



CUSTOMER SATISFACTION SURVEY

AUGUST 2018

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ABBREVIATIONS AND ACRONYMS

CSS	Customer Satisfaction Survey
CSM	Customer Satisfaction Measurement
CGs	County Governments
ICT	Information and Communications Technology
KRB	Kenya Roads Board
KRBF	Kenya Roads Board Fund
KeNHA	Kenya National Highways Authority
KURA	Kenya Urban Roads Authority
KeRRA	Kenya Rural Roads Authority
KWS	Kenya Wildlife Service
RA	Road Agency
RMLF	Road Maintenance Levy Fund
RMI	Road Maintenance Initiative

EXECUTIVE SUMMARY

Kenya Roads Board is a statutory body established under the Kenya Roads Act No. 7 of 1999 to oversee the road network in Kenya and coordinate its development, rehabilitation and maintenance. KRB is also the principal advisor to the Ministry of Roads on all matters related thereto.

In the process of implementing its mandates, the Board interacts with various stakeholders including the National Government, Parastatals, state Road Agencies, County Governments, Development Partners, Consultants, Suppliers, Media and the General Public.

To efficiently carry out the mandates, it is imperative that KRB enhances a seamless working relationship with stakeholders. This can be attained by keeping all the stakeholders up to date with the relevant activities and information, as well as providing easy access to its services.

KRB has been undertaking customer satisfaction surveys since 2010 with the purpose of measuring the satisfaction level of the stakeholders towards KRB services and ability to deliver their mandates, and identify critical areas of improvement. A customer satisfaction survey conducted in May, 2016 found the overall customer satisfaction index to be 66% with KRB's scoring highest (70%) in reputation and clear communication of its vision and objectives¹. This score was lower than previous years with the customer satisfaction index being 70% in 2014/2015² and 73% in 2011/2012³. The main areas of improvement that have been noted over the years includes communication through prompt response to emails and telephone calls, provision of information on allocation and disbursement of funds; complaint resolution, awareness creation around KRB's mandate, prompt disbursement of funds among others.

To improve the satisfaction level among its stakeholders, KRB has been implementing a customer satisfaction improvement action plan since 2016, and undertaking customer satisfaction surveys annually, to measure the impact of the action plan.

¹ KRB Customer Satisfaction Report 2016

² KRB Customer Satisfaction Report 2014/2015

³ KRB Customer Satisfaction Report 2011/2012

A customer satisfaction survey was thus undertaken in August 2018 to assess the level of satisfaction of KRB's stakeholders who include:

- Road agencies (KeNHA, KURA, KERRA, KWS) and the County Government
- Other stakeholders (Members of Parliament, Development Partners, Suppliers, Consultants, the Media, General public and Motorists)

The research methodology adopted for this customer satisfaction survey was mainly quantitative through the use of a structured questionnaire which was administered through pen and paper, telephone and email interviews.

Secondary review of KRB documents was also done, and this was useful in triangulation of data during report writing.

A total sample of 563 interviews was achieved amongst the different categories (General public and Motorists-517 and 46 other stakeholders who included the state Road Agencies, County Governments, Parastatals, Suppliers and Consultants).

In comparison to the customer satisfaction survey conducted in 2016, this study found that there was an improvement in the overall CSM (Customer Satisfaction Measurement) score for KRB at 69% in 2018 from 66% in 2016.

The CSM score improved among the General public and motorist but decreased among Road Agencies where a drop of 7% was experienced and among County Governments where there was a 3% drop.

For National Government/Parastatals, the score did not change from the score in 2016.

Notably, the general public and motorists held a much lower satisfaction score (64%) compared to other customer segments (see table below).

CUSTOMER SATISFACTION SURVEY, AUGUST 2018

Table 1: Comparison of Satisfaction Index by customer Category 2016 vs. 2018

Satisfaction Attribute	Overall Satisfaction amongst all categories	General Public & Motorists	Road Agency	County Govt.	Parastatals/ National Govt.	Consultant/ Supplier	Security
Satisfaction Index 2018	69%	64%	70%	72%	66%	74%	-
Satisfaction Index 2016	66%	61%	77%	75%	66%	-	62%
Variance	+3	+3	-7	-3	0	-	-

The satisfaction indices varied across the different customer segments. A combination of the scores for the County Governments, Road Agencies, Parastatals and Suppliers recorded a higher satisfaction score of 71% compared to the combined satisfaction score of 69% which included the general public and motorists.

There was a higher satisfaction level with customer care (80%) followed by image and reputation (75%). Despite the high level of satisfaction with customer care, there was need for improvement in providing information to customers on the progress of their enquiry and in complaint resolution (70% and 72% scores respectively).

Notable areas for improvement are in quality and reliability which scored lowest at 66% particularly for suppliers and consultants.

The main areas of low satisfaction for the Road Agencies and County Governments with regard to quality and reliability included insufficient finances for the road sector and lack of timely disbursements of the RMLF by KRB.

There is also need to address issues related to funding allocation & disbursement, and publicity & communication which had scores below 70%. Areas of low satisfaction in funding allocation and disbursement were mainly in the allocation of funds to the Road Agencies and County Governments.

With regards to publicity and communication, there was low satisfaction with corporate social responsibility as well as effectiveness of newsletters (62%). See table 2 below:

CUSTOMER SATISFACTION SURVEY, AUGUST 2018

Table 2: Stakeholders Satisfaction Indices

Satisfaction Attribute	Satisfaction Score	Road Agency	County Govt.	Parastatals /National Govt.	Contractor/ Supplier
Customer Care	80%	80%	78%	74%	86%
Funding allocation and disbursement	68%	68%	72%	66%	66%
Quality and reliability	64%	64%	68%	62%	60%
Publicity and Communication	67%	66%	64%	64%	74%
Image and reputation	75%	74%	76%	66%	84%
Satisfaction Index 2018	71%	70%	72%	66%	74%

With regard to the general public and motorists, the main areas with low satisfaction included visibility of KRB, effectiveness of corporate social responsibility and performance of KRB in its mandate indicating the need for KRB to make its activities more visible and reachable to its customers across the Counties as well as provide information on the progress of its funded projects.

County level analysis showed variances in satisfaction levels where residents in Kisumu rated KRB highest (70%) while there was low satisfaction among residents in Nyandarua, Meru and Narok (54%, 58% and 58% respectively). The main areas of dissatisfaction noted with these counties were in the performance of KRB in rehabilitation and maintenance of the road network, understanding the needs of the road user and trustworthiness of KRB.

The study can conclude that KRB is headed in the right direction as proved by the improved customer satisfaction score. There are however areas that require KRB's attention over the coming financial years in order to grow this satisfaction score above previous scores.

Notably the issue of complaint resolution has recurred over the years. Furthermore, the study found that customers had varied experiences with regard to customer experience. For example, while road agencies, county governments and suppliers rated highly the accuracy and reliability of information they received, parastatals did not seem to get the same service and scored this attribute much lower. Still, while county governments and suppliers seemed

happy with the ability to get through to a person who can help them, this was not the case for road agencies and parastatals. This suggests, lack of a standardized manner of practice in relating with customers generally found in customer service standards which provide guidelines in terms of response and treatment of all type of customers. The use of such guidelines would also be useful in addressing two key customer care attributes which are complaint resolution and feedback provided to customers on their enquiries.

The study also noted the need for KRB to increase its revenue in order to provide sufficient funding for roads development and maintenance in the country as well as improve in the timely disbursement to ensure that road projects were completed on time. Funding allocation should also consider roads in national parks and reserves which customers felt was not sufficiently funded.

Towards improving publicity and communication in KRB, there is need for KRB to engage in corporate social responsibility and communicate its activities to all stakeholders. Newsletters can be a useful communication tool and thus can be improved to meet stakeholder expectations. There is also need to increase the visibility of KRB through awareness creation of its mandate and activities.

Finally, while KRB implements its strategy, special focus should be placed on the needs of different stakeholders as found within this report.

1. INTRODUCTION

Kenya Roads Board is a statutory body established under the Kenya Roads Act No. 7 of 1999 to oversee the road network in Kenya and coordinate its development, rehabilitation and maintenance. KRB is also the principal advisor to the Ministry of Roads on all matters related thereto.

The act specifies the following as the mandates of the Board:-

- ✓ Administer the funds derived from the Road Maintenance Levy Fund (RMLF) and any other funds that may accrue to it
- ✓ Coordinate the development, rehabilitation and maintenance of the road network, with a view to achieving efficiency, cost effectiveness and safety
- ✓ Coordinate the implementation of all policies relating to the development, rehabilitation and maintenance of the road network
- ✓ Determine the allocation of financial resources from the RMLF or from any other source available to the Board required by road agencies for the development, rehabilitation and maintenance of the road network

To help KRB achieve its mandates, other state corporations were established under the Kenya Roads Act 2007 with the responsibility of managing, developing, rehabilitating and maintaining the road network in Kenya. These state corporations include:

1. Kenya National Highways Authority (KeNHA) for the following:
 - Class A roads: International trunk roads linking centers of international importance and crossing international boundaries or terminating at international ports
 - Class B roads: National trunk roads linking internationally important centers
 - Class C roads: Primary roads linking provincially important centers to each other or two higher-class roads
2. Kenya Urban Roads Authority (KURA) for Urban national trunk roads
3. Kenya Rural Roads Authority (KeRRA) for rural roads in the country

Kenya Roads Board also works closely with Kenya Wildlife Service (KWS) for roads in national parks and County Governments for county roads.

