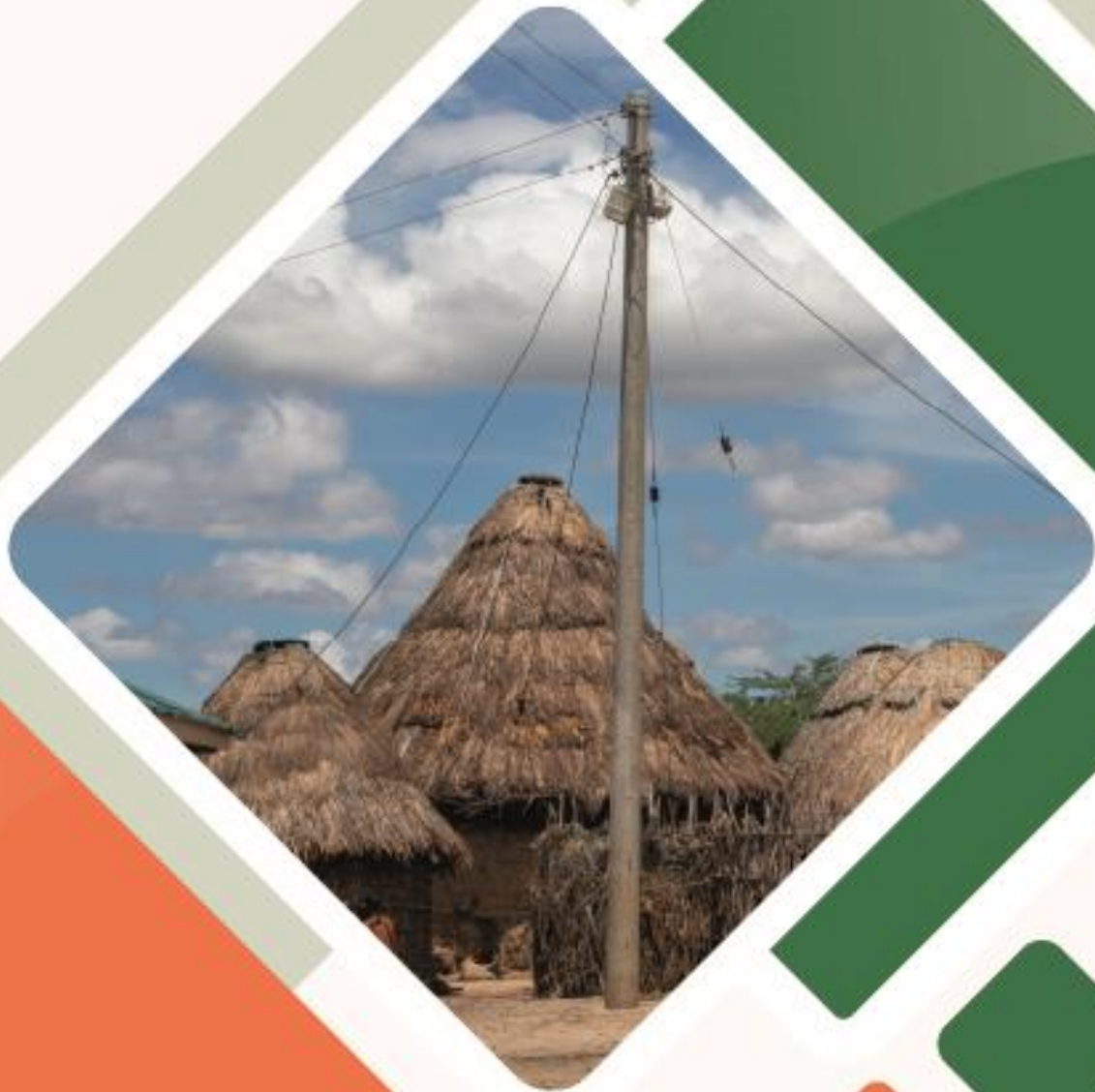


CUSTOMER SATISFACTION SURVEY



Prepared by;

Avant 

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EXECUTIVE SUMMARY

In order to evaluate itself, REREC found it crucial to carry out a Customer Satisfaction Survey (CSS) involving their customers, in order to establish their level of satisfaction with service delivery.

To this end, REREC contracted Avant Communications to conduct this Customer Satisfaction Survey.

The CSS aimed at providing insights into customer perceptions of service quality and delivery, establish current levels and areas for improvement. The survey was also conducted to enable REREC determine the actions they need to carry out to ensure adherence to their customer service charter.

A mixed methods approach was used for this survey, utilising both secondary and primary data collection methods.

Secondary data was gathered through desk research (literature review) of REREC's existing documentation including the service charter. The secondary data enabled the research team develop the inception report and data collection tools for the study as well as helped in building an understanding of REREC's operations and stakeholder scope.

Primary data was collected using quantitative and qualitative methods.

Quantitative data collection instruments included structured questionnaires. This method of research generates numerical data, provides uniformity in data-collection and eliminates variations in the way questions are asked. The structured questionnaires mainly had closed questions i.e. questions with set responses. These questionnaires were used on the general public, corporate customers, REREC staff, mystery shopper and caller surveys

Qualitative methods used unstructured discussion guides for Focus Group discussions (FDGs) and Key Informant Interviews (KIIs). KIIs involved conducting an intensive one on one interview with an individual, to explore their perspective on

specific topics, using an interview guide. FDGs, which involved having a group discussion with 8 to 10 respondents aimed at gathering a collective response of people's perceptions and beliefs, that is extremely valuable and which provides detailed information on the intangible and often ambiguous habits and attitudes, which cannot be obtained through standard quantitative interviews.

The survey engaged various stakeholders including; REREC staff, Ministry of Energy, energy sector agencies, other parastatals, County Governments, council of Governors, contractors, surveyors, suppliers, members of parliament/senators, research/academia, media, development partners and the general public.

For quantitative surveys, 380 interviews were undertaken with corporate customers (energy sector agencies, county governments, council of Governors, contractors, surveyors, suppliers, members of parliament/senators, research/academia, media, and development partners). Engaging the general public focused on interviewing respondents who were aware of REREC, therefore sampling was done around REREC project sites. In that regard, 558 interviews were undertaken with the general public across 10 regions giving a national representation of the country. Internally, 402 REREC staff responded to the quantitative questionnaire that was administered through CAPI (Computer Aided Personal Interviews).

A total of 10 Key Informant Interviews (KIIs) were done with corporate customers and 10 with REREC senior staff while 5 Focus Group Discussions (FGDs) were done with various cadres of REREC staff. A mystery shopper and caller survey were also undertaken to further complement the study with 12 visits and 13 calls made to REREC's offices in various parts of the country. For comparison, a few visits and calls were made to Kenya Power offices.

The findings from the survey are an indicator of REREC's successes, shortfalls and challenges in its service delivery, as well as identifying areas for improvement that will require management action.

Summary of Findings

- Satisfaction Indices

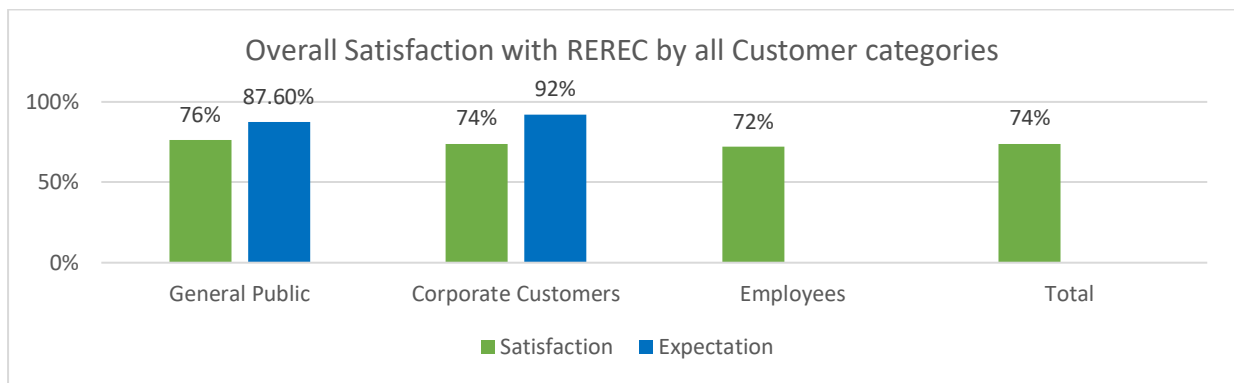
Overall satisfaction score was 74% across all customer categories.

The study first measured the levels at which corporate and general public customers expected REREC to perform then assessed the level of satisfaction with these attributes. The findings showed that REREC fell below its customers’ expectations with an overall satisfaction index of 76.2% amongst the general public while the expectation amongst customers was a performance of 87.6%. This indicates that REREC performed below customer’s expectations by a margin of 11.4%

The overall satisfaction index amongst corporate customers was 74% against an expectation score of 92% thus falling below customer expectations by a margin of 18%.

Overall employee satisfaction was at 72%.

Figure 1: Overall Satisfaction amongst external and internal customers



- External Customer Satisfaction

Analysis of satisfaction amongst various corporate customer categories revealed that the most satisfied category with customer care attributes were county governments (4.3-point rating out of a 5-point likert scale) suppliers (4.1) and energy sector agencies (4.0). The least satisfied were members of parliament/senators (3.5) and contractors/surveyors (3.7). Contractors and surveyors were least happy with being kept informed about their inquiry (3.4) and ability of REREC to solve problems quickly and easily (3.5). In addition to these two attributes which scored at 3.1 by members of parliament, other pain points included accuracy and reliability of information (3.5) received as well as regular communication with customers (3.3).

- Employee Satisfaction

Job Satisfaction

Internally, the overall **job satisfaction index** was 70% (3.5 average points out of 5) as shown below with the lowest areas of performance being training and skills development (66%) and salary and benefits (68%)

Table 1: Job Satisfaction Scores

Job Satisfaction Area	Score out of 5	Percentage
Communication	3.6	72%
Salary and Benefits	3.4	68%
Promotion, teamwork and organisation culture	3.5	70%
Training and Skills Development	3.3	66%
Corporate Leadership and Management	3.5	70%
Staff Welfare	3.9	78%
Overall	3.5	70%

The main gaps in communication were the communication flow between REREC's HQ and regional offices/stores, the extent of openness in communication and top-bottom communication. Other issues raised with communication were delays in response (25%), lack of clarity in communication (18%), communication breakdown (14%) and poor communication within the organisation (11%) which should all be referenced as areas of improvement

Feedback on remuneration and benefits was that the amount of allowance was low and not commensurate to the work done and education, was lower compared to what other energy sector organisations gave their employees, equality was not considered or that the amounts provided did not consider inflation.

Reasons for dissatisfaction with promotion, teamwork and organisation culture included: lack of career progression (24%), lack of team work (15%), lack of training (15%), favouritism (16%), lack of promotion (14%) among others.

Work Environment Satisfaction

The overall Work Environment Satisfaction was 72% (3.6 points out of 5) as shown below with conduciveness of the work environment rated lowest at 64%. Further analysis showed that employees generally found the work place stressful.

Table 2: Work Environment Satisfaction Scores

Job Satisfaction Area	Score out of 5	Percentage
Conduciveness of work environment	3.2	64%
Equality at REREC (Gender and Disability considerations)	3.7	74%
Internal services (e.g transport), policies on corruption, HIV/AIDS	3.8	76%
Overall	3.6	72%

- Rating on Other Customer Attributes

REREC was rated better by the general public compared to its counterparts in the energy sector with regards to customer care, marketing and communication as well as image and reputation. Despite the good rating on above attributes by the general public, only 30% of corporate customers felt the service at REREC was very prompt indicating room for improvement. At least 18% of customers felt REREC's service was very slow with the highest being amongst members of parliament/senators at 28%. In addition, mystery shopper survey showed lack of consistency in service standards with reception area at 2 touch points visited not manned by personnel. There were also no standard greeting procedures for customers calling or visiting the offices.

