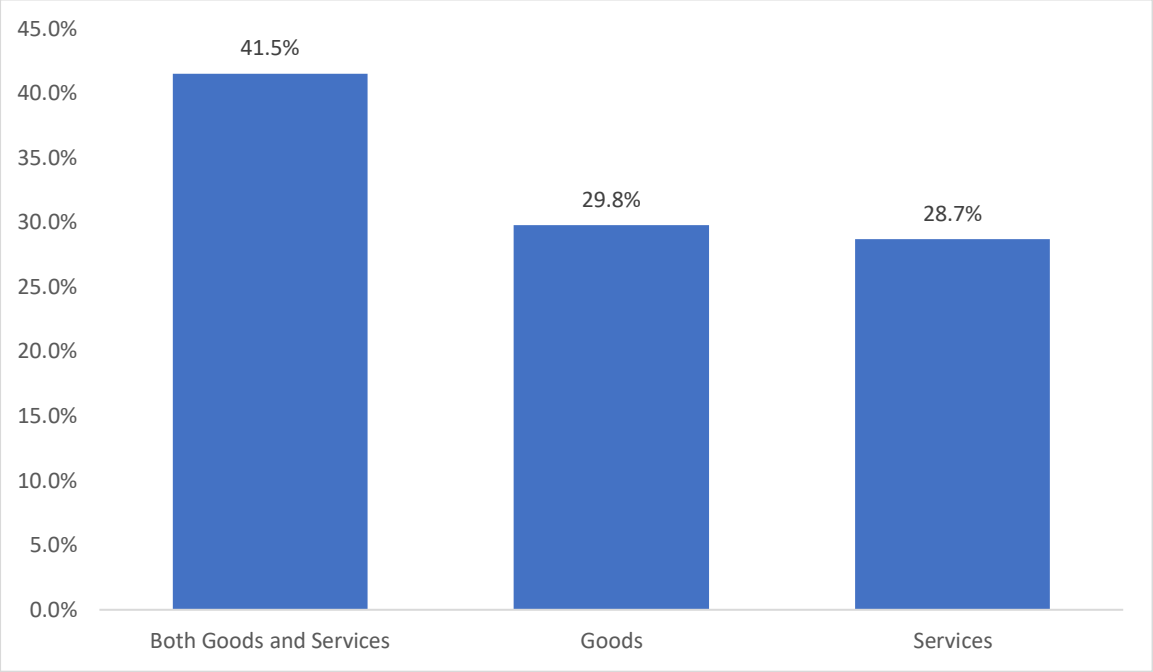
Figure 109: Respondents who are engaged with E-commerce activities



Type of E-commerce transaction

The largest share of respondents, 41.4%, transact in both goods and services, 29.8%, focus exclusively on goods and 28.7% transact only in services.

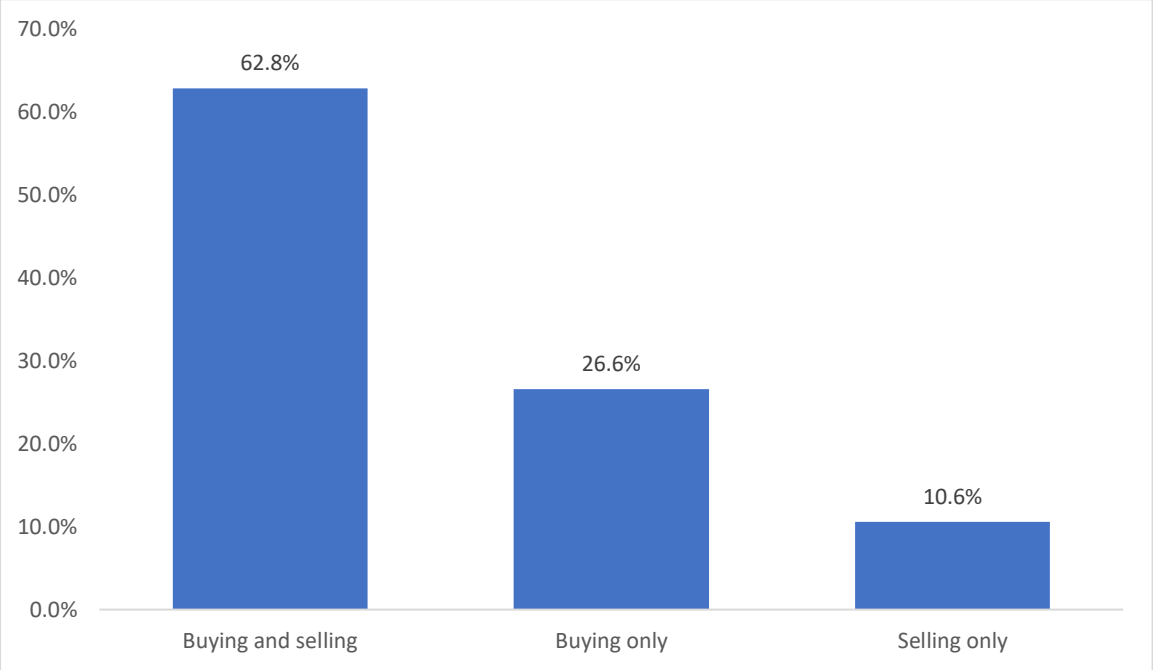
Figure 110: Type of E-commerce transaction



Capacity of E-commerce transaction

The largest share of respondents, 62.8%, engage in both buying and selling, 26.6%, focus buying only and 10.6% focus on selling only.

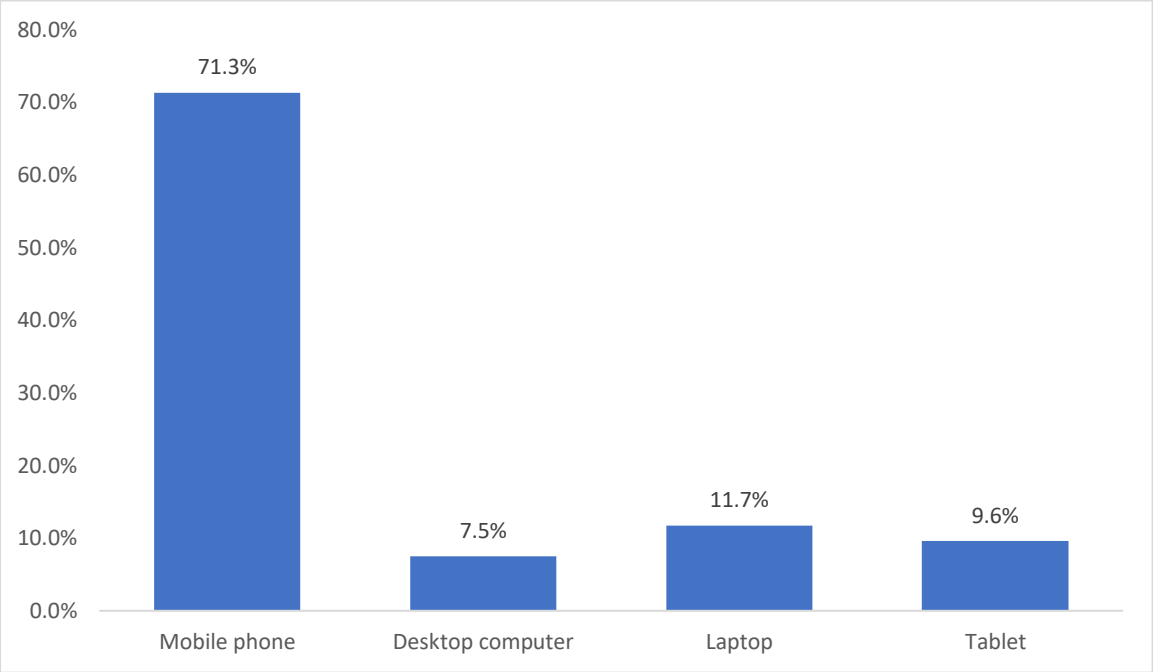
Figure 111: Capacity of E-commerce transaction



Device used to access E-commerce platforms

Most respondents access E-commerce platforms primarily through mobile phones (71.3%), underscoring the dominance of mobile as the preferred channel. Very few rely on laptops (11.7%) or tablets (9.6%), while desktop computers (7.5%) are the least used.

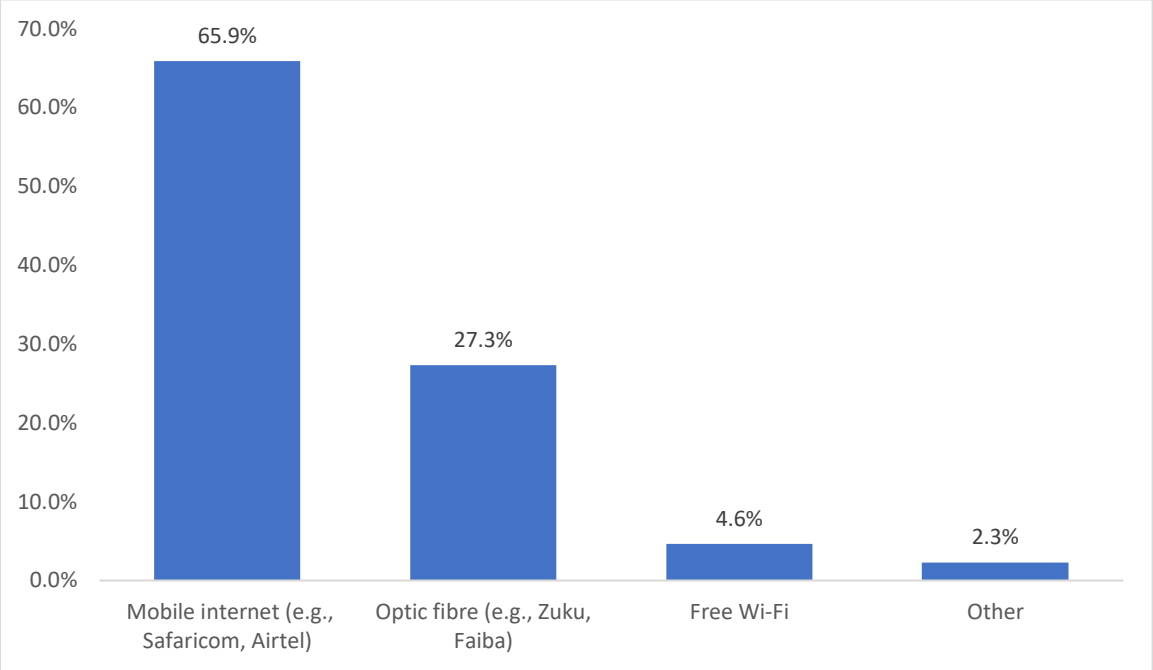
Figure 112: Device used to access E-commerce platforms



Type of internet connection commonly used for E-commerce

Most respondents rely on mobile internet (65.9%) to access e-commerce platforms, underscoring the central role of mobile network providers like Safaricom and Airtel in enabling online transactions. Optic fibre connections (27.3%) form the second most common option, reflecting growing adoption of high-speed fixed internet among households and businesses. A smaller share use free Wi-Fi (4.6%), while other connections (2.3%) remain marginal.

Figure 113: Type of internet connection commonly used for E-commerce



Method of engagement with E-commerce platforms

Survey results show that ecommerce engagement is overwhelmingly mobile-first, with 44.8% of respondents using Mobile Apps, followed by 21.8% engaging via social media platforms and 16.9% through website portals; meanwhile, multi-channel usage is notable, with 12.1% combining website, app, and social media and 10.9% using both website and app, while smaller overlaps such as website + social media (4.8%) and mobile app + social media (1.2%) highlight the interconnected nature of consumer behavior, ultimately underscoring that mobile apps dominate transactions, social media drives discovery and influence, and websites remain a complementary but secondary channel.

Table 109: Method of engagement with E-commerce platforms

Engagement Mode	Percentage
Mobile App	44.8%
Social media (Facebook, Instagram, X)	21.8%
Website portal	16.9%
Website portal + Mobile App + social media	12.1%
Website portal + Mobile App	10.9%
Website portal + social media	4.8%
Mobile App + social media	1.2%

Categorization for the E-commerce platform that you use

The survey results reveal that domestic platforms dominate at 47.7%, highlighting a strong reliance on local ecommerce ecosystems and the trust consumers place in familiar, homegrown services. Marketplaces and social media channels follow at 18%, underscoring the growing

role of peer-to-peer and social commerce in shaping buying behavior and product discovery. Meanwhile, cross-border platforms account for 13.8%, reflecting the continued significance of globalized shopping habits and the appeal of international products. Notably, multi-channel blends—domestic combined with marketplace or with both cross-border and marketplace—together make up around 15%, showing that many consumers mix local, international, and social channels to maximize choice, convenience, and reach.

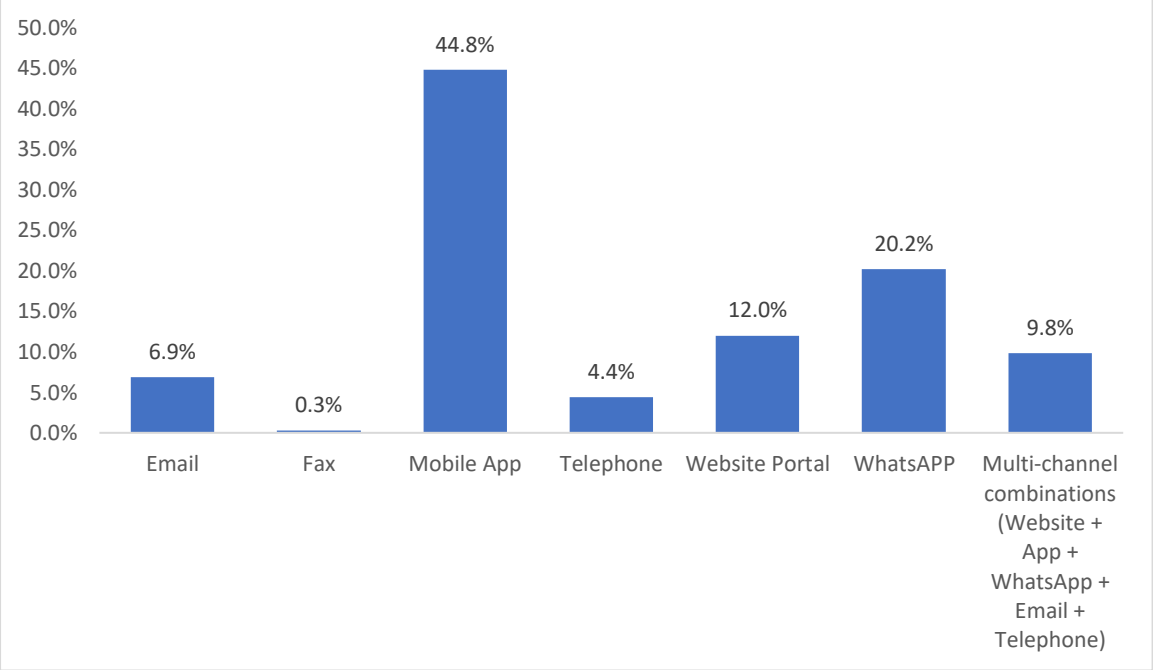
Table 110: Categorization of the E-commerce platforms that you use

Categorization	Percentage
Domestic (Local)	47.7%
Market place / social media (B2C/C2C)	18.0%
Cross border (International)	13.8%
Domestic + Cross border + Market place / social media	7.4%
Domestic + Market place / social media	7.4%
Cross border + Market place / social media	3.2%
Domestic + Cross border	2.1%

Placing and receiving of orders

The survey shows that mobile apps dominate order placement and receipt at 44.8%, confirming their central role in E-commerce transactions. WhatsApp follows at 20.2%, highlighting the rise of conversational commerce, while website portals (12%) remain relevant but secondary compared to mobile and chat-based channels. Email (6.9%) and telephone (4.4%) serve as supplementary modes, often used for confirmations or formal communication, and multi-channel blends (9.8%) demonstrate that many consumers combine structured and conversational channels for flexibility. Fax, at just 0.3%, is negligible, highlighting its near obsolescence in modern E-commerce order placement.

