

CUSTOMER SATISFACTION SURVEY



KENYA FOREST SERVICE

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CUSTOMER SATISFACTION SURVEY REPORT

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LIST OF ACRONYMS/ ABBREVIATIONS

Abbreviation	Description
CD ROM	Compact Disk Read Only Memory
Eq	Equation
FGD	Focus Group Discussion
SI	Satisfaction Index
SPSS	Statistical Package for Social Scientists
KFS	Kenya Forest Service

EXECUTIVE SUMMARY

1. Background

Kenya Forest Service (KFS) is a State Corporation established in February 2007 under the Forest Act 2005 to conserve, develop and sustainably manage forest resources for Kenya's social-economic development.

The KFS management structure comprises 10 conservancies that are ecologically demarcated, 76 Zonal Forest Offices, 150 forest Stations, and 250 divisional forest extension offices located countrywide, and critical in forest management and surveillance.

To participate in forest management, forest adjacent communities have formed registered groups and are currently working with KFS to sustainably manage forest resources. In total, there are 325 community forest associations.

The Customer Satisfaction Survey was done to assess the perceived level of satisfaction of KFS's customers with the services/products offered to them. The results of the survey are meant to provide the management of the Organization with the information on how to improve its efficiency and image and to identify priority areas that require specific interventions in an effort to improve its service delivery.

This Report on Customer Satisfaction Survey presents the findings of the study conducted by **Envag Associates Limited** (the Consultant) with respect to satisfaction levels of customers.

2. Objectives

The main objective was to assess the perceived level of satisfaction of the services offered by KFS to its customers. It also included respondents' suggestions on how service delivery could be improved.

3. Scope

The following Table indicates the categories of customers and employees sampled during these surveys.

Table E1: Category of Respondents and Response Rates

CATEGORY	TARGETED	ACHIEVED	% RESPONSE
CUSTOMERS			
General Customers	100	85	85.00
Suppliers	100	93	93.00
Total	200	178	
<i>Overall Customers' Response Rate</i>			89.00

4. Methodology

The Customer/Student Satisfaction questionnaire captured the level of satisfaction among suppliers and surrounding community.

Data coding and entry was done concurrently with data collection in the field. After which the consultant embarked on analysis of the data, comments and observations obtained from field visits and secondary sources. The consultant carried out data coding, framework development for data entry and analysis of data using Ms Excel Platforms and SPSS.

After data analysis, satisfaction index (SI) was obtained, which is a single number that measures the extent to which the respondents are satisfied. It is a weighted composite index that has values ranging from 0 to 100. It is used to measure the responses to one or more questions (factors) asked about the same idea.

5. Survey Findings

The Table below shows the summary of the survey findings.

Table E2: Summary of the Findings of Customer Satisfaction in Kenya Forest Service

Category of Customers	Index (%)
Suppliers (Suppliers of Goods and Services)	74.88
General Customers (Timber merchants, Saw Millers e.tc)	68.12
Average	71.50

6) Conclusion and Recommendations

Conclusions

The survey established that Suppliers were more satisfied when compared to General Customers. This could be attributed to the fact that there is a mutually beneficial relationship between suppliers and the services. However the difference in terms of aggregate satisfaction was not very wide. The suppliers had a satisfaction index of 74.88% and General; Customers had 68.12%.

The drivers in terms of satisfaction were Quality of serve at 71.48% and Image and Identity at 70.80% among the general customers while, all parameters considered under suppliers were considered as drivers as they all posted indexes above 70% with the exception of information and communication.

Recommendations

i) General Customers

1. Communication

There is need to embrace communication including social media such as tweeter and Facebook so as to reach a wider public. It was also noted that the general public felt that more openness and improvement needs to be adopted in terms of sharing information. This can be achieved through various media outlets including vernacular radio stations. *“KFS can use local radio station to pass information”* was a comment that was suggested by customers from Wire, Marigat and Meru. It will also be of great benefit if KFS ensures that suggestion boxes in all areas are operationalized and checked from time to time.

2. Sanitation and Hygiene

KFS has strived to ensure that sanitation and hygiene is embraced in its work environment. However it was noted that sanitation standards in some offices were wanting and this needs to be improved on. A customer from Kisii had this to say *“washrooms in kisii do not have soap and hand towels.”* It will be important to ensure that all sanitary facilities are clean and soaps are provided.

3. Ambience

Ambience is simply the atmosphere or character of a place- in this case KFS zones and office. This being the first point of contact between a customer and the service there is need to ensure that such are well maintained and well organized and arranged. It was noted that Zonal offices and forest stations are not well maintained and some had broken furniture at the reception. Respondents had this to say *“Visitor have no place to sit”* a respondent from Kiambu and another from Kisumu echoed the same by saying *“there is shortage of furniture and so needs provisions to accommodate visitors”*. It will be imperative that KFS conducts a furniture audit to establish areas that may need refurbishment so as to spruce up the image of KFS.

4. Workshops

KFS is encouraged by the general customers to collaborate with other similar organization to have formal and non-formal workshops to sensitize the public on the need to conserve and preserve the environment. *“Have formal and non-formal meetings to discuss the way forward with your customer rather than being too harsh and high handed”* was a response from a respondent in Mau

Conservancy. This will go a long way into ensuring the same has been conserved for future generation and sustainability.

5. Commendations for work well done

Nairobi in particular headquarter was commended for work well done in terms of handling customer. *“I visit headquarter regularly and the treatment I get there is very different from here on the ground”*- a respondent from Kakamega said. It will be highly encouraging to sensitize all employees at KFS on the need to treat all employees with uttermost care and respect.

6. Permit Fee

The respondents also requested the service to reduce the permit fee to a fee of about 500 shilling per trip.

ii) Suppliers

1. Timely Deliver

KFS is encouraged to be prompt in terms of delivery and effecting of payment to suppliers. Though all factors considered under this category were performing well and KFS is encouraged to continue with the same spirit. It was noted that Suppliers were satisfied with speed of service delivery. It was however a concern among the suppliers on the period it was taking for payments to be made. A respondent said, *“...improve the procedure of their payments – stick to the 30 days as stipulated in the service charter”*. It was also a concern that goods were not being paid on time.

2. Training on Services

KFS is encouraged to consider training suppliers on other services that they provide. They will ensure more collaboration and understanding between suppliers and the service.

3. Information Dissemination

Some suppliers were of the view that KFS should provide more information about itself. This could be because they were not accessible to the internet. We recommend that KFS should consider availing documents like the service charter brochures to its suppliers in order to assist them gain more information about KFS.

CHAPTER ONE: INTRODUCTION

1.1 Background

Kenya Forest Service (KFS) is a State Corporation established in February 2007 under the Forest Act 2005 to conserve, develop and sustainably manage forest resources for Kenya's social-economic development.

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The Customer Satisfaction Survey was done to assess the perceived level of satisfaction of KFS's customers with the services/products offered to them. The results of the survey are meant to provide the management of the Organization with the information on how to improve its efficiency and image and to identify priority areas that require specific interventions in an effort to improve its service delivery.

This Report on Customer Satisfaction Survey presents the findings of the study conducted by ***Envag Associates Limited*** (the Consultant) with respect to satisfaction levels of customers.

1.2 Objective of Satisfaction Survey

The objective was to assess the satisfaction levels to services offered by Kenya Forest Service to its customers. The survey determined the levels of satisfaction as perceived by these and also obtained their views on the challenges encountered in search of these services. It also included respondents' suggestions on how service delivery could be improved.

1.3 Satisfaction Defined

Satisfaction refers to the attitudes and feelings that customers have towards an institution that serves them, which in this case is KFS. It embodies a system of beliefs that may not have been articulated. These beliefs themselves are based on certain values and are the foundation upon which attitude and behaviour are also based. Satisfaction is derived from

the psychological contract and encompasses the actions customers believe are expected of them and what response they expect from their engagement relationships.

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

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

- How they are treated in terms of fairness, equity and consistency
- Security of engagement
- Scope to demonstrate competence
- Involvement and influence
- Trust in the management of the organization to keep their promises

From the engaging institution perspective, satisfaction may cover aspects of the engagement relationship such as: competence, effort and loyalty.

1.4 Determining Satisfaction Levels

The degree to which customers are satisfied can be measured by attitude surveys by obtaining opinions on key matters about an organization. Such attitudes survey may be conducted using any set or all of the following:

- Structured questionnaires
- Open ended interpersonal interviews
- Combinations of questionnaires and interviews, and
- Use of Focus Group Discussions

1.5 Significance of Satisfaction Surveys

Kenya Forest Service has increasingly become aware that the opinions of their customers, in particular, make the attainment of their goals more likely. It is noteworthy that through Performance Contracting, organizations are required to state in advance what they tend to achieve in a given year and they are evaluated on these set targets.