In terms of complaint resolution, though only 9% (50) of the general public had raised an issue with REREC at least 42% (21) indicated that the issue they raised had never been addressed. Of concern also is that 70% of the customers had to contact REREC

more than once and 38% more than two times to try and get their issue resolved. The same was observed during the mystery calls where REREC staff promised to get back to the caller and did not. This indicates the need for REREC to ensure complaints/queries are addressed within the shortest time possible which will also enhance the customer experience and public confidence in the corporation.

From qualitative interviews, transparency and timeliness in the procurement process needed improvement as there was the perception that REREC did not carry out public procurement and some of the works done were either done poorly or were substandard. Prompt payment for services rendered was also singled out as a challenge that needed addressing.

- **Net Promoter Score**

The overall Net Promoter Score amongst the general public in the country was -1 thus need for REREC to undertake engagements that will see its NPS grow to a positive. There were positive scores from Upper Eastern with an NPS of 36% and the highest amongst all regions followed by Western (21%) and South Rift (16%). Regions with the lowest NPS scores included North Eastern (-40%) followed by Coast (-34%).

The Net Promoter Score amongst the corporate customers was negative 12 indicating a need to improve satisfaction amongst customers in order to gain loyalty. Positive NPS scores were recorded amongst energy sector agencies (9%), county government (25%) and Research & Academia, media and development partners (12%). Members of Parliament had the lowest NPS of -43% indicating the need for deliberate engagement by REREC.

The overall Net Promoter Score amongst the employees at REREC was positive (26) and is a good score for the company. There is however need to engage employees more in order to move the passives to promoters and reduce detractors.

- **Awareness of REREC regional offices and its mandate**

There was low awareness of REREC's regional offices by the general public and thus customers may not necessarily know how they can raise their issues or queries through REREC (only 29% were aware of REREC office near them). Regional

disparities were observed as there was high awareness in Central (58%) and Coast (55%). Lowest awareness was in Western and Lower Eastern with 98% and 95% not aware of the regional offices respectively.

Mystery shopper findings corroborated the above with only half the touch points visited having a visible signage that can direct one to REREC offices.

Most of the corporate respondents were aware of RERECs mandate. However, there were a few that were unsure and those who completely did not know signifying the need for REREC to communicate its mandate to customers. Employees also had high awareness of REREC's mandate as confirmed by 87% of employees. The ideal is however to have all employees aware of its mandate.

Amongst the general public, REREC enjoys above average awareness (67%) as an organisation working to increase electricity connectivity coming second to Kenya Power (94%). The study focused on interviewing respondents who were aware of REREC and in some counties, sampling was done around REREC project sites which could have contributed to this level of awareness. The level of awareness was highest in Western at 83% and lowest in Lower Eastern (19%).

The main source of awareness for REREC was through friends and family (51%) followed by word of mouth (46%) with very low source of awareness through mass and print media. This is in comparison to other companies (Kenya Power, KenGen) who had high visibility through mass media. This indicates that REREC may not have taken advantage of these channels to increase its visibility amongst its stakeholders

In terms of performance in its mandate, REREC was seen to have done well in the last mile connectivity project although not every part of the country benefitted in the past. The targeting of schools in electrification was also lauded.

- **REREC's Citizen Charter**

Majority of employees were aware of the organisation's citizen charter (82%). Further analysis showed that awareness increased with length of service at REREC where 100% of those who have served 16- 20 years were aware of the charter while the lowest awareness was among those with below 5 years of service (76%). Qualitative findings

however suggested that the charter was not displayed in all the departments which was a hindrance since most of the staff were required to use it as a reference point when giving out their services. Overall familiarity with the contents of the charter was low at 42% indicating that even those aware of the existence of a charter were not knowledgeable on its contents which would affect overall service delivery at the corporation. Usage of the charter was above average with more females (61%) than males (58%) stating that they had used the service charter when serving customers or engaging stakeholders. In addition, employees who had served in REREC for 6 to 15 years had used the charter more (71%) compared to other categories.

- **Strategic Plan Formulation at REREC**

From qualitative interviews, most staff were adequately involved in the formulation of the strategic plan. However not all staff felt involved while still required to implement the strategic plan. It is therefore important for REREC to ensure all departments are involved for buy in and easier implementation.

- **Performance Management at REREC**

The overall score for performance management was 68% and signifies room for improvement. At least 63% of staff reported that they were involved in setting of annual targets leaving out 37% from this process. More than three quarter (77%) were involved in performance appraisal while 89% discussed their performance with supervisors. Only 56% reported that their proposals during appraisals were implemented.

- **Public Participation**

Public participation in identification of REREC projects was above average with at least two thirds (67%) confirming participation. There was however low participation in Nyanza, Lower Eastern, Upper Eastern, Western, North Eastern, North Rift all with 80% not participating. High participation was in Coast (67%) and Central (55%). There was average satisfaction with involvement of the general public by REREC in their projects which was rated at a score of 3.8 out of a possible 5-point scale. The main

reason for dissatisfaction as cited by 84% was lack of fulfilment of promises to connect electricity and delay to install power (16%).

Recommendations

Detailed recommendations are provided in the conclusions and recommendations section of this report. However, below are some of the key recommendations:

1. There is need to ensure all regions participate in REREC's project identification process.
2. REREC should ensure that projects or connections are done as promised to the general public and also use its communication channels to inform on progress. This would help address the perception amongst the public that "REREC does not fulfil its promises" and manage expectations when there is a delay in connection.
3. The general public raised concern on corruption in power connections. REREC should take up this issue to seal all loopholes that can contribute to corruption so that all citizens are served equally
4. REREC needs to create increased awareness for both internal and external customers on their mandate, have designated customer service lines and make their presence felt both on social media and physically.
5. Increase REREC's visibility in regions with low awareness of where REREC's offices are (Western, Lower Eastern, North Eastern) e.g through bill boards and signage's. REREC can also take advantage of meetings held with the public to give directions to their offices
6. REREC needs to improve in its handling of complaints/ queries and ensure they are addressed within the shortest time possible which will enhance the customer experience and public confidence in the corporation.
7. In addition, active engagements with the general public, better customer care services including manning of service points by personnel and improved response times are required by REREC in order to grow its net promoter score to a positive. REREC should take note of counties with low NPS (North Eastern and Coast) to correct the negative image
8. Areas of improvement on REREC's mandate were in sensitizing both the internal and external customers on what their mandate is and improving on

service delivery. REREC should also increase its coverage of electrification in rural areas.

9. There is need for REREC to improve in technological advancements with which members of parliament/senate had low satisfaction as well as timely and efficient implementation of electrification projects which contractors and surveyors were least satisfied with
10. Improvement in the procurement system was recommended in order to increase transparency and accountability as well as enhance quality standards of works done

Recommendations For Employee Satisfaction & Performance

1. Conduct sensitization workshop's on REREC's citizen charter to ensure all employees are aware of it including its contents and thereafter encourage and monitor usage/ adherence
2. Service charter should be displayed in all departments for ease of reference to both employees and customers
3. Suggestions were made for the service charter to adopt technology in the dissemination of information, handling customer complaints and feedback seamlessly with use of advanced technological software. This was also noted during the mystery shopper where physical checks were done for bags and hand scanners for individuals at the security area. REREC can benchmark with Kenya Power which uses machines for the same. There was also need for the charter to reflect the additional mandate of renewal energy
4. Sensitize the staff in the energy centres on RERECs mandate especially with the additional aspect of renewable energy.
5. REREC should ensure all staff are engaged in formulation of its future strategic plans and adopt physical interaction as opposed to email, text messages, questionnaires etc in order to increase employee engagement
6. Improve performance management at REREC by involvement of all staff in setting of annual targets, performance appraisal and reasonably implementing or giving feedback on proposals given by staff. In addition, review the tool used

for performance management as employees interviewed reported it was not clear

7. To improve job satisfaction REREC should improve overall communication with an emphasis on communication flow between REREC's HQ and regional offices/stores and top-bottom communication; Benchmark with other organisations in the energy sector to offer competitive remuneration, benefits and allowances; Put in place measures to curb negative practices in the organisation (favouritism, politics); encourage team work and undertake a team building activity; provide training opportunities and creating structures that promote career progression. Management should also play a visible role in promoting team work and cohesion.
8. Improvements in training are detailed in the report but include; Increasing budgetary allocation for training, monitoring or follow ups on staff who have undertaken training including those with whom opportunities for training have been shared to understand if they were successful in registering or attending; develop a standardized orientation program which should include provision for training; training for long serving staff, specialized training based on technical requirements (a training needs assessment may be useful to identify different areas of training), exposure to international training as well as offering frequent opportunities
9. In terms of staff welfare, REREC can review its medical cover for employees as it was reported that the cover did not cover some medications while others felt the money for the cover was not adequate. There is also need to hasten the leave approval process.
10. To improve Work Environment REREC should
 - a) Improve the general work environment to be stress free which can be done through activities that help staff enjoy being at work
 - b) Ensure the work environment is free of nepotism and favoritism
 - c) Standardise security measures in all REREC offices so that there are security desks and guards in all touch points as well as use of scanners for checking bags instead of physical checking

INTRODUCTION

Rural Electrification and Renewable Energy Corporation (REREC) operates under its core values; customer focus, team work, fulfilment, quality & excellence, integrity, transparency and accountability, environment conscious, professionalism and innovation.

To assess the performance of upholding its values and adherence to the customer service charter, REREC undertook a customer satisfaction survey (CSS) among its internal and external stakeholders.

With the CSS particularly focusing on the value of customer focus, the study aimed to evaluate the Corporation's performance in continuously endeavoring to understand and take care of its customer's specified needs and expectations.

OBJECTIVES

The customer satisfaction survey aimed to achieve the following objectives;

- i. Determine the level of customer satisfaction with services provided to internal and external stakeholders.
- ii. Determine the level to which REREC is adhering to its customer service charter through departmental audits.
- iii. Map the current delivery gaps in terms of strategy, personal and material handling as well as appropriate practices.
- iv. Determine the current corporate culture and its effects on the corporation's productivity and performance.
- v. Set benchmarks for continuous improvement in service delivery.
- vi. Develop tools to continually evaluate future customer service standards.

- vii. Provide innovative responses/recommendations/strategies for the organization to improve its customer service standards and corporate culture.
- viii. Prepare a comprehensive report detailing the methodology, findings and recommendations.

METHODOLOGY

The Agency used a participatory research approach; combining desk (literature review), qualitative and quantitative research methodologies as discussed below:

A. DESK RESEARCH

Desk Research involved a review of the corporation's documents to understand its mandate, service charter and stakeholders which was useful in developing the data collection tools for this survey.

B. QUALITATIVE RESEARCH

For this Customer Satisfaction survey, **Key Informant Interviews (KIIs)** and **Focus Group Discussions (FGDs)** were used for qualitative data collection.

KEY INFORMANT INTERVIEWS (KII's)

This is a qualitative research technique that involves conducting an intensive one on one interview with an individual, to explore their perspective on specific topics, using an interview guide. The primary advantage of KII's is that they provide much more detailed information from a key informant than what would be obtained through a quantitative interview, as the discussion is free flowing whilst also providing a more relaxed atmosphere in which to discuss the research questions. A total of 10 KIIs were conducted with corporate customers and senior staff at REREC as shown below.