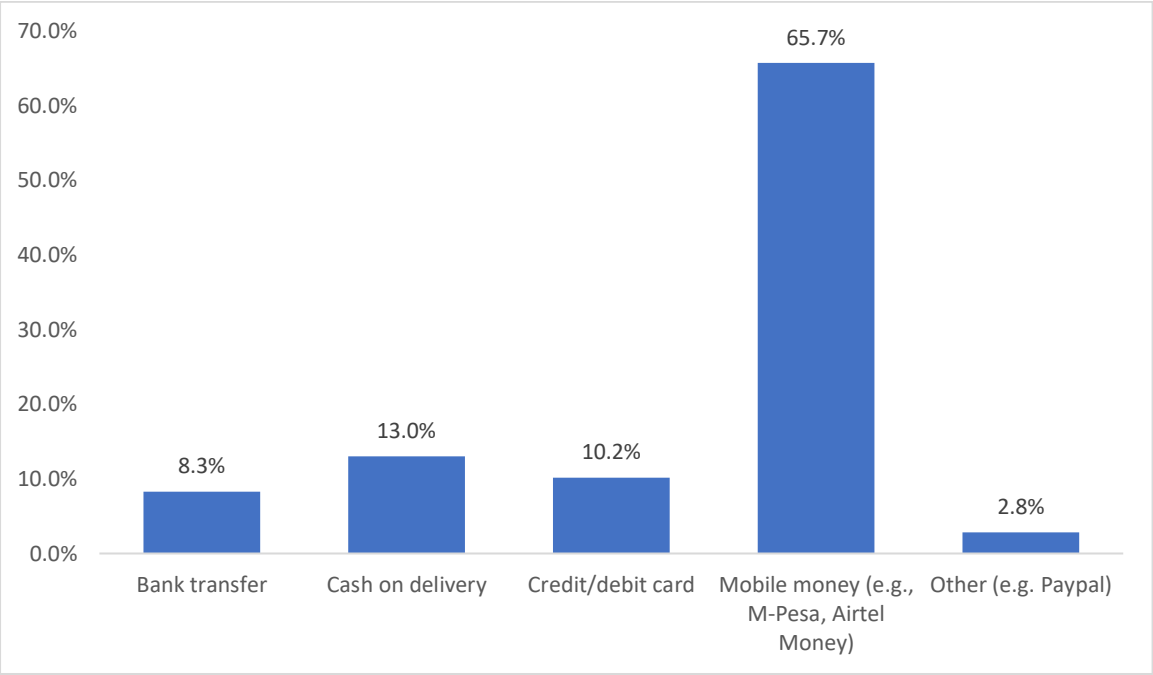
Figure 114: Placing and receiving of orders



Preferred method of payment

The survey shows that mobile money dominates at 65.7%, confirming its central role in E-commerce payments and reflecting Kenya's strong mobile-money culture. Cash on delivery remains relevant at 13%, pointing to continued reliance on trust and physical exchange. Credit/debit cards (10.2%) and bank transfers (8.3%) are less common but still important for certain users, particularly in more formal or higher-value transactions. Other methods, at just 2.8%, are marginal, highlighting limited adoption outside mainstream options. Overall, the data highlights a mobile-money-first ecosystem, with cash on delivery as a fallback and traditional banking methods playing supporting roles..

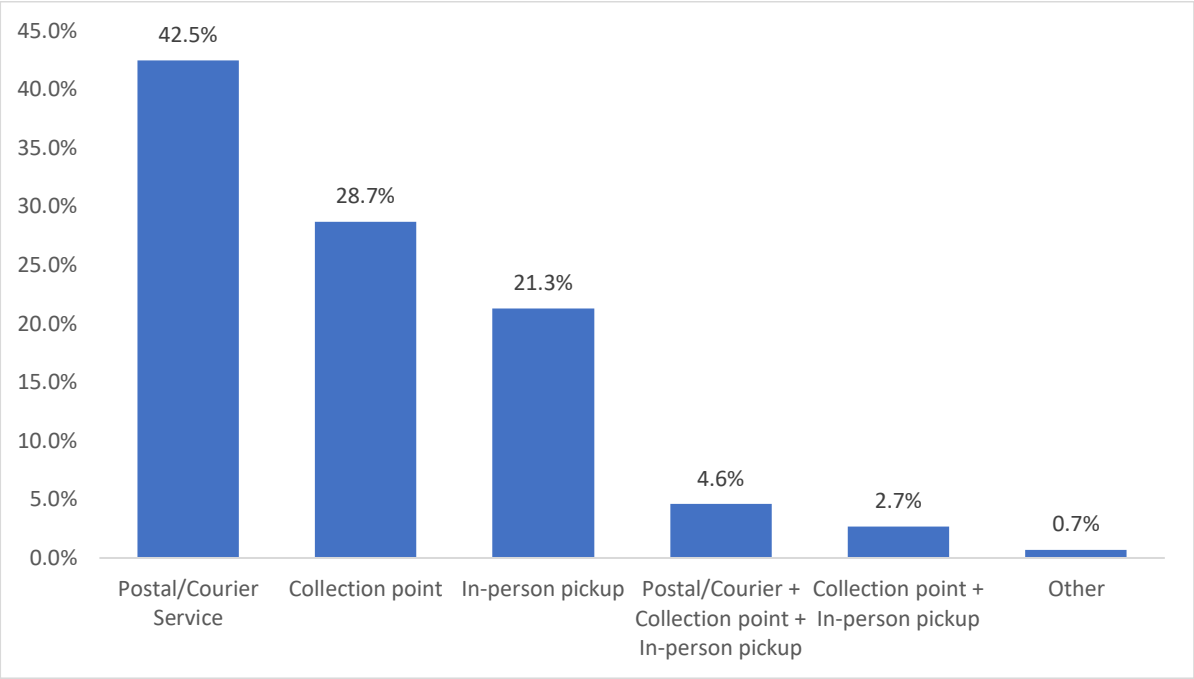
Figure 115: Preferred method of payment



Method of delivery of goods/services

The survey shows that postal and courier services dominate at 42.5%, underscoring their role as the backbone of E-commerce delivery in Kenya. Collection points (28.7%) are the second most common, reflecting consumer preference for flexible pickup locations that balance convenience and cost. In-person pickup (21.3%) remains significant, highlighting trust in direct handovers and the importance of physical presence in certain transactions. Multi-channel blends, such as combining courier, collection points, and in-person pickup (4.6%), or collection point plus in-person pickup (2.7%), demonstrate that many consumers adapt delivery modes to suit different circumstances. Other methods (0.7%) are negligible, showing limited experimentation outside mainstream options. Overall, the data points to a courier-led ecosystem complemented by pickup solutions, ensuring both reach and flexibility in ecommerce delivery..

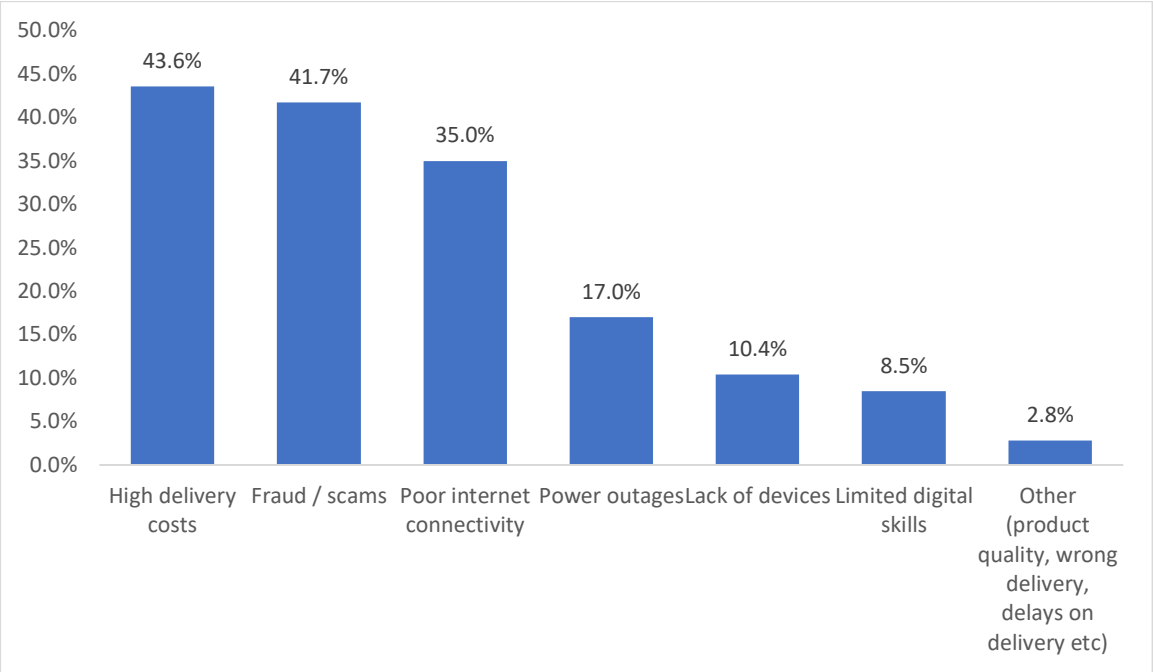
Figure 116: Method of delivery of goods/services



Challenges faced when engaging in E-commerce

The most common challenges are high delivery costs (43.6%) and fraud/scams (41.7%), showing that affordability and trust remain the biggest barriers to ecommerce adoption. Poor internet connectivity (35%) is also a significant issue, while power outages (17%) highlight infrastructural instability. Lack of devices (10.4%) and limited digital skills (8.5%) point to digital inclusion gaps, especially among vulnerable groups. Other issues (2.8%) are minimal, reinforcing that the dominant barriers revolve around cost, trust, and infrastructure.

Figure 117: Challenges faced when engaging in *E-commerce*

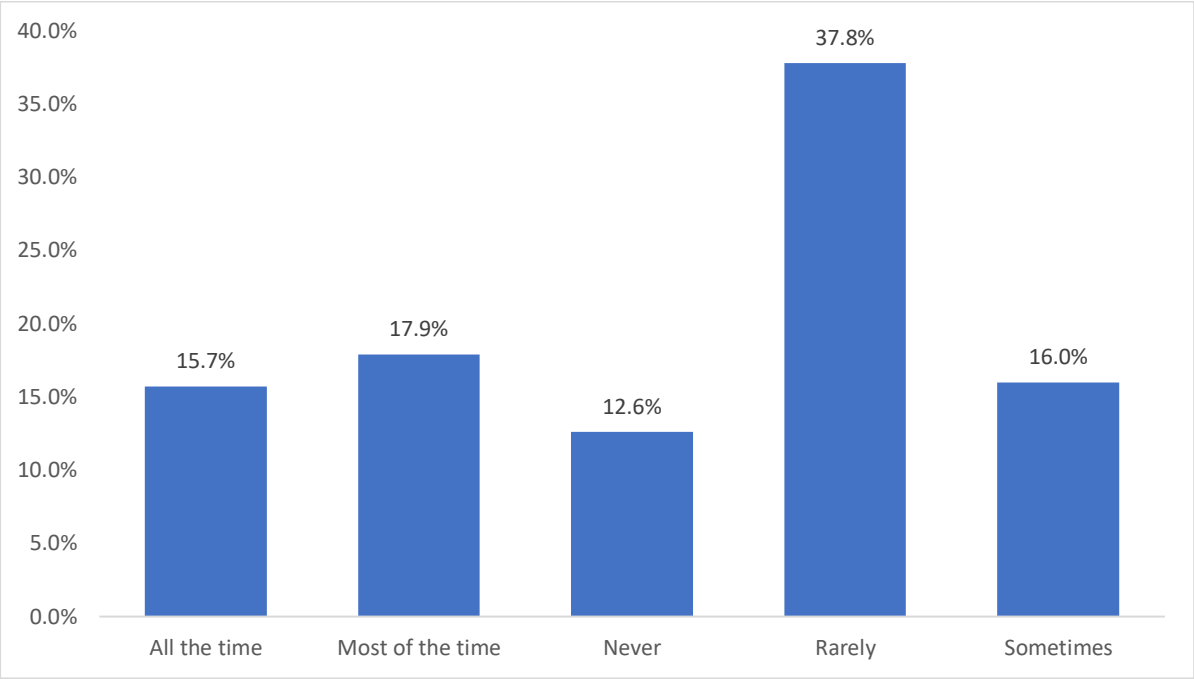


Other challenges encountered while using E-Commerce services include: Customer service (4.5%), Delivery delays (2.0%), Payment issues (3.9%), Product availability (17.3%), Product Quality (19.4%), Returns/Refund (9.6%) and Website/App usability (8.6%).

Experience of delivery delays

Findings reveal that delivery delays are a common experience across ecommerce platforms, though their frequency varies: 15.7% report delays all the time, 17.9% most of the time, and 16.0% sometimes, while 37.8% encounter them rarely and 12.6% never face delays. This indicates that while delays are widespread, the majority of consumers experience them only occasionally rather than consistently.

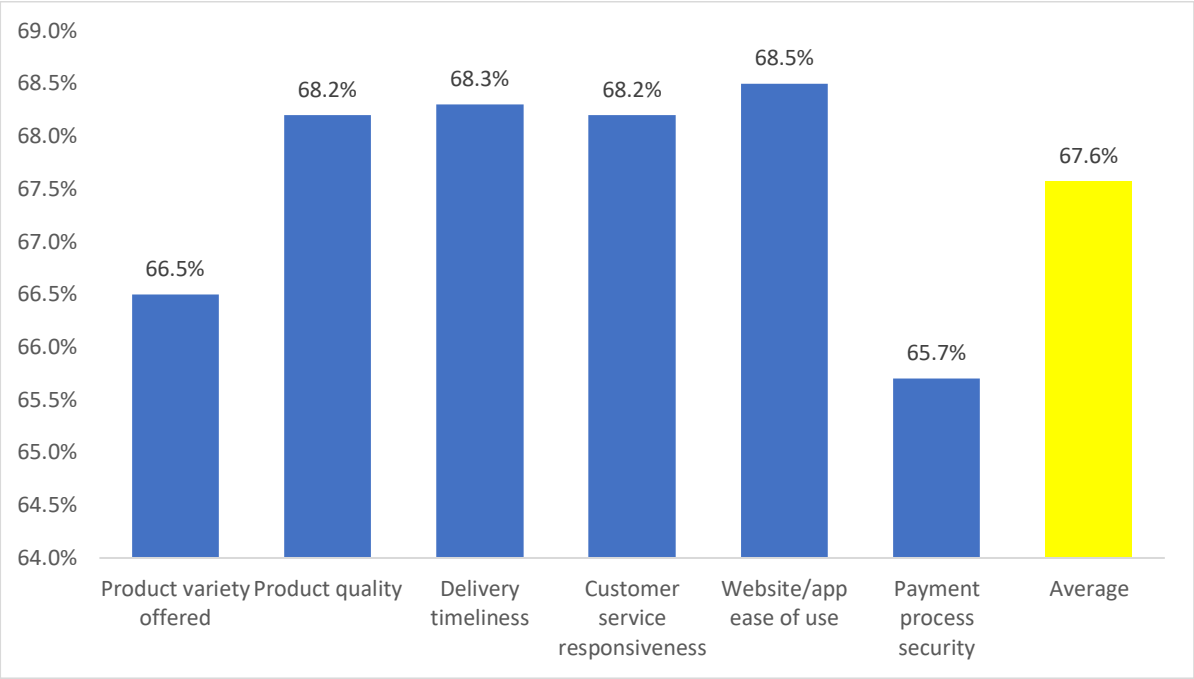
Figure 118: Experience of delays



Satisfaction with E-commerce services

Overall satisfaction with e-commerce services averages 67.6%, reflecting a moderately positive consumer experience. The strongest areas are ease of use (68.5%), delivery timeliness (68.3%), and product quality (68.2%), showing that platforms are performing well in usability, reliability, and meeting customer expectations on product standards. Customer service responsiveness (68.2%) also aligns closely with these strengths, suggesting that support systems are generally effective. However, product variety (66.5%) and payment process security (65.7%) fall slightly below the average, pointing to opportunities for platforms to expand their offerings and strengthen trust in transactions..