Organizations also use service charters to tell the public what they stand for and how they will provide their services. The extent to which the service charter has been implemented normally provides some perception about satisfaction levels. It must always be remembered that room should be created for continuous improvement and the bases for these are the independent feedback systems from stakeholder's attitude surveys.

1.6 Rationale for the study

The Kenya Forest Service is actively participating in the implementation of the wider Government of Kenya development policies that embrace, among other things, the Civil Service Reform Programmes. In this regard therefore, Kenya Forest Service has set up internal structures to manage the reform initiatives necessary for enhanced efficiency and effectiveness in management. Kenya Forest Service has developed specific management tools, such as the strategic plan and service charter, which enable it to specify the results it seeks to realize within given time frames and relevant strategies to achieve these results. In its endeavour to be an effective and efficient institution, Kenya Forest Service is desirous to know the current satisfaction levels of their customers. It is in this light that a consultant (Envag Associates Limited) was contracted through a competitive tendering process to conduct the Customer satisfaction survey.

2.1 Activity Schedule and Timelines

The preliminary activities for the survey were under taken in a logical sequence as shown below:

1. Mobilization and planning which involved resource mobilization.
2. Familiarization with KFS and assignment kick off.
3. Determination of the level of participation of identified KFS customers.
4. Discussion and agreement on the scope and duration of work.
5. Confirmed understanding of the objectives of the assignment.
6. Agreed on proposed approach and methodology.
7. Agreed on documents to be reviewed by the consultant.
8. Agreed on expected outputs and set deadlines for their submission.
9. Agreed on the report timelines.

2.2 Sampling

The sampling frame used was that respondents were drawn from every stations surveyed. It also included targeted respondents lists obtained from Kenya Forest Service for the survey. Respondents were given equal opportunity to participate in the survey.

Generic distribution equation with correction for finite population was used to arrive at a representative sample of customers of KFS. Other respondents were identified based on the list provided by the Organization.

The sample size formula (The generic distribution equation with correction for finite population) used is provided in Equations 1 and 2.

$$n_0 = \frac{Z^2 pq}{e^2} \quad \text{Equation 1}$$

Where:

n_0 = Non-corrected sample size.

Z = Level of confidence set at 1.96 for 95% confidence level.

p = Percentage picking a choice, expressed as decimal (0.5 used for sample needed).

q = population proportion (1-p)

e^2 = Margin error of the study set at $\pm 5\%$

Correction for finite population provides the valid sample size as in Equation 2.

$$n = \frac{n_o}{1 + \frac{(n_o - 1)}{N}} \quad \text{Equation 2}$$

Where: N = Population size taken.

n = sample size

All the respondents were given equal opportunity to participate in the survey within the survey data collection timeframe. In order to effectively capture the differences by category from the study population, stratified random sampling technique was adopted in the survey design. The benefit of stratification was that it allowed the sampler to control the stratum and ensured a defined level of statistical precision and comparability.

Table 2.1: Category of Respondents and Response Rates of KFS

CATEGORY	TARGETED	ACHIEVED	% RESPONSE
CUSTOMERS			
General Customers	100	85	85.00
Suppliers	100	93	93.00
Total	200	178	89.00
<i>Overall Customers' Response Rate</i>			

The consultants had the respective questionnaire self-administered by respondents, under close supervision by consultants, enumerators. A brief sensitization of respondents was held before administration of questionnaires. In order to achieve the desired target, a total of 20 respondents from all conservancies were interviewed.

2.3 Sources of Information

The consultant was aware that information on KFS services was of specific importance to its Customer Satisfaction Improvement. Primary data were collected using questionnaires and guideline/checklist attached in appendices and secondary data was obtained from the following sources as a minimum:

- Previous reports on Customer satisfaction done in 2012.

2.4 Work plan for the survey

Table 2.2 below shows the work plan for the survey.

Table 2.2: Time Schedule for Performance of the Service

No	MAIN ACTIVITY/STEP	WEEKS																			
		1				2				3				4				5			
1.	Preliminary Activities:																				
2.	Literature Review																				
3.	Developing Draft Survey Instruments																				
4.	Inception Report Submission																				
5.	Incorporating Client's comments and suggestions in the Inception Report and Survey Instruments																				
6.	Recruitment and training of enumerators																				
7.	Pretesting of Survey tools																				
8.	Field Work and actual primary data collection																				
9.	Data Analysis, interpretations and Reporting																				
10.	Draft Survey Report																				
11.	Incorporating Client's Comments in Final Report																				
12.	Final Report submission																				

2.5 Data Collection Tools

The main tools for capturing primary data during the survey were questionnaires. The tools are attached in Appendices and their description and content shown in Table 2.5:

Table 2.3: Structure of Data Collection Tools

No.	Name of Tool	Contents
1.	Customer Survey questionnaire (General)	Section A: Customer/ Students Satisfaction -KFS image and Identity -Customer Care -Facilities -KFS Communication -Quality of Service Section B: Suggestions Section C: Demography and Personal Information
2.	Suppliers Satisfaction questionnaire	Section A: Suppliers Satisfaction -Communication -Procurement Process -Payment Process -Complaint Handling Section B: Suggestions Section C: Demography and Personal Information
3.	Focus Group Discussion.	Focused on contents in section.

2.6 Data Collection, Entry and Analysis

Data coding and entry was done concurrently with data collection in the field. After which the consultant embarked on analysis of the data, comments and observations obtained from the field visits and secondary sources. The consultant carried out data coding, framework development for data entry and analysis of data collected in Ms Excel Platforms and SPSS.

After analysis the consultant came up with an overall satisfaction index (SI), which is a single figure that measures the extent to which the respondents are satisfied. It is a weighted composite index that has values ranging from 0 to 100. It is used to measure the responses to one or more questions (factors) that ask about the same idea.

The index is obtained by SPSS using the principle of weighted average method as follows: The frequencies (tallies) for different agreement levels are obtained and then multiplied by the respective weights for every factor under investigation. The sum of the product obtained is divided by the sum of tallies for every factor to obtain a mean score within a Likert scale of 1-5. This mean score is then multiplied by index interval; in this case 20 for arrange of 0 to 100 to enable presentation of results in percentages. Note: SPSS is used to do all these in one step.

The mean score itself is stable and not affected when various subgroups of a composite interest groups have varying population, so long as the method for picking sample size is consistent across the subgroups. Therefore, the weighted composite index derived as average of mean scores from different subgroups will be the same as an index obtained directly without subdividing the subgroups so long as the same respondents are retained in the analysis. The main reason for reporting within subgroups is therefore to get a clearer picture of their contribution to the composite index.

Focus group discussions were used as a form of qualitative data collection where respondents within an interest group were asked about their perceptions, opinions, beliefs and attitudes towards services they receive from KFS. The discussions were done in an interactive group setting to acquire feedback, with a minimum of 4 respondents (mini focus group model) where participants were free to talk with other group members.

The discussions were conducted in an unstructured and natural way where respondents were free to give views from any aspect. These views were recorded by the consultant and formed part of the survey report. During the discussions, the Consultant acted as the moderator to ensure that the session progressed smoothly. The FGD effectively applied to Customers, and the community since it was easy to assemble them in mini groups of four.

The open ended questions were tested for inter-rater reliability before being recorded. This together with information delivered from quantitative data also formed the basis of suggestions for improvement in this report.

2.7 Deliverables

The consultant then presented a report to the client on the results of the entire survey exercise and submitted agreed bound hard copies, a soft copy in CD ROM in MS word/Excel (and PDF) format of report.

3.1 Introduction to Findings

This section contains demographic responses from customers and employees as captured by their respective questionnaires.

3.2 Customer Satisfaction Index

The overall Customer Satisfaction Index was (75.50%). The Table 3.19 below shows the index scores for the various sub-groups under customers.

Table 3.8: Customers Satisfaction Index

Category of Customers	Index (%)
Suppliers	74.88
General Customers	68.12
Average	71.50

The overall Customer Satisfaction Index was (71.50%). “Suppliers” scored highest with (74.88%) and finally “General Customers” (68.12%). The figure below shows the scores on a graph.



Figure: 3.1 Customer Satisfaction Index

3.2 Customer Satisfaction Index (General Customers)

Table 3.2 shows the scores for the different parameters under customers

Table 3.2: General Customers

No	Parameters	Score (%)
a.	Quality Of Service	71.48
b.	KFS Image/Identity	70.80
c.	Customer Care	69.98
d.	KFS Communication	65.10
e.	Facilities	63.24
	Average	68.12

The Overall score for General Customers was 68.12%. The highest score was “Quality of Service” at 71.48% followed by “KFS Image/Identity” (70.80%), “Customer Care” (69.98%), “KFS Communication” (65.10%), and finally “Facilities” (63.24%). Figure shows the summary of the scores on a graph.