Table 3: List of Key Informants

Customer Category	Key Informant	Number of Interviews
Corporate	Surveyors	2
	Institute of Surveyors	1
	Development Partners	1

	Energy sector representatives	2
	Total	6
Employees	Senior Managers	10
Overall		22

FOCUS GROUP DISCUSSIONS (FGDS)

This is a qualitative research method in which 8 to 10 respondents are invited to a central location to discuss the subject. In focus groups, the interaction of people's perceptions and beliefs can bring about a collective response that is extremely valuable and which provides detailed information on the intangible and often ambiguous habits and attitudes, which cannot be obtained through standard quantitative interviews. A trained moderator steered the group discussions through the use of an unstructured discussion guide. A total of 5 FGDs were conducted with various employee categories including engineers, principals, senior staff and officers.

C. QUANTITATIVE RESEARCH

Quantitative research is used to measure how many people feel, think or act in a particular way. This method of research generates numerical data, provides uniformity in data-collection and eliminates variations in the way questions are asked. Structured questionnaires were usually used incorporating mainly closed questions i.e. questions with set responses.

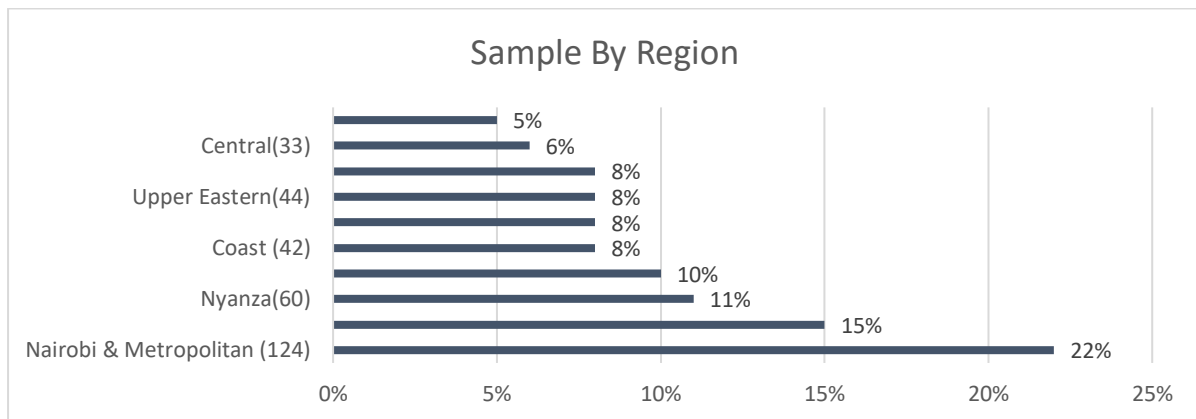
Quantitative survey was undertaken for the general public, corporate customers, employees, mystery shopper and caller surveys each of which is described below.

(i) General Public Survey:

This survey was done through CAPI (Computer Aided Personal Interviews) with the general public in 10 nationally representative regions in Kenya. Sampling was guided by REREC project sites and respondents were screened to ensure they were aware of and had interacted with REREC in order to give an informed view of their experiences. A total sample of 558 respondents among the general public was achieved with the

highest representation being in the Nairobi & Metropolitan region (22%) followed by South Rift (15%) and Nyanza (11%) as per the figure below.

Figure 2: Sample by Region



(ii) Corporate Customer Survey

Corporate customers were mainly interviewed through telephone interviews due to their unavailability for physical interviews. A few walk ins to offices were done such as the county government and energy sector agencies where physical interviews using CAPI were done.

Among REREC's corporate customers, the highest proportion sampled were contractors and surveyors (41%) and members of parliament/senators (31%) out of a total sample of 380 achieved for this survey. Other corporate customers interviewed in this survey were energy sector agencies (13%), county government (3%), suppliers (consultants, banks, insurance, hotels etc) and research & academia, media, development partners (8%).

**Caution should be taken when interpreting data where samples are below 30 (suppliers, county government)*

Table 4: Corporate Customer Respondent Category

Total	380	%
Energy Sector Agencies	48	13%
County Government	12	3%
Contractors and surveyors	157	41%
Suppliers (consultants, agencies, banks, insurance, hotels etc)	13	3%
Research & Academia, Media, Dev Partners	32	8%

Members of Parliament, Senators

116

31%

(iii) Employee Survey

The employee survey was administered through CAPI (Computer Aided Personal Interviews) where enumerators were dispatched with tablets to the various REREC offices to administer the survey. In a few cases, links were shared with staff who were able to respond to the survey.

A total of 402 employees responded to the survey. Data was then weighted to reflect the employee population at REREC (623) and used to undertake further analysis for this report.

(iv) Mystery Shopper Survey

Mystery shoppers were engaged to find out the experience in service delivery at REREC and Kenya Power offices. A total of 14 mystery visits were made, 12 for REREC offices (in Nairobi, HQ, Mombasa Road, Nyeri, Nakuru, Eldoret and Mombasa) and 2 for Kenya Power offices in Nairobi.

Table 5: Number of Visits to Touch Points

	REREC (12)	Kenya Power (2)
Nairobi HQ	2	2
Mombasa Road	2	
Nyeri	2	
Nakuru	2	
Eldoret	1	
Mombasa	2	

(v) Mystery Caller Survey

Mystery calls were made to REREC and Kenya Power Offices for competitive benchmarking. A total of 15 calls were made (13 to REREC offices and 2 to Kenya

Power Offices). At least 7 calls were made in the morning (1 Kenya Power, 6 REREC), 3 in the afternoon (REREC) and 5 in the evening (4 REREC and 1 Kenya Power).

MAIN FINDINGS

The customer satisfaction survey findings are presented in four chapters detailing findings for the different surveys

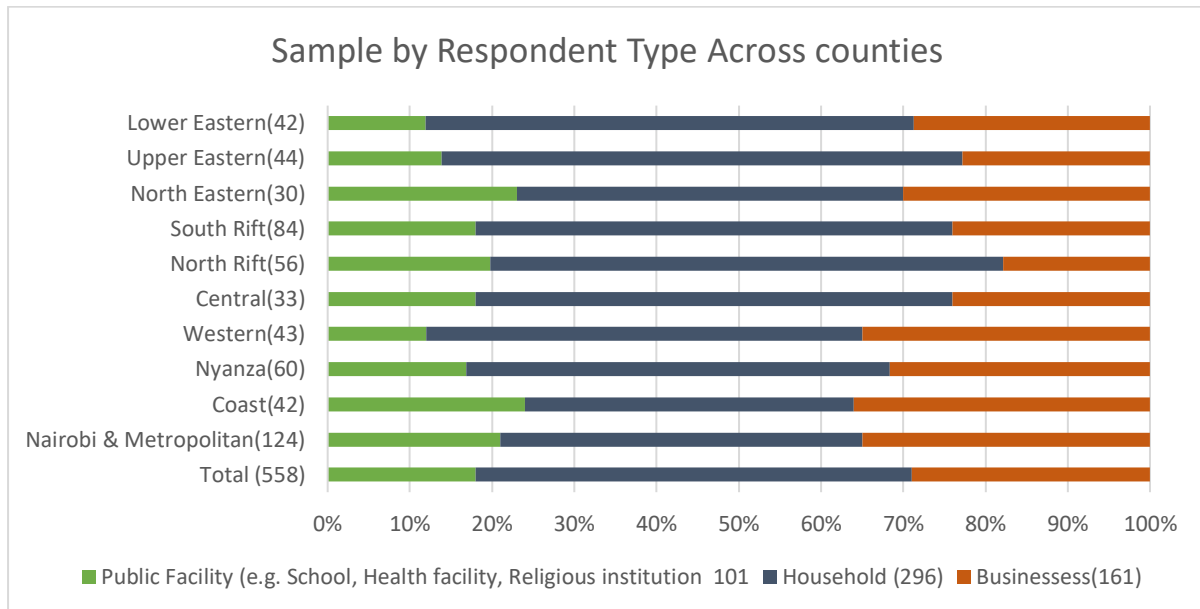
1. General Public Survey
2. Corporate Customer Survey
3. Employee Survey
4. Mystery Shopper and Caller Surveys

CHAPTER 1: GENERAL PUBLIC SURVEY

DEMOGRAPHICS

Analysis by the different respondent categories targeted showed that at least 296 households were interviewed representing 53% of the sample. This was followed by 161 businesses (29%) and 101 public health facilities (hospitals, schools etc) representing 18% of the sample.

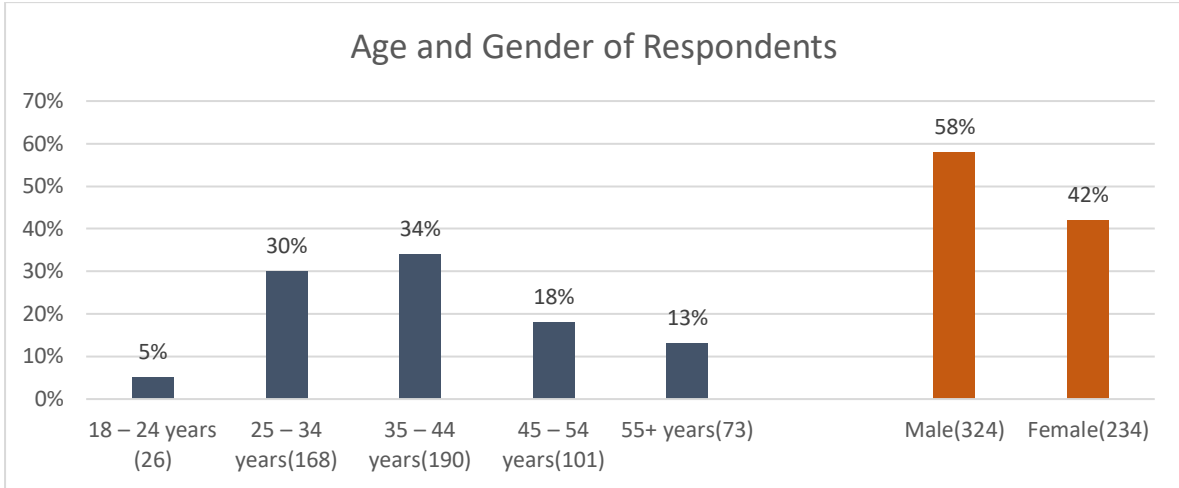
Figure 3: Sample by Respondent Category Across Counties



In terms of gender and age, majority of the respondents (64%) were between 25 and 44 years and more than half (58%) were male. Since the respondents were surveyed randomly and had to be aware of REREC before proceeding with the survey, the

sample is an indication that most of those aware of and/ engaging with REREC are represented in these age groups and gender.