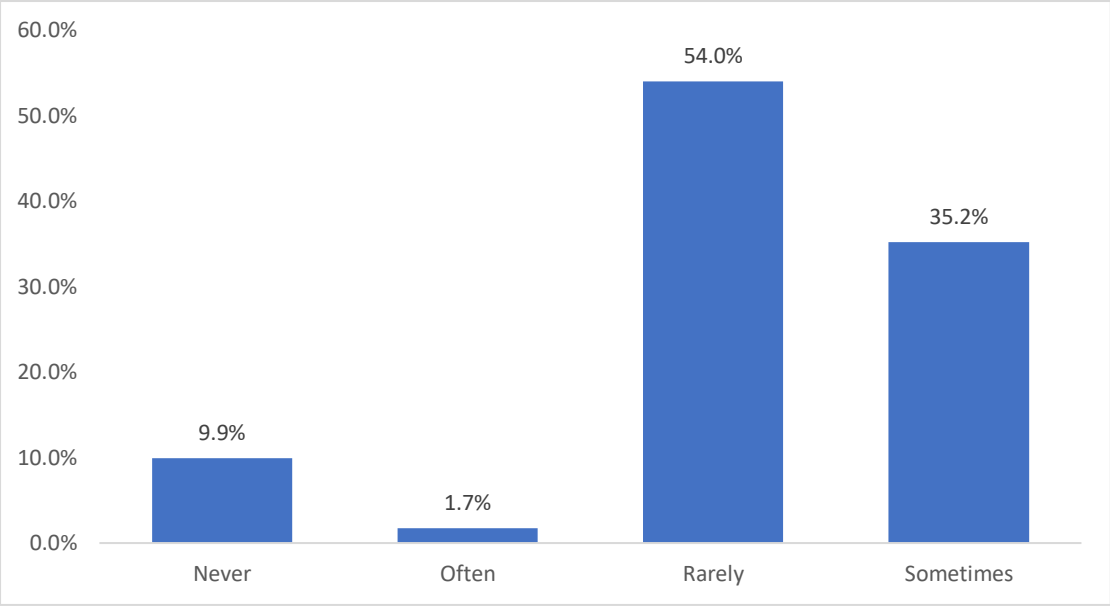
Figure 119: Satisfaction with E-commerce services



Frequency of contacting customer service about your orders

ontacting customer service is infrequent, with a majority of consumers doing so rarely (54%) or sometimes (35.2%). Very few report contacting support often (1.7%), while about 9.9% never engage with customer service at all. This suggests that while customer service is occasionally necessary, most interactions are limited, pointing to relatively smooth order processes.

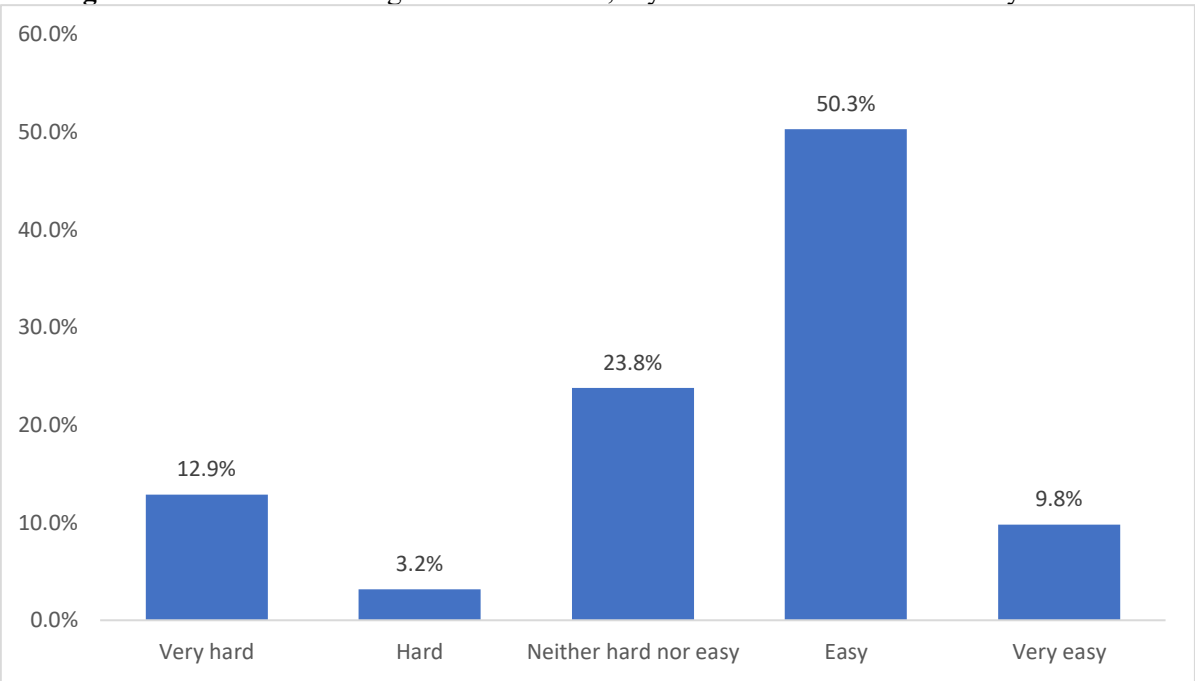
Figure 120: Frequency of contacting customer service about your orders



Ease of reaching customer service

Ease of reaching customer service is rated easy by half of respondents (50.3%), with another 9.8% finding it very easy, suggesting generally smooth access. About 23.8% remain neutral, while 16.1% (very hard + hard) report difficulties, indicating that while most consumers can reach support without major issues, a notable minority still face barriers.

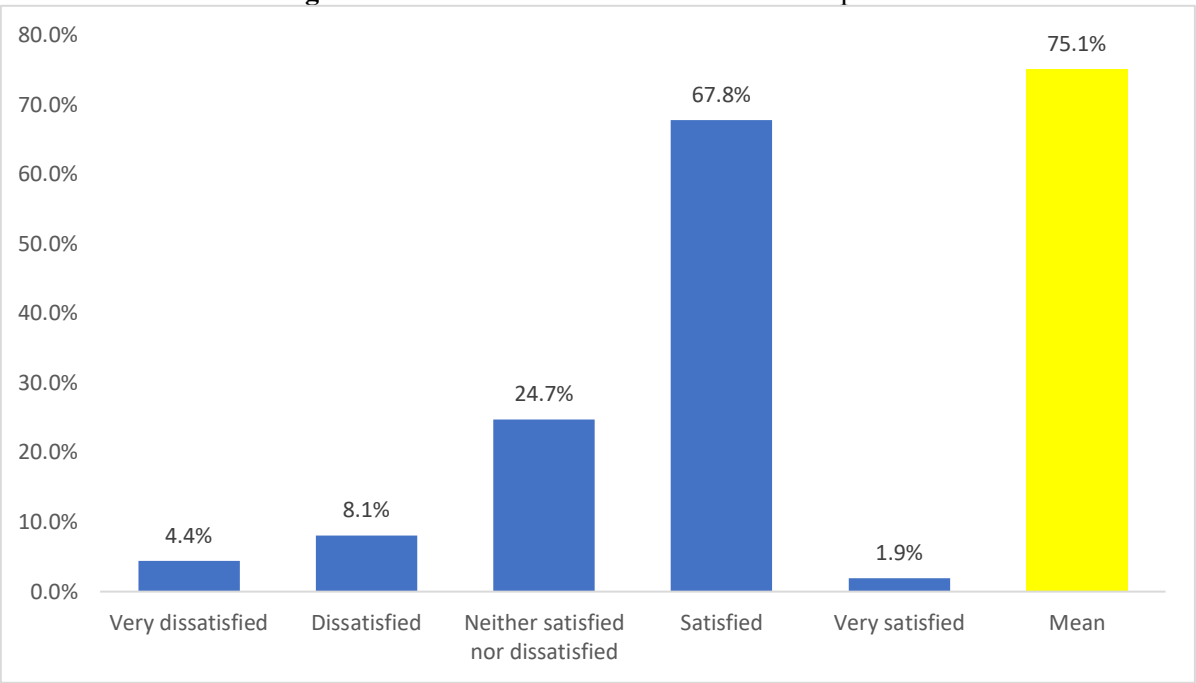
Figure 121: Ease of reaching customer service, if you had contacted them about your orders



Satisfaction with resolution of complaints

Resolution of complaints is rated positively (mean of 75.1%), with 67.8% of respondents satisfied and a small share (1.9%) very satisfied. About 24.7% remain neutral, while 12.5% (dissatisfied + very dissatisfied) report negative experiences. This indicates that while most consumers are content with how complaints are handled, there is still room to improve consistency and ensure more customers move from neutral or dissatisfied toward strong satisfaction.

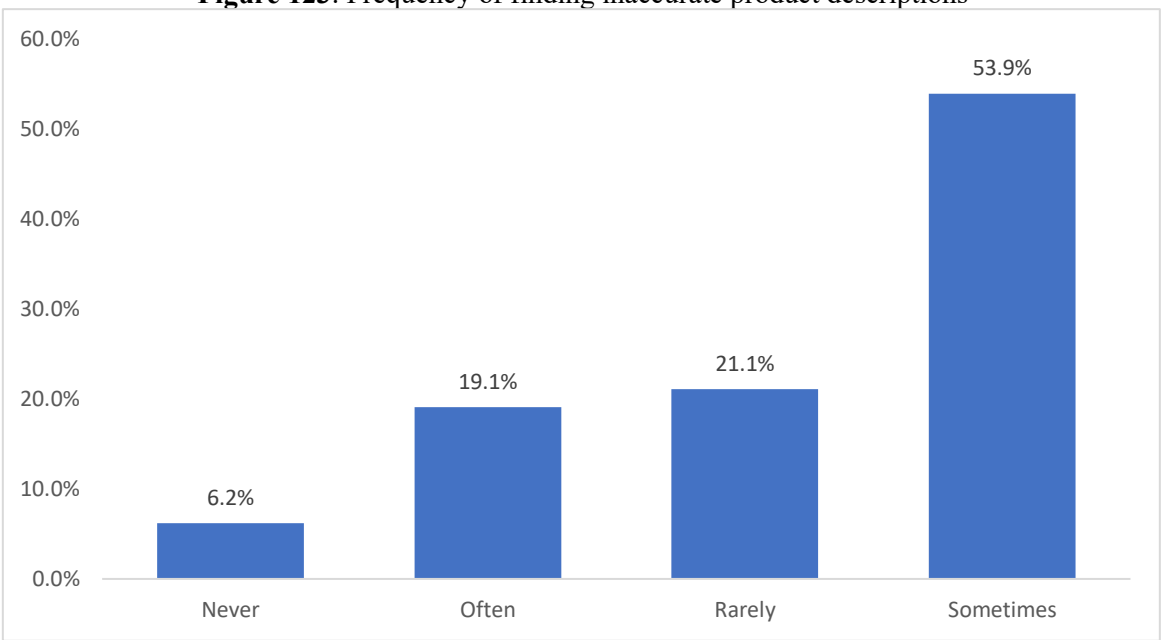
Figure 122: Satisfaction with resolution of complaints



Frequency of finding inaccurate product descriptions

Consumers most frequently report encountering inaccurate product descriptions sometimes (53.9%), with another 19.1% experiencing them often, showing that misrepresentation is a recurring issue. About 21.1% encounter inaccuracies rarely, while only 6.2% never face them, indicating that product description reliability remains a significant challenge across e-commerce platforms. Overall, the findings highlight that inaccurate or misleading product information is widespread, undermining trust and consistency in online shopping..

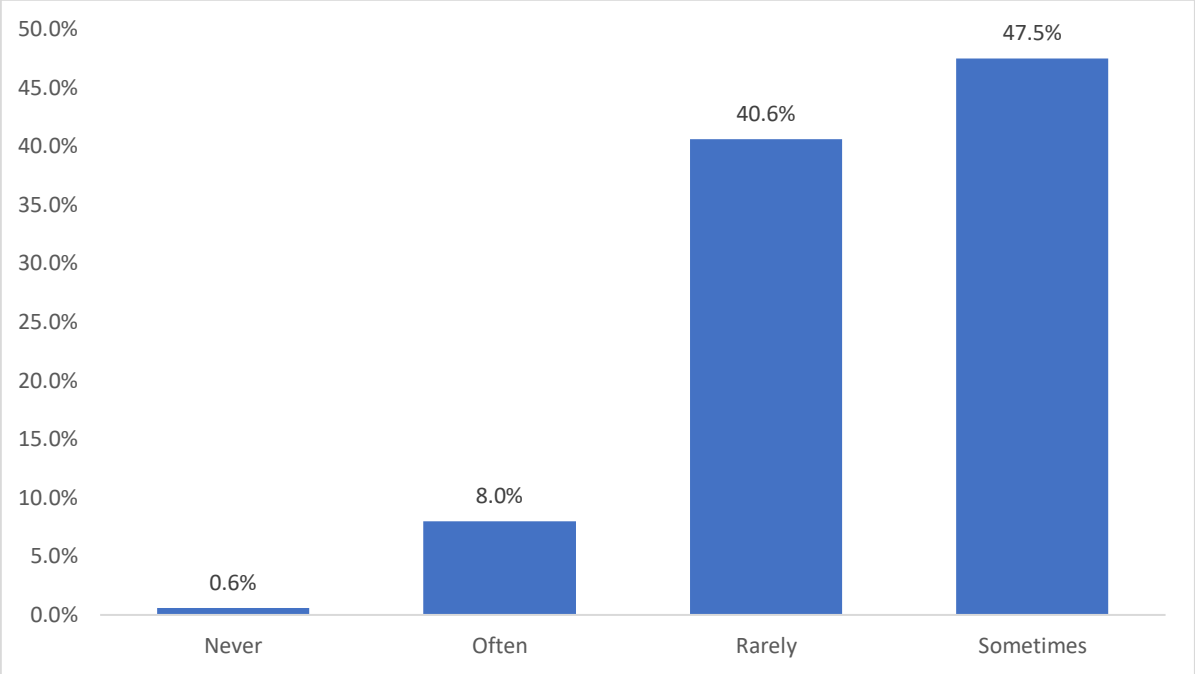
Figure 123: Frequency of finding inaccurate product descriptions



Frequency of experience of payment failures when making a purchase

Payment failures are relatively common, with nearly half of consumers (47.5%) experiencing them sometimes, and another 40.6% reporting them rarely. A smaller share (8.0%) face failures often, while only 0.6% never encounter them. This indicates that while persistent failures are not widespread, occasional disruptions are the norm, highlighting the need for stronger reliability in payment systems to build consumer confidence in e-commerce transactions.