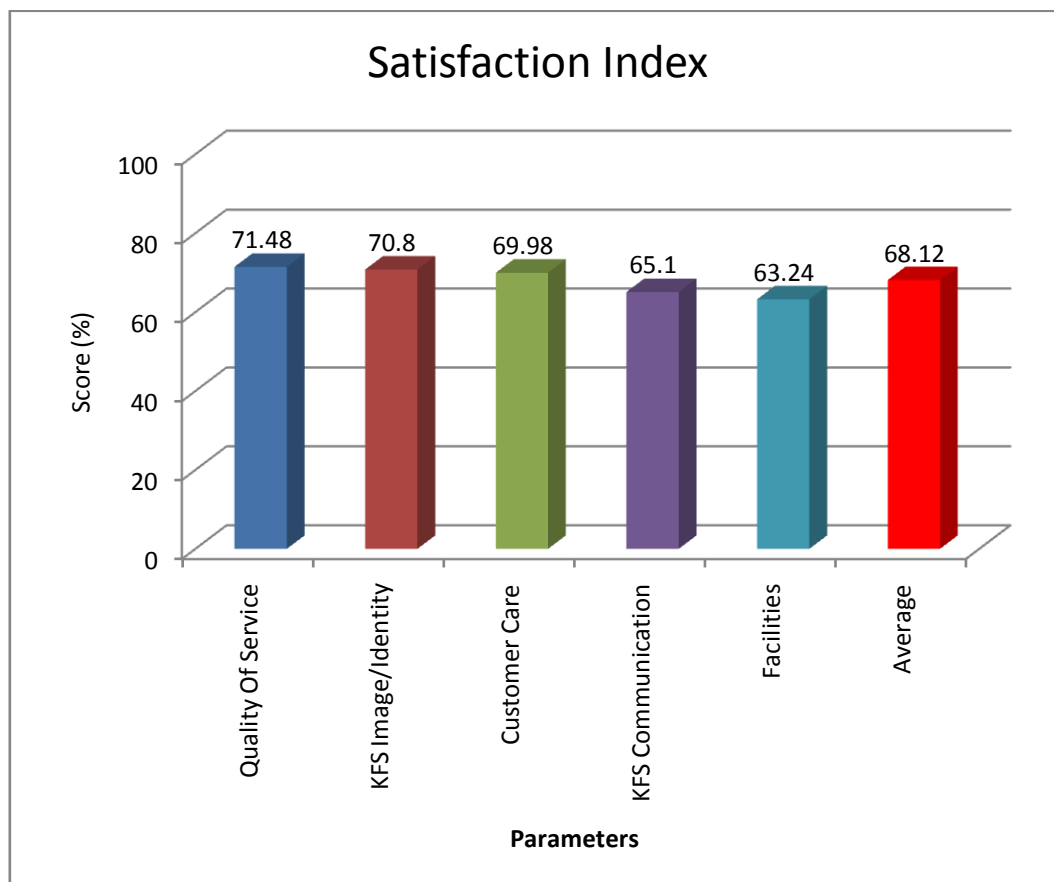


Figure 3.2 Overall score for general customers

3.2.1 Quality of Service

Table 3.3 shows the scores for the different parameters under customers

Table 3.3: Quality of Service

No	Quality of Service	Score (%)
a.	I believe KFS employees deliver services as promised in the service charter	77.11
b.	The services provided by KFS to customers are of good quality	72.58
c.	KFS services are delivered on time to customers	68.12
d.	KFS management has continuous concern to improve on service quality	68.09
	Average	71.48

The Overall score for Quality of Service was 71.48%. The highest score was “I believe KFS employees deliver services as promised in the service charter” at 77.11% followed by “The services provided by KFS to customers are of good quality” (72.58%), “KFS services are delivered on time to customers” (68.12%) and finally “KFS management has continuous concern to improve on service quality” (68.09%). Figure shows the summary of the scores on a graph.



Figure 3.3 Quality of Service

3.2.2 KFS Image and Identity

Table 3.4 shows the scores for the different parameters under customers.

Table 3.4: KFS Image/Identity

	KFS Image/Identity	Score (%)
a.	KFS offers one of the best services	77.18
b.	KFS staff handles issues honestly	74.32
c.	KFS staff are courteous and respectful	72.70
d.	I have trust and confidence in the overall job being done by the management of KFS	72.64
e.	KFS staff are generally committed to service delivery	72.50
f.	I am familiar with KFS Logo	68.10
g.	KFS staff handles my concerns with respect	68.06
h.	KFS staff handles issues with impartiality and fairness	67.99
i.	KFS staff demonstrates high integrity in service delivery	63.71
	Average	70.80

The Overall score for **KFS** Image/Identity was 70.80%. The highest score was “KFS offers one of the best services” at 77.18% followed by “KFS staff handles issues honestly” (74.32%), “KFS staff are courteous and respectful” (72.70%), “I have trust and confidence in the overall job being done by the management of KFS” (72.64%), “KFS staff are generally committed to service delivery” (72.50%), “I am familiar with KFS Logo” (68.10%), “KFS staff handles my concerns with respect” (68.06%), “KFS staff handles issues with impartiality and fairness” (67.99%) and finally “KFS staff demonstrates high integrity in service delivery” (63.71%). Figure shows the summary of the scores on a graph.

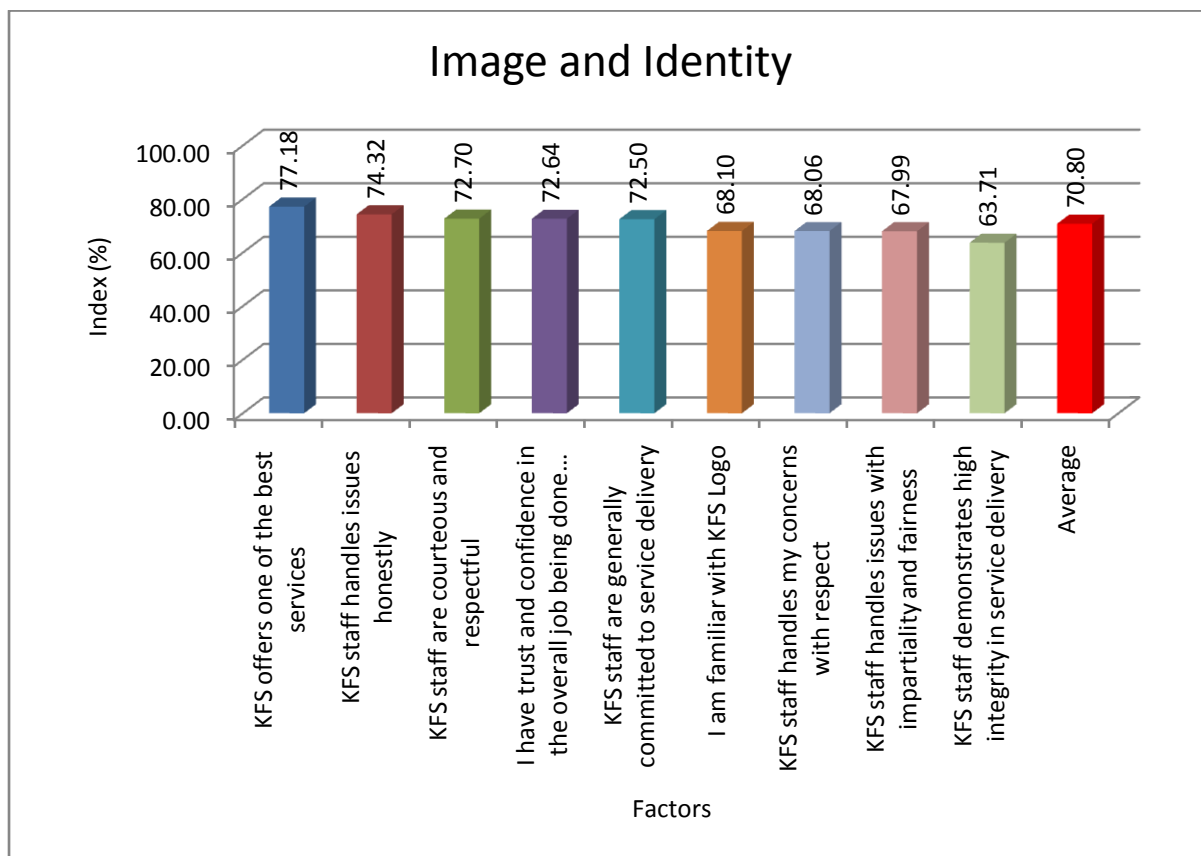


Figure 3.4 KFS Image and Identity

3.2.3 Customer Care

Table 3.5 shows the scores for the different parameters under customers

Table 3.5: Customer Care

No	Customer Care	Score (%)
a.	KFS gives adequate attention to its customers concerns	77.17
b.	KFS management seeks customers opinions in their decision making process	77.14
c.	KFS are always punctual on their responses	77.10
d.	KFS management has created an open and comfortable customer relationship	72.60
e.	KFS is a customer focused organization	72.59
f.	I am satisfied with KFS as its customer	72.59
g.	KFS customers are adequately informed whenever issues arise	72.56
h.	KFS management treats customers professionally	68.10
i.	KFS customer care impact positively on the organization image	63.61
j.	KFS demonstrates a clear understanding of customer needs through its operating processes and procedures	63.60
k.	KFS customer care personnel handle customer courteously	63.57
l.	At KFS there is timely delivery of service	59.11
	Average	69.98