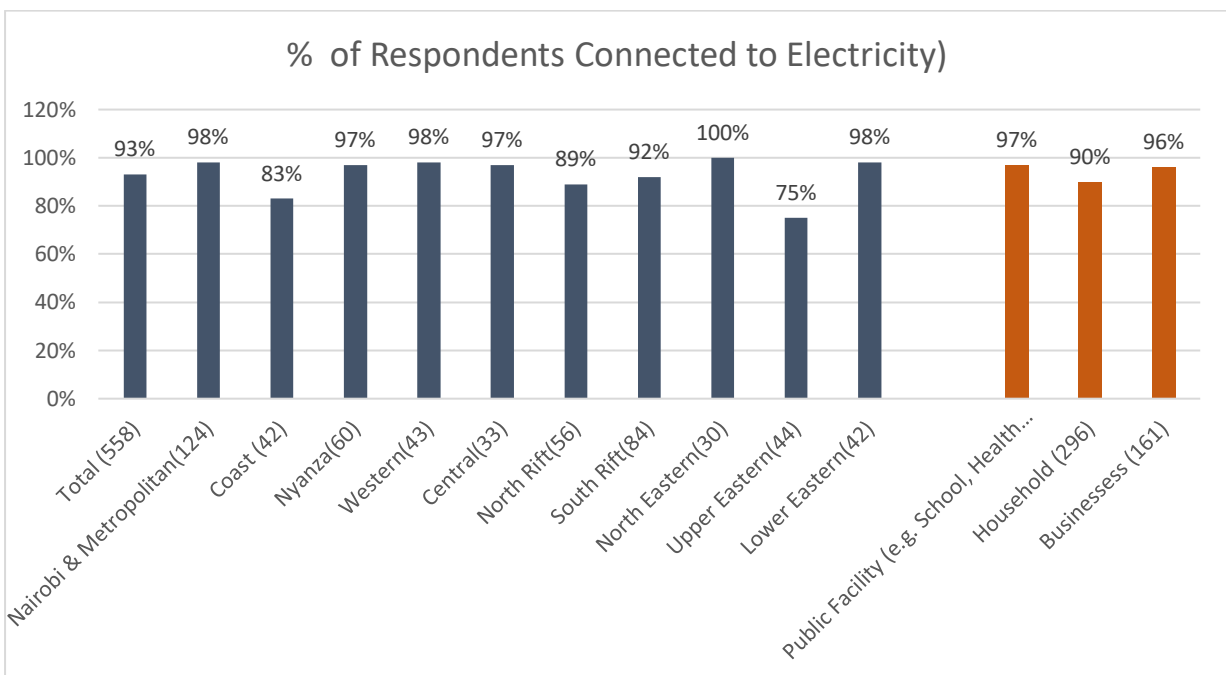
Figure 4: Age and Gender of Respondents



Majority (93%) of respondents interviewed were connected to electricity. The highest proportion of those connected were in North Eastern (100%) which could be attributed to selection of sites near REREC projects while Upper Eastern had the lowest connected respondents at 75%.

QS2. Is your household/school/ business connected to electricity?

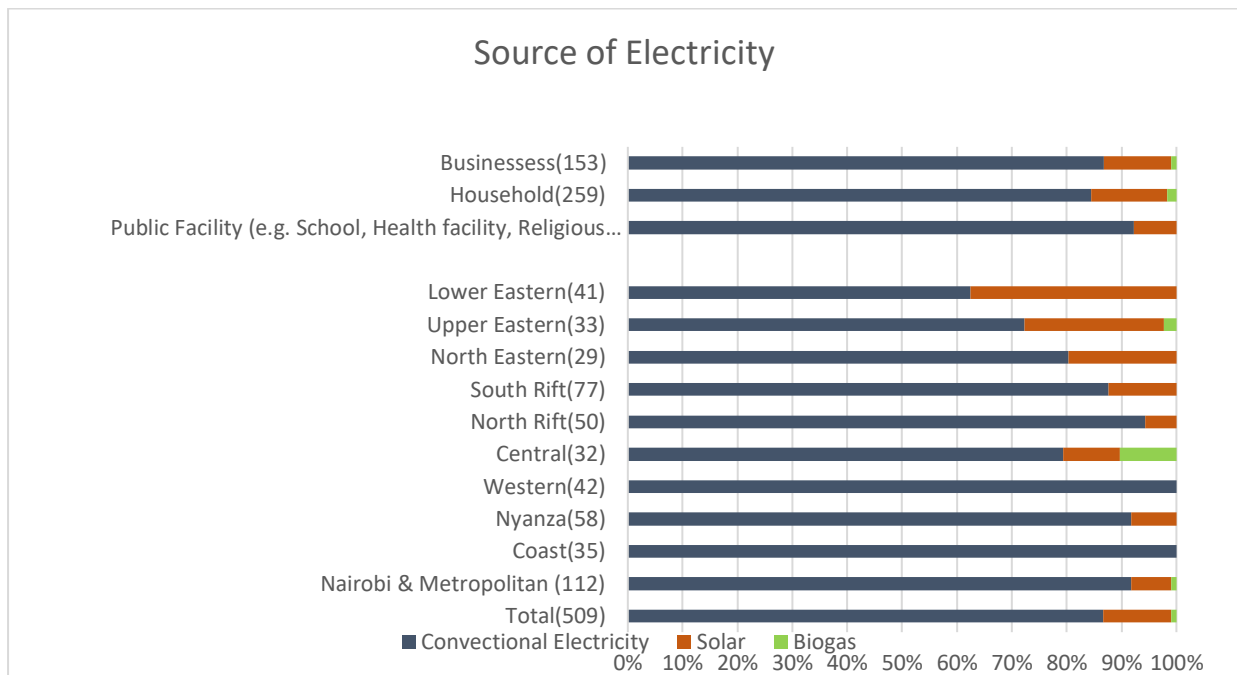
Figure 5: Proportion Connected to Electricity



The main source of electricity connection was convectional (97%) followed by solar (14%) and biogas (1%). Notably there was higher use of solar in Lower Eastern, Upper Eastern and North Eastern compared to other regions. Central region had the highest use of biogas.

QS3. What is the source of electricity your household/business/school is connected to?

Figure 6: Source of Electricity



Analysis was done to determine which organisations working to increase electricity connectivity respondents were aware of. The highest proportion were aware of Kenya Power (94%) with awareness 90% and above for all regions. Awareness for REREC came in second at 63% {highest in Western at 83% and lowest in Lower Eastern (19%) and North Eastern (46%) }. Despite being an electricity generating company, only 36% were aware of KenGen.

Q2. Which organisations working to increasing electricity connectivity are you aware of?
Multiple response thus % can add up to more than 100%

Table 6: Awareness of Electricity Organisations by Region

	KENYA POWER (432)	REREC (290)	KENGEN (166)	Geothermal Development Company (GDC) 55	EPRA (40)	NUPEA (10)
Total (459)	94%	63%	36%	12%	9%	2%
Nairobi & Metropolitan (108)	93%	65%	36%	6%	6%	2%
Coast (40)	98%	58%	45%	5%	3%	0%
Nyanza (45)	96%	71%	33%	0%	33%	0%
Western (24)	100%	83%	17%	13%	4%	4%
Central (30)	100%	60%	53%	20%	27%	3%
North Rift (44)	86%	55%	32%	16%	0%	9%
South Rift (77)	95%	73%	49%	35%	8%	3%
North Eastern(28)	96%	46%	36%	0%	0%	0%
Upper Eastern (42)	93%	71%	14%	2%	2%	0%
Lower Eastern(21)	90%	19%	29%	10%	5%	0%

Similarly, further analysis on awareness showed that awareness levels increased on prompting respondents if they were aware of the organisations. Combining both spontaneous and prompted awareness, Kenya Power enjoyed the highest overall awareness at 100% followed by REREC at 94% and KenGen at 73%.

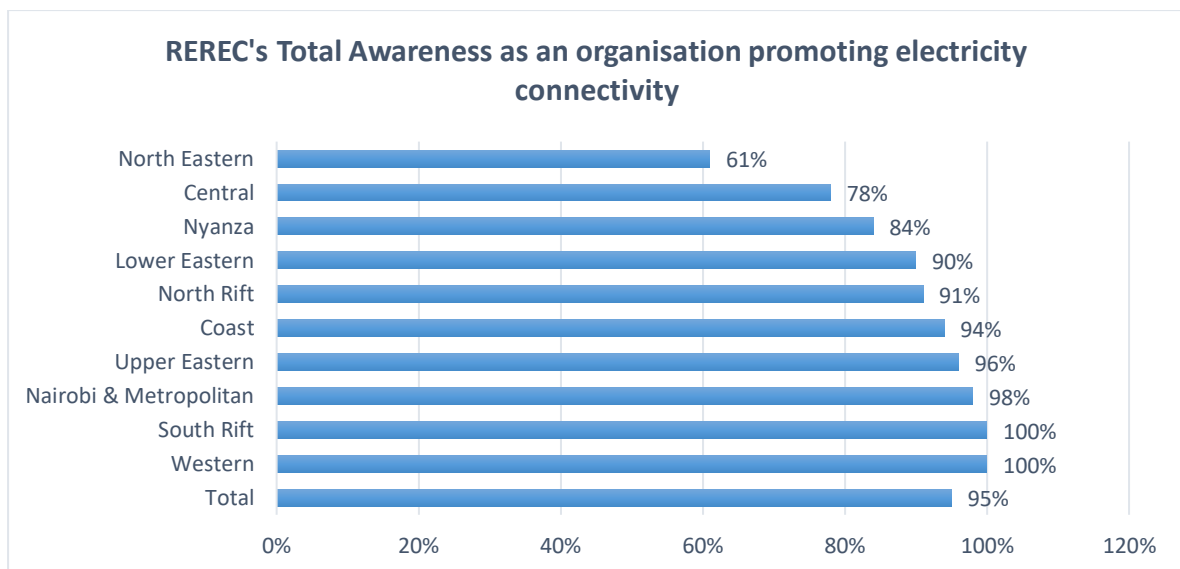
Q2. Which organisations working to increasing electricity connectivity are you aware of?
Multiple response thus % can add up to more than 100%

Table 7: Total Awareness of Organisations

Total (459)	Spontaneous	Prompted	Total Awareness
KENGEN	36%	37%	73%
Kenya Power	94%	6%	100%
REREC (Rural Electrification and Renewable Energy Corporation)	63%	31%	94%
Geothermal Development Company (GDC)	12%	15%	27%
NUPEA	2%	3%	5%
EPRA	9%	11%	20%
None	0%	30%	30%

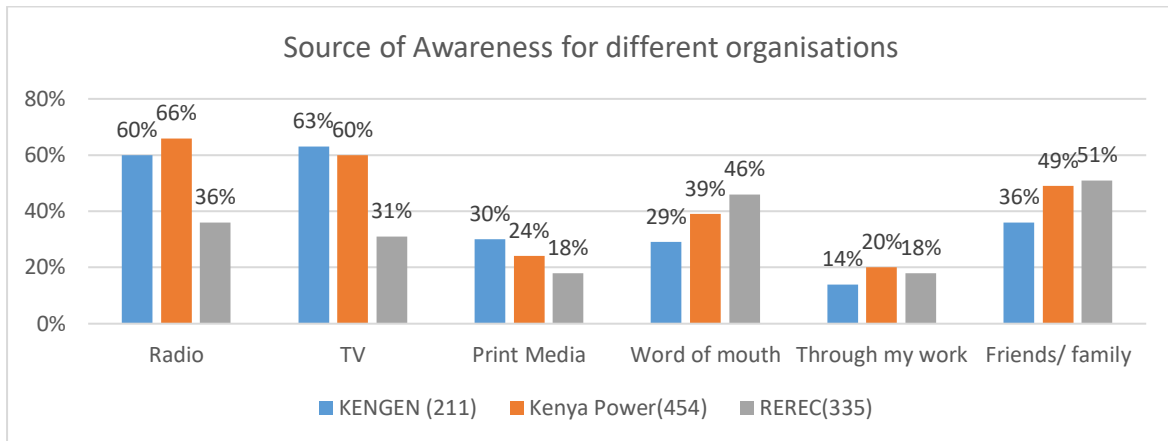
Western and South Rift had the highest awareness of REREC (combining both spontaneous and prompted awareness) at 100% while North Eastern had the lowest (61%).