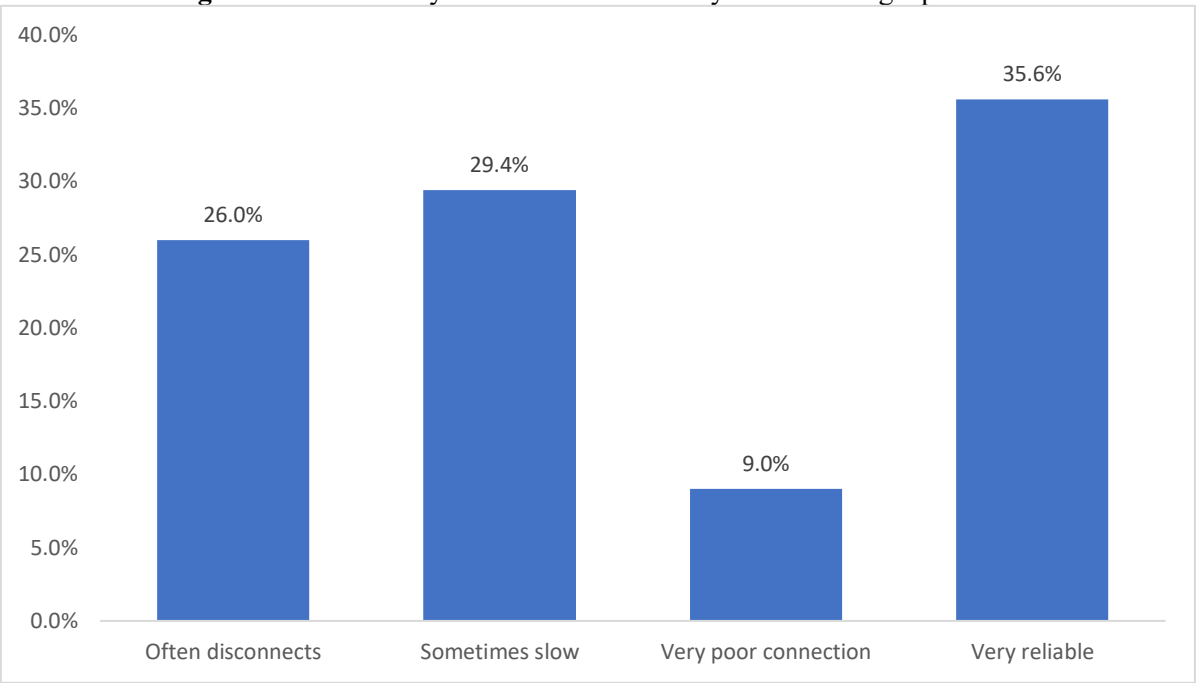
Figure 124: Frequency of experiencing payment failures when making a purchase



Reliability of internet connectivity while making a purchase

Internet reliability during purchases has varied opinions: about 35.6% find it very reliable, while 29.4% experience slow connections and 26.0% face frequent disconnections. Only 9.0% report very poor connectivity, but the data shows that nearly two-thirds of consumers encounter some level of instability, underscoring that connectivity remains a critical barrier to seamless ecommerce transactions.

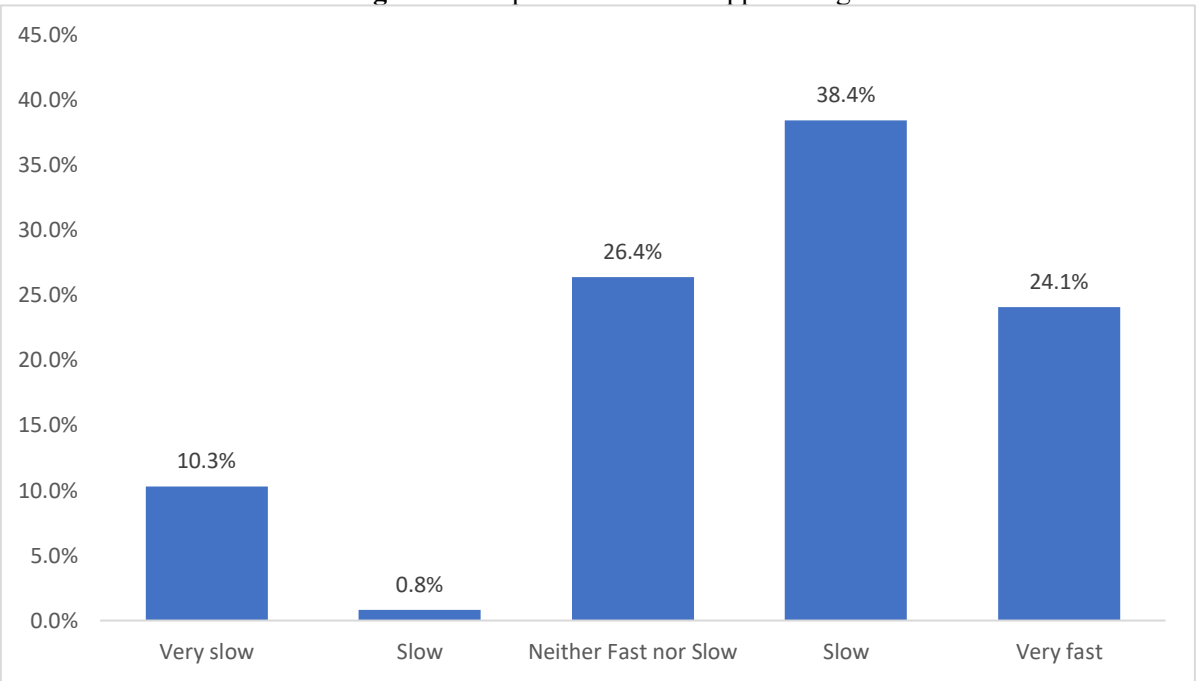
Figure 125: Reliability of internet connectivity while making a purchase



Speed of website/App loading

Website and app loading speeds are generally positive, with 38.4% rating them fast and 24.1% very fast, meaning over six in ten users experience good performance. About 26.4% remain neutral, while 11.1% (very slow + slow) report poor speeds. Overall, the findings suggest that most consumers enjoy smooth platform performance, though a notable minority still face delays that could affect satisfaction.

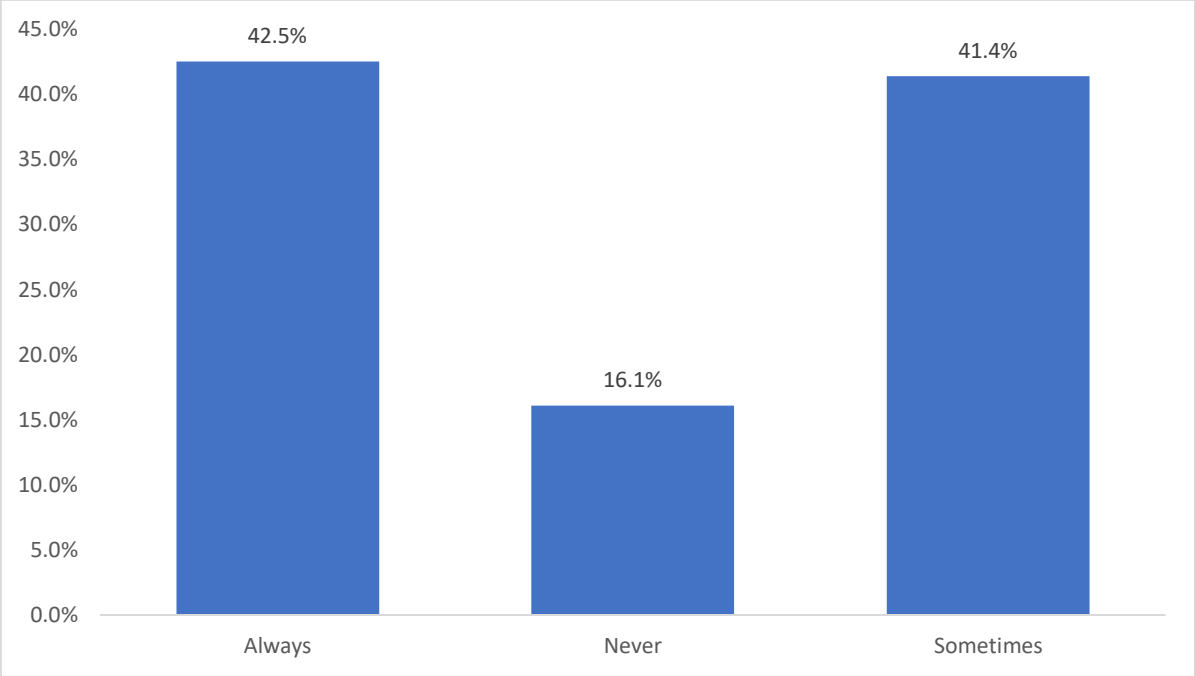
Figure 126: Speed of website/App loading



Receipt of clear/accurate billing

Clear and accurate billing is not consistently guaranteed: only 42.5% of consumers always receive accurate bills, while 41.4% sometimes encounter issues and 16.1% never receive clear billing. This shows that while a significant portion of users trust billing processes, nearly half experience irregularities, highlighting billing transparency as a critical area for improvement in e-commerce services..

Figure 127: Receipt of clear/accurate billing



Satisfaction with clarity and transparency of prices and charges

Satisfaction with price clarity and transparency is positive (77.3%) but moderate: about 68.2% of consumers are satisfied or very satisfied, while 25.5% remain neutral and 11.2% express dissatisfaction. This indicates that most users feel pricing is fairly clear, yet a notable share still perceive gaps in transparency, suggesting room for improvement in how charges are communicated.

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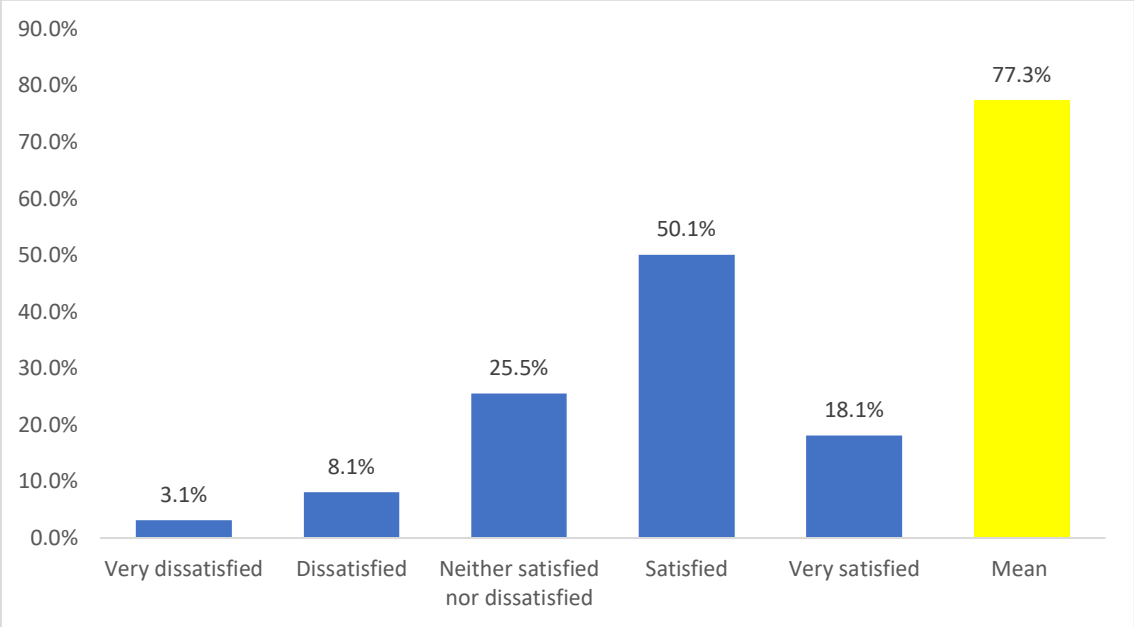
Figure 128: Satisfaction with clarity and transparency of prices and charges



5.6.2 Awareness of Digital Laws and Consumer Protection

Familiarity with Digital Laws and Consumer Protection

Familiarity with digital laws averages 57.1%, showing moderate awareness overall. The Data Protection Act (60.5%) and Central Bank of Kenya Act (58.6%) are best known, reflecting strong attention to data protection and financial regulation. The Consumer Protection Act (56.9%), Standards Act (56.6%), and Competition Act (55.9%) sit mid-range, while the Kenya Information and Communications Act (54.1%) is least familiar.

Across all laws, a significant share of respondents reported being only "somewhat familiar," with relatively few indicating strong familiarity. This suggests that while awareness exists, there is need for greater sensitization, training, and continuous capacity building to deepen understanding and ensure effective application of these laws in daily operations.

Table 111: Familiarity with Digital Laws and Consumer Protection

Law	1-Not at all Familiar	2-Not too Familiar	3-Somewhat Familiar	4-Familiar	5-Very familiar	Mean (Level of Familiarity)
Kenya Information and Communications Act, 1998 (as amended)	22.6%	22.9%	22.3%	25.7%	6.5%	54.1%
Consumer Protection Act, 2012	20.4%	20.1%	22.6%	28.5%	8.4%	56.9%
Data Protection Act, 2019	19.2%	16.4%	22.3%	26.9%	15.2%	60.5%
Competition Act, 2010	19.2%	23.5%	23.8%	25.4%	8.1%	55.9%
Central Bank of Kenya Act, Cap 491.	18.6%	20.1%	22.6%	27.6%	11.2%	58.6%
Standards Act, Cap 496	21.4%	18.6%	26.0%	23.8%	10.2%	56.6%
Average						57.1%

Familiarity with institutions responsible for Consumer Protection

Familiarity with institutions responsible for consumer protection averages 59.8%, reflecting a moderate but uneven awareness among respondents. The Kenya Bureau of Standards (64.9%) and the Central Bank of Kenya (63.5%) are the most familiar, showing strong recognition of institutions tied to financial regulation and product quality. The Communications Authority of Kenya (61.6%) and the Competition Authority of Kenya (58.2%) follow, highlighting awareness of communications oversight and market fairness. The Commission on Administrative Justice (56.4%) and KECOPAC (54.2%) register lower familiarity, suggesting that advisory and ombudsman roles are less visible to consumers.

Across all laws, a significant proportion of respondents reported being only "somewhat familiar" or neutral, with relatively few indicating strong familiarity. This suggests that while awareness exists, there is need for greater sensitization, training, and capacity building to deepen understanding and ensure effective application of these laws in daily operations.

Table 112: Familiarity with institutions responsible for Consumer Protection

Institution	1-Not at all Familiar	2-Not too Familiar	3-Somewhat Familiar	4-Familiar	5-Very familiar	Mean (Level of Familiarity)
Communications Authority of Kenya (CA)	16.7%	17.3%	22.0%	29.1%	14.9%	61.6%
Kenya Consumers Protection Advisory Committee (KECOPAC)	21.1%	25.4%	24.8%	19.5%	9.3%	54.2%
Competition Authority of Kenya (CAK)	17.7%	21.4%	25.4%	23.8%	11.8%	58.2%
Central Bank of Kenya (CBK)	13.9%	18.6%	20.1%	30.7%	16.7%	63.5%
Kenya Bureau of Standards (KEBS)	13.6%	16.7%	19.8%	31.6%	18.3%	64.9%
Commission on Administrative Justice (CAJ – Ombudsman)	19.8%	22.6%	22.9%	25.1%	9.6%	56.4%
Average						59.8%

Awareness of Reporting Mechanisms

Findings show that awareness of reporting mechanisms varies across institutions, with the Communications Authority of Kenya and the Ombudsman recording higher recognition compared to KECOPAC. For online forms, awareness is strongest at the Ombudsman (50.2%) and CA (54.2%), while KECOPAC lags behind at 39.3%. Similarly, email reporting is better recognized at the Authority and Ombudsman (both 45.9%) than at KECOPAC (38.4%). Telephone reporting shows the widest gap, with 51.7% awareness at the Authority and 50.2% at the Ombudsman, compared to only 38.7% at KECOPAC. Overall, the data suggests that while reporting channels are fairly well known at the Authority and Ombudsman, KECOPAC requires greater visibility and sensitization to improve awareness of its mechanisms.