1.1 CORPORATE OBJECTIVES

The main objectives of Kenya Roads Board are as follows:

- I. Increase and sustain the KRB fund to meet the current and future demand for a sustainable road network
- II. To position KRB within the infrastructure sector
- III. Ensure prudent and optimal utilization of Kenya Roads Board Fund
- IV. Oversee and coordinate the development, rehabilitation and maintenance of the road network for effective road asset management
- V. Enhance KRB ICT and other systems for effective Road Fund management
- VI. Strengthen internal capacity of KRB to effectively deliver on its mandate

1.2 AIM, VISION, MISSION AND VALUES

AIM

KRB's aim is to ensure that the resources set apart for roads development, rehabilitation and maintenance are applied effectively and efficiently.

VISION

An efficient road network for a prosperous nation

MISSION

To fund, oversee and coordinate road maintenance, rehabilitation and development through optimal utilization of resources for a sustainable road network

VALUES

In relationship with its customers and in its operations, KRB is guided by the following core values:

- I. **Excellence**- KRB is committed to timely delivery of high quality cost effective services and encourages peak performance, enthusiasm and passion for work. KRB shall encourage productivity and be responsive and acknowledge individual and team accomplishments.

- II. **Customer Focus-** KRB is committed to meeting stakeholder requirements to their satisfaction by ensuring effective and efficient use of resources. KRB encourages continual improvement of our services and processes.
- III. **Integrity and Impartiality-** KRB is committed to promoting transparency, accountability and professionalism in its work. KRB shall be impartial, objective and unbiased in how it relates to one another and its stakeholders.
- IV. **Staff Focus-** As its most valuable resource, KRB shall promote a good working environment for its staff as well as promote growth, respect, unity and openness amongst its staff.
- V. **Diversity and Inclusiveness-** KRB shall embrace diversity and promote inclusiveness in its organization and shall not discriminate on the basis of age, gender, race, religion, tribe or physical ability.
- VI. **Good Corporate Citizenship-** KRB shall comply with all laws that affect its operations. KRB shall ensure good corporate citizenship by protection of vulnerable groups/marginalized, minorities and ensuring compliance with its legal and statutory obligations. KRB shall endeavor to be sensitive to issues that affect Kenyans such as poverty and environment degradation and shall ensure they form part of its planning processes.
- VII. **National Values-** KRB shall be guided by the national values as enshrined in Article 10 of the Constitution as it makes policies and decisions

2. PROBLEM STATEMENT

To efficiently carry out the mandates, it is imperative that KRB enhances a seamless working relationship with its stakeholders. This can be attained by keeping all the stakeholders up to date with the relevant activities and information, as well as providing easy access to its services.

KRB has been undertaking customer satisfaction surveys since 2010 with the purpose of measuring the satisfaction level of the stakeholders towards KRB services and ability to deliver their mandates, and identify critical areas of improvement.

A customer satisfaction survey conducted in May 2016, aimed at assessing KRB's customer satisfaction level as well as audit the effectiveness of KRB's communication strategy, found the overall customer satisfaction index to be 66% with that of Road Agencies and County Governments being 77% and 75% respectively. KRB Information was found to be fairly accessible with 68% of respondents being able to access. The Board scored highest (70%) in reputation and clear communication of its vision and objectives⁴. This score was lower than previous years with the customer satisfaction index being 70% in 2014/2015⁵ and 73% in 2011/2012⁶.

The main areas of improvement that were noted over the years included communication through prompt response to emails and telephone calls, provision of information on allocation and disbursement of funds; complaint resolution, awareness creation around KRB's mandate, prompt disbursement of funds among others.

To improve the satisfaction level among its stakeholders, KRB has been implementing a customer satisfaction improvement action plan since 2016, and undertaking customer satisfaction surveys annually, to measure the impact of the action plan.

⁴ KRB Customer Satisfaction Report 2016

⁵ KRB Customer Satisfaction Report 2014/2015

⁶ KRB Customer Satisfaction Report 2011/2012

2.1 JUSTIFICATION

Customer satisfaction is a measure of how products or services offered by an organization meet or surpass customer expectations. This is seen as a key performance indicator for organisations which are keen on maintaining their relevance in the relevant sector and among its stakeholders.

In satisfaction surveys, organisations generally ask customers whether their product features and service delivery has met or exceeded expectations. Thus, expectations are a key factor behind satisfaction.

When customers have high expectations and the reality falls short, they will be disappointed and will likely rate their experience as less than satisfying.

Measuring customer satisfaction provides an indication of how successful the organization is at providing the best products or services to its customers.

Customer Satisfaction Survey is often regarded as the most accurate barometer to determine the success of an organization as regards product offering and service delivery to the customers.

2.2 OBJECTIVES OF THE CUSTOMER SATISFACTION SURVEY

The main objective of the customer satisfaction survey was to assess the level of satisfaction of KRB's stakeholders.

Specific objectives included:

- i. To assess the effectiveness of KRB's communication with the external stakeholders.
- ii. To identify critical gaps in KRB's communication and service delivery.
- iii. Develop an action plan for effective implementation of recommendations with a budget and timeline.

3. RESEARCH METHODOLOGY

The research methodology adopted for KRB customer satisfaction survey was mainly quantitative through the use of a structured questionnaire administered through pen and paper, telephone and email interviews. Secondary review of KRB documents was done and was useful in triangulation of data during report writing.

1. Desk review

The following documents were reviewed:

- KRB Act
- Previous Customer Satisfaction Reports
- KRB Service Charter
- Customer Improvement Plan

2. Qualitative research

Key informant interviews were conducted on Members of Parliament, representatives from the Ministry of Transport & Infrastructure, and Ministry of Finance through the use of an unstructured discussion guide.

3. Quantitative research

This method was used to engage stakeholders including Ministries of Transport and Finance, Parastatals, Road Agencies, County Governments, Development Partners, Suppliers, Consultants, General Public and Motorists.

4. RESEARCH SCOPE

The County Governments, the General Public and motorists were sampled from 11 counties (See the distribution tables 3 and 4 below).

Table 3: County and Media Sample Size

County	Nairobi	Kiambu	Nyandarua	Meru	Makueni	Uasin Gishu	Narok	Mombasa	Garissa	Kakamega	Kisumu
County Government	2	2	2	2	2	2	2	2	2	2	2

The sample size of the General public and motorists was determined using proportionate to population sampling meaning weight was given to the population of each county. The achievement of samples however was determined by the ease of undertaking the study in the different regions and thus higher samples than anticipated were achieved in most of the counties as shown in table 4 below.

Table4: Sample Distribution across Regions and Counties

Sn.	Region	County	Population	Targeted Sample Size	Actual Sample Size
1	Nairobi and Peri-Urbans Kiambu	Nairobi	3,138,369	72	86
		Kiambu	1,623,282	37	52
2	Central	Nyandarua	942,581	30	32
3	Upper Eastern	Meru	1,356,301	31	29
4	Lower Eastern	Makueni	1,098,584	30	33
5	North Rift	Uasin Gishu	894,179	30	45
6	South Rift	Narok	1,603,325	37	55
7	Coast	Mombasa	939,370	30	40
8	North Eastern	Garissa	623,060	30	38
9	Western	Kakamega	1,660,651	38	55
10	Nyanza	Kisumu	968,909	30	52
	Total		14,848,611	395	517

Selection of the counties was based on the following criteria:

- i. The 3 largest cities in Kenya, which is, Nairobi, Kisumu and Mombasa.
- ii. The most populated counties in the 10 regions as of the 2009 Census.
- iii. In cases where the largest cities were not the most populated, the largest cities took precedence.
- iv. There was also the consideration of ethnic balancing to have a national outlook hence selecting certain counties much as they were not the most populated in the region.

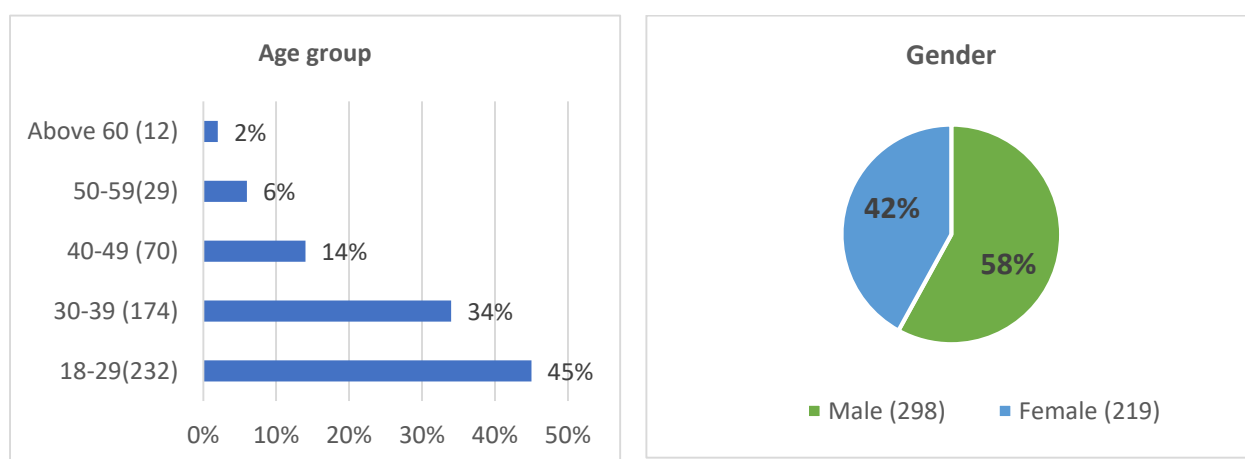
5. FINDINGS

5.1 SAMPLE DESCRIPTION

5.1.1 GENERAL PUBLIC AND MOTORISTS

A total of 517 customers (general public and motorists) were interviewed. Figure 1 below shows the age distribution of the sample with a high representation of the younger population (more than three quarter-79%- being below 40 years). There were also more males interviewed (58%) during the survey which could also be influenced by the sample for motorists.