The Overall score for Customer Care was 69.98%. The highest score was “KFS gives adequate attention to its customers concerns” at 77.17% followed by “KFS management seeks customers opinions in their decision making process” (77.14%), “KFS are always punctual on their responses” (77.10%), “KFS management has created an open and comfortable customer relationship” (72.60%), “KFS is a customer focused organization” (72.59%), “I am satisfied with KFS as its customer” (72.59%), “KFS customers are adequately informed whenever issues arise” (72.56%), “KFS management treats customers professionally” (68.10%), “KFS customer care impact positively on the organization image” (63.61%), “KFS demonstrates a clear understanding of customer needs through its operating processes and procedures” (63.60%), “KFS customer care personnel handle customer courteously” (63.57%) and finally “At KFS there is timely delivery of service” at (59.11%). Figure shows the summary of the scores on a graph.

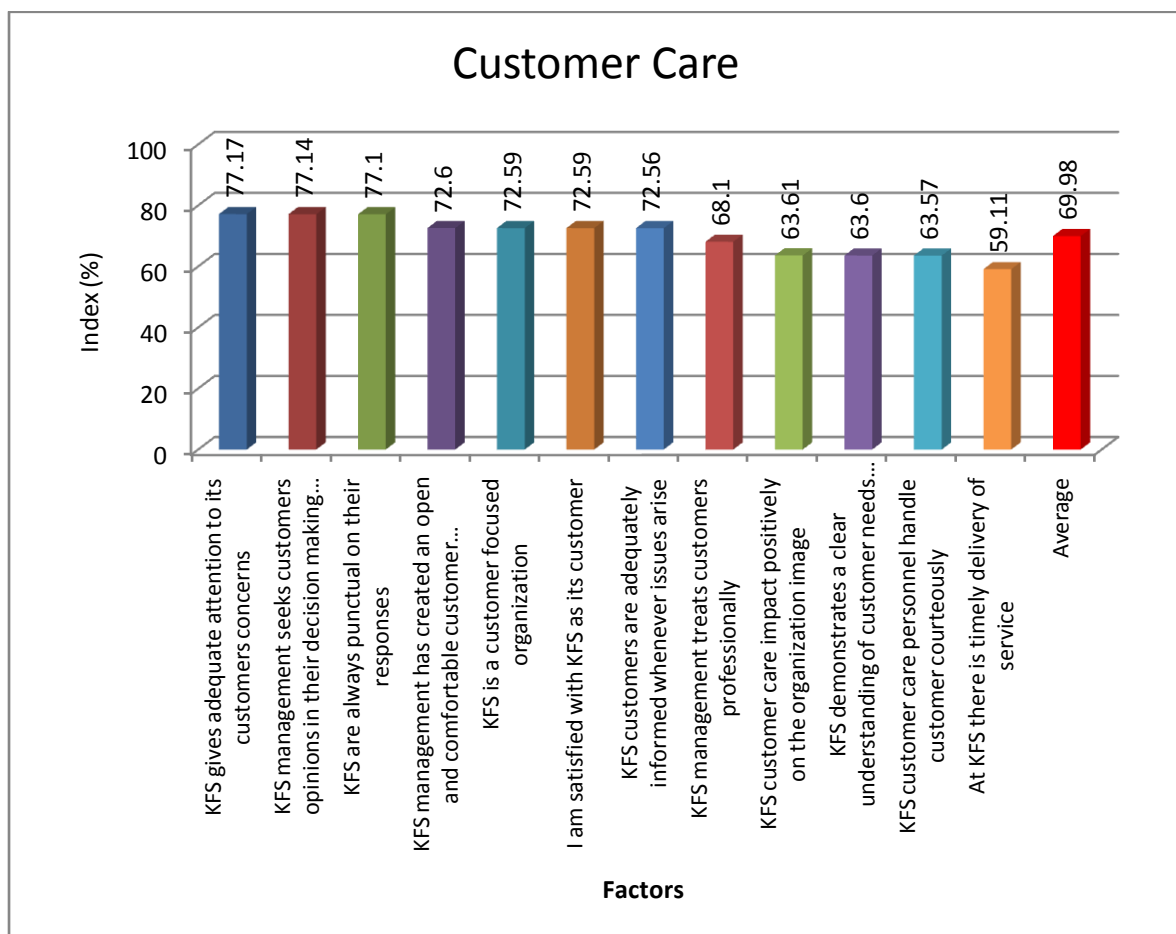


Figure 3.5 Customer Care

3.2.4 KFS Communication

Table 3.5 shows the scores for the different parameters under customers

No	KFS Communication	Score (%)
a.	KFS believes in open and honest communication	77.09
b.	There is adequate communication between the various departments and customers	72.64
c.	KFS website provides me with all the information I need	68.09
d.	Feedback is always communicated to the customers promptly	68.06
e.	Reaching KFS through their telephone landline is easy	63.63
f.	I learn more about what is going on in KFS through grapevine than through formal communication channels	63.57
g.	KFS responds satisfactorily to email messages	59.11
h.	Communication with KFS is fast	59.10
i.	There is adequate and effective communication at KFS	54.60
	Average	65.10

The Overall score for Communication was 65.10%. The highest score was “KFS believes in open and honest communication” at 77.09% followed by “There is adequate communication between the various departments and customers” (72.64%), “KFS website provides me with all the information I need” (68.09%), “Feedback is always communicated to the customers promptly” at (68.06%), “Reaching KFS through their telephone landline is easy” (63.63%), “I learn more about what is going on in KFS through grapevine than through formal communication channels” (63.57%), “KFS responds satisfactorily to email messages” (59.11%), “Communication with KFS is fast” (59.10%) and finally “There is adequate and effective communication at KFS” at (54.60%). Figure shows the summary of the scores on a graph.