Table 113: Respondents who are aware of reporting mechanisms

Institution	KECOPAC	Communications Authorityof Kenya	Ombudsman
Online form	39.3%	54.2%	50.2%
Email	38.4%	45.9%	45.9%
Telephone	38.7%	51.7%	50.2%

CHAPTER SIX: OVERALL ANALYSIS

6.1 Overall Analysis

The overall customer satisfaction index stands at **(73.8%).**

Table 114: Overall customer satisfaction index

Segment	2024/2025 Index	Weighting factor	Weights	Percentage
Licensees	71.1%	0.55*71.1%	0.39105	39.1%
Suppliers	80.0%	0.20*80.0%	0.16	16.0%
Consumers dealing directly with authority regarding complaints and enquiries	68.2%	0.10*68.2%	0.0682	6.8%
Partners and Affiliates	80.7%	0.05*80.7%	0.04035	4.0%
Internal customers	78.1%	0.1*78.1%	0.0781	7.8%
Overall Customer Satisfaction Index	**73.8%**		0.7377	73.8%

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 115: Overall analysis of Licensees

Query	Telecoms	Postal	Broadcast	Frequency	Average
Awareness of CA mandate	80.7%	74.3%	83.1%	83.1%	80.3%
Rating CA performance in executing	77.5%	77.1%	79.8%	81.0%	78.9%
Evaluation of CA service delivery	77.1%	77.1%	83.7%	84.2%	80.5%
Evaluation of CA's core values	76.8%	72.0%	79.6%	81.7%	77.5%
Satisfaction with CA's corporate image	77.3%	77.2%	79.8%	82.4%	79.2%
CA customer expectations	75.7%	68.2%	75.9%	80.9%	75.2%
Effectiveness of CA in delivering promises in the service charter	72.1%	68.6%	74.6%	71.6%	71.7%
Satisfaction with granting of approvals	67.5%	68.6%	66.4%	73.0%	68.9%
Satisfaction with complaint handling	73.3%	-	65.3%	53.3%	64.0%
Satisfaction with resolution of complaints	68.1%	68.6%	68.6%	72.6%	69.5%
Satisfaction with dispute resolution	13.3%	-	-	-	13.3%
Satisfaction with channels used to obtain information from CA	76.8%	75.9%	81.0%	68.5%	75.6%
Satisfaction ratings of information received from CA	82.1%	73.3%	79.9%	81.9%	79.3%
Satisfaction with quarterly reports	81.0%	80.0%	84.9%	100.0%	86.5%
Satisfaction rating of CA commitment to the customer	77.9%	71.4%	77.8%	84.3%	77.9%
Satisfaction rating of customer rights	78.7%	77.2%	80.9%	83.4%	80.1%
Satisfaction with pricing of CA services	33.2%	30.3%	28.9%	26.2%	29.7%
Culture, efficiency and effectiveness	76.1%	76.5%	78.9%	80.3%	78.0%
Rating of overall satisfaction with CA in regulating ICT in Kenya	79.3%	80.1%	64.6%	82.1%	76.5%
Rating of overall satisfaction with services received from CA.	78.9%	74.3%	85.9%	83.1%	80.6%
Average	71.2%	71.7%	74.7%	76.5%	71.1%

6.2.2 Suppliers

Table 116: Analysis of Suppliers

Indicator	Satisfaction level
Effectiveness of CA Customer service charter	80.8%
Commitment of CA staff to the service charter	80.8%
CA corporate image	84.4%
CA procurement process	65.7%
Response to queries regarding tenders	83.0%
Accessibility	87.2%
Culture, Efficiency and Effectiveness	79.3%
Rating of overall performance of CA	79.6%
Rating of overall satisfaction with the services received from CA	80.1%
Average satisfaction	**80.1%**

6.2.3. Consumers dealing directly with Authority regarding complaints and enquiries

Table 117: Analysis of customers served by the Authority regarding complaints and enquiries

Indicator	Satisfaction level
Effectiveness of communication channels	71.9%
Satisfaction with the Response Received from CA	60.8%
Satisfaction with services received from the departments	81.6%
Satisfaction with CA discharging its mandate	70.4%
Satisfaction with CA information handling and communication	69.3%
CA commitments to the customer	69.0%
CA customer rights	66.2%
CA corporate image and reputation	71.6%
Awareness of the email address chukuahatua@ca.go.ke	92.0%
Satisfaction with resolution of complaints within 30 days	33.3%
Culture, Efficiency and Effectiveness	66.0%
Overall rating of CA performance	66.4%
Average satisfaction	**68.2%**

6.2.4. Partners and Affiliates

Table 118: Analysis of Partners and Affiliates

Indicator	Satisfaction level
Satisfaction with CA honoring obligations	85.7%
Effectiveness CA customer service charter	80.0%
CA corporate image	93.3%
CA commitments	76.0%
CA staff attitude	86.7%
Dissemination of information	73.3%
Staff knowledge and competence	73.3%
Record keeping	73.3%
Accessibility	73.3%
Culture, Efficiency and Effectiveness	79.9%
Evaluation of CA's service delivery in executing its mandate	93.3%
Average satisfaction	**80.7%**

6.3 Comparison with previous survey

Comparing data from the current survey to similar assessments conducted in 2024 reveals very few improvements across nearly all indicators.

Table 119: Overall comparison with previous surveys

Segment	2021/2022 Index	2022/2023 Index	2023/2024 Index	2024/20.5 Index	Variance from FY 2023/2024
Licensees	78.9%	80.6%	73.8%	**71.1%**	-2.7%
Suppliers	80.5%	81.7%	67.2%	**80.0%**	+12.8%
Consumers served directly by authority regarding complaints and enquiries	70.2%	79.9%	54.0%	**68.2%**	+14.2%
Partners and Affiliates	73.9%	79.4%	79.8%	**80.7%**	+0.9%
Internal customers	73.9%	75.0%	79.0%	**78.1%**	-0.9%
Overall CSI	78.2%	80.1%	71.3%	**73.8%**	+2.5%

6.3.1 Licensees

Table 120: Comparison with previous Licensees survey

Query	2024/2025	2023/2024	Change
Awareness of CA mandate	80.7%	83.9%	-3.2%
External service charter [Awareness and effectiveness]	71.7%	70.9%	0.8%
CA corporate image	79.2%	76.6%	2.6%
CA customer expectations	75.2%	76.5%	-1.3%
Satisfaction with granting approvals	68.9%	77.5%	-8.6%
Satisfaction with complaints handling	64.0%	65.3%	-1.3%
Satisfaction with handling information and communication [Reliability of channels and satisfaction rating of information received]	77.5%	67.3%	10.2%
Satisfaction with quarterly statistics reports	86.5%	79.0%	7.5%
Satisfaction rating of CA commitment to the customer	77.9%	78.1%	-0.2%
Satisfaction rating of consumer rights	80.1%	77.5%	2.6%
Rating of overall satisfaction with CA in regulating ICT in Kenya	76.5%	75.4%	1.1%
Rating of overall satisfaction with the services received from CA	80.6%	77.1%	3.5%
Average satisfaction	**71.1%**	**73.8%**	-2.7%

6.3.2 Suppliers

Table 121: Comparison with previous Suppliers' survey

Indicator	2024/2025	2023/2024	Change
Effectiveness of CA service charter	80.8%	65.7%	15.1%
Commitment of CA staff to the service charter	80.8%	69.8%	11.0%
CA corporate image	84.4%	65.5%	18.9%
CA procurement process	65.7%	65.7%	0.0%
Response to queries regarding tenders	83.0%	67.8%	15.2%
Accessibility	87.2%	72.2%	15.0%
Rating of overall CA performance	79.6%	65.8%	13.8%
Rating of overall satisfaction with CA services	80.1%	67.1%	13.0%
Average satisfaction	80.1%	67.2%	12.9%

6.3.3 Consumers dealing directly with authority regarding complaints and enquiries

Table 122: Comparison with previous Consumers dealing directly with authority regarding complaints and enquiries survey

Indicator	2024/2025	2023/2024	Change
Satisfaction with responses received from CA	60.8%	47.7%	13.1%
Satisfaction with CA discharging its mandate	70.4%	57.9%	12.5%
Satisfaction with CA information handling and communication	69.3%	62.0%	7.3%
CA commitments	69.0%	60.6%	8.4%
CA customer rights	66.2%	63.2%	3.0%
CA corporate image and reputation	71.6%	55.4%	16.2%
Satisfaction with CA handling mechanism	33.3%	29.3%	4.0%
Overall rating of CA performance	66.4%	59.2%	7.2%
Average satisfaction	**68.2%**	**54.0%**	14.2%

6.3.4 Partners and Affiliates

Table 123: Comparison with previous Partners and Affiliates survey

Indicator	2024/2025	2022/2023	Change
Effectiveness of CA customer service charter	80.0%	82.9%	-2.9%
CA corporate image	93.3%	81.9%	11.4%
CA commitments	76.0%	82.9%	-6.9%
CA staff attitude	86.7%	81.8%	4.9%
Dissemination of information	73.3%	81.0%	-7.7%
Staff knowledge and competence	73.3%	85.1%	-11.8%
Record keeping	73.3%	63.8%	9.5%
Accessibility	73.3%	77.2%	-3.9%
CA performance on ICT regulation	93.3%	82.9%	10.4%
Average satisfaction	**80.7%**	**79.8%**	0.9%

CHAPTER SEVEN: DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

7.1 Discussions and Conclusions

7.1.1 Overall customer satisfaction

The overall customer satisfaction index for 2024/2025 stands at 73.8%, reflecting generally positive perceptions across stakeholder groups. Satisfaction is highest among partners and affiliates (80.7%) and suppliers (80.0%), indicating strong collaboration and effective service delivery in these segments. Internal customers (78.1%) also reported high satisfaction, suggesting that organizational support systems are functioning well. By contrast, licensees (71.1%) and consumers dealing directly with the Authority on complaints and enquiries (68.2%) recorded lower scores, highlighting areas where responsiveness, communication, and customer care could be strengthened.

The key success areas are represented by indicators that had a positive deviation from survey FY 2022/2023 as shown in section 6.2.

7.1.2 Quality of Experience

This section provides a discussion of the findings on user experiences across several key aspects of mobile network services, including network coverage, broadband quality, billing practices, complaints handling, and customer care. It highlights significant variations in performance and satisfaction levels among major providers: Safaricom, Airtel, Jamii, and Telkom Kenya.

Network

The survey findings reveal that while pricing and tariffs remain the most decisive factor in customer choice, network-related issues emerge as the most pressing challenge across providers, underscoring a paradox in the sector: affordability drives subscriptions, but poor coverage and instability undermine customer satisfaction. Airtel, despite leading in affordability (47.1%), faces the highest complaints on coverage (64.8%) and call drops (39.2%), highlighting a gap between cost appeal and service reliability. Jamii and Telkom Kenya also attract customers through competitive pricing and promotions, yet both struggle with significant coverage concerns (36.0% and 31.7%) and operational issues such as activation and billing. Safaricom, though perceived as more expensive and less appealing in promotions, records comparatively fewer complaints on coverage (25.7%) and call drops (13.2%), suggesting stronger network stability but lower customer appeal due to cost and limited promotional engagement.

Network voice services

Airtel demonstrates relatively strong call connection speeds, with most calls connecting within 3–5 seconds and 40.9% of customers reporting frequent first-attempt success, yet persistent failures (35.2% often) and dropped calls (19.4% more than five per 100) undermine confidence.

Voice quality is mixed, with 42.6% rating calls excellent or good but a larger share (45.9%) finding them fair to poor, while connectivity problems such as congestion (23.2%) and weak signals (25.8%) remain prominent. Jamii presents the lowest overall profile: nearly one-third of customers face extended connection delays, 26.0% report more than 30 failed attempts out of 100, and 30.1% encounter more than five dropped calls. Voice clarity is a major concern, with over half rating calls fair to poor, and disconnections (24.4%) and coverage gaps (22.8%) compounding dissatisfaction. Safaricom, despite lower reported first-attempt success (16.9%), consistently delivers faster connections, fewer failures (only 5.8% report more than 30 failed attempts), and stronger voice clarity, with relatively fewer negative ratings (4.4% bad/poor). It also records the lowest incidence of connectivity problems and unsolicited SMS. Telkom Kenya sits between Airtel and Jamii, achieving the highest satisfaction score (72.7%) and moderate confidence levels, but with uneven reliability—19.0% of customers report more than 30 failed attempts, 25.0% face more than five dropped calls, and 22.7% rate voice quality as bad or poor. SMS reliability is mixed across providers, with Airtel and Telkom showing moderate performance, Jamii struggling with frequent failures, and Safaricom leading with fewer reported issues. However, unsolicited SMS remains a widespread nuisance, particularly for Airtel (39.9% daily) and Jamii (22.8% daily), while Safaricom customers are least affected. Overall, the findings shows that while affordability and promotions attract subscribers, sustained customer trust depends on reliable call connections, clear voice quality, stable SMS services, and reduced exposure to unsolicited messaging—areas where Safaricom and Telkom show relative strengths, while Airtel and Jamii face significant challenges.

Broadband

The survey findings on broadband quality and reliability reveal a sector marked by uneven performance, with clear distinctions between providers in terms of stability, speed, customer service, and overall satisfaction. Airtel presents a mixed profile: while 36.1% of customers are satisfied and 12.6% very satisfied, many still face unstable connections (26.8% with regular drops) and slow speeds, compounded by high bundle consumption and evening slowdowns. Jamii emerges as the lowest performer, with 27.1% of customers very dissatisfied and 19.5% describing service as very poor; complaints center on congestion, irregular bundle delivery, and poor customer service, reflecting systemic reliability issues despite a minority reporting very fast speeds. Safaricom demonstrates comparatively stronger performance, with fewer negative ratings on reliability (only 3.3% very poor) and speed (just 4.4% very slow), though frustrations remain around customer service access, evening slowdowns, and high Mpesa transaction costs. Telkom Kenya sits in the middle, with 22.6% rating broadband very reliable and 19.6% very fast, yet persistent coverage gaps, slow-loading websites, and missed calls undermine confidence. Overall satisfaction scores place Airtel and Safaricom at 64.2%, Telkom slightly lower, and Jamii trailing at 59.5%. These results highlight that while Safaricom and Airtel deliver relatively stronger broadband experiences, customer frustrations with service responsiveness, bundle management, and evening performance persist across the sector. The evidence underscores that sustained customer trust will depend not only on speed and reliability but also on improved customer service, transparent bundle management, and reduced congestion.