Figure 1: Sample Distribution by Age Group and Gender



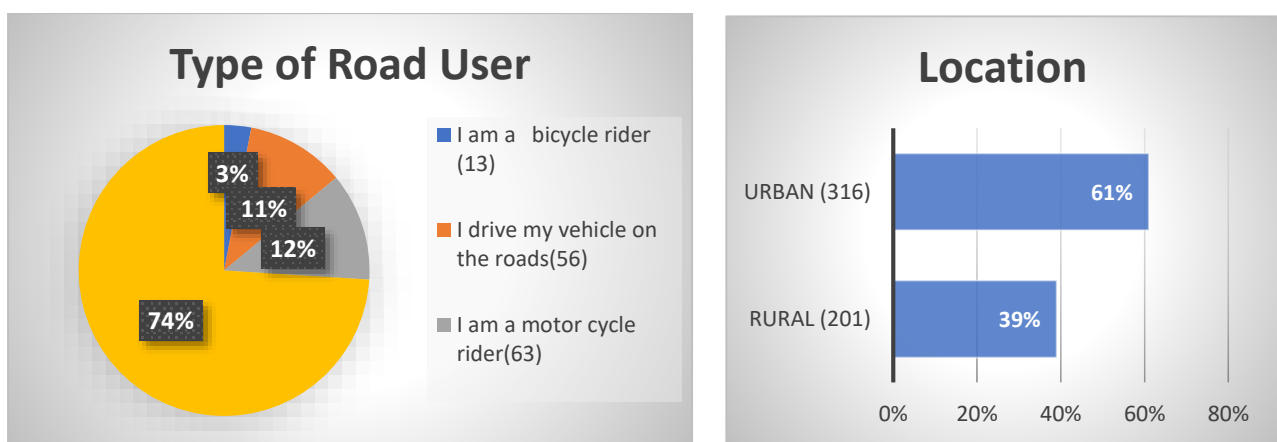
Further analysis showed higher samples achieved for Nairobi, Narok, Kakamega, Kiambu and Kisumu, at least 10% and above of the sample. Except for Narok, this was highly influenced by the sampling methodology applied which placed more weight on the population in determination of the sample, thus higher samples were targeted for counties with higher population.

Table 5: Sample Distribution by County

County	Sample	%	County	Sample	%
Nairobi	86	17%	Mombasa	40	8%
Narok	55	11%	Garissa	38	7%
Kakamega	55	11%	Makueni	33	6%
Kiambu	52	10%	Nyandarua	32	6%
Kisumu	52	10%	Meru	29	6%
Uasin Gishu	45	9%	Total	517	

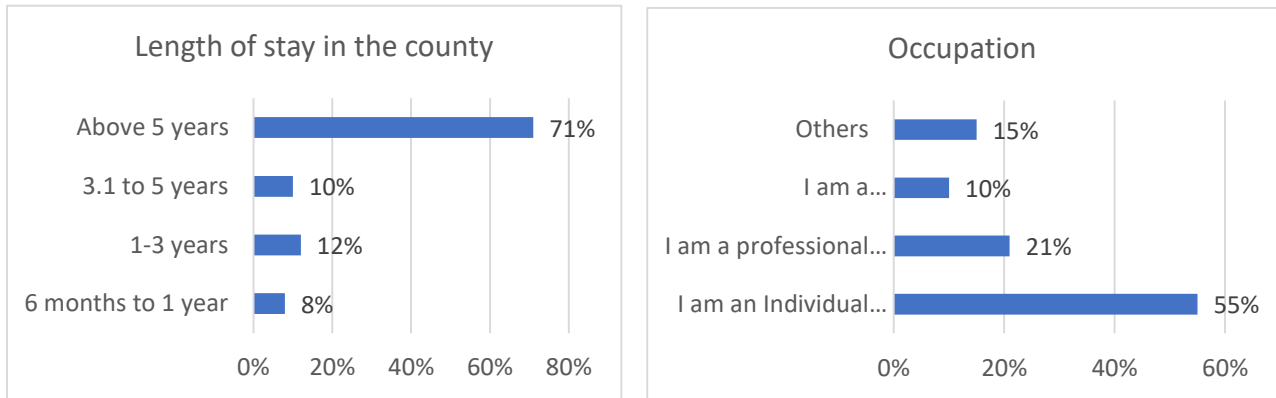
The study was able to identify the types of road users interviewed for this study with pedestrians/public transport users making up 74% of the sample (Figure 2 below). Motor cycle riders made up 12% of the sample followed by individual vehicle owners/drivers (11%) and bicycle riders (3%). Urban dwellers made up 61% of the sample while 39% of the respondents were from rural dwellings. Purposive sampling highly influenced the location where the respondent was found.

Figure 2: Sample Distribution by Type of Road User and Location



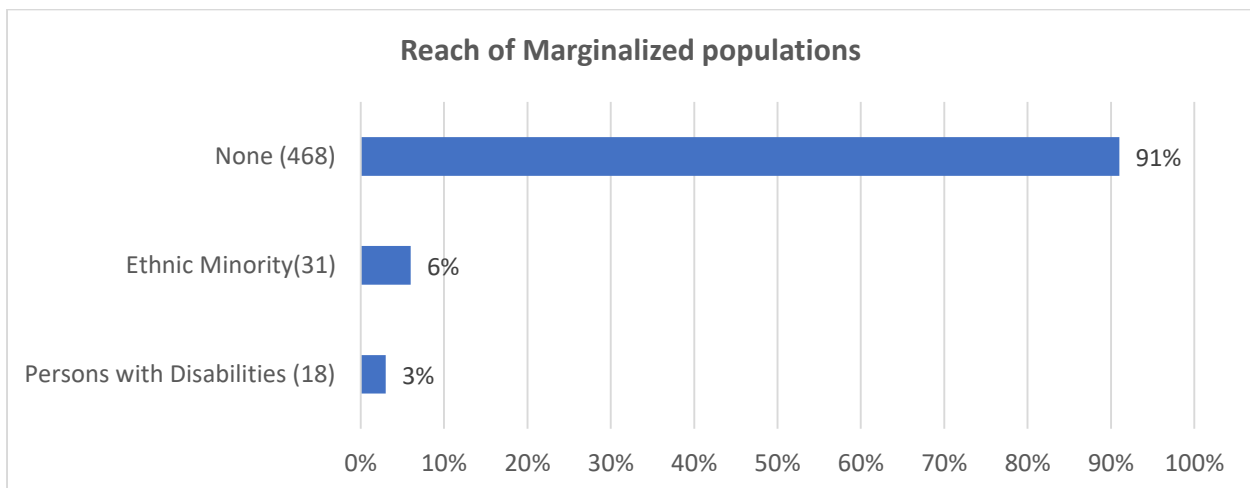
The sampling method also screened out respondents to reduce bias in the survey process. The process screened out those who had stayed for less than 6 months in the county of focus as they would not be in a position to provide objective feedback on the county specific experiences. The figure below shows that 71% of the respondents had resided in the county for more than 5 years, and thus could provide reliable information. More than half of the respondents interviewed were business owners while slightly more than a fifth were professionals.

Figure 3: Respondents Length of Stay in the county and Occupation



The survey endeavored to embrace inclusion in recognition of equal rights to all under the constitution of Kenya (2010) by reaching out to marginalized populations mainly Persons with Disabilities (18) and ethnic minorities (31). Personnel from the National Council of Persons with Disabilities were engaged to help identify PWDs within the survey locations. To ease the engagement with PWDs, the structured questionnaire was translated to braille for the blind and the deaf, and sign language interpreters were used to engage the dumb respondents.

Figure 4: Reach of Marginalized Populations



5.1.2 OTHER STAKEHOLDERS

County governments formed the largest number of stakeholders interviewed followed by road agencies and suppliers/consultants as per the table below. A total of 45 stakeholders were interviewed for the study.