Figure 7: REREC's Total awareness by region



Slightly less than two thirds of the respondents were aware of organisations promoting use of renewable energy (63%). North Eastern however boasted the highest awareness at 93% followed by South Rift (80%) and with the lowest awareness in Lower Eastern (29%) and Western (35%).

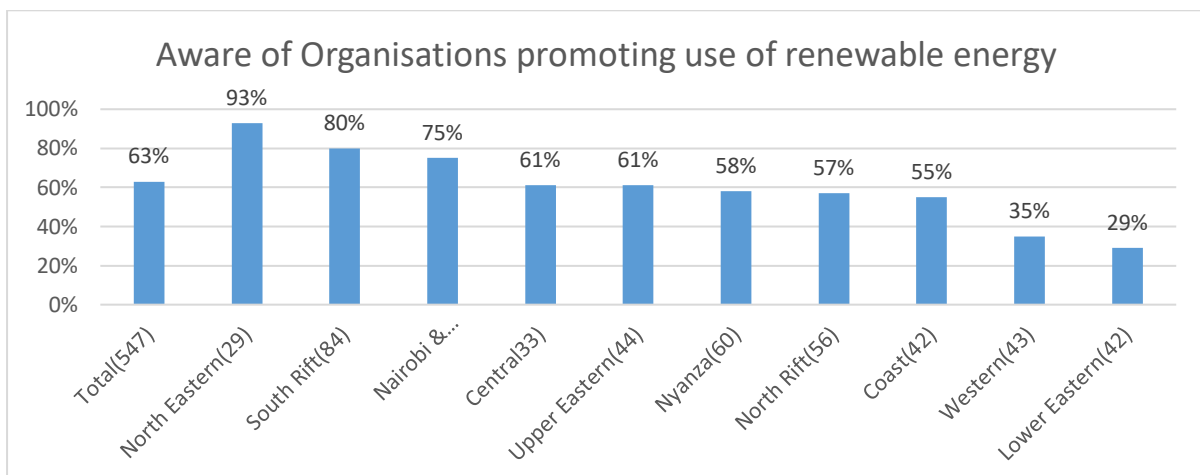
Q8a. How did you become aware of KENGEN, Kenya Power, REREC?



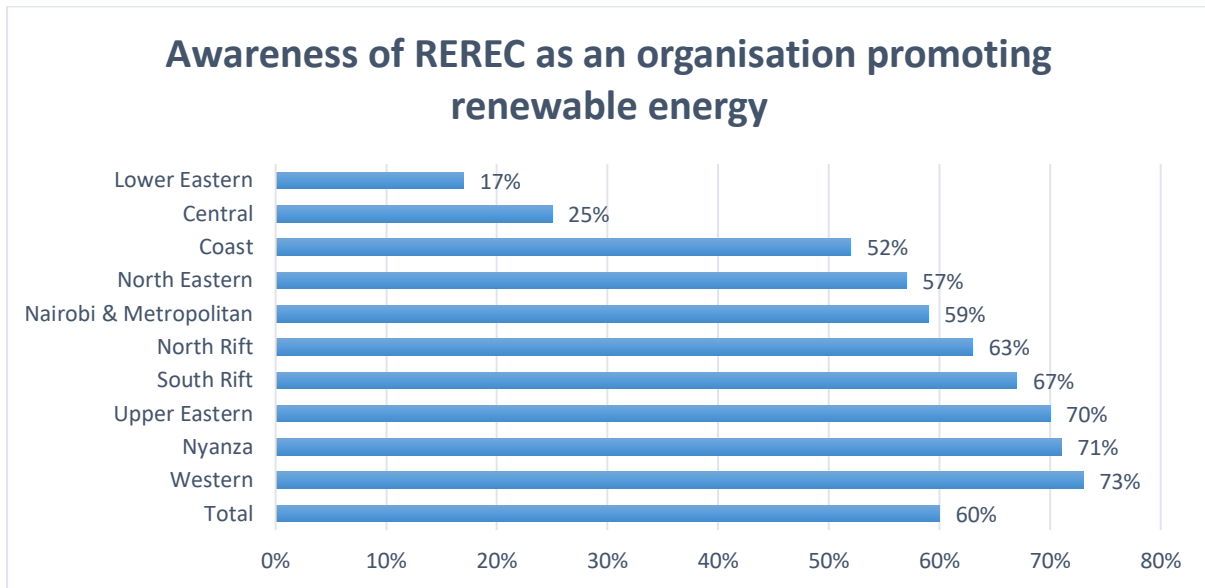
Source of awareness for organisations was mainly through mass media (radio (60%) for KenGen and Kenya Power (66%) and TV- 63% for KenGen and 60% for Kenya Power). Awareness of REREC was mainly through friends and family (51%) followed by word of mouth (46%) with very low visibility through mass and print media.

Q4. Do you know of any organisations in Kenya that work towards promoting use of renewable energy?

Figure 8: Awareness of Organisations Promoting Use of Renewable Energy



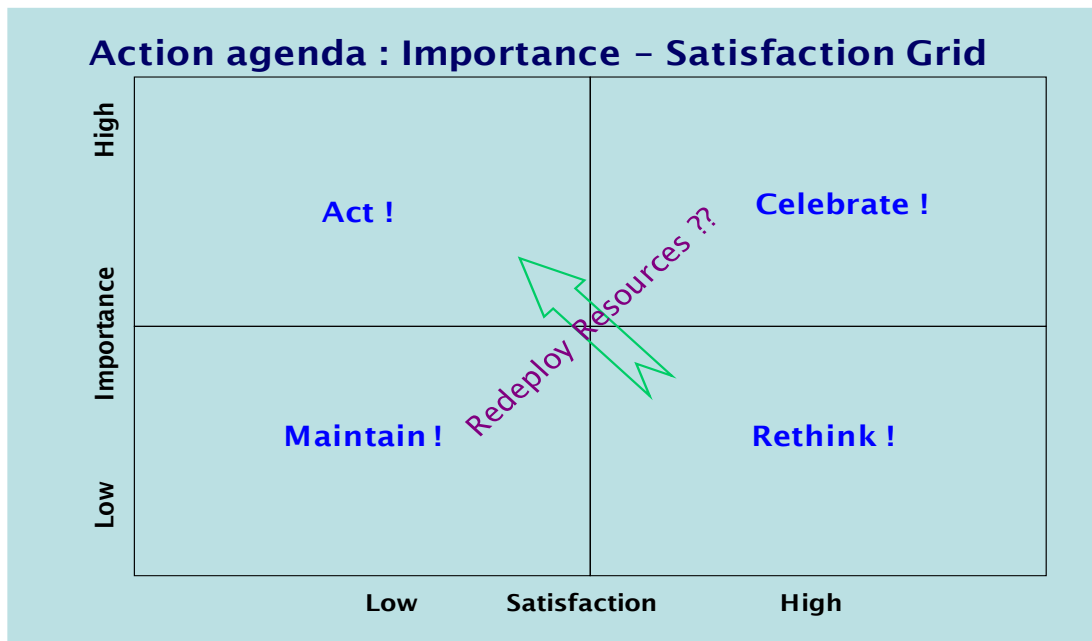
Further analysis showed that public facilities had a higher awareness of organisations promoting use of renewable energy which could be largely influenced by their exposure to information followed by businesses (64%) while households had the lowest awareness (57%). Younger age groups (25-34 years) had the highest awareness of such organisations while males (66%) enjoyed higher awareness compared to females (59%).



Awareness of REREC as an organisation promoting renewable energy was at 60% with Western, Nyanza and Upper Eastern showing the highest awareness at 73%, 71% and 70% respectively while Central and Lower Eastern had the lowest awareness (25% and 17% respectively).

SATISFACTION INDEX

As this survey used the MOSTER (**M**onitoring **S**atisfaction **T**o **E**nsure **R**etention), Model, the level of expectation was measured amongst the general public customers to understand their level of expectations based on various customer attributes. The satisfaction levels were then measured against each attribute and analysis done to understand to what extent REREC had met, exceeded or underperformed against customer expectations.



The overall satisfaction index for REREC amongst the general public is 76.2% (a score of 3.81 out of a possible 5 points having used a likert scale for this measurement while customers expect REREC to perform at 87.6% (a score of 4.38 on a 5 point likert scale). This indicates that REREC performed below customer’s expectations by a margin go 0.6 and thus need to look at action areas.

The MOSTER model offers the opportunity for organisations to identify action areas. Our analysis identifies these action areas in red (see table below) based on a high level of negative variance from the expectation and if the score is below the average satisfaction of 76.2%. Therefore, the action areas identified for REREC are:

1. Ability to get through to a person who can help you- Customer Care

2. Ability to solve problems quickly and easily- Customer Care
3. Accuracy and reliability of information received- Communication
4. Proper resolution of queries and complaints- Complaint resolution
5. Regular communication with customers- Communication
6. Up to date information about renewable energy products- Marketing and Communication
7. How Socially responsible the company is- Corporate Social Responsibility

There were no attributes that exceeded expectations but all the rest indicated the need to maintain current REREC efforts in terms of human and capital resources as they were of high importance and the customers were also happy with REREC in performance of these attributes (scoring at or above overall satisfaction of 3.81 but still below expectations).

Table 8: Satisfaction Scores for Service Attributes

	Importance Score 4.38 (87.6%)	Satisfaction Score 3.81 (76.2%)	Variance from Importance Index	
Overall Index (N=558)				
Ability to get through to a person who can help you	4.4 (88%)	3.8 (76%)	-0.6	Act!
Politeness and helpfulness the of person who deals with you	4.5 (90%)	4 (80%)	-0.5	Above average satisfaction but important thus Maintain
Ability to solve problems quickly and easily	4.4 (88%)	3.7 (74%)	-0.7	Act!
Accuracy and reliability of information received	4.4 (88%)	3.8 (76%)	-0.6	Act!
The ease of understanding the information given to you	4.4 (88%)	3.9 (78%)	-0.5	Above average satisfaction but

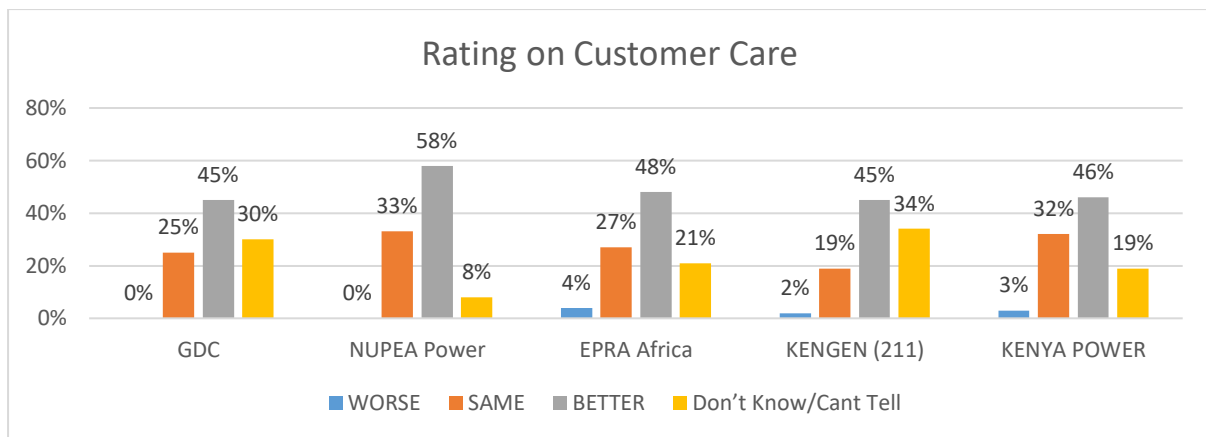
				important thus maintain
Proper resolution of queries and complaints	4.4 (88%)	3.7 (74%)	-0.7	Act!
The reliability of the service provided	4.4(88%)	3.9 (78%)	-0.5	Maintain
Regular communication with customers	4.4 (88%)	3.6 (72%)	-0.8	Act!
Up to date information about renewable energy products	4.3 (86%)	3.5 (70%)	-0.8	Act!
Safety measures to protect the customers	4.5 (90%)	3.9 (78%)	-0.5	Maintain
How technologically advanced the company is	4.3 (86%)	3.9 (78%)	-0.4	Maintain
How socially responsible the company is	4.3 (86%)	3.7 (74%)	-0.6	Act
Neatness of the company premises	4.3 (86%)	4(80%)	-0.3	Above average satisfaction but important thus Maintain
Extent to which company operations meet internationally acceptable standards	4.3(86%)	3.9(78%)	-0.4	Above average satisfaction but important this Maintain
How well the company understands your needs	4.4(88%)	3.9 (78%)	-0.5	Above average satisfaction but important thus Maintain

COMPETITOR ANALYSIS

The study also sought to understand how REREC was performing compared to competitors. In terms of customer care, REREC’s performance was rated **Better** than its competitors. REREC was rated better than NUPEA (58%), EPRA Africa (48%), GDC (45%), KenGen (45%) and Kenya Power (46%).