Billing

The survey findings on billing practices reveal that while most providers enjoy strong customer confidence in billing accuracy, differences emerge in the consistency of information and overall satisfaction. Airtel and Jamii lead in perceived accuracy, with over 95% of customers affirming correct charges for calls, SMS, and data, reflecting high trust in their billing systems. Telkom Kenya also performs strongly, particularly in SMS and data billing (95.2%), though clarity and timeliness of billing information lag behind competitors. Safaricom, by contrast, records lower confidence, with only about 77–80% of customers agreeing charges are correct, especially for data, suggesting perceptions of lower transparency. In terms of billing information frequency, Airtel stands out with regular monthly updates (44.1%), while Jamii and Telkom show more uneven patterns, and Safaricom trails with fewer customers reporting consistent updates. On clarity and timeliness, Jamii achieves the highest ratings (95.9% consistency, 88.6% clarity), positioning it as the most reliable communicator despite its polarized satisfaction profile. Overall satisfaction scores place Safaricom slightly ahead (73.1%), followed by Airtel and Telkom (71.8% each), and Jamii (70.8%), highlighting that while Safaricom faces lower confidence in billing accuracy, its broader customer base perceives billing practices more favorably. These results suggest that billing accuracy is generally strong across the sector, but providers must improve consistency, clarity, and responsiveness in billing communication to sustain trust and reduce dissatisfaction.

Complaints Handling

The survey findings on complaints handling highlight significant differences in awareness, accessibility, and resolution effectiveness across providers, underscoring both strengths and systemic weaknesses. Safaricom emerges as the strongest performer, with 78.9% of customers aware of complaint procedures and consistently high satisfaction across dimensions such as ease of reaching the right number (80.6%), staff politeness (81.9%), and IVR effectiveness (78.5%). Airtel shows relatively strong awareness (70.2%) and moderate satisfaction (mean score 68.3%), but customers frequently cite frustrations with responsiveness, billing irregularities, and unstable data, reflecting gaps in execution despite functional processes. Telkom Kenya demonstrates mixed results: while 60.1% of customers know complaint procedures and satisfaction with staff interactions is fairly high (73.8%), overall resolution scores (61.7%) reveal a divided customer base, with persistent connectivity issues undermining confidence. Jamii presents the lowest profile, with only 57.7% awareness, low satisfaction (mean score 60.6%), and particularly poor ratings for staff politeness (18.7%) and IVR effectiveness (25.2%), pointing to systemic deficiencies in both service delivery and complaint handling. Cross-cutting issues across all providers include poor customer service accessibility, billing clarity concerns, and fraud/security risks, highlighting industry-wide challenges. Overall, while Safaricom sets the benchmark for professional complaint handling, the sector as a whole must strengthen transparency, responsiveness, and frontline staff capacity to build trust and ensure effective resolution of customer grievances.

Customer care

The survey findings on customer care highlight clear contrasts in satisfaction and accessibility across providers, underscoring both strengths and persistent weaknesses. Safaricom demonstrates the strongest overall performance, with a mean score of 70.6% and consistently solid ratings across accessibility dimensions, suggesting customers perceive its service as reliable and professional, though not exceptional. Airtel follows closely, with a mean score of 69.8% and strong accessibility ratings (over 70% satisfaction in most areas), though customers note room for improvement in efficiency and ambience. Telkom Kenya shows the most impressive accessibility outcomes, with over 80% satisfaction in ease of calling and physical access, yet its overall mean score of 63.5% reflects a divided customer base where strong accessibility is offset by higher dissatisfaction levels. Jamii lags behind significantly, with the lowest mean score (62.2%) and weak ratings across all accessibility measures, pointing to systemic challenges in both responsiveness and service quality. Taken together, the results suggest that while Safaricom and Airtel deliver relatively balanced customer care experiences, Telkom excels in accessibility but struggles with consistency, and Jamii faces the greatest need for improvement. Strengthening staff responsiveness, reducing wait times, and improving clarity of communication emerge as cross-cutting priorities for all providers to enhance customer trust and satisfaction.

Overall satisfaction with mobile service providers

The survey findings on overall satisfaction with mobile service providers reveal a competitive but uneven landscape, with Safaricom leading slightly ahead of its rivals. Safaricom records the highest mean score at 70.0%, supported by strong satisfaction levels (27.1% satisfied and 25.3% very satisfied), reflecting broad confidence in its service despite notable neutrality (27.7%) and some dissatisfaction. Airtel (68.4%) and Telkom Kenya (60.0%) follow whileJamii presents the lowest performance, with a mean score of 58.8% and higher dissatisfaction (33.0% combined) compared to satisfaction (30.0%), highlighting systemic service delivery challenges and lower customer confidence. Overall, the results suggest that while Safaricom enjoys the strongest customer endorsement, Airtel and Telkom maintain competitive but moderate satisfaction levels, and Jamii faces significant gaps in meeting customer expectations. Strengthening service reliability, reducing dissatisfaction, and converting neutral customers into satisfied ones emerge as critical priorities for all providers to enhance overall customer loyalty.

7.1.2 E-commerce

E-commerce Participation

The survey findings reveal that 29.1% of respondents are engaged in E-Commerce while a majority (70.9%) remain outside the digital marketplace. The survey further reveals a dynamic and multi-layered ecosystem among those active. Participation is diverse: 41.4% transact in both goods and services, while others focus exclusively on goods (29.8%) or services (28.7%). In terms of capacity, most participants (62.8%) engage in both buying and selling, underscoring

the dual role of consumers as traders, while smaller segments limit themselves to buying (26.6%) or selling (10.6%). Access is overwhelmingly mobile-driven, with 71.3% using phones and 65.9% relying on mobile internet, highlighting the dominance of mobile money culture and the centrality of Safaricom and Airtel in enabling transactions. Engagement methods further reinforce this mobile-first trend: 44.8% use mobile apps, 21.8% social media, and 16.9% websites, with multi-channel blends showing how consumers combine apps, websites, and social platforms for convenience and reach. Domestic platforms dominate (47.7%), reflecting trust in local ecosystems, while marketplaces (18%) and cross-border platforms (13.8%) illustrate the growing influence of peer-to-peer and global commerce. Order placement is similarly mobile-centric, with apps (44.8%) and WhatsApp (20.2%) leading, while payments are driven by mobile money (65.7%), supported by cash on delivery (13%) and traditional banking methods. Delivery is anchored by courier services (42.5%), complemented by collection points (28.7%) and in-person pickup (21.3%), showing a balance between reach and flexibility. Despite this growth, challenges persist: high delivery costs (43.6%), fraud/scams (41.7%), and poor internet connectivity (35%) remain major barriers, alongside product quality concerns, returns/refunds, and usability issues. Overall, participation reflects a mobile-first, trust-sensitive, and multi-channel ecosystem, where convenience and innovation drive adoption, but affordability, reliability, and transparency remain critical areas for improvement..

Awareness of Digital Laws and Consumer Protection

Awareness of digital laws and consumer protection in Kenya is moderate, with familiarity averaging 57.1% across key legal frameworks. The Data Protection Act (60.5%) and Central Bank of Kenya Act (58.6%) are best recognized, reflecting strong attention to data privacy and financial regulation, while mid-range awareness of the Consumer Protection Act (56.9%), Standards Act (56.6%), and Competition Act (55.9%), alongside lower familiarity with the Kenya Information and Communications Act (54.1%), highlights uneven knowledge across domains. Institutional awareness is slightly higher at 59.8%, led by the Kenya Bureau of Standards (64.9%) and Central Bank of Kenya (63.5%), with communications and competition regulators moderately known, but advisory and ombudsman bodies like the Commission on Administrative Justice (56.4%) and KECOPAC (54.2%) less visible. Reporting mechanisms show similar disparities: the Communications Authority and Ombudsman enjoy stronger recognition across online, email, and telephone channels (around 50%), while KECOPAC lags below 40%, underscoring gaps in visibility. Overall, the findings reveal that while consumers are aware of laws and institutions, most are only “somewhat familiar,” pointing to the need for greater sensitization, training, and capacity building to deepen understanding, strengthen trust, and ensure effective use of consumer protection frameworks..

7.2 Limitations and Delimitations of the survey

Table 124: 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

7.3 Gaps, Challenges, Areas of Concern and Recommendations

7.3.1 Licensees

Table 125: Licensees recommendations and strategy

Indicator	Gaps, Challenges, Areas of Concern	Recommendations
Awareness of CA mandate	- 80.3% awareness of CA mandate - 78.9% performance of CA in executing its mandate - Inadequate public awareness of the mandate. -	- Enhance efforts of raising awareness about CA's mandate to improve public understanding. - Organize online awareness workshops - Enhance CA presence in academic institutions by carrying out educational conferences - Implement more targeted outreach and regular engagement through
Evaluation of CA service delivery	- 80.5% rating on CA service delivery - slow response times - unanswered calls and emails,	- Adhere to the customer service charter
Evaluation of CA's core values	- 77.5% rating on CA's core values - Perceived political influence and uneven enforcement	- Ensure that CA consistently upholds its core values in all operations. - Adhere to the customer service charter
Satisfaction with CA's corporate image	- 79.2% of respondents are satisfied with CA's corporate image. - Limited visibility and engagement in CSR, particularly in rural areas.	- Enhance the corporate image and visibility through improved CSR activities and engagement.
CA customer expectations	- 75.2% rating on customer expectations -	- modernize its systems, improve responsiveness, and enhance public engagement - need for automated and efficient licensing processes - conduct grassroot sensitization -
Customer service charter	- awareness of CA's external customer service charter is at 42.9% - Effectiveness of CA in delivering promises in the service charter is at 72.1%	- Maintain a strong digital presence while diversifying communication channels of the service charter

Satisfaction with granting approvals	- 68.9% Satisfaction with granting of approvals	- Reduce approval times - Adhere strictly to approved timelines in the service charter for handling approvals.
Complaints handling mechanisms	- 64.0% Satisfaction with complaint handling mechanisms - 69.5% Satisfaction with resolution of complaints - 13.3% Satisfaction with dispute resolution - Favoritsm in solving disputes and/or complaints - Delays in email communication - Prioritization of complaints resulting to unresolved complaints - Bureaucracy in solving complaints	- Need for CA to standardize and improve the consistency of its complaint-handling mechanisms to ensure a more uniformly positive experience across its stakeholder base - Improve response times for complaints and frequency interference cases. - Enhance the speed and effectiveness of email communication. -
Satisfaction with handling information and communication	- 75.6% Satisfaction with channels used to obtain information from CA - 75.6% Satisfaction ratings of information received from CA	- Streamline the process of handling information and communication
Satisfaction with quarterly reports	- 81.0% satisfaction with CA quarterly reports	- Consider having a simplified version of the quarterly statistics reports providing the key highlights
Satisfaction rating of CA commitment to the customer	- 77.9% Satisfaction rating of CA commitment to the customer - Operational inefficiencies were also flagged, particularly in internal coordination.	- Adhere to the customer service charter - Improve on the working culture - Exercise knowledge sharing between departments
Satisfaction rating of customer rights	- 80.1% satisfaction rating of customer rights. - Some respondents are not aware of their rights	- Educate customers through public seminars, conferences, and digital channels on their rights and adhere to them.
Satisfaction with pricing of CA services	- 29.7% Satisfaction with pricing of CA services. - High costs for broadcasting, frequency usage, and licenses,	- Implement fee adjustments based on business performance and regional differences.

	especially in light of current economic challenges.	- Consider stakeholder engagement in pricing decisions to ensure fairness and transparency.

7.3.2 Suppliers

Table 126: Suppliers recommendations and strategy

Indicator	Gaps	Recommendations
CA customer service charter	- 63.4% of suppliers were aware of the customer service charter - 80.8% Effectiveness of CA service charter - 80.8% commitment of CA staff to the service charter	- Create more awareness on the service charter among customers and stakeholders. - Adhere to the customer service charter
CA corporate image	- 84.4% rating of CA corporate image -	- Conduct branding survey and implement recommendations.
CA procurement process	- 65.7% satisfaction with the CA procurement process - unequal distribution of work among prequalified service providers - the need for more prompt responses to queries and timely uploading of tender documents on the website, as delays occasionally hinder access - lack of feedback on certain tenders - Perceived influence of the tendering processes - Need for communication on delayed payments - Delays in issuing LSOs	- Adhere to the procurement guidelines -

7.3.3 Consumers dealing directly with authority regarding complaints and enquiries

Table 127: Customers served directly by the Authority

Indicator	Gaps	Recommendations
Effectiveness of communication channels	- 71.9% rating on effectiveness of communication channels - Delays in email responses. - Lack of follow-up to complaints.	- Improve responsiveness and consistency across all communication channels. - Address delays and ensure timely follow-up in email responses.
Satisfaction with responses received from CA	- 60.8% satisfaction with responses received from CA - Delayed responses - Frustration was also evident among those who felt their cases were ignored or inadequately handled, questioning whether reporting was worthwhile.	- Improve issue resolution processes to address complaints more effectively and promptly. - Reduce delays and enhance follow-up on unresolved issues.
Satisfaction with services received from the departments	- 81.6% Satisfaction with services received from the departments - delays, lack of follow-up, and unresolved complaints	- Enhance staff engagement and responsiveness. - Reduce delays and enhance follow-up on unresolved issues.
Satisfaction of CA discharging its mandate	- 70.4% satisfaction with CA discharging its mandate - slow response times, lack of communication on complaints, and gaps in enforcement, particularly in consumer protection and fair competition	- Improve follow-up on compliance by service providers. - Reduce delays and enhance follow-up on unresolved issues.
Satisfaction with CA information handling and communication	- 69.3% Satisfaction with CA information handling and communication - Delays in response times and unresolved issues. - Perceived lack of responsiveness and agility.	- Enhance response times and address issues promptly. - Improve clarity in communication. - Ensure customer issues are resolved effectively.
CA customer service charter	- 68.0% of the respondents were not aware of the service charter - 66.2% rating on CA customer rights - 33.3% Satisfaction with resolution of complaints within 30 days - Unresolved issues and lack of timely responses. - Perceived deflection of issues rather than resolution.	- Create more awareness on the service charter among customers and stakeholders - Educate customers on their rights - Address unresolved issues and improve response times. - Address the perception of issue deflection and

		improve direct resolution.

7.3.4 Partners and Affiliates

Table 128: Partners and Affiliates recommendations and strategy

Indicator	Gaps	Recommendations
Satisfaction with CA honoring obligations	- 85.7% satisfaction with CA honoring her obligations	- Adhere to the MOUs.
CA customer service charter	- 33.3% of the respondents are aware of the customer service charter - 80.0% score on effectiveness of CA customer service charter	- Create more awareness on the service charter among customers and stakeholders - Adhere to the promises of the customer service charter
CA corporate image	- 93.3% satisfaction with CA corporate image	- Consider carrying out a branding survey.
CA staff attitude	- 86.7% satisfaction with attitude of CA staff	- Improve work culture
Dissemination of information	- 73.3% satisfaction with dissemination of information	- Enhance the accessibility of all provided information
Staff knowledge and competence	- 73.3% score on staff knowledge and competence - Some staff are not aware of functions of other departments	- Exercise knowledge sharing between departments.
Record keeping	- 73.3% score on record keeping	- Mainstream the record-keeping processes.