Table 6: Sample Distribution by Stakeholder Category

County Government	22
Road Agencies	8
Consultants/suppliers	8
National Government/Parastatals	7
Total	45

5.2 STAKEHOLDERS CUSTOMER SATISFACTION FINDINGS

As discussed above, stakeholders interviewed included County Government representatives, Road Agencies, Suppliers, Consultants and Parastatals. The customer satisfaction survey aimed to understand their level of satisfaction with various attributes which are discussed in this section and contribute to the overall satisfaction index. They include satisfaction with customer care attributes, fund allocation and disbursement, quality and reliability, marketing and communication and image and reputation. A five-point scale was used to measure satisfaction where 1 was the lowest score representing “Very Dissatisfied” and 5 was the highest score indicating “Very Satisfied”.

5.2.1 CUSTOMER CARE ATTRIBUTES

Stakeholder satisfaction with customer care at KRB scored 3.9 points out of a possible 5 points or 78%. The highest satisfaction of stakeholders was with language and communication (4.3 or 86%). Other attributes with high satisfaction included politeness and helpfulness of staff at KRB, ease of understanding information provided, ability to get through to a person who can help at KRB, accuracy and reliability of information provide and the reliability of the service provided all scoring above 4 points (80%). Stakeholders were however not happy with information on the progress of their enquiries scoring 3.5 points (70%) as well as proper resolution of queries and complaints.

Notably, complaint resolution has been a recurring issue over the years as reported in previous customer surveys undertaken by KRB.

Figure 5: Satisfaction with Customer Care Attributes



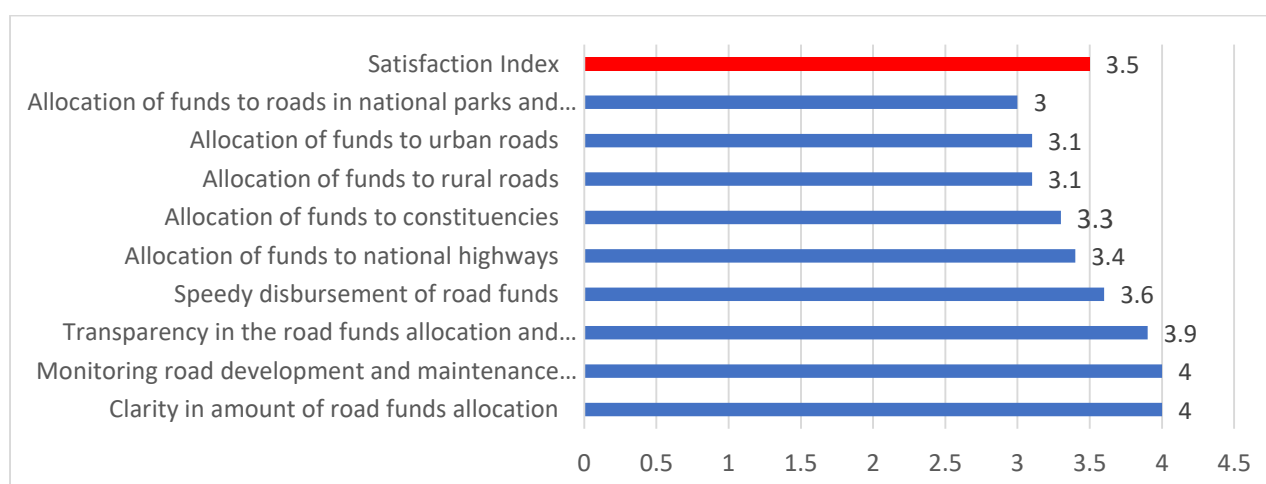
Analysis by each stakeholder category shows a high satisfaction level amongst KRB suppliers with an 86% satisfaction index followed by road agencies at 80%. Parastatals were least happy with customer care at KRB with an overall index of 74% (see table below). The language used in communication and ease of understanding the information received were the highest scored customer care attributes amongst road agencies, parastatals and suppliers. This indicates that the communication efforts by KRB are easy to understand; which is a critical communication attribute. County governments on the other hand rated accessibility to staff and the politeness and helpfulness of the staff highest. This should be practiced across all departments within KRB so that customers get the same perception with regard to customer care at KRB.

5.2.2 FUNDING ALLOCATION AND DISBURSEMENT

Being a key mandate of KRB, funding allocation and disbursement is key to stakeholders with recommendations from previous customer surveys pointing out the need to provide information on allocation and disbursement as well as in the timely disbursement of funds.

Overall satisfaction with funding allocation and disbursement was still an area requiring improvement as it scored 3.5 (70%). Stakeholders were highly satisfied with the clarity in amount of road funds allocation and monitoring road development and maintenance which scored 4 points (80%). Low levels of satisfaction were however noted with allocation of funds especially to roads in national parks (3 points or 60%) followed by urban roads and rural roads (3.1 points or 62%).

Figure 6: Satisfaction with Funding, Allocation & Disbursement



The table below gives an analysis of satisfaction scores with funding, allocation and disbursements by the different stakeholder groups. County governments were the most satisfied with this attribute (72% satisfaction index) while suppliers and parastatals were the least satisfied. While road agencies were most satisfied with the clarity in amount of road funds allocation at a score of 4.4 points (88%), they indicated very low satisfaction with allocation of funds to roads in national parks and reserves rating KRB at 2.3 points (46%). Similarly, county governments were highly satisfied with clarity on amount of road funds allocation and in addition, the monitoring aspect (4.3 points or 86% score) and least satisfied with allocation of funds to urban roads (2.9 points or 58%). On the other hand, parastatals were highly dissatisfied with the clarity in amount of road funds allocation rating it at 2.6 points (52%) which may be an indication of the need for KRB to offer this information to

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parastatals. Suppliers were least satisfied with allocation of funds to rural roads and national parks & reserves.

Table 7: Stakeholder Group Satisfaction with Funding, Allocation & Disbursement

Funding, Allocation & Disbursement Attributes	Road agency	County government	Parastatals/ National Govt.	Consultant/ supplier
Clarity in amount of road funds allocation	4.4	4.3	2.6	3.4
Transparency in the road funds allocation and disbursement process	4.1	4	3.4	3.4
Speedy disbursement of road funds	3.5	3.8	3.3	3.2
Monitoring road development and maintenance funded by the RMLF fund	3.9	4.3	3.5	3.3
Allocation of funds to constituencies	3	3.1	3.8	3.4
Allocation of funds to rural roads	2.8	3.2	3.4	2.8
Allocation of funds to urban roads	3.2	2.9	3	3.4
Allocation of funds to national highways	3.5	3.3	3.6	3.6
Allocation of funds to roads in national parks and reserves	2.3	3.3	3.2	2.8

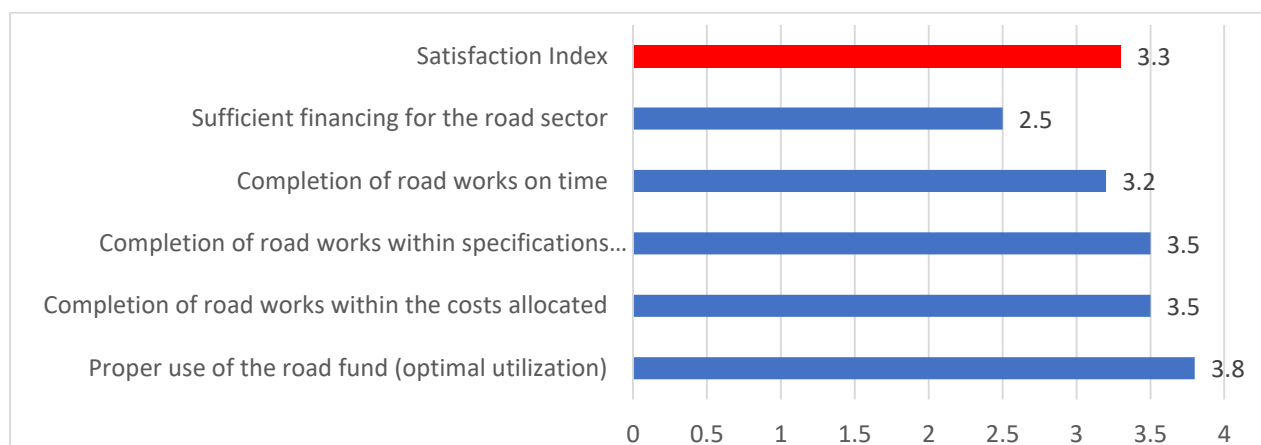
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Overall Satisfaction				
Score out of 5	3.4	3.6	3.3	3.3
Satisfaction Index (%)	68%	72%	66%	66%

5.2.3 QUALITY AND RELIABILITY

Quality of services offered and how reliable an organization is in delivering its promise is a key customer satisfaction and retention driver. The overall satisfaction index for quality and reliability amongst stakeholders was 3.3 points (66%) indicating room for improvement. While stakeholders seemed to be happier with optimal utilization of the fund (3.8 points or 76%), there was very low satisfaction with sufficient funding for the road sector which scored 50% and was the lowest score. This affirms the issue of allocation of funds to different roads as highlighted in the previous section (funding allocation and disbursement) and indicates the need for KRB to increase its revenue in order to sufficiently fund roads. Completion of roads on time was also an area of low satisfaction at 64% and could point to disbursement as well as monitoring of road agencies and /or contractors.