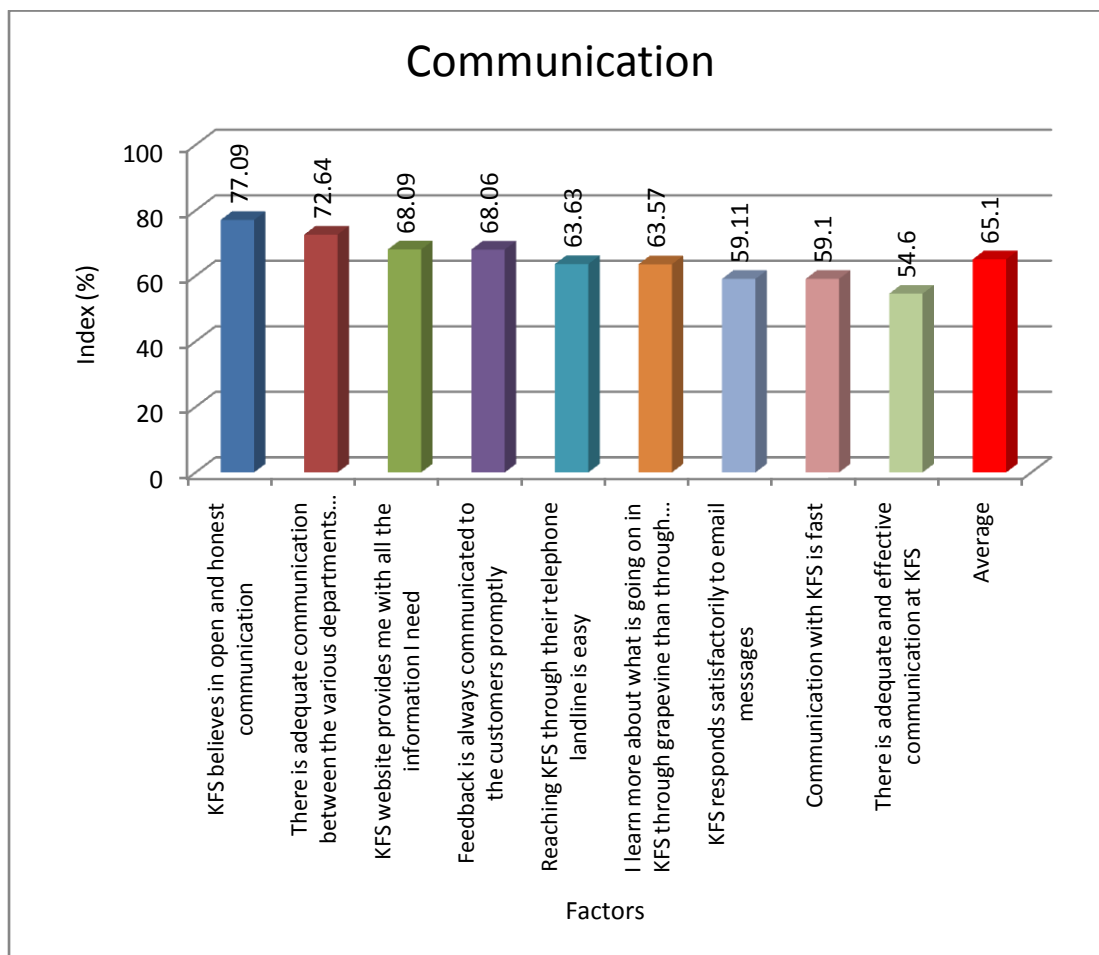


Figure 3.6 KFS Communication

3.2.5 Facilities

Table 3.6 shows the scores for the different parameters under customers

Table 3.6 Facilities

No	Facilities	Score (%)
a.	It feels like home to be at KFS	68.09
b.	KFS embraces use of modern technology in its services delivery	59.15
c.	Service equipment such as furniture and washrooms are in good condition	59.11
d.	KFS has comfortable facilities	59.10
e.	The offices are well ventilated (including good lighting)	59.10
f.	KFS Library facilities are in good condition	50.05
	Average	63.24

The Overall score for facilities was 63.24%. The highest score was “It feels like home to be at KFS” at 68.09% followed by “KFS embraces use of modern technology in its services delivery” (59.15%), “Service equipment such as furniture and washrooms are in good condition” at (59.11%), “KFS has comfortable facilities” at (59.10%), “The offices are well ventilated

(including good lighting)” at (59.10%) and finally “KFS Library facilities are in good condition” at (50.05%). Figure shows the summary of the scores on a graph.

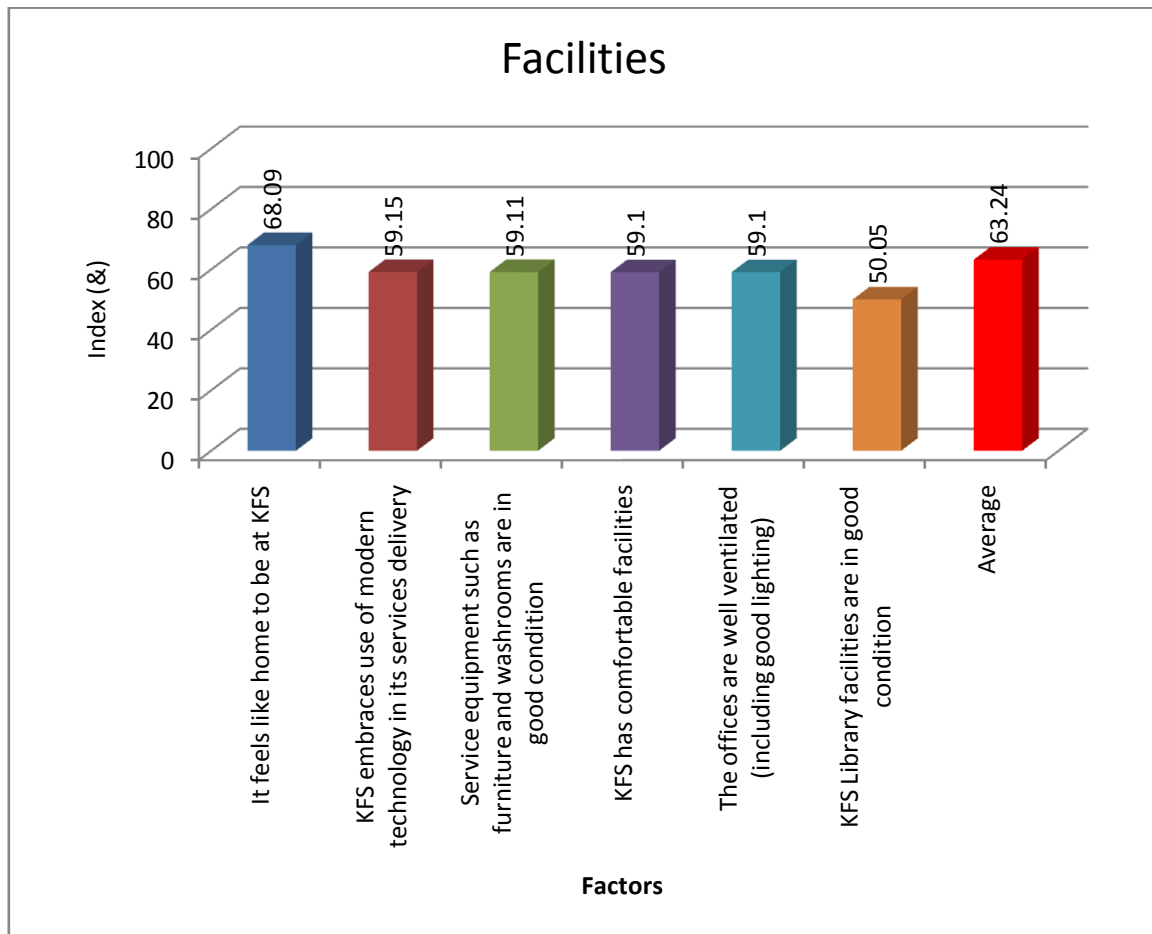


Figure 3.7 Facilities

3.3 Suppliers Satisfaction Index

Table 3.7 shows the scores for the different parameters under Suppliers.

Table 3.7: Suppliers

No	Parameter	Score (%)
a.	Courtesy/ customer care	77.64
b.	Speed of delivery	77.19
c.	Availability	75.41
d.	Quality of deliverables	74.98
e.	Information and communication	69.16
	Average	74.88

The Overall score for Suppliers was 74.88%. The highest score was “Courtesy/Customer Care” 77.19% followed by “Speed of Delivery” (77.19%), “Availability” (75.41%), “Quality of

Deliverables” (74.98%), and finally “Information/Communication” (69.88%). Figure shows the summary of the scores on a graph.



Figure 3.7: Suppliers

3.3.2: Courtesy/Customer Care

Table 3.8 shows the scores for the different parameters under Courtesy/Customer Care of Suppliers.

Table 3.8: Suppliers – Courtesy/Customer care

No	Courtesy/ customer care	Score (%)
a.	Greetings by the Organization staff	79.64
b.	Customer addressed by names	78.58
c.	Availability of staff to the customers	78.43
d.	Friendliness	77.52
e.	Name badge display	75.54
	Average	77.64

The Overall score for Suppliers’ – Courtesy/ Customer Care was 77.64%. The highest score was “Greetings by the Organization staff” with 79.64%, followed by “Customer addressed by name”

(77.58%), “Availability of staff to the customer” (78.43%), “Friendliness” (77.52%) and finally “Name badge display” (75.54%). Figure shows the summary of the scores on a graph.

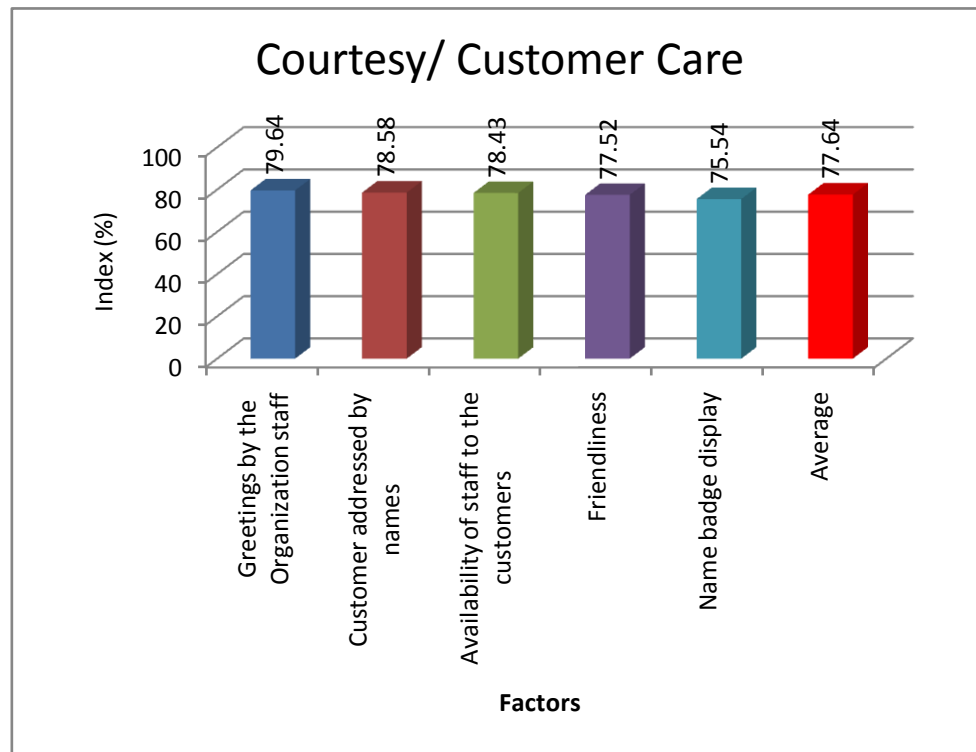


Figure 3.8: Courtesy/Customer care

3.3.2: Speed of Service Delivery

Table 3.9 shows the scores for the different parameters under Speed of Service Delivery for Suppliers.