7.3.5 Quality of Experience

The following are overall recommendations for each service provider arising from the suggestions from the respondents.

a) Airtel

- **Strengthen network reliability**: Address persistent coverage gaps and high call drop rates, which remain the most pressing customer pain points. Investment in infrastructure expansion and signal stability is critical.
- **Enhance customer care responsiveness**: Improve speed and effectiveness of customer service, particularly in resolving billing disputes and data bundle issues.
- **Maintain billing accuracy**: Customers already trust Airtel's billing practices; sustaining this transparency will reinforce confidence.
- **Balance affordability with quality**: Airtel's strong appeal lies in competitive pricing, but aligning low costs with improved service reliability will boost satisfaction and loyalty.

b) Safaricom

- **Improve affordability and promotions**: Safaricom lags in pricing appeal; introducing more competitive tariffs and promotional offers could attract deal-driven customers.
- **Streamline customer care accessibility**: Reduce waiting times and improve ease of reaching agents, especially for M-Pesa reversals and bundle/account queries.
- **Leverage strong network stability**: Safaricom's relative strength in fewer call drops and better broadband reliability should be marketed as a premium differentiator.
- **Enhance billing transparency**: While overall satisfaction is high, perceptions of billing accuracy are lower than rivals; clearer communication of charges will reduce distrust.

c) Jamii

- **Address systemic reliability issues**: Persistent problems with coverage, call drops, broadband congestion, and billing disputes undermine trust. Infrastructure upgrades and service consistency are urgent priorities.
- **Improve customer care quality**: Low ratings for staff politeness, knowledge, and IVR effectiveness highlight the need for training and better complaint resolution systems.
- **Clarify pricing and billing**: Customers report misleading or inconsistent charges; transparent communication of bundle terms and billing accuracy is essential.
- **Rebuild customer confidence**: With the lowest overall satisfaction scores, Jamii must prioritize trust-building through reliable service delivery and responsive support.

d) Telkom Kenya

- **Expand coverage and connectivity**: Persistent network disconnection and weak reception remain major challenges; targeted investment in underserved areas will improve reliability.
- **Capitalize on strong customer care accessibility**: Telkom leads in ease of reaching customer service; maintaining this advantage while improving resolution effectiveness will strengthen loyalty.
- **Ensure billing clarity and timeliness**: While billing accuracy is strong, customers perceive gaps in clarity and timeliness; improving communication will enhance trust.
- **Balance satisfaction levels**: Telkom's overall satisfaction is moderate, with sharp contrasts between satisfied and dissatisfied customers. Addressing technical weaknesses will help convert neutral and dissatisfied users into loyal advocates.

7.3.5 E-commerce

Recommendations for E-commerce include:

a) Reduce delivery costs to make E-commerce more affordable and accessible for a wider consumer base.
b) Enhance payment reliability to minimize transaction failures and build trust in digital platforms.
c) Improve product information accuracy to reduce misrepresentation and strengthen consumer confidence.

d) Intensify sensitization campaigns to raise awareness of consumer rights and reporting mechanisms, with special focus on less visible institutions like KECOPAC.
e) Strengthen digital literacy to empower consumers with the skills needed for safe and effective online participation.
f) Increase transparency in billing and pricing to ensure clarity and fairness in charges.
g) Strengthen fraud prevention frameworks to safeguard consumers against scams and fraudulent practices.
h) Leverage Kenya's strong mobile-money culture and mobile-first access to accelerate inclusive growth and expand participation in the E-commerce sector.

APPENDICES

Survey Tools

COMMUNICATIONS AUTHORITY OF KENYA

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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)

1. Telecommunication ☐	
2. Frequency Spectrum ☐	
3. Broadcast ☐	
4. Postal/Courier ☐	

SECTION 2: EXTERNAL CUSTOMER SATISFACTION SURVEY

A. EVALUATION OF AWARENESS ON CA's MANDATE

1. How would you rate your knowledge of CA's mandate as Kenya's regulatory authority for the communications sector in the following areas 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☐

   In your opinion, has CA has been successful in creating awareness of its mandate?

   _____
   _____
   _____

2. How would you rate the level of performance of CA in executing its mandate in 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 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☐

   In your opinion, has CA has been successful in executing its mandate?

   _____
   _____
   _____

B. EVALUATION OF CA's SERVICE DELIVERY

3. How would you rate CA service delivery on a scale of 1 to 5 where, 1 is very poor, 2-poor, 3-neither poor nor good, 4-good and 5 is excellent.
   1☐ 2☐ 3☐ 4☐ 5☐

C. EVALUATION OF CA's CORE VALUES

4. How would you rate CA in demonstrating its core values where on a scale of 1 to 5 where, 1 is very poor, 2-poor, 3-neither poor nor good, 4-good and 5 is excellent.

Core Value	1	2	3	4	5	DK
Integrity						
Innovation						
Inclusion						
Agility						
Excellence						

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						

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 of 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 DISPUTE RESOLUTION

18. Do you feel confident that CA has the ability to resolve disputes?

Yes □ No □

19. In the last one year, have you filed a dispute with CA?

Yes □ No □

If yes, what was the dispute about?

_____

_____

20. Which channel did you use to file the dispute?

E-mail □ Telephone call □ Physical visit □ Website Letter □ SMS text □

Other_____

21. How would you rate the way CA handled your dispute 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□

Kindly provide your comments and/or recommendation on CA's resolution of disputes.

_____

_____

_____

J. SATISFACTION WITH HANDLING INFORMATION AND COMMUNICATION

22. In the last one year, have you made enquiry from CA?

Yes □ No □

23. 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 _____

24. 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)					

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

Yes □ No □

26. 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**
Relevance of the information					
Clarity of the information					
Adequacy of the information					
Timeliness of the information					

27. 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 □

K. SATISFACTION RATING WITH QUARTERLY REPORTS

28. Do you read CA's quarterly reports?
    Yes □ No □

29. 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□

L. SATISFACTION RATING OF CA COMMITMENT TO THE CUSTOMER

30. 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 is ethical in all their dealings at all times						

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

_____
_____
_____
_____

M. SATISFACTION RATING OF CUSTOMER RIGHTS

31. CA customers have the right to expect highest standards of service delivery. On a scale of 1 to 5 where 1 is very dissatisfied, 2-dissatisfied, 3-neither satisfied nor dissatisfied, 4-satisfied and 5 is very satisfied. Kindly rate the following rights of customers

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 customers participate in the review of the customer service charter						

Provide any additional comment and/or suggestion about your rights as CA customer?

_____
_____
_____
_____

N. PRICING OF CA SERVICES

32. On a scale of 1 to 5 where 1 is very low and 5 is very high how would you rate the cost of services you have received from CA?

Indicator	1	2	3	4	5	DK
Telecom						
Postal courier						
Frequency						
Broadcasting						
Tender						

Please provide any comment and/or suggestion on the pricing of CA services

_____
_____

B. CULTURE, EFFICIENCY AND EFFECTIVENESS

33. On a scale of 1-5, you agree or disagree with the following statements on working culture 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.

Statement	1	2	3	4	5
The Communications Authority of Kenya demonstrates a culture that enables it to effectively meet customer needs.					
The values and practices of the Authority promote effective engagement and collaboration with stakeholders.					
The Authority efficiently utilizes its resources to deliver quality services.					
Service delivery processes at the Authority are well-aligned to ensure timely and efficient service to customers.					

Comment and suggest ways of improving CA working culture

_____

_____

O. OVERALL PERFORMANCE AND SATISFACTION

34. How would you rate the overall performance of CA in regulating the ICT sector in Kenya 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□

Please provide any comment and/or suggestion on CA overall performance in regulating ICT sector in Kenya

_____

_____

_____

_____

35. Overall, 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, how would you rate your satisfaction of services from CA?

    1□ 2□ 3□ 4□ 5□

Please provide any comment and/or suggestion that would assist CA in improving your satisfaction level

_____

_____

_____

Thank you for your response!

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S

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 ☐	
Frequency Spectrum ☐	
Broadcast ☐	
Postal/Courier ☐	

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. Have you ever felt that your rights have been violated by CA? Kindly comment [Positive or negative comment]

5. 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.

6. What type of approval have you sought from CA in the last one year? What were your experiences?

7. Have you filed a complaint in the last one year? What were your experiences?

8. In your own opinion, what medium of communication in CA is effective?

9. 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.

10. Briefly comment about the pricing of CA services.

11. Overall, how satisfied are you with the services that you receive from CA?

12. 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!

COMMUNICATIONS AUTHORITY OF KENYA

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SUPPLIERS QUESTIONNAIRE

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 QUERIES

A. AWARENESS OF CA CUSTOMER SERVICE CHARTER

1. Are you aware of CA customer Service Charter? Yes 5 No 5
   If yes, how did you get to know about CA's customer service charter?
   Posters within CA headquarters 5
   CA's website 5
   Fliers/brochures about CA 5
   CA forums (Conferences, Road shows, kikaos) 5
   Broadcast media (TV &Radio) 5
   Print media 5
   Social media 5
   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 5 2 5 3 5 4 5 55
   Kindly comment and/or provide suggestion about your rating of CA effectiveness in delivering promises in the service charter

   _____
   _____
   _____
   _____

A. 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

_____

_____

_____

B. 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

_____

_____

_____

C. 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 stated in the tender documents and addenda where necessary					
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					
Additionally the instructions to accessing the tender documents on the CA Website and Public Procurement Information Portal 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					
The signing of contract after acceptance of offer is done within the Tender Validity period					

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

_____

_____

_____

_____

D. 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 outcome of the tender which they participated in					
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

_____

_____

_____

E. ACCESSIBILITY

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, please indicate the extent to which you agree on the following statements on accessibility.

Statement	**1**	**2**	**3**	**4**	**5**
CA physical offices are accessible					
CA offices are accessible on phone					
CA offices are accessible on E-Mails					

Provide any additional comment and/or suggestion on ease of accessibility of CA offices

_____

_____

C. CULTURE, EFFICIENCY AND EFFECTIVENESS

10. On a scale of 1-5, you agree or disagree with the following statements on working culture 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.

Statement	**1**	**2**	**3**	**4**	**5**
The Communications Authority of Kenya demonstrates a culture that enables it to effectively meet customer needs.					
The values and practices of the Authority promote effective engagement and collaboration with stakeholders.					
The Authority efficiently utilizes its resources to deliver quality services.					
Service delivery processes at the Authority are well-aligned to ensure timely and efficient service to customers.					

Comment and suggest ways of improving CA working culture

_____

_____

F. RECOMMENDATIONS AND OVERALL PERFORMANCE

11. 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-average, 4-good and 5 is excellent?
    1 5 2 5 3 5 4 5 55
    Kindly provide any other comment and/or suggestion about CA overall performance

_____

_____

_____

_____

_____

12. Overall, on a scale of 1-5 where 1 is very dissatisfied, 2-dissatisfied, 3-neither dissatisfied nor satisfied, 4-satisfied and 5-very satisfied how would you rate your satisfaction of services you receive from CA?
    1 5 2 5 3 5 4 5 55

    Kindly provide any other comment and/or suggestion about CA that could further assist in improving your satisfaction level

_____

_____

_____

_____

Thank you for your response!

COMMUNICATIONS AUTHORITY OF KENYA

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SUPPLIERS 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 _____

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!

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CONSUMERS DEALING DIRECTLY WITH AUTHORITY 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 _____

SECTION 2: EXTERNAL CUSTOMER SATISFACTION SURVEY QUERIES

A. INTERACTION WITH COMMUNICATIONS AUTHORITY(CA)-

1. Have you ever interacted with CA? Yes ☐ No ☐
   Which communication channel did you use?
   E-mail ☐ Telephone call ☐ Physical visit ☐ Website Letter ☐ SMS text ☐
   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 you 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. Are you aware of chukuahatua@ca.go.ke? Yes □ No □
10. 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. CULTURE, EFFICIENCY AND EFFECTIVENESS

11. On a scale of 1-5, you agree or disagree with the following statements on working culture 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.

Statement	**1**	**2**	**3**	**4**	**5**
The Communications Authority of Kenya demonstrates a culture that enables it to effectively meet customer needs.					
The values and practices of the Authority promote effective engagement and collaboration with stakeholders.					
The Authority efficiently utilizes its resources to deliver quality services.					
Service delivery processes at the Authority are well-aligned to ensure timely and efficient service to customers.					

Comment and suggest ways of improving CA working culture

_____

_____

J. OVERALL PERFORMANCE AND RECOMMENDATIONS

12. 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 DEALING DIRECTLY WITH 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!

COMMUNICATIONS AUTHORITY OF KENYA

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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 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 ☐

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

1. 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

2. 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_____
3. 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

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 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

5. 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

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 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

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 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

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 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

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 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

10. 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. CA MANDATE

11. 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

_____

_____

_____

M. CULTURE, EFFICIENCY AND EFFECTIVENESS

12. On a scale of 1-5, you agree or disagree with the following statements on working culture 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.

Statement	1	2	3	4	5
The Communications Authority of Kenya demonstrates a culture that enables it to effectively meet customer needs.					
The values and practices of the Authority promote effective engagement and collaboration with stakeholders.					
The Authority efficiently utilizes its resources to deliver quality services.					

Service delivery processes at the Authority are well-aligned to ensure timely and efficient service to customers.					

Comment and suggest ways of improving CA working culture

_____

_____

N. RECOMMENDATIONS

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

_____

_____

_____

_____

Thank you for your response!

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CA PARTNERS AND AFFILIATES KEY INFORMANT INTERVIEW

INTRODUCTION

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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 ☐

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!

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QUALITY OF EXPERIENCE WITH MOBILE SERVICE PROVIDERS 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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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☐

SECTION B: QUALITY OF EXPERIENCE (QoE) WITH MOBILE NETWORK SERVICE PROVIDERS:

1. Who is your current mobile service provider(s)?
   Airtel ☐ Safaricom ☐ Telkom Kenya ☐ Jamii ☐ Other (Specify)

2. What factors did you consider while choosing mobile service provider?(tick all that apply)
   Coverage □ Pricing/Tariffs □ Quality Service □ Promotions□
   Other (Specify)_____
3. In which of the following areas do you experience challenges when dealing with your mobile service provider? (tick all that apply)
   Coverage □ Billing □ Activation □ Service Provision □ Customer Care □ Roaming □ Call Drop □ Information from service providers e.g. dissemination □ Others (Specify)
   _____

Network Voice Services

4. Thinking of network connectivity, what connectivity challenge(s) do you frequently encounter?
   Network Busy □ Weak or no signal □ Disconnection □ Poor voice quality □
   Other (Specify)_____

5. How often do you usually experience loss of service in the place where you spent most of your time(weak or no signal)?
   All the time □ Most of the time □ Some of the time □ Rarely □ Never □

6. How satisfied are you with the coverage level provided by your mobile service provider? Rate this on a scale of 1 to 5 as given below.
   1 □ very dissatisfied 2 □ dissatisfied 3 □Neutral 4 □ satisfied 5□ very satisfied,

7. How many times do you often need to dial a number before you get through (before the phone of the recipient rings)?
   Only once □ Twice □ Three times □ Four times □ More than Five times □

8. How often do you get cut off in the middle of a call?
   Never □ Rarely □ Sometimes □ Often □

9. How long does it take your call to connect?
   3 seconds □5 seconds □ 7 seconds □ 12 seconds □ More than 12 seconds □

10. How often do you get calls going through on first attempt?
    Never □ Rarely □ Sometimes □ Often □

11. If you were to make 100 calls, how many do you think would go through on first attempt?

    All 100 □ 95 □ 90 □ 85 □ 80□ 70 □ less than 70 □

12. How often do you fail to get connected when you attempt to make a call?

Never □ Rarely □ Sometimes □ Often □

13. If you were to make 100 calls, how many do you think would fail to go through on first attempt?
    0 □ 5 □ 10 □ 15□ 20 □ 30 □ more than 30 □

14. If you were to make 100 calls successfully, how many do you think would drop before you complete conversation?
    1 □ 2 □ 3 □ 4 □ 5 □ more than 5 □

15. How often do you get to complete your phone conversation without the call dropping?
    Never □ Rarely □ Sometimes □ Often □

16. If you were to make 100 calls successfully, how many do you think would complete conversation to the end without dropping?