Figure 7: Satisfaction with Quality & Reliability



The table below shows high dissatisfaction of all stakeholders with “sufficient financing for the road sector” by KRB with road agencies least dissatisfied (score of 1.8 points/36%). Parastatals were also highly dissatisfied with the timely completion of road works giving it a score of 2.9 (58%).

Table 8: Stakeholder satisfaction with Quality and Reliability

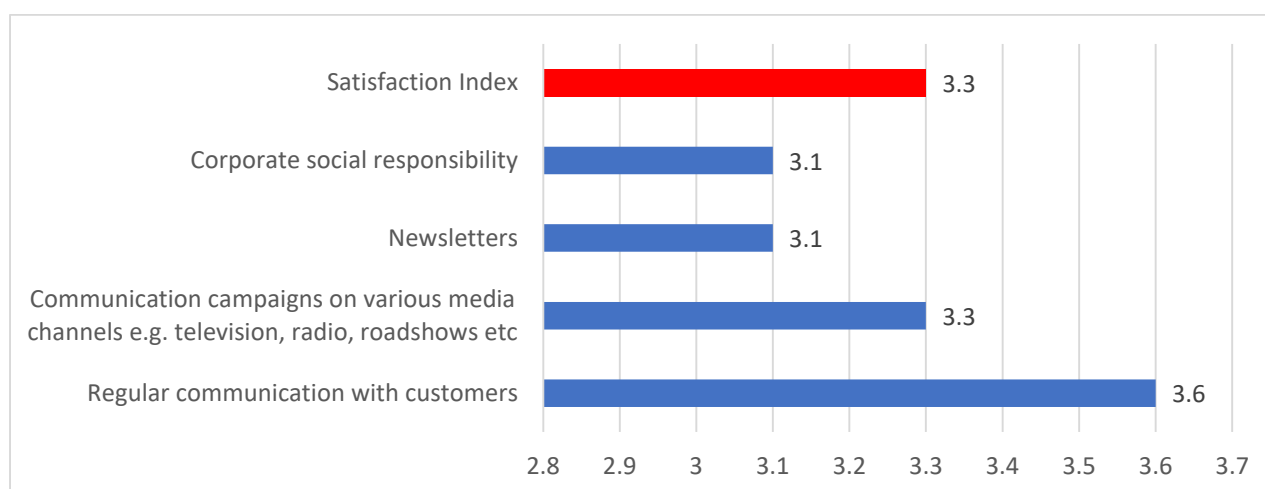
CUSTOMER SATISFACTION SURVEY, AUGUST 2018

Quality & Reliability Attribute	Road agency	County government	Parastatals/ National Govt.	Consultant/ supplier
Sufficient financing for the road sector	1.8	2.6	3	2.2
Proper use of the road fund (optimal utilization)	4	3.9	3.3	3.6
Completion of road works on time	3.1	3.4	2.9	2.8
Completion of road works within the costs allocated	3.9	3.5	3.2	3
Completion of road works within specifications provided	3.4	3.7	3	3.3
Overall Satisfaction Score (out of 5)	3.2	3.4	3.1	3
Satisfaction Index (%)	64%	68%	62%	60%

5.2.4 PUBLICITY AND COMMUNICATION

Previous customer surveys pointed out low awareness levels of KRB amongst its customers and thus the need to create awareness through publicity and communication. While the satisfaction score with this attribute was above average at 66%, there was need to enhance corporate social responsibility and the use of newsletters which were both rated lowest in this attribute at 3.1 points (62%). All attributes were scored below 4points (80%0 and thus the need to re-energize marketing and communication efforts at KRB.

Figure 8: Satisfaction with Marketing & Communication



The survey found suppliers to be more satisfied than other groups of stakeholders with marketing and communication at KRB giving a satisfaction of index of 74% while the satisfaction score for other stakeholders was below 70%. In particular, road agencies and parastatals were least satisfied with KRB’s communication campaigns; parastatals and county governments were also dissatisfied with newsletters while county governments were also dissatisfied with KRB’s corporate social responsibility.

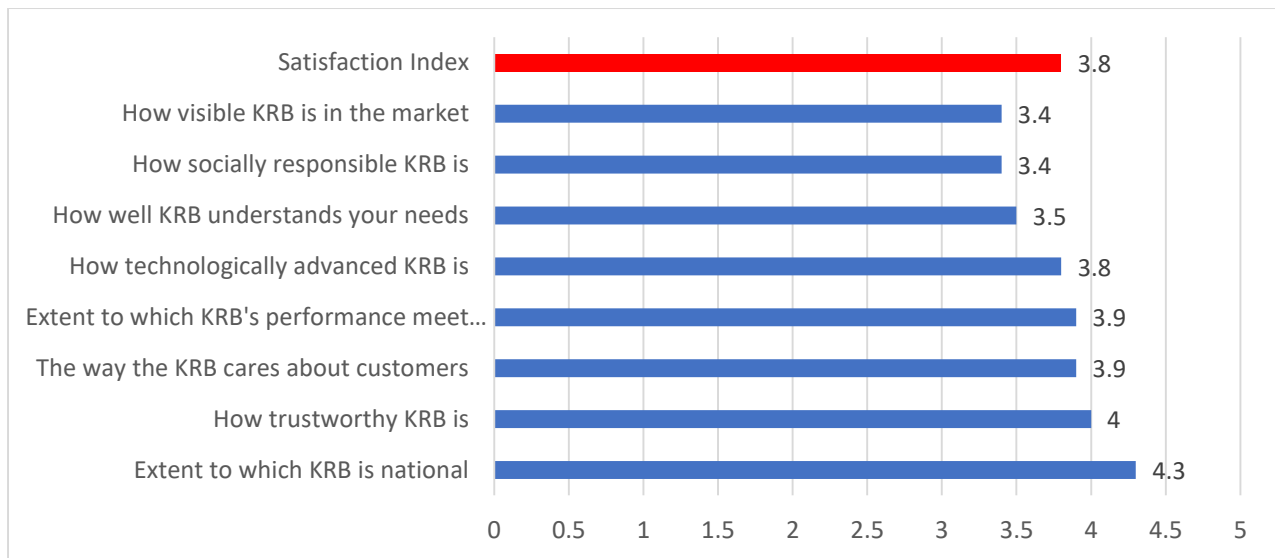
Table 9: Stakeholder satisfaction with Marketing & Communication

Marketing & Communication Attributes	Road agency	County government	Parastatals/ National Govt.	Consultant/ supplier
Regular communication with customers	3.7	3.6	3.4	3.8
Newsletters	3.3	2.8	3	3.6
Communication campaigns on various media channels e.g. television, radio, roadshows etc.	3.1	3.4	3	3.7
Corporate social responsibility	3	2.8	3.5	3.8
Overall Satisfaction Score (out of 5)	3.3	3.2	3.2	3.7
Satisfaction Index (%)	66%	64%	64%	74%

5.2.5 IMAGE AND REPUTATION

The image and reputation of a brand signifies its position within the industry and at national level. The overall satisfaction with image and reputation of KRB stood at 3.8 points (76%). Stakeholders were happy with the extent to which KRB was national and its trustworthiness. Visibility and social responsibility which are key in building a brand’s image were however low at 3.4 points (68%) and concur with the findings on marketing and communication in the previous section.

Figure 9: Satisfaction with Image & Reputation



Analyzed by stakeholder groups, suppliers were most satisfied with the image and reputation of KRB rating it at 84% while parastatals were least satisfied at 66%. Lack of visibility was the main reason for dissatisfaction for road agencies, parastatals and suppliers while county governments were of the view that KRB did not understand their needs.

CUSTOMER SATISFACTION SURVEY, AUGUST 2018

Table 10: Stakeholder Groups Satisfaction with Image & Reputation

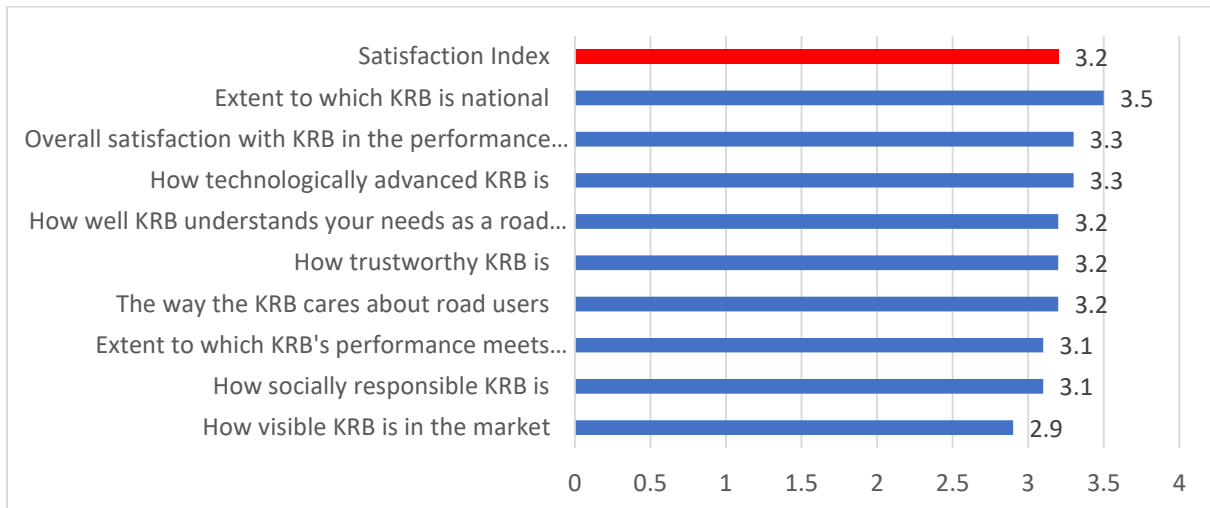
Image & Reputation	Road agency	County government	Parastatals/ National Govt.	Consultant/ supplier
The way the KRB cares about customers	3.9	4	3.4	4.1
How technologically advanced KRB is	3.8	3.7	3	4.7
How trustworthy KRB is	3.9	4	3.3	4.4
How socially responsible KRB is	3.3	3.3	3.4	3.5
Extent to which KRB is national	4	4.4	3.9	4.8
Extent to which KRB's performance meet internationally acceptable standards	3.6	4	3.3	4.3
How well KRB understands your needs	4.1	3.2	3	4.4
How visible KRB is in the market	3.1	3.6	3.1	3.4
Overall Satisfaction Score (out of 5)	3.7	3.8	3.3	4.2
Satisfaction Index (%)	74%	76%	66%	84%