Table 3.9: Suppliers – Speed of Service Delivery

No	Speed of delivery	Score (%)
a.	Effecting payments	80.71
b.	Action on inquiries/letter/telephone/e-mail	77.91
c.	Customers service desk	75.39
d.	Service provision	74.74
	Average	77.19

The Overall score for Suppliers’ Speed of Service Delivery was 77.19%. The highest score was “Effecting payments” (80.71%), followed by “Action inquiries/letters/telephone/e-mail”

(77.91%), “Customers Service desk” (75.39%) and finally “Service provision” with 74.74%. Figure shows the summary of the scores on a graph.

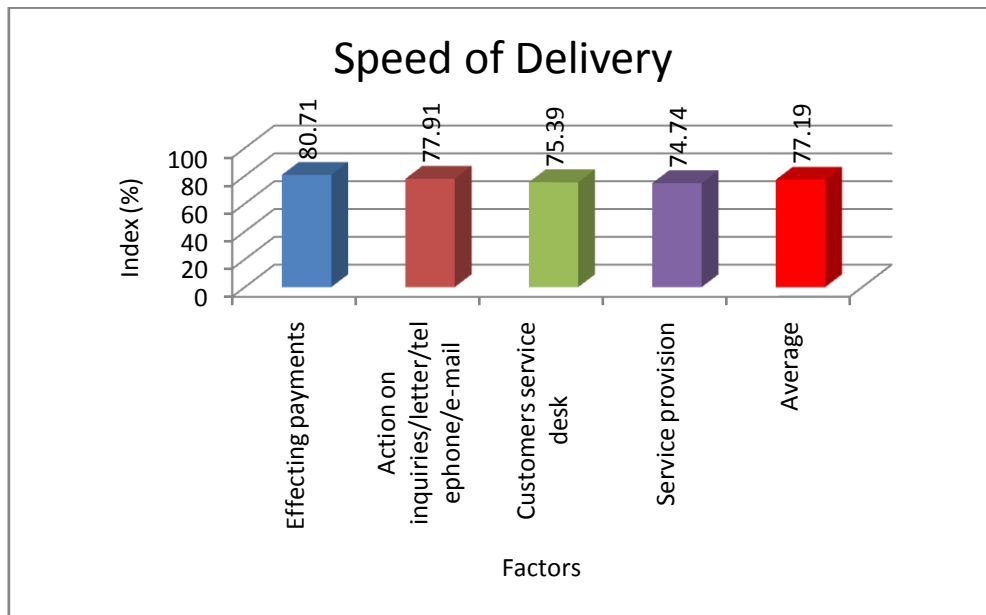


Figure 3.9: Speed of Service Delivery

3.4.4: Availability

Table 3.10 shows the scores for the different parameters under Availability for Suppliers.

Table 3.10: Suppliers - Availability

No	Availability	Score (%)
a.	Staff understanding of services/products delivered	76.33
b.	Accessibility of services/products	75.38
c.	Adequacy of services/products	74.51
	Average	75.41

The Overall score for Suppliers' – Availability was 75.41%. The highest score was “Staff understanding of services/ products delivered” (76.33%), followed by “Accessibility of services/ products” (75.38%) and “Adequacy of services/ products” with 74.51%. Figure shows the summary of the scores on a graph.

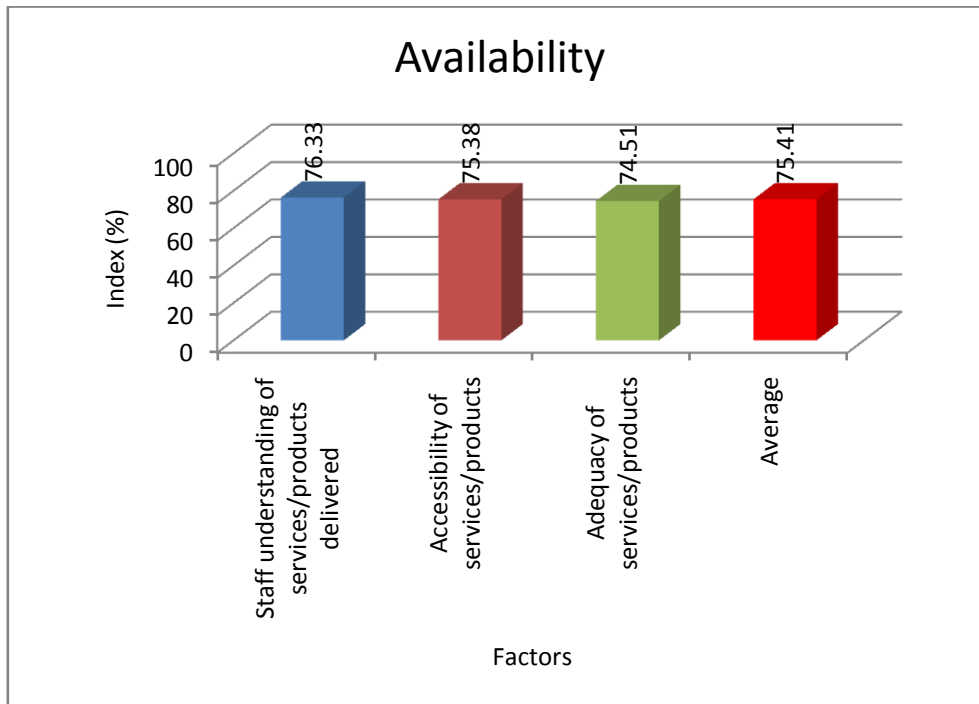


Figure 3.10: Availability

3.3.4: Quality of Deliverables

Table 3.11 shows the scores for the different parameters under Quality of Deliverables for Suppliers.

Table 3.11: Suppliers – Quality of Deliverables

No	Quality of deliverables	Score (%)
a.	Transparency in procurement	79.19
b.	Employees understanding of their work	75.99
c.	Use of modern tools/equipments	72.38
d.	Constant improvement in deliverables	72.35
	Average	74.98

The Overall score for Suppliers' – Quality of Deliverables was 74.98%. The highest score was "Transparency in procurement" (79.19%) followed by "Employee understanding of their work" with 75.99% "Use of modern tools/ equipment" (72.38%) and finally "Constant improvement in deliverables" (72.35%) Figure shows the summary of the scores on a graph.

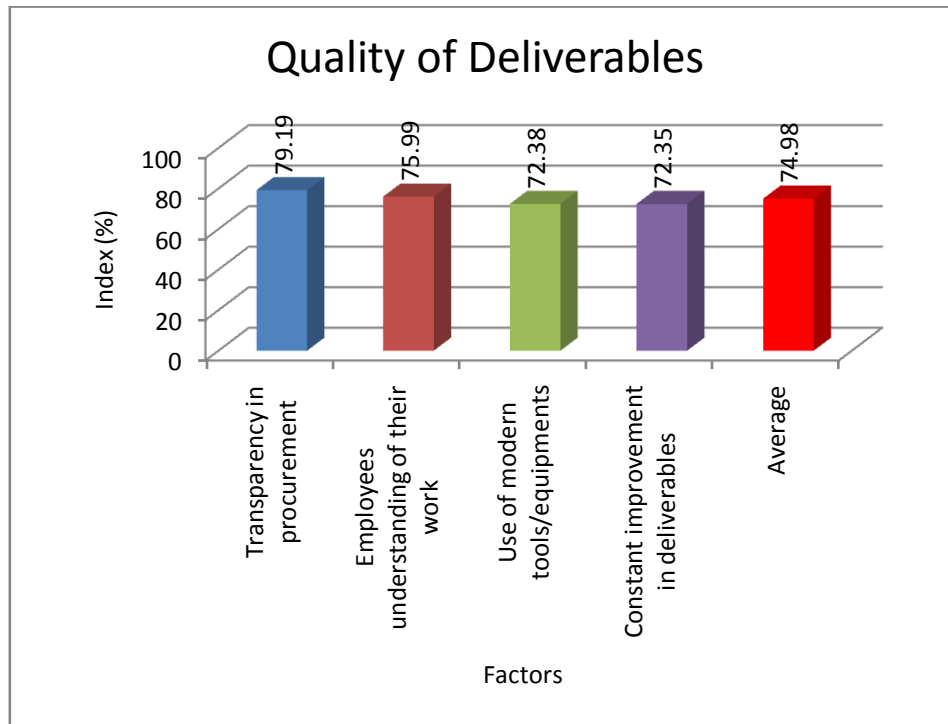


Figure 3.11: Quality of Deliverables

3.4.5: Information/Communication

Table 3.12 shows the scores for the different parameters under Information/Communication for Suppliers.