    All 100 □ 99 □ 98 □ 97 □ 96□ 95 □ less than 95 □

17. When having a phone conversation, how do you find the quality of the voice call
    Excellent □ Good □ Fair □ Poor □ Bad □

18. What connectivity problem do you face frequently?
    Network Busy □ Not getting network □ Disconnected frequently □ Voice clarity □
    None □ Any Other (Specify)_____

19. Have you ever been unable to send SMS texts?
    Yes □ No□ Don't use SMS □
    (a) If yes how frequently are you unable to send SMS texts?
    Never □ Rarely □ Often □ Don't send SMS □

20. Have you ever received unsolicited SMS text?
    Yes □ No□ Don't use SMS □
    (a) If yes, how often
    Daily □ Weekly □ Monthly □ Yearly □
    (b) How many times do you receive unsolicited SMS in your selection in (a) above
    1 time □ 2 times □ 3 times □ 4 times □ more than 4 times □

Broadband (Mobile network Data Services)

21. Thinking of broadband, which of the following statements best describe the quality and reliability of your mobile Internet connection?
    - Very reliable, the connection never drops □
    - Speed varies from time to time, but the connection never drops □
    - Speed varies considerably and the connection regularly drops □

- Very poor connection, which drops out all the time □
- I don't use my mobile service provider's broadband to connect to the Internet □

22. On a scale of 1 – 5, where 1 is very slow and 5 is very fast, how would you rate the speed of your Internet connection? Very slow □ Slow □ Average □ Fast □ Very Fast □

23. Have you experienced any of the following challenges when dealing with your Mobile Internet Service Provider?
    - Access to Websites: Yes □ No □
    - Poor Customer Services: Yes □ No □
    - State any other challenge you may have experienced;

    _____

    Overall, how satisfied are you with the quality of the broadband service (mobile data) you receive from your provider where on a scale of 1 – 5 where;
    1 □ very dissatisfied 2 □ dissatisfied 3 □Neutral 4 □ satisfied 5□ very satisfied,

Billing (Cost of mobile service)

24. Thinking about billing, how would you rate the following aspects of the charges made to your account on a scale of 1 – 5 where 1 is very poor, 2-poor, 3-average, 4-good and 5 is very good:

Statement	**1**	**2**	**3**	**4**	**5**
Calls are charged correctly					
SMS texts are charged correctly					
Internet/Data is charged correctly					

25. Do you get billing information? Yes □ No □
    If yes, how often: Monthly □ Quarterly □ Half-yearly □ Yearly□ Every time I make a call/send an SMS □ Any other (Specify)_____

26. How would you describe the billing information you receive from your mobile service provider with respect to the following:

Subject	**Always**	**Somewhat**	**Never**
Consistency and timeliness			
Being clear (Easy to understand)			
Being accurate (as per subscription)			

Overall, how satisfied are you with your mobile service provider's billing on a scale of 1 - 5 where;
1 □ very dissatisfied 2 □ dissatisfied 3 □Neutral 4 □ satisfied 5□ very satisfied,

Complaints Handling

27. you aware of the complaints procedures that can be used to complain against your mobile service provider? Yes □ No □
    - If yes, do you know where to make complaint? Yes □ No □
    - If yes, have you ever lodged a complaint? Yes □ No □

    If yes, how easy was it to make the complaint on a scale of 1 – 5 where;
    1 Very easy □ 2 Hard □ 3 Neither easy nor hard □ 4 Easy □ 5 Very Easy□

28. Wwas/were the complaint(s) about? _____
    On a scale of 1 – 5 where 1 is very dissatisfied and 5 is very satisfied, please rate your satisfaction with how your complaint was handled and resolved?
    1 □ very dissatisfied 2 □ dissatisfied 3 □ neutral 4 □ satisfied 5□ very satisfied,

29. How would you rate the following aspects of the complaints handling process of your mobile network service provider on a scale of 1 – 5 where 1 is very poor, 2-poor, 3-average, 4-good and 5 is very good:

Subject	**1**	**2**	**3**	**4**	**5**
Ease of finding the right number to call					
Time taken to answer your call					
Ease of categorization and understanding of the complaint					
Staff you talked to (e.g. polite, knowledgeable)					
The effectiveness of the Interactive Voice Response (IVR) machine service					

Customer Care

30. How would you describe your overall experience dealing with your mobile service operator's customer care representatives on a scale of 1 – 5 where
    1 □ very dissatisfied 2 □ dissatisfied 3 □Neutral 4 □ satisfied 5□ very satisfied,

31. How would you describe the ease of accessibility to your mobile service operator's customer care representatives and facilities on a scale of 1 – 5 where
    1 □ very dissatisfied 2 □ dissatisfied 3 □Neutral 4 □ satisfied 5□ very satisfied,

Subject	**1**	**2**	**3**	**4**	**5**
Ease of successfully calling customer care					
The clarity and courtesy of information received					
Ease of physically accessing customer care facilities					

Time taken to be served at customer care					
The efficiency and ambience at the customer care centre					

E-Commerce

32. Which E-commerce platform(s) do you currently use?
Jumia ☐ Kilimall ☐ Masoko ☐ Glovo ☐ Jiji ☐ Other (Specify):
_____

33. What factors influenced your choice of this E-commerce platform?
Price ☐ Product variety ☐ Delivery speed ☐ Payment options ☐ Promotions ☐ Customer reviews ☐ Other (Specify): _____

34. What challenges have you faced while using E-commerce services?
Product availability ☐ Delivery delays ☐ Product quality ☐ Payment issues ☐ Customer service ☐ Website/App usability ☐ Returns/refunds ☐ Other (Specify):
_____

35. How often do you experience delivery delays?
All the time ☐ Most of the time ☐ Sometimes ☐ Rarely ☐ Never ☐

36. On a scale of 1 to 5, where 1 is very dissatisfied and 5 is very satisfied, how would you rate the following ecommerce services:

Service	**1**	**2**	**3**	**4**	**5**
Product variety offered					
Product quality					
Delivery timeliness					
Customer service responsiveness					
Website/app ease of use					
Payment process security					

37. How often do you need to contact customer service regarding your orders?
Never ☐ Rarely ☐ Sometimes ☐ Often ☐

38. If you contacted customer service, how easy was it to reach them?
Very hard ☐ Hard ☐ Neither easy nor hard ☐ Easy ☐ Very easy ☐

39. On a scale of 1 to 5, how satisfied are you with the resolution of your complaints?
1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

40. How often do you find inaccurate product descriptions on the platform?
Never ☐ Rarely ☐ Sometimes ☐ Often ☐

41. Have you ever experienced payment failures when making a purchase?
Yes ☐ No ☐

(a) If yes, how frequently?
Rarely ☐ Sometimes ☐ Often ☐

42. How reliable is your internet connection when using the E-commerce platform?
Very reliable ☐ Sometimes slow ☐ Often disconnects ☐ Very poor connection ☐

43. On a scale of 1 to 5, rate the speed of the website/app loading:
1 (very slow) ☐ 2 ☐ 3 ☐ 4 ☐ 5 (very fast) ☐

44. Do you receive clear and accurate billing or payment confirmation from the platform?
Always ☐ Sometimes ☐ Never ☐

45. How satisfied are you with the clarity and transparency of prices and charges?
1 (very dissatisfied) ☐ 2 ☐ 3 ☐ 4 ☐ 5 (very satisfied) ☐

OVERALL PERFORMANCE AND RECOMMENDATIONS

46. How would you rate the overall network quality provided by your mobile service provider on a scale of 1- 5 where 1 is very poor and 5 is superior?
Very poor ☐ Somewhat Unsatisfactory ☐ Average ☐ Very Satisfactory ☐ Superior ☐

Thank you for your response!

COMMUNICATIONS AUTHORITY OF KENYA

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QUALITY OF EXPERIENCE WITH MOBILE SERVICE PROVIDERS FOCUS GROUP DISCUSSION

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 participate in this discussion. 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

Number of participants _____

Gender of participants M_____**F**_____

Age group of participants 18-24 ____ 25-34 _____ 35-44_____ 45-54 _____Above 54 _____

County/Region _____

SECTION 2: EXTERNAL CUSTOMER SATISFACTION SURVEY

1. Who is your current mobile service provider(s)?
2. Briefly comment about your choice of mobile service provider while focusing on calls, SMS text and internet connectivity.
3. Would you recommend your mobile service provider to a new customer?
4. Briefly comment on your experience with E-commerce platforms in terms of access, deliveries and response.

Thank you for your response!

Kenya Ecommerce and Digital Law Awareness Questionnaire

The Communications Authority of Kenya (CA) has contracted Strategic Synergy Consultants Limited (SSCL) to carry out an customer satisfaction survey. This questionnaire is designed to assess the level of engagement and awareness among Kenyan consumers and sellers in the ecommerce space. It explores how individuals access online platforms, the technologies and payment methods they use, and the challenges they face. Additionally, it evaluates public understanding of digital laws and consumer protection frameworks that govern online transactions in Kenya. The insights gathered will help inform policy, improve digital literacy, and strengthen the ecommerce ecosystem nationwide.

Section A: Ecommerce Engagement and Access

A1. Demographic Information

1. Age group:
   - ☐ Under 18
   - ☐ 18–24 years
   - ☐ 25–34 years
   - ☐ 35–44 years
   - ☐ 45–54 years
   - ☐ 55 and above years
2. Gender:
   - ☐ Male
   - ☐ Female
   - ☐ Prefer not to say
3. County of residence: _____
4. Education level:
   - ☐ No formal education
   - ☐ Primary
   - ☐ Secondary
   - ☐ College/Technical
   - ☐ University
   - ☐ Postgraduate
5. Monthly income level (KES):
   - ☐ Below 10,000
   - ☐ 10,001–30,000
   - ☐ 30,001–60,000

☐ 60,001–100,000
☐ Above 100,000

6. Primary Economic Actity:

☐ Agriculture (cultivating crops, raising livestock, Agriculture)
☐ Small Medium Enterprises (SMEs)
☐ Large Scale Enterprises
☐ Fisheries
Other _____

A2. Ecommerce Participation

6. Are you engaged in ecommerce?
   ☐ Yes
   ☐ No
7. If yes, are the ecommerce transactions for goods, services or both?
   ☐ Goods
   ☐ Services
   ☐ Both
8. If yes, in what capacity?
   ☐ Buying only
   ☐ Selling only
   ☐ Both buying and selling
9. Which device do you primarily use to access ecommerce platforms?
   ☐ Mobile phone
   ☐ Desktop computer
   ☐ Laptop
   ☐ Tablet
   ☐ Cybercafé terminal
10. What type of internet connection do you use most frequently?
    Mobile internet (e.g., Safaricom, Airtel)
    Optic fibre (e.g., Zuku, Faiba)
    Free Wi-Fi
    Satellite internet
    ☐ Other: _____
11. How do you usually engage with ecommerce platforms?
    ☐ Website portal
    ☐ Mobile app
    ☐ social media (e.g., Facebook, Instagram)

    ☐ Other: _____

12. Kindly select the categorization for the eCommerce platform that you use
    Domestic (Local)
    Cross border (International)
    Market place /Social media (B2C/C2C)

13. How do you typically place or receive orders?
    ☐ Website portal
    ☐ Mobile app
    ☐ Telephone
    ☐ WhatsApp
    ☐ Email
    ☐ Fax
    ☐ Other: _____
14. What is your preferred payment method?
    ☐ Mobile money (e.g., M-Pesa, Airtel Money)
    ☐ Credit/debit card
    ☐ Bank transfer
    ☐ Cash on delivery
    ☐ Other: _____
15. How are goods/services usually delivered to you?
    ☐ Postal/Courier service
    ☐ Collection point

    ☐ In-person pickup
    ☐ Other: _____
16. What challenges do you face when engaging in ecommerce? (Select all that apply)
    ☐ Fraud/scams
    ☐ Power outages
    ☐ Poor internet connectivity
    ☐ Lack of devices
    ☐ High delivery costs
    ☐ Limited digital skills
    ☐ Other: _____

Section B: Awareness of Digital Laws and Consumer Protection

B1. Awareness of Relevant Laws

16. Are you familiar with the following laws?
    (Select one option per law)

Law	Very Familiar	Somewhat familiar	Not Familiar
Kenya Information and Communications			

Act, 1998 (as amended): Regulates the information, communications, broadcasting, and postal sectors. It establishes the Communications Authority of Kenya (CAK) to oversee licensing, standards, fair competition, and consumer protection in the ICT sector.			
Consumer Protection Act, 2012: Provides for the protection of consumers from unfair trade practices, misleading information, and unsafe goods or services. It establishes consumer rights, regulates contracts, and sets obligations for suppliers.			
Data Protection Act, 2019: Governs the collection, processing, storage, and sharing of personal data. It safeguards the privacy of individuals by requiring organizations to handle data lawfully and securely, under the oversight of the Office of the Data			

Protection Commissioner.			
Competition Act, 2010: Promotes fair competition in the market by prohibiting anti-competitive practices such as abuse of dominance, restrictive trade practices, cartels, and deceptive marketing. It created the Competition Authority of Kenya (CAK).			
Central Bank of Kenya Act, Cap 491: Establishes the Central Bank of Kenya (CBK) and empowers it to formulate monetary policy, regulate banks and financial institutions, issue currency, and maintain financial stability in Kenya.			
Standards Act, Cap 496: Provides for the promotion and enforcement of quality standards for goods, services, and processes. It establishes the Kenya Bureau of Standards (KEBS) to develop, approve, and enforce standards for consumer safety and fair trade.			

B2. Awareness of Institutions

17. Are you familiar with the following institutions responsible for consumer protection? (Select one option per institution)

Institution / Law	Mandate / Area of Protection	Very Familiar	Somewhat familiar	Not Familiar
Communications Authority of Kenya (CA)	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.			
Kenya Consumers Protection Advisory Committee (KECOPAC)	Advises the Cabinet Secretary on consumer protection policies, monitors implementation of the Consumer Protection Act, and promotes awareness of consumer rights.			
Competition Authority of Kenya (CAK)	Enforces the Competition Act to promote fair competition, prevent abuse of dominance, curb cartels, regulate mergers, and protect consumers from unfair trade practices.			
Communications Authority of Kenya (CA)	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.			
Competition Act, 2010	Provides the legal framework to promote and safeguard competition in the market, control anti-competitive practices, and protect consumer interests.			
Central Bank of Kenya (CBK)	Maintains monetary stability, regulates banks and financial institutions, oversees payment systems, issues currency, and ensures financial consumer protection in the banking sector.			
Kenya Bureau of Standards (KEBS)	Develops, implements, and enforces standards for products, services, and systems to protect consumers, promote quality assurance, and ensure safety and fair trade.			
Commission on Administrative Justice (CAJ – Ombudsman)	Protects citizens against maladministration, abuse of power, and unfair treatment by public officials; investigates complaints, promotes good governance, and ensures access to administrative justice.			

B3. Awareness of Reporting Mechanisms

18. Are you aware of how to report complaints to the following institutions?

Institution		Communication Authority	Ombudsman
Online form	Yes☐ No ☐	Yes☐ No ☐	Yes☐ No ☐
Email KECOPAC (ceo.kecopac@trade.go.ke) Communications Authority (chukuahatua@ca.go.ke)	Yes☐ No ☐	Yes☐ No ☐	Yes☐ No ☐

Ombudsman (complain@ombudsman.go.ke)			
Telephone	Yes☐ No ☐	Yes☐ No ☐	Yes☐ No ☐

Thank you for your response!