5.3 GENERAL PUBLIC AND MOTORISTS SATISFACTION FINDINGS

5.3.1 OVERALL SATISFACTION

The overall satisfaction index for general public and motorists was 64% with the least satisfaction recorded in the visibility of KRB followed by its corporate social responsibility and performance.

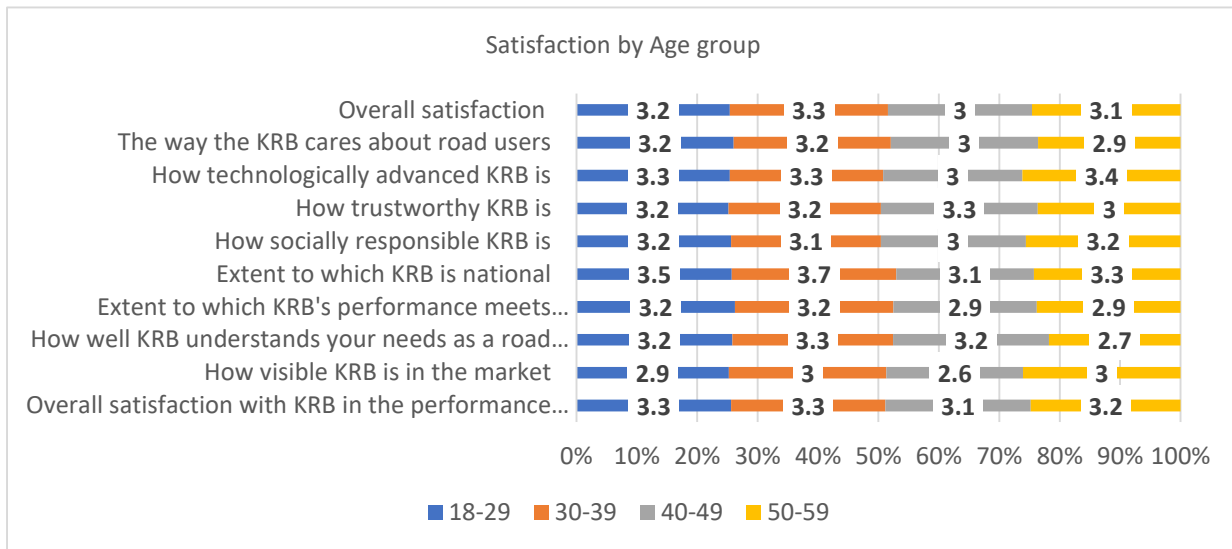
Figure 10: Overall Satisfaction



5.3.2 SATISFACTION BY AGE GROUP

The figure below shows satisfaction levels by age groups of the general public and motorist. With the overall satisfaction at 64%; the survey found lower satisfaction scores among those aged 40-59 years while those aged 30-39 were happiest. Visibility was a common area of dissatisfaction across all ages while those aged 50-59 also felt KRB did not understand the needs of a road user (2.7 points or 54%) and rated KRB low (2.9 points or 58%) in the way in which KRB cared about road users and in its performance.

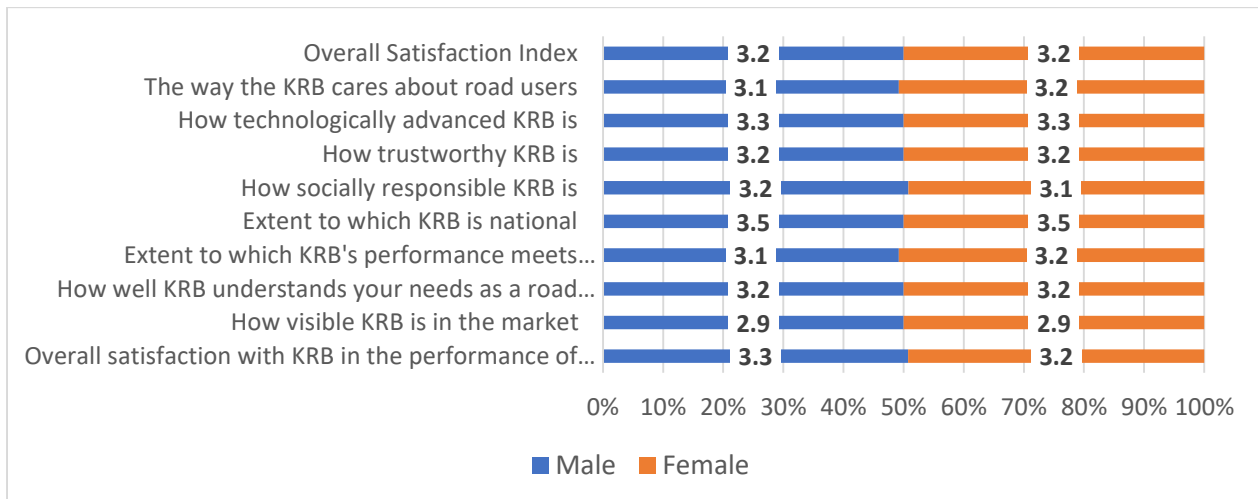
Figure 11: Satisfaction Levels by Age Groups



5.3.3 SATISFACTION BY GENDER

There was little differentiation between males and females in their satisfaction on the various attributes measured. Thus, the satisfaction score for each gender was 3.2 points (64%) with visibility scoring the lowest (2.9 points or 58%).

Figure 12: Satisfaction Levels by Gender



5.3.4 SATISFACTION BY COUNTY

Satisfaction levels by counties where the survey was implemented show high scores in Kisumu (3.5 points or 70%) and the lowest score in Nyandarua (2.7 points or 54%). The visibility of KRB scored lowest in Nairobi, Kiambu, Nyandarua, Mombasa, Uasin Gishu and Narok counties. The general public and motorists in Nairobi, Kiambu, Nyandarua and Garissa also felt strongly that KRB's performance did not meet international standards while in Meru, its trustworthiness was in doubt.

Table 11: Satisfaction Levels by County

KRB Attribute	Total	Nairobi	Kiambu	Nyanda	Meru	Momba	Uasin	Gishu	Narok	Kisumu	Kakame	Makuen	Garissa
Overall satisfaction with KRB in the performance of its mandate (rehabilitation and maintenance of the road network in Kenya)	3.3	3.2	3.5	2.9	3.3	2.9	3.8	2.8	3.4	3.5	3.3	3.2	
How visible KRB is in the market	2.9	2.8	2.4	2	2.7	2.6	3.2	2.5	3.3	3.2	3.3	3	
How well KRB understands your needs as a road user	3.2	3	3.8	2.4	3	3.1	3.5	2.6	3.6	3.4	3.1	3.3	
Extent to which KRB's performance meets internationally acceptable standards	3.1	2.8	2.9	2.7	3	3	3.8	3.1	3.4	3.3	3.1	2.5	
Extent to which KRB is national	3.5	3.6	3.6	2.8	3.5	3	3.7	3.7	3.5	3.5	3.7	2.9	
How socially responsible KRB is	3.1	3.1	3.5	2.5	3	3.1	3.5	2.7	3.6	3.2	3	3.2	
How trustworthy KRB is	3.2	2.9	3.1	3.1	2.5	3	4	3.3	3.5	3.1	3	3.2	

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How technologically advanced KRB is	3.3	3.1	3.2	3.4	2.8	3.2	3.8	3	3.6	3.2	3.3	3.3
The way the KRB cares about road users	3.2	2.8	4	2.6	2.7	3	3.7	2.8	3.5	3.2	3.3	3.2
Overall Satisfaction Score (out of 5)	3.2	3	3.3	2.7	2.9	3	3.7	2.9	3.5	3.3	3.2	3.1
Satisfaction Index (%)	64%	60%	66%	54%	58%	60%	74%	58%	70%	66%	64%	62%

CONCLUSION

The study can conclude that KRB is headed in the right direction as proved by the improved customer satisfaction score. Previous customer surveys show a decline over the years from 79% in 2010/2011 to 66% in 2016. Thus the 2018 score of 69% following the implementation of a customer improvement plan in 2016 shows possible fruits of this intervention. There are however areas that require KRB's attention over the coming financial years in order to grow this satisfaction score above previous scores.