Table 3.12: Suppliers – Information/Communication

No	Information and communication	Score (%)
a.	Information about KFS	75.40
b.	Updates on KFS activities	66.27
c.	Use of media	65.82
	Average	69.16

The Overall score for Suppliers' – Information/Communication was 69.16%. The highest score was "Information about KFS" (75.40%), "Updates on KFS activities" with 66.27% followed by "Use of media" 65.82%) and. Figure shows the summary of the scores on a graph.

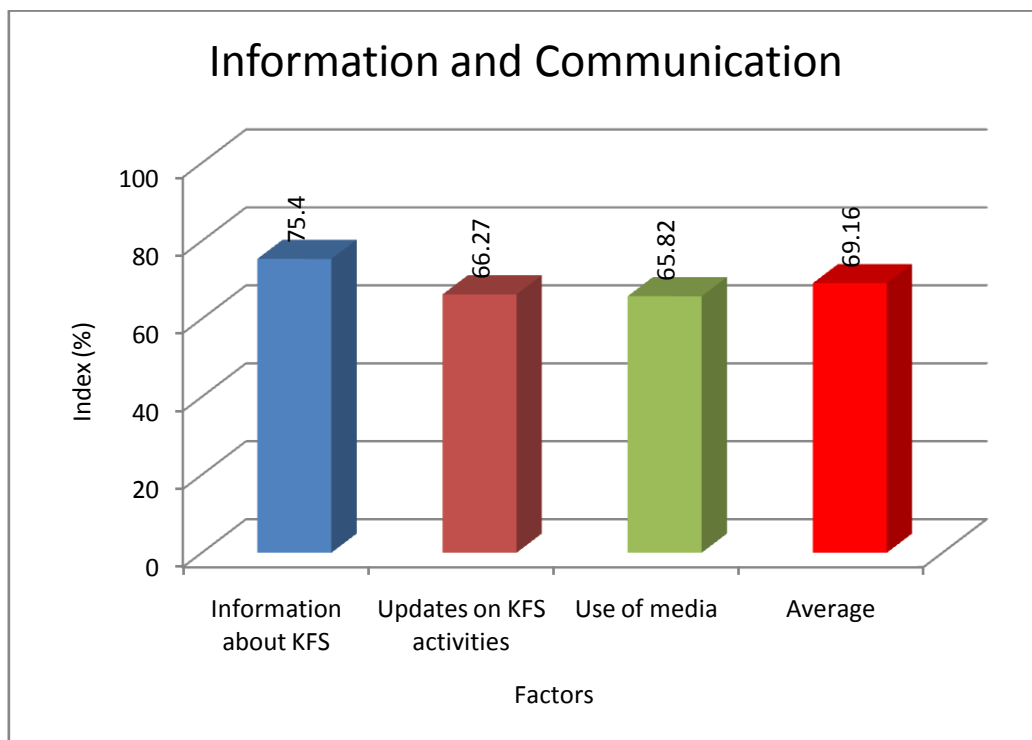


Figure 3.12: Information/Communication

3.1.1 Customers Demographic Responses

The Tables 3.1 to 3.7 shows customers demographic responses. The Tables gave responses on time customers had associated with KFS, time they expected to continue partnering, extent to which things had changed since they started partnering, age, marital status academic level (students) and year of study (students) of the respondents respectively.

Table 3.1: How long have you associated with KFS

Length of time associated with KFS	Percent
Less than 5 yrs	95.7
between 5 - 10 yrs	4.3
Total	100.0

When students were asked “How long they have associated with KFS” 95.7% said less than 5 years, 4.3%. The figure below shows how long customers that were interviewed have associated with KFS.

Table 3.2: How long do you expect to continue partnering with KFS?

How long do you expect to continue partnering with KFS?	Percentage (%)
Less than 5 years	65.2
5-10 years	13.0
More than 10 years	15.9
Don't Know	5.8
Total	100.00

When students were asked “How long do they expect to continue associating with KFS” 65.2% said less than 5 years, 13.0% said between 5-10 years, 15.9% said more than 10 years and 5.8% were not aware. The figure below shows how do the customers that were interviewed were expecting to continue associating with KFS.

Table 3.3: To what extent have things changed since you started partnering with KFS?

Extend to which things have changed since you joined	Percent
better	25.00
slightly better	58.80
not changed	8.80
slightly worse	4.40
worse	2.90
Total	100.0

When Customers were asked “What extent have things changed since they started partnering with KFS” 25.00% said better, 58.80% said slightly better, 8.80% said not changed, 4.40% said slightly worse and 2.90% said worse. The figure below shows the extent at which things have changed since customers that were interviewed started partnering with KFS.

Table 3.4: Age (Customers)

Age	Percent
18-24 yrs	80.6
25-34 yrs	19.4
Total	100.0

Table 3.5: Marital status

Marital status	Percent
Single	88.7
married	8.1
other	3.2
Total	100.0

CHAPTER FOUR: CONCLUSIONS, RECOMMENDATIONS AND SUGGESTIONS

4.1 Conclusions

The survey established that Suppliers were more satisfied when compared to General Customers. This could be attributed to the fact that there is a mutually beneficial relationship between suppliers and the services. However the difference in terms of aggregate satisfaction was not very wide. The suppliers had a satisfaction index of 74.88% and General; Customers had 68.12%. The drivers in terms of satisfaction were Quality of serve at 71.48% and Image and Identity at 70.80% among the general customers while, all parameters considered under suppliers were considered as drivers as they all posted indexes above 70% with the exception of information and communication.

4.2 Recommendations

ii) General Customers

i) 1. General Customers

1. Communication

There is need to embrace communication including social media such as tweeter and Facebook so as to reach a wider public. It was also noted that the general public felt that more openness and improvement needs to be adopted in terms of sharing information. This can be achieved through various media outlets including vernacular radio stations. “*KFS can use local radio station to pass information*” was a comment that was suggested by customers from Wire, Marigat and Meru It will also be of great benefit if KFS ensures that suggestion boxes in all areas are operationalized and checked from time to time.

2. Sanitation and Hygiene

KFS has strived to ensure that that sanitation and hygiene is embraced in its work environment. However it was noted that sanitation standards in some offices were wanting and this needs to be improved on. A customer from Kisii had this to say “*washrooms in kisii do not have soap and hand towels.*” It will be important to ensure that all sanitary facilities are clean and soaps are provided.

3. Ambience

Ambience is simply the atmosphere or character of a place- in this case KFS zones and office. This being the first point of contact between a customer and the service there is need to ensure that such are well maintained and well organized and arranged. It was noted that Zonal offices and forest stations and not well maintained and some had broken furniture at the reception. Respondents had this to say *“Visitor have no place to sit”* a respondent from Kiambu and another from Kisumu echoed the same by saying *“there is shortage of furniture and so needs provisions to accommodate visitors”*. It will be imperative that KFS conducts a furniture audit to establish areas that may need refurbishment so as to spruce up the image of KFS.

4. Workshops

KFS is encouraged by the general customers to collaborate with other similar organization to have formal and non-formal workshops to sensitize the public on the need to conserve and preserve the environment. *“Have formal and non-formal meetings to discuss the way forward with your customer rather than being too harsh and high handed”* was a response from a respondent in Mau Conservancy. This will go a long way into ensuring the same has been conserved for future generation and sustainability.

5. Commendations for work well done

Nairobi in particular headquarter was commended for work well done in terms of handling customer. *“I visit headquarter regularly and the treatment I get there is very different from here on the ground”*- a respondent from Kakamega said. It will be highly encouraging to sensitize all employees at KFS on the need to treat all employees with uttermost care and respect.