Q19A. Would you say that REREC is better, same or worse in Customer Care compared to ...

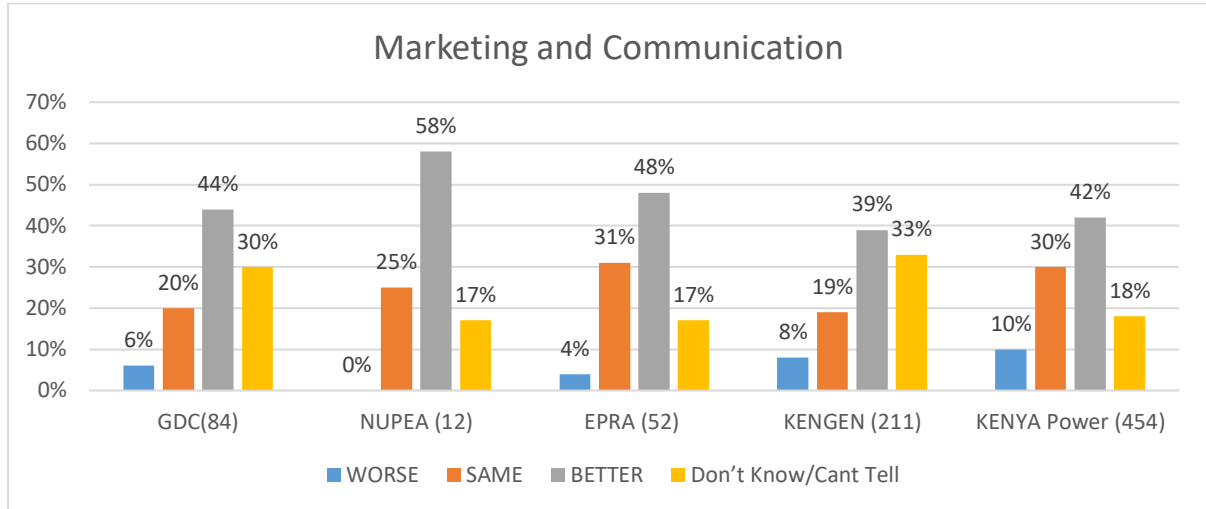
Figure 9: Rating on Customer Care Compared to Competitors



In terms of marketing and communication, REREC was also rated to be performing better than NUPEA (58%), EPRA (48%), GDC (44%), Kenya Power (42%) and KenGen (39%).

Q19A3. Would you say that REREC is better, same or worse in Marketing and Communication compared to ...

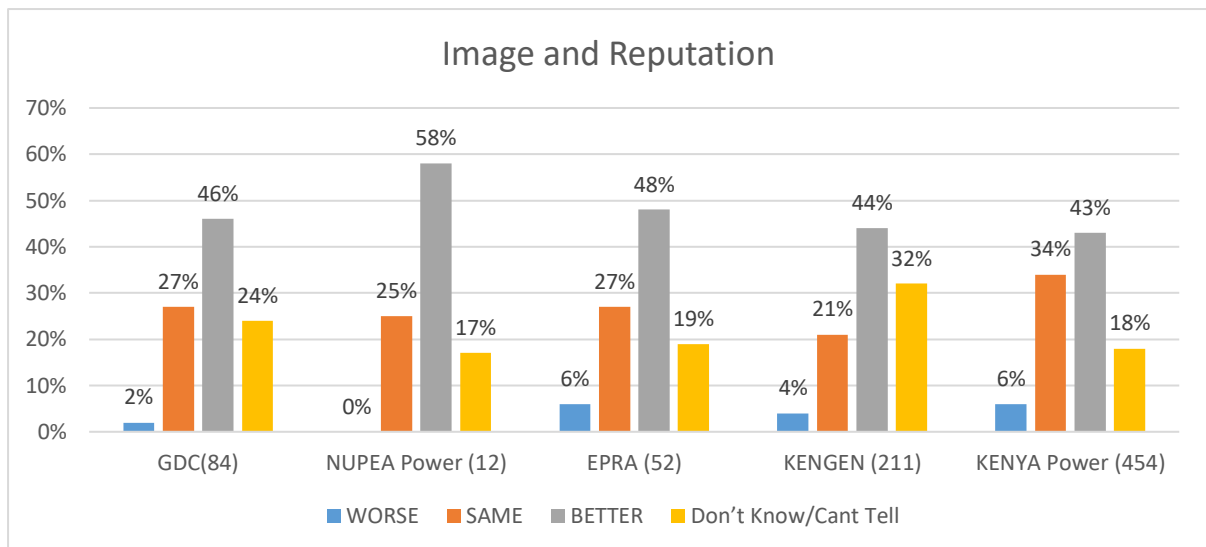
Figure 10: Rating on Marketing and Communication Compared to Competitors



Finally in terms of image and reputation, REREC was rated better compared to NUPEA (58%), EPRA (48%), GDC (46%), KenGen (44%) and Kenya Power (43%).

Q19A5. Would you say that REREC is better, same or worse in Image and Reputation compared to.....

Figure 11: Rating on Image and Reputation Compared to Competitors

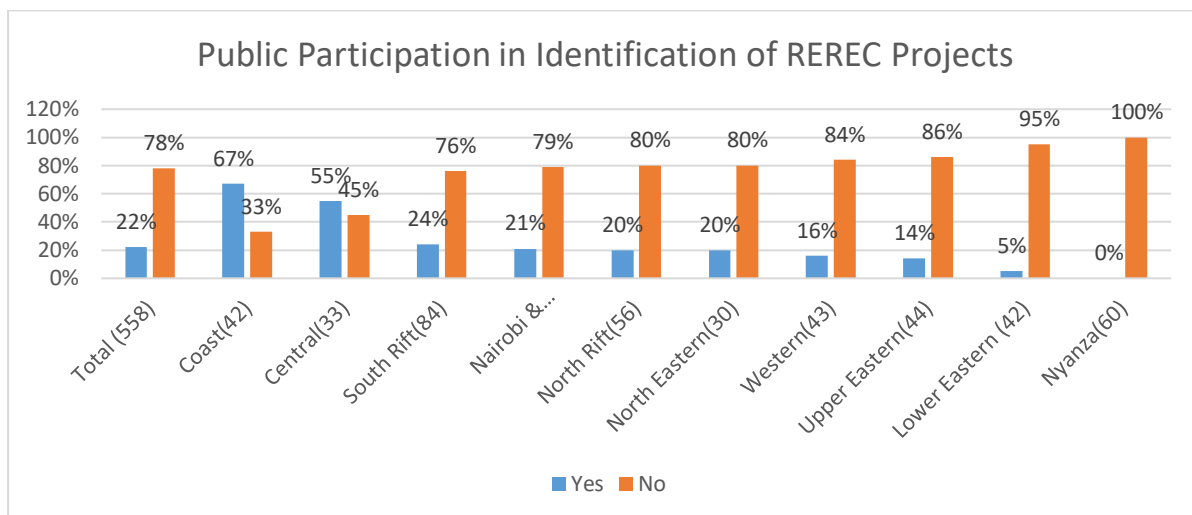


Public Participation in Identification of Projects

The survey sought to understand the level of public participation of customers in REREC’s identification of projects and households to be electrified. At least two thirds (67%) had participated in identification of REREC projects. This can be attributed to the sampling method whose inclusion criteria was mainly awareness of REREC and the sampling within sites with REREC projects for some of the regions. Notably there was low participation in Nyanza, Lower Eastern, Upper Eastern, Western, North Eastern, North Rift all with 80% not participating. High participation was in Coast (67%) and Central (55%).

Q20A. Have you ever been involved/participated in the identification of projects and households to be electrified by REREC? "

Figure 12: Public Participation in Identification of REREC Projects

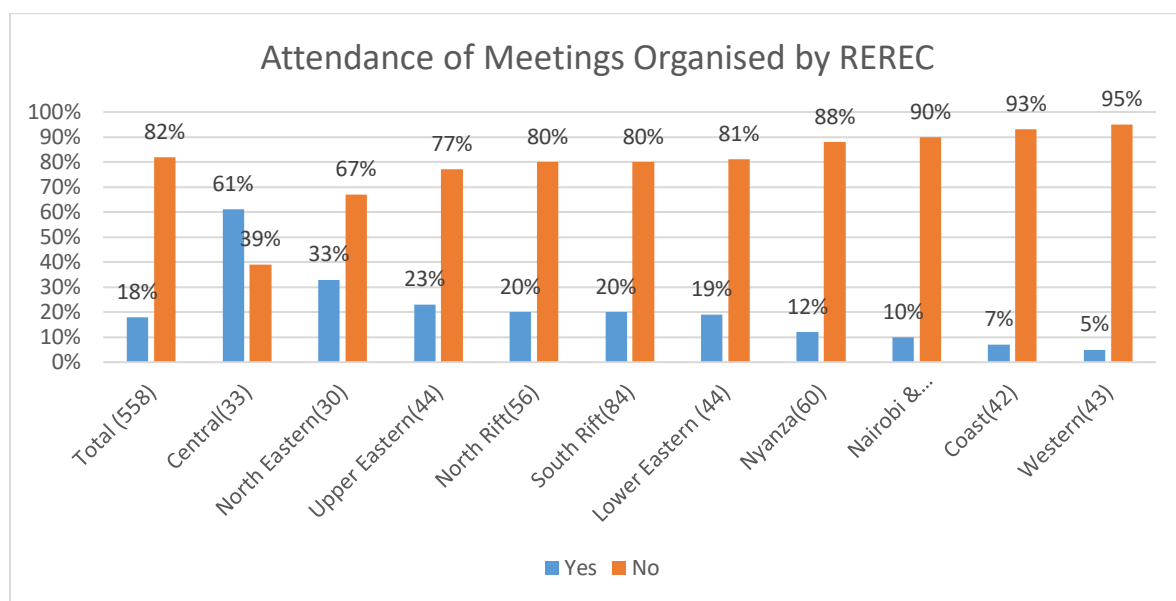


There was average satisfaction with involvement of the general public by REREC in their projects which was rated at a score of 3.8 out of a possible 5 point scale. When further asked to state the reasons for their satisfaction, more than half (54%) indicated that they were well served while 27% indicated that REREC listened to their grievances. Other reasons for satisfaction included lack of discrimination and the fact that REREC involved the community. The main reason for dissatisfaction as cited by 84% was lack of fulfilment of promises to connect electricity and delay to install power (16%).