Notably the issue of complaint resolution has recurred over the years and requires attention from KRB. In addition, customer feedback on the progress of their enquiries is key to retaining happy clients and thus increasing the recommendation rates from such clients. This responsive type of communication increases the relevance of KRB amongst its stakeholders and thus lack of it can result in the exact opposite where the relevance of KRB decreases.

Furthermore, the study found that customers had varied experiences with regard to customer experience. For example, while road agencies, county governments and suppliers rated highly the accuracy and reliability of information they received, parastatals did not seem to get the same service and scored this attribute much lower. Still, while county governments and suppliers seemed happy with the ability to get through to a person who can help them, this was not the case for road agencies and parastatals. This suggests, lack of a standardized manner of practice in relating with customers generally found in customer service standards which provide guidelines in terms of response and treatment of all type of customers. The use of such guidelines would also be useful in addressing two key customer care attributes which are complaint resolution and feedback provided to customers on their enquiries.

The study also noted dissatisfaction with the level of funding for roads development and maintenance in the country as well as timely disbursement to ensure that road projects were completed on time. Dissatisfaction with funding allocation for roads in national parks and reserves was also noted.

The study found that there was still need to increase the visibility of KRB as well as its performance with regard to road development and maintenance which is one of its key mandates. Corporate social responsibility and newsletters were also highlighted as areas of

low satisfaction that required improvement. Counties displayed different levels of satisfaction with Kisumu recording the highest satisfaction and counties like Nyandarua, Meru and Narok scoring the lowest. The sensitivity of KRB to the needs of road users was put to question and was an area of low satisfaction for the general public and motorists especially the elderly (50-59 years).

RECOMMENDATIONS

In order to adequately address customer care issues with focus on complaint resolution and customer feedback, there is need for a standardized manner of practice when relating with customers. Customer service standards provide guidelines in terms of response and treatment of all types of customers. The use of such guidelines would also be useful in addressing the seemingly variant experiences of customers as mentioned before and ensure customers have the same experience when interacting with KRB. Thus the “ability to get through to a person who can help you” should be the same for all customers etc.

One of KRB’s Corporate objectives is to “Increase and sustain the KRB fund to meet the current and future demand for a sustainable road network”. As mentioned before, customers felt that the funding for roads development and maintenance was not sufficient. There is therefore need for KRB to increase its revenue sources to meet this demand.

Increase in funding for road maintenance projects should also go hand in hand with timely disbursement to ensure that projects are completed on time.

Towards the fulfilment of one of its key mandates, to “Determine the allocation of financial resources from the RMLF or from any other source available to the Board required by road agencies for the development, rehabilitation and maintenance of the road network” KRB should look into the issue of allocation of funds to national parks and reserves which customers felt was not sufficiently funded.

Towards improving publicity and communication in KRB, there is need for KRB to engage in corporate social responsibility and communicate its activities to all stakeholders. Newsletters can be a useful communication tool and thus should be improved to meet stakeholder expectations. There is also need to increase the visibility of KRB through awareness creation of its mandate and activities.

Finally, while KRB implements its strategy, special focus should be placed on the needs of different stakeholders as found within this report. In particular, emphasis on counties recording low satisfaction levels is recommended (for example Nyandarua Meru and Narok) and across different age groups of the general public and motorists -as mentioned earlier the need to understand and be sensitive to the different road users' needs.

ANNEX

This questionnaire was mainly structured for KRB Brand Audit survey but since the two surveys were carried out co-currently, sections on KRB service delivery and customer satisfaction were used to gauge the customer satisfaction level.

**KRB BRAND AUDIT SURVEY
CUSTOMERS' QUESTIONNAIRE**

Good Morning/ Afternoon/ Evening to you. My name is I work at..... , an independent consultancy firm based in Nairobi Kenya which is carrying out a survey on government agencies working on road infrastructure development and maintenance. Your feedback will go a long way in advising our client on priority areas which require improvement. I would like to assure you that the responses from this interview are all confidential.

SECTION A: RESPONDENT'S DETAILS

RESPONDENT'S CATEGORY	ROAD AGENCY	COUNTY GOVERNMENT	DEVELOPMENT PARTNER	PARASTATALS	CONSULTANT/ SUPPLIER
CODE	1	2	3	4	5

SECTION B: MAIN QUESTIONNAIRE- BRAND AUDIT

BRAND IDENTITY (Awareness and perception)

Q1.Please tell me,

- a) Do you know why the Kenya Roads Board exists? Yes (1) Continue No (2) Skip to Q2
- b) Please tell me the reasons or mandates for KRB. **RECORD FIRST MENTION AS Top Of Mind (TOM),**
- c) Any other reasons for its existence? **OTHERS AS SPONTANEOUS**
- d) Which of these mandates of KRB are you aware of? **READ OUT THOSE NOT MENTIONED UNDER Q1a) ABOVE. RECORD UNDER AIDED, MULTICODES POSSIBLE (ROTATE ATTRIBUTES TO REDUCE BIASNESS)**

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AWARENESS			
MANDATES (respondent should display an understanding of the mandate which don't have to be in the exact same words in this table)	T.O.M Q1b 1st Mention	SPONTANEOU S Q1c Other Mentions	AIDED Q1d
Administer the funds derived from the Road Maintenance Levy Fund (RMLF) and any other funds that may accrue to it.	1	1	1
Coordinate the development, rehabilitation and maintenance of the road network in Kenya.	2	2	2
Coordinate the implementation of all policies relating to the development, rehabilitation and maintenance of the road network in Kenya.	3	3	3
Determine the allocation of financial resources from the RMLF (Road Maintenance Levy Fund) and any other funds that may accrue to it.	4	4	4
Monitor the operations or activities undertaken by road agencies in the development, rehabilitation and maintenance of the Kenyan road network.	5	5	5
Other, Specify			

Q2. Below are statements that other customers have made about Kenya Roads Board. Please tell me the extent to which you agree or disagree with them on a scale of 1-5 where 1 is totally disagree and 5 is totally agree.

ATTRIBUTE	Totally Disagree	Disagree	Neutral	Agree	Totally Agree	Don't Know
KRB acts in the best interest of Kenya	1	2	3	4	5	99
KRB ensures a harmonious working relationship with its customers and interested parties.	1	2	3	4	5	99
KRB promotes, to the extent possible, a system that encourages planning for road works at the lowest unit of devolution.	1	2	3	4	5	99

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KRB acts in accordance with all the relevant laws and procedures when engaging with its stakeholders.	1	2	3	4	5	99
KRB takes part in matters of road infrastructure development in Kenya.	1	2	3	4	5	99
KRB preserves individual or group's self-respect, self-worth, physical and psychological integrity and empowerment.	1	2	3	4	5	99
KRB acts in a fair and impartial manner when engaging with its stakeholders.	1	2	3	4	5	99
KRB takes into account everything or all the relevant parties in matters of road maintenance.	1	2	3	4	5	99
KRB supports human rights for all and ensures a fair allocation of funds.	1	2	3	4	5	99
KRB is honest, truthful, and sincere and it demonstrates good character and strong moral principles in dealing with customers.	1	2	3	4	5	99
KRB operates in a manner that demonstrates what they are doing, why they are doing it and the intended outcomes of their actions.	1	2	3	4	5	99
KRB takes responsibility for all their actions and is answerable and liable for its actions and behavior.	1	2	3	4	5	99
KRB ensures that Kenya's road network is efficient and effective to achieve social and economic development without exhausting the country's natural resources.	1	2	3	4	5	99

BRAND INTERACTION AND EXPERIENCE:

Q3.Have you EVER interacted with KRB?

INTERACTION	CODE	INSTRUCTIONS
YES	1	CONTINUE
NO	2	SKIP TO Q6

Q4.How frequently do you interact with KRB? **Use Show Card**

INTERACTION INTERVAL	CODE
More than once a month	1
Once a month	2

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Every 2-6 months	3
Every 7-12 months	4
Less than once a year	5

Q5. Please tell me,

- a) Do you know any medium/tools of communication that KRB uses to interact with its customers? (Where you normally receive information about KRB and its services). Any other? **RECORD FIRST MENTION AS T.O.M, OTHERS AS SPONTANEOUS**

- b) And which of these mediums/tools of communication are you aware of? **RECORD UNDER AIDED, MULTICODES POSSIBLE (ROTATE ATTRIBUTES TO REDUCE BIAS)**

- c) Which channels/tools did you use while interacting with KRB in the last 12 months? **MULTICODE POSSIBLE**

- d) Of the channels interacted with, which one do you prefer the most? **REFER TO Q5C**

MEDIUM/TOOL OF COMMUNICATION	T.O.M Q5a	SPONT Q5ab	AIDED Q5b	INTERACTED CHANNEL/ TOOL IN LAST 12 MONTHS Q5c	MOST PREFERRED Q5d
Formal telephone calls	1	1	1	1	1
Emails	2	2	2	2	2
Written letters	3	3	3	3	3
Oral non-formal communication	4	4	4	4	4
KRB Website	5	5	5	5	5
Newsletters/Reports	6	6	6	6	6
Mass media (Print, TV and Radio)	7	7	7	7	7
Suggestion box situated at the KRB offices	8	8	8	8	8
Stakeholder workshops	9	9	9	9	9
Structured surveys	10	10	10	10	10
KRB social media	11	11	11	11	11
Exhibitions & promotion	12	12	12	12	12
Others (Specify)	98	98	98	98	98

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e) Which Department do you frequently interact with at KRB? **MULTI-CODE POSSIBLE**

Department	Code	Tick √
Planning & Programing	1	
Finance	2	
Technical compliance	3	
Human Resource and Administration	4	
Legal & Corporate Affairs	5	
Information & Communications Technology	6	
Internal Audit	7	
Procurement	8	

f) What are the reason/reasons for your interaction?