6. Permit Fee

The respondents also requested the service to reduce the permit fee to a fee of about 500 shilling per trip.

ii) Suppliers

1. Timely Deliver

KFS is encouraged to be prompt in terms of delivery and effecting of payment to suppliers. Though all factors considered under this category were performing well and KFS is encouraged to continue with the same spirit. It was noted that Suppliers were satisfied with speed of service

delivery. It was however a concern among the suppliers on the period it was taking for payments to be made. A respondent said, “...*improve the procedure of their payments – stick to the 30 days as stipulated in the service charter*”. It was also a concern that goods were not being paid on time.

2. Training on Services

KFS is encouraged to consider training suppliers on other services that they provide. They will ensure more collaboration and understanding between suppliers and the service.

3. Information Dissemination

Some suppliers were of the view that KFS should provide more information about itself. This could be because they were not accessible to the internet. We recommend that KFS should consider availing documents like the service charter brochures to its suppliers in order to assist them gain more information about KFS.

APPENDIX A1: CUSTOMER SATISFACTION SURVEY (GENERAL CUSOMERS)

CUSTOMER SATISFACTION SURVEY QUESTIONNAIRE No _____ (GENERAL)

Introduction

The **Kenya Forest Service (KFS)** has contracted **Envag Associates Limited** to carry out **Customer Satisfaction Survey**. KFS management will use the findings of this study to effect changes that will help KFS to accomplish its mission. We are therefore requesting you to fill all sections of this questionnaire and return it to **Envag Associates Officer** who will be available for your necessary assistance. All questions should have only one answer. **Do not indicate your name**. Please note further that your response **will be treated confidentially** and for **statistical purpose only**.

Please indicate the extent to which you agree with the following statements about KFS, on a five point scale (1-5).

S/N	Statement	Strongly Disagree	Disagree	Don't	Agree	Strongly Agree	Remarks
1.	KFS IMAGE/IDENTITY	1	2	3	4	5	
a.	I am familiar with KFS Logo						
b.	KFS offers one of the best services						
c.	I have trust and confidence in the overall job being done by the management of KFS						
d.	KFS staff demonstrates high integrity in service delivery						
e.	KFS staff handles my concerns with respect						
f.	KFS staff handles issues honestly						
g.	KFS staff handles issues with impartiality and fairness						

h.	KFS staff are generally committed to service delivery						
i.	KFS staff are courteous and respectful						
2.	CUSTOMER CARE	1	2	3	4	5	
a.	KFS is a customer focused organization						
b.	KFS demonstrates a clear understanding of customer needs through its operating processes and procedures						
c.	KFS customer care personnel handle customer courteously						
d.	KFS customer care impact positively on the organization image						
e.	KFS customers are adequately informed whenever issues arise						
f.	KFS management treats customers professionally						
g.	KFS management seeks customers opinions in their decision making process						
h.	KFS are always punctual on their responses						
i.	KFS management has created an open and comfortable customer relationship						
j.	KFS gives adequate attention to its customers concerns						
k.	At KFS there is timely delivery of service						
l.	I am satisfied with KFS as its customer						
3.	FACILITIES	1	2	3	4	5	
a.	KFS embraces use of modern technology in						

	its services delivery						
b.	KFS has comfortable facilities						
c.	Service equipment such as furniture and washrooms are in good condition						
d.	The offices are well ventilated (including good lighting)						
e.	It feels like home to be at KFS						
f.	KFS Library facilities are in good condition						
5.	KFS COMMUNICATION	1	2	3	4	5	
a.	KFS believes in open and honest communication						
b.	There is adequate and effective communication at KFS						
c.	Communication with KFS is fast						
d.	Feedback is always communicated to the customers promptly						
e.	There is adequate communication between the various departments and customers						
f.	I learn more about what is going on in KFS through grapevine than through formal communication channels						
g.	Reaching KFS through their telephone landline is easy						
h.	KFS responds satisfactorily to email messages						
i.	KFS website provides me with all the information I need						

6.	QUALITY OF SERVICE	1	2	3	4	5	
a.	KFS services are delivered on time to customers						
b.	The services provided by KFS to customers are of good quality						
c.	KFS management has continuous concern to improve on service quality						
d.	I believe KFS employees deliver services as promised in the service charter						

7. CUSTOMER PRIORITY

Below are factors that are typically important to KFS customers. Using numbers 1-5 please rank the following factors in their order of importance to you by indicating the ranking number besides the factor

[5 is ranked highest/best and 1 is least].

S. no.	Statement	Rank
A.	KFS Commitment to service delivery	
B.	Customer Care	
C.	KFS Facilities	
D.	KFS Communication	
E.	KFS Quality of Service	

8. How long do you expect to continue partnering with KFS (tick appropriately)

- a) Less than 5 years ☐
- b) Between 5-10 years ☐
- c) More than 10 years ☐
- d) Do not know ☐

9. To what extent have things changed since you started partnering with KFS?

- a) Better ☐
- b) Slightly better ☐
- c) Not changed ☐
- d) Slightly worse ☐
- e) Very worse ☐

10. Kindly indicate the category in which you belong as a customer

- a. Government Departments – ☐
- b. Local companies ☐
- c. International companies ☐
- d. Research institutions ☐
- e. Academic institutions ☐
- f. Training institutions ☐
- g. Financiers ☐

10. What do you think can be done by KFS to improve on customer satisfaction?

THANK YOU FOR TAKING TIME TO FILL IN THIS QUESTIONNAIRE

FOR OFFICIAL USE ONLY

Name of Enumerator _____ Date of data collection _____/_____/_____

APPENDIX A2: CUSTOMER SATISFACTION SURVEY (SUPPLIERS)

CUSTOMER SATISFACTION QUESTIONNAIRE No _____

(Suppliers)

Introduction

KFS has contracted **Envag Associates Ltd** to carry out Customer satisfaction survey. The purpose of this survey is to find out the impact of the implementation of previous results, establish any new issues and indicate whether there is any improvement in customer satisfaction.

As a valued supplier of KFS, we are kindly requesting you to fill in all sections of this questionnaire and return it to Envag Associates officer who will also be available for any assistance. **Do not indicate your name.** Please note further that your response will be treated confidentially and for statistical purpose only.

1. **Kindly indicate the category in which you belong as a customer [If ii below, do not fill]**

- | | | |
|-----|------------------|-----|
| i. | Suppliers | [] |
| | a) Goods | [] |
| | b) Services | [] |
| ii. | Not KFS Supplier | [] |

No	Please indicate the extent to which you are satisfied with KFS as per the following statements about KFS, on a five point likert scale (1-5), where 1 = strongly dissatisfied and 5 = strongly satisfied						
	Statement	Strongly Dissatisfied	Dissatisfied	Don't Know	Satisfied	Strongly Satisfied	Remarks
3	Speed of delivery	1	2	3	4	5	
a.	Action on inquiries/ letters / telephone/ E-mail						
b.	Effecting payments						
c.	Customers service desk						
d.	Service provision						
4.	Quality of deliverables						
a.	Transparency in procurement						
b.	Use of modern tools/ equipments						
c.	Employees understanding of their work						
d.	Constant improvement in deliverables						
5.	Courtesy/ Customer care						
a.	Greetings by the Organization staff						
b.	Availability of staff to the customer						
c.	Friendliness						
d.	Customer addressed by name						
e.	Name badge display						
6.	Availability						
a.	Adequacy of services/ products						
b.	Accessibility of services/ products						
c.	Staff understanding of services/ products delivered						
7.	Information/ Communication						
a.	Information about KFS						

No	Please indicate the extent to which you are satisfied with KFS as per the following statements about KFS, on a five point likert scale (1-5), where 1 = strongly dissatisfied and 5 = strongly satisfied						
	Statement	Strongly Dissatisfied	Dissatisfied	Don't Know	Satisfied	Strongly Satisfied	Remarks
b.	Use of media						
c.	Updates on KFS activities						

8. Customer Priority [Ranking]

Below are factors that are typically important to KFS Customers. Using numbers 1-5 please rank the following factors in their order of importance to you by indicating the ranking number besides the factor where 5 is ranked highest/best and 1 is least].

S. no.	Parameter	Rank
	Speed of service/ product delivery	
	Quality of service/ product delivery	
	Courtesy by KFS staff	
	Availability of services/ products	
	Information/ Communication on services/ products	

9 For how long have you interacted with KFS (tick)?

- a. Less than 2 years []
- b. 3 – 5 years []
- c. 6 – 10 years []
- d. 11 – 15 years []
- e. 16 – 20 years []
- f. 21 – 25 years []
- g. Above 25 years []

10 What are your recommendations to improve service/ product delivery to KFS customer's

Thank you for taking your time to fill this questionnaire

For official use only

Name of Enumerator _____.Date of data collection____/____/____