Only 18% of respondents confirmed to have attended a meeting organised by REREC to talk about implementation of rural electrification in their areas. There was higher attendance by respondents in central (61%) and lowest in Western (5%), Coast (7%), Nairobi (10%) and Nyanza (12%).

Q21. Have you ever attended a meeting/baraza organised by REREC to talk about the implementation of rural electrification projects in your area?

Figure 13: Attendance of Meetings Organised by REREC



When asked about the issues raised or discussed concerning planning, design and construction of rural electrification projects in their areas, more than a third (35%) cited delayed electrification. Other issues discussed during meetings held by REREC included marketing (REREC are the best when it comes to rural electrification), the need for all to be connected to power, free installation of electricity, site identification. Other issues raised that needed to be addressed by REREC included the issue of blackouts, compensation of trees cut down during line construction, addition of more transformers, corruption in terms of power supply and that it was expensive.

Q22D. What issues did you as an individual have or heard from members of your area concerning the planning, design and construction of rural electrification projects in your area?

Table 9: Issues Discussed Concerning Rural Electrification Projects

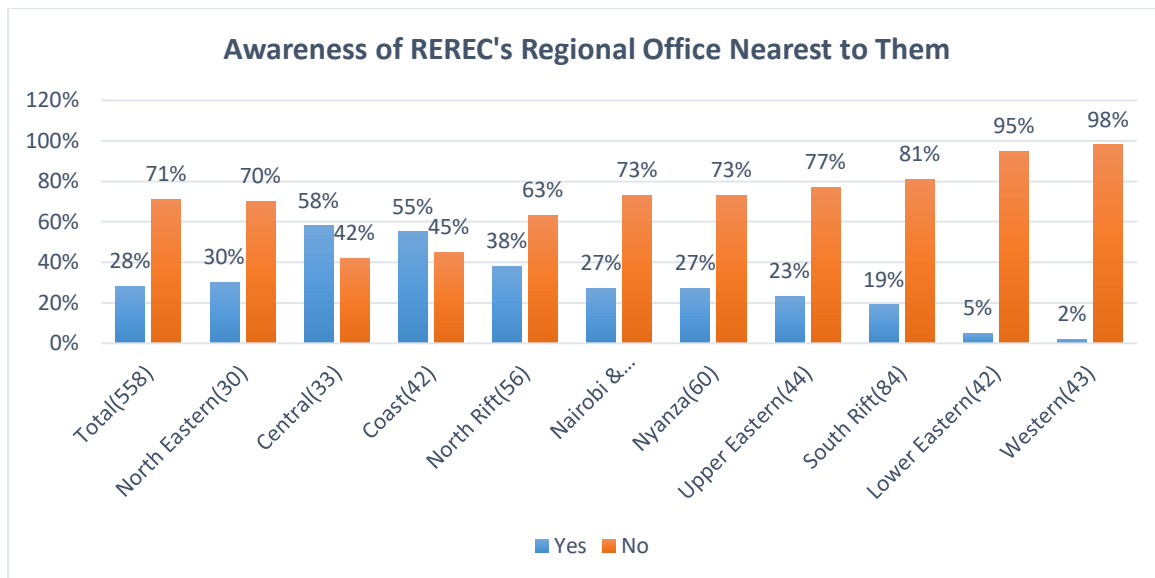
Issues raised/ Number of people who raised the issue by region	Total (100)	Nairobi & Coast(3)	Nyanza(7)	Western(2)	Central(20)	North Rift(11)	South Rift(17)	North	Upper	Lower Eastern(8)	
Delayed electrification	35	1	2	3	0	7	3	6	1	8	4
I had no issues	24	7	0	0	1	3	2	3	6	1	1
Everyone to be connected to power	6	0	1	0	0	0	1	4	0	0	0
Free installation of electricity	5	0	0	1	1	1	1	0	1	0	0
Site identification	4	1	0	0	0	0	0	0	2	1	0
Several blackouts	4	0	0	0	0	2	0	2	0	0	0
Lack of enough materials	3	0	0	2	0	0	0	1	0	0	0
People wanted compensation of the tress which were cut down during line construction	2	0	0	0	0	0	0	0	0	0	2
To add more transformers	2	0	0	0	0	0	1	0	0	0	1
Corruption in terms of supplying power	2	0	0	0	0	0	2	0	0	0	0
Expensive to be connected	2	1	0	0	0	1	0	0	0	0	0
Regular follow up of the work done	1	0	0	0	0	0	1	0	0	0	0

VISIBILITY OF REREC

There was low awareness of REREC’s regional offices nearest to respondents with only 28% aware. Highest awareness was in Central (58%) and Coast (55%). Lowest awareness was in Western at 98% and Lower Eastern (95%).

Q23. REREC has regional offices across the country. Do you know of REREC’s office that is nearest to you?

Figure 14: Awareness of REREC’s Offices Nearest to Them

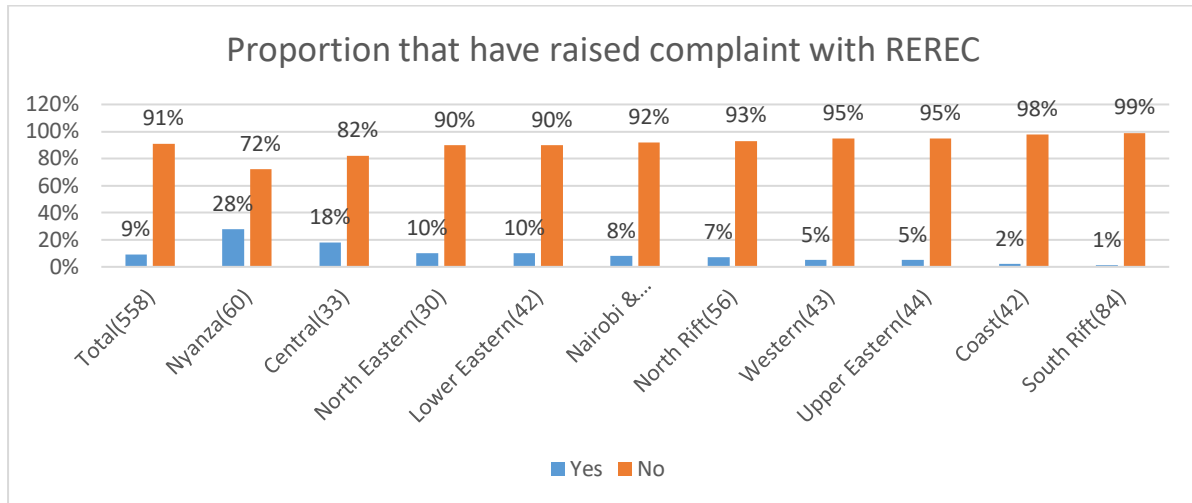


COMPLAINT RESOLUTION

This survey sought to understand customer’s experience with complaint resolution at REREC. Only 9% (50) of the respondents interviewed had raised a complaint with REREC in the 12 months preceding the study. At least 64% of the complaints were raised with the regional office and 4% with the headquarters office. A few other customers raised issues with their chiefs, contractors or Kenya Power offices (this may be due to lack of awareness of REREC’S offices). High bills (18%) and blackouts (20%) dominated the list of issues raised followed by delay in power connection (14%) and reporting of stolen REREC products (14%), broken transmission lines (8%), metre failure (8%) among others.

Q23B. Please tell me, In the last 12 months did you raise any issue/complaint with REREC?

Figure 15: Proportion that have raised complaint with REREC



While 30% of the customers only made one interaction with REREC to get their issue addressed, at least 42% indicate that the issue they raised had never been addressed. Of concern also is that 70% of the customers had to contact REREC more than once and 38% more than two times. Turnaround time for complaints was however better with most complaints being resolved within 7 days. However, turnaround time was high (more than 7 days) for 18% of the customers.

On average how many interactions did you make with REREC to get the issue addressed?	50	%
ONCE	15	30%
WICE	16	32%
THRICE	11	22%
4 - 5 TIMES	2	4%

How long did it take to resolve the issue/complaint,	Base (50)	%
Never been addressed	21	42%
Within 24 hours	5	10%
2-3 days	12	24%
4-7 days	3	6%
More than 7 days	9	18%

MORE THAN 5 TIMES	6	12%
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NET PROMOTER SCORE

The Net Promoter Score (NPS) is loyalty metric indexed from -100 to 100. If a company has more detractors than promoters, the score will be negative and vice versa. A positive score is always recommended.



The overall Net Promoter Score amongst the general public in the country is -1 thus need for REREC to undertake engagements that will see its NPS grow to a positive. The table below presents further analysis by regions which showed varying NPS scores. There were positive scores from Upper Eastern with an NPS of 36% and the highest amongst all regions followed by Western (21%) and South Rift (16%). Central and North Rift also had positive scores. REREC should undertake to further increase these scores in the regions through frequent engagements to further increase their loyalty.

Regions with the lowest NPS scores included North Eastern (-40%) followed by Coast (-34%). REREC should undertake activities to correct its image in counties where a negative score was established.

Table 10: Net Promoter Score- General Public

Net Promoter Score (NPS)=Promoters- Detractors	Over all	Nairobi & Metropolit	Coast	Nyanza	Western	Central	North Rift	South Rift	North	Upper	Lower
Promoters	34%	26%	24%	29%	49%	33%	43%	41%	13%	50%	36%
Detractors	35%	39%	58%	42%	28%	27%	34%	25%	53%	14%	38%
Passives	30%	35%	19%	30%	23%	39%	23%	33%	33%	36%	26%
NPS	-1%	-13%	-34%	-13%	21%	6%	9%	16%	-40%	36%	-2%

The main positive attributes given for recommending REREC included reliability (17%), being effective (9%), high level of professionalism (8%), good customer care (7%). Negative attributes leading to customer's reluctance to recommend REREC were mainly due to expensive services (7%) and lack of accessibility (6%).

CHAPTER 2: CORPORATE CUSTOMER SATISFACTION REPORT

Demographics

Majority of corporate customers had interacted with Kenya Power (84%) followed by KenGen (43%). While high interaction (75% and above) was noted with Kenya Power across all customer categories, this differed for KenGen where county government seemed to have the highest interaction (75%), followed by members of parliament/senators (63%) and energy sector agencies (60%). Only 5% indicated having no interaction with other energy sector organisations.

Q1. Which organisation(s) in the energy sector apart from REREC have you ever interacted with? (MULTIPLE RESPONSES ALLOWED)

Table 11: Level of Interaction in the Energy Sector

	To (38 0)	Energy Sector Agenci es(48)	County Governm ent(12)	Contract ors and surveyo rs(157)	Suppliers(co nsultants, agencies, banks, insurance, hotels etc)-13	Resear ch, & Acade mia, Media , dev partne rs(32)	Membe rs of Parliam ent, Senator s(116)
KENYA POWER	84 %	83%	100%	75%	85%	78%	98%
KENGE N	43 %	60%	75%	24%	38%	25%	63%
EPRA	29 %	52%	17%	25%	8%	19%	32%
KETRA CO	26 %	58%	25%	15%	31%	22%	28%
Geother mal Develop ment Compan y (GDC)	20 %	48%	25%	14%	31%	16%	17%
NuPea	17 %	46%	25%	10%	15%	13%	15%
None	5%	6%	0%	10%	0%	3%	0%

AWARENESS OF REREC

At least 44% of corporate customers indicated they became aware of REREC through their work which was more prevalent amongst County Government officials interviewed (83%) followed by members of parliament/senators (51%). Other sources of awareness were significantly less compared to “through my work” and included TV (14%) which was also high amongst energy sector agencies (25%), members of parliament/senators (22%) and research, academia and media (16%). Radio was a useful source of information for suppliers (31%) while at least 20% of contractors and surveyors got to know REREC through print media.

Q1B. How did you become aware of REREC? (MULTIPLE RESPONSES ALLOWED)

Table 12: Source of REREC's Awareness

	Total (380)	Energy Sector Agencies(48)	County Government(12)	Contract ors and surveyor s(157)	Supplie rs (consul tants, agencie s, banks, insuran ce, hotels etc)-13	Resea rch & Acade mia, Media , dev partne rs (32)	Memb ers of Parlia ment, Senato rs (116)
Through my work	44%	46%	83%	42%	8%	28%	51%
TV	14%	25%	0%	6%	8%	16%	22%
Friends/ family	12%	4%	8%	11%	38%	6%	16%
Print Media	11%	10%	8%	20%	0%	9%	3%
Word of mouth	7%	6%	0%	11%	15%	6%	3%
Radio	4%	4%	0%	1%	31%	16%	3%
Meetings/workshop s/conferences	3%	2%	0%	4%	0%	13%	2%

Open days	2%	0%	0%	3%	0%	6%	0%
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Awareness on Mandate

Most of the corporate respondents were aware of RERECs mandate. However, there were a few that were unsure and those who completely did know.

“From my understanding, I believe I could be wrong, that REREC deals with electrification in the Rural areas while KPLC does electrification in the urban areas. – Corporate Customer

“I have no idea what their mandate is (REREC)”--Surveyor

“REREC one of their key mandates is to ensure that Kenyans especially in the rural areas have access to electricity and possibly have access to clean energy, and to access this should not be expensive, access should be made affordable – Corporate Customer

In terms of performance in its mandate, REREC was seen to have done well in the last mile connectivity project although not every part of the country benefitted in the past. The targeting of schools in electrification was also lauded.

Areas of improvement were in sensitizing both the internal and external customers on what their mandate is and improving on service delivery. They should increase electrification in rural areas in order to encourage micro enterprises to thrive.

“What they are doing wrong is that there is a lot of outcry from the rural areas,that people aren’t getting electricity and it is hard for people to get connected. Also, there is that tendency to bring poles and not connect people to electricity. So, some people don’t know that it is mandate of REREC to connect people to electricity. So, if that is their mandate then there is a disconnect hence where I think they aren’t doing it right – Corporate Customer

Means of Interaction with REREC

The main mode of interaction with REREC was by phone cited by 64% of customers followed by email (53%) and office visits (51%). Emails were the main means of interaction for energy sector agencies (88%) while office visits were also key for contractors and surveyors (56%), members of parliament/senators (56%) and research & academia, media and development partners (41%).

Q4C. How do you interact with REREC in most cases? (MULTIPLE MENTION)

Table 13: How Customers Interact with REREC

	Total (380)	Energy Sector Agencies(48)	County Government(12)	Contractors and surveyors(157)	Suppliers(consultants, agencies, banks, insurance, hotels etc)-13	Research & Academia Media , development partners(32)	Members of Parliament, Senators(116)
By phone	64%	79%	92%	64%	62%	47%	60%
Email	53%	88%	33%	48%	46%	34%	55%
Office Visit	51%	42%	33%	56%	23%	41%	56%
Letters	18%	19%	8%	13%	0%	13%	28%
Meetings/workshops/conferences	9%	13%	17%	8%	23%	9%	8%

At least 49% of customers rated the promptness of service at average. However, more than half (58%) of county government and 53% of research & academia, media and development partners rated REREC’s service as very prompt. There were at least 18% of customers who felt REREC’s service was very slow with the highest being amongst members of parliament/senators at 28%. Overall, only 30% of customers felt the service at REREC was very prompt indicating room for improvement.

Q4D. How prompt is the response you get from REREC when you contact them for a service?

Table 14: Promptness of Service

	Total(380)	Energy Sector Agencies(48)	County Government(12)	Contractors and surveyors(157)	Suppliers(con sultants, agencies, banks, insurance, hotels etc)-13	Research, Academia, Media and Dev Partners(32)	Members of Parliament, Senators(116)
Very Prompt	30%	29%	58%	32%	23%	53%	20%
Average	49%	56%	42%	48%	62%	34%	51%
Very Slow	18%	13%	0%	17%	15%	9%	28%
No response at all	2%	2%	0%	3%	0%	3%	2%

Across all customer categories, phone was the most preferred means of communication with REREC followed by email.

Q4e. How would you wish to be contacted in future by REREC? (MULTIPLE RESPONSES ALLOWED)

	Total (380)	Energy Sector Agencies(48)	County Government(12)	Contractors and surveyors(157)	Suppliers(consultants, agencies, banks, insurance, hotels etc)-13	Research, Academia, Media, development, partners(32)	Members of Parliament, Senators(116)
By phone	78%	96%	92%	83%	77%	66%	66%
Email	64%	75%	75%	63%	46%	34%	72%
Office Visit	30%	10%	42%	32%	15%	19%	40%
Letters	15%	13%	8%	10%	0%	3%	29%
Meetings/workshops/conferences	15%	17%	0%	10%	8%	9%	26%

SATISFACTION INDEX

As mentioned in earlier reports, this survey used the MOSTER (Monitoring Satisfaction To Ensure Retention), Model, the level of expectation was measured amongst the general public customers to understand their level of expectations based on various customer attributes. The satisfaction levels were then measured against each attribute and analysis done to understand to what extent REREC had met, exceeded or underperformed against customer expectations.

The overall satisfaction index amongst corporate customers was 3.7 against an expectation score of 4.6 thus falling below customer expectations.

Attributes where REREC is performing well and marked as celebration areas are highlighted in green and for the purposes of this survey are determined as those whose score is above the average satisfaction of 3.7 and does not fall below 4.0 score against customer expectation. REREC can therefore celebrate on the following key attributes:

- a) Cleanliness and neatness of the company premises (4.4 satisfaction score against expectation of 4.5)
- b) Politeness and helpfulness of the person who deals with you- (4.0 satisfaction score)
- c) Technological advancement (4.0 satisfaction score)
- d) Ease of understanding information provided (4.0 satisfaction score)

Areas of action (highlighted in red) for REREC are determined as those whose score is below the average satisfaction of 3.7 and with at least a difference of -0.5 against customer expectation. They include:

- I. REREC's ability to solve problems quickly and easily
- II. Keeping customers informed about the progress of their inquiry
- III. Timely and efficient implementation of electrification projects
- IV. Collaboration in project's implementation
- V. Regular communication with customers
- VI. Prompt payment for services rendered
- VII. Timeliness in response to complaints and grievances
- VIII. Satisfactory resolution of complaints and queries
- IX. Transparency and timeliness in the procurement process

The table below provides measures of attributes based on expectations and satisfaction.

Attribute	Expectation	Satisfaction		Attribute	Expectation	Satisfaction
Ability to get through to a person who can help you	4.7	3.9		How technologically advanced the company is	4.6	4.0
Politeness and helpfulness of the person who deals with you	4.6	4.0		How socially responsible the organization is	4.4	3.8
Ability to solve problems quickly and easily	4.7	3.5		The cleanliness/neatness of the company premises	4.5	4.4
Accuracy and reliability of information received	4.6	3.8		Extent to which company operations meet internationally acceptable standards	4.5	3.9
The ease of understanding the information given to you	4.6	4.0		Transparency and Timeliness in the Procurement Process	4.6	3.6
The way you are kept informed about the progress of your inquiry/problem	4.6	3.5		How requests for stakeholder on boarding/partnerships are handled	4.6	3.8
Timely and efficient implementation of electrification projects	4.6	3.5		Prompt payment for services rendered	4.7	3.6
Compliance with the relevant quality standards, agreements,	4.5	3.8		Timeliness in response to your complaints and grievances	4.7	3.5

guidelines and circulars						
Collaboration in projects implementation	4.6	3.6		Satisfactory resolution of complaints and queries	4.6	3.5
Regular communication with customers	4.6	3.6		Overall Index	4.6	3.7

Satisfaction Indices Across Customer Categories

The overall satisfaction with customer care attributes was 74% (3.7). Analysis of satisfaction amongst various customer categories revealed that the most satisfied category with customer care attributes were county governments (4.3)*, suppliers (4.1)* and energy sector agencies (4.0). The least satisfied were members of parliament/senators (3.5) and contractors/surveyors (3.7). Contractors and surveyors were least happy with being kept informed about their inquiry (3.4) and ability of REREC to solve problems quickly and easily (3.5). In addition to these two attributes which scored at 3.1 by members of parliament, other pain points included accuracy and reliability of information (3.5) received as well as regular communication with customers (3.3).

Table 15: Satisfaction with Customer Care Attributes

Customer Care Attributes	Total (380)	Energy Sector Agencies(48)	County Government (12)	Contractors and surveyors(157)	Suppliers (consultants, agencies,	Research, Academia	Members of Parliament,
Politeness and helpfulness of the person who deals with you	4.0	4.2	4.6	3.9	4.2	4.1	3.9
The ease of understanding the information given to you	4.0	4.1	4.5	4.0	4.2	4.0	3.8
Ability to get through to a person who can help you	3.9	4.1	4.4	3.8	4.1	3.9	3.9
Accuracy and reliability of information received	3.8	4.0	4.3	3.8	4.0	3.9	3.5
Regular communication with customers	3.6	4.1	4.0	3.6	4.1	3.8	3.3
The way you are kept informed about the progress of your inquiry/problem	3.5	3.9	4.1	3.4	4.1	3.8	3.1
Ability to solve problems quickly and easily	3.5	3.9	4.0	3.5	3.8	3.8	3.1
Overall scores	3.7	4.0	4.3	3.7	4.1	3.9	3.5

**apply caution when interpreting data for samples lower than 30*

Qualitative findings showed that for the corporate respondents, it was easy to get through to someone at REREC mainly due to existing relationships with the staff at REREC. This was however noted to be the opposite for the general public, as REREC was largely invisible and there was no known hotline, customer service mobile application, or dedicated customer service line that they could use to reach someone at REREC.

“For me it is very easy to communicate or get information from REREC because I have friends who work at REREC, I have my fellow surveyors who work there, engineers so I’m able to get whatever I want from REREC but I’m very sure that many people will have challenge, if you

want to connect your recently build house to electricity, they will be able maybe pay 70,000 or 30,000, during Kibaki's time it was not like that so things have changed. So, it depends with who you know at REREC. "–Corporate Customer

REREC was seen to be performing averagely when it came to swiftness in responding to queries and updating on progress. While some corporate customers felt the response was swift, others had experienced delays leading to dissatisfaction.

"That one is averagely satisfied. Because they would respond to my questions and at times they would take time yet I need the response immediately which delay our work." – Surveyor

Based on service delivery attributes, REREC had an overall score of 76% (3.8) with the highest score being amongst suppliers* (4.2) followed by county government* (4.0) while research, academia, media and development partners as well as county government had equal scores of 3.9. The lowest score in terms of how REREC delivered its mandate was amongst members of parliament/senate (3.5). The lowest satisfaction amongst members of parliament/senate was in the technological advancement of REREC which was rated at 2.9. Contractors and surveyors were least satisfied with timely and efficient implementation of electrification projects (3.5).

Table 16: Satisfaction with delivery attributes

Delivery Attributes	Total (380)	Energy Sector Agencies(48)	County Government(12)	Contractors and surveyors