BRAND COMMUNICATION

Q6. From what you think, heard or know, on a scale of 1-5 where 1 is totally disagree and 5 is totally agree – To what level do you agree or disagree on the following KRB'S key service attributes as stated below

STATEMENTS	Totally Disagree	Disagree	Neutral	Agree	Totally Agree	Don't Know
KRB'S website is user friendly	1	2	3	4	5	99
KRB'S website is up-to-date	1	2	3	4	5	99
KRB'S social media accounts are up-to-date (Facebook and Twitter)	1	2	3	4	5	99
KRB's use of social media to communicate to its customers and other external stakeholders is effective	1	2	3	4	5	99
The response rate of KRB'S social media accounts are acceptable	1	2	3	4	5	99

Q7.

a) Thinking about KRB branding activity, on a scale of 1-5 where 1 is totally disagree and 5 is totally agree, please tell me the extent you agree with the following KRB branding elements

Branding element	Totally Disagree	Disagree	Neutral	Agree	Totally Agree	DON'T KNOW
KRB Logo is clear and easy to remember	1	2	3	4	5	98
Colours used on the logo promote the strength of the KRB brand	1	2	3	4	5	98
Colours associated with KRB present a strong image of KRB	1	2	3	4	5	98
KRB's documentations are visually appealing	1	2	3	4	5	98

- b) What improvements would you suggest for any of the branding activities mentioned in (a) above.

Q8.

- a) Have you seen / heard any KRB communication campaign/advertisement in the past one year?

SEEN ADVERTISEMENT	CODE	INSTRUCTIONS
YES	1	IF YES, CONTINUE
NO	2	IF NO, SKIP TO Q9

- b) What was the main message that you can recall from this communication campaign/advertisement?

- c) From where did you see or hear the KRB advertisement?

SOURCES OF KRB ADVERTISEMENT	CODE	SPECIFY WHERE APPLICABLE
TV	1	
RADIO	2	
NEWSPAPER	3	
MAGAZINE	4	
SMS	5	
BILLBOARD/ STREET POLE	6	
POSTER	7	
WORKSHOP	8	
KRB WEBSITE	9	
SOCIAL MEDIA	10	
KRB STAFF	11	

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DON'T KNOW/ DON'T REMEMBER	12	
OTHERS (SPECIFY)	99	

KRB'S SERVICE DELIVERY:

Q9. Below are statements that other customers have made about Kenya Roads Board. Please rate according to the extent to which you agree or disagree with them on a scale of 1-5 where 1 is totally disagree and 5 is totally agree.

ATTRIBUTE	Totally Disagree	Disagree	Neutral	Agree	Totally Agree	Don't Know
KRB consults customers in an open and informative manner in order to rightfully understand and consider their needs.	1	2	3	4	5	10
KRB responds to customers' written and telephone enquiries promptly.	1	2	3	4	5	10
KRB is sensitive to customers' needs at all times.	1	2	3	4	5	10
KRB gives customers the opportunity to provide feedback on KRB's standards of delivering services.	1	2	3	4	5	10
KRB staff are always punctual to appointments with customers.	1	2	3	4	5	10
KRB strives for the highest ethical standards in service delivery.	1	2	3	4	5	10
KRB makes prompt payments for goods and services delivered. (To be answered if the respondent delivers any goods/services to KRB)	1	2	3	4	5	10

Q10. Please rate the following attributes related to KRB on a scale of 1-5 where 1 is very low and 5 is very high.

ATTRIBUTE	Very Low	Low	Average	High	Very High	Don't Know
-----------	----------	-----	---------	------	-----------	------------

Level of confidence in KRB's ability to deliver its mandate	1	2	3	4	5	99
KRB as a stable organization	1	2	3	4	5	99
Strength of KRB as a brand compared to other government agencies	1	2	3	4	5	99
Relevance of KRB's mandate to the Kenyan Economy	1	2	3	4	5	99
KRB's involvement in CSR activities/contribution to the society	1	2	3	4	5	99

KRB IMAGERY

Q11. What is the main challenge(s) you've faced when dealing with KRB?

Q12. Which of these animal traits best describe KRB? **(Choose only one option)**

- Owl - Analytical and thoughtful
- Giraffe - Stands tall, visually appealing but cannot attack
- Lion - Tactful, ambitious, brave and strong
- Octopus - Intelligent and creative
- Honey Bee - Community focused

Q13. Choose adjectives from each of the groups below that can be used to describe KRB's **current** character and personality? **(Choose one option)**

- a) Mature and stable
- Youthful and dynamic
- b) Elite and classy
- Down to earth and accessible
- c) Caring and considerate
- Stringent and results oriented
- d) Simple and practical
- Sophisticated and elaborate

Q14. Which adjectives would you use to describe your **preferred** character and personality for KRB? (choose one for each)

- a) Mature and stable
- Youthful and dynamic
- b) Elite and classy
- Down to earth and accessible
- c) Caring and considerate
- Stringent and results oriented

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- d) Simple and practical
 Sophisticated and elaborate

Q15. On a scale of 1-10 where 1 is very unlikely and 10 is very likely - How likely are you to recommend KRB to a friend or colleague?

VERY UNLIKELY					VERY LIKELY				
1	2	3	4	5	6	7	8	9	10

SECTION C: CUSTOMER SATISFACTION

SATISFACTION QUESTIONS

Q16. I would now like you to focus specifically on KRB and the satisfaction level that you have with KRB. On a scale of 1 to 5 where **1 IS VERY DISSATISFIED** and **5 IS VERY SATISFIED**, how satisfied are you with the following areas of customer care at KRB?

SATISFACTION ATTRIBUTES						
Q16a. CUSTOMER CARE	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Don't Know
Ability to get through to a person who can help you	1	2	3	4	5	99
Politeness and helpfulness of the person who deals with you	1	2	3	4	5	99
Ability to solve problems quickly and easily	1	2	3	4	5	99
Accuracy and reliability of information received	1	2	3	4	5	99
Language used in communication	1	2	3	4	5	99
The ease of understanding the information given to you	1	2	3	4	5	99
Proper resolution of queries and complaints	1	2	3	4	5	99
Being informed about the progress of your inquiry/problem	1	2	3	4	5	99
The reliability of the service provided	1	2	3	4	5	99

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How sympathetic the staff are to your needs	1	2	3	4	5	99
The amount of time spent with you by the staff attending to your needs	1	2	3	4	5	99
Q16b. FUNDING ALLOCATION & DISBURSEMENT						
Clarity in amount of road funds allocation	1	2	3	4	5	99
Transparency in the road funds allocation and disbursement process	1	2	3	4	5	99
Speedy disbursement of road funds	1	2	3	4	5	99
Monitoring road development and maintenance funded by the RMLF fund	1	2	3	4	5	99
Allocation of funds to constituencies	1	2	3	4	5	99
Allocation of funds to rural roads	1	2	3	4	5	99
Allocation of funds to urban roads	1	2	3	4	5	99
Allocation of funds to national highways	1	2	3	4	5	99
Allocation of funds to roads in national parks and reserves	1	2	3	4	5	99
Q16c. QUALITY / RELIABILITY						
Sufficient financing for the road sector	1	2	3	4	5	99
Proper use of the road fund (optimal utilization)	1	2	3	4	5	99
Completion of road works on time	1	2	3	4	5	99
Completion of road works within the costs allocated	1	2	3	4	5	99
Completion of road works within specifications provided	1	2	3	4	5	99
Q16d. MARKETING AND COMMUNICATION						
Regular communication with customers	1	2	3	4	5	99
Newsletters	1	2	3	4	5	99
Communication campaigns on various media channels e.g. television, radio, roadshows etc.	1	2	3	4	5	99
Corporate social responsibility	1	2	3	4	5	99
Q16F. IMAGE AND REPUTATION						
The way the KRB cares about customers	1	2	3	4	5	99

CUSTOMER SATISFACTION SURVEY, AUGUST 2018

How technologically advanced the KRB is	1	2	3	4	5	99
How trustworthy the KRB is	1	2	3	4	5	99
How socially responsible the KRB is	1	2	3	4	5	99
Extent to which KRB is national	1	2	3	4	5	99
Extent to which KRB operations meet internationally acceptable standards	1	2	3	4	5	99
How well KRB understands your needs	1	2	3	4	5	99
How visible KRB is in the market	1	2	3	4	5	99

We have come to the end of your interview. Thank you for your time and invaluable contribution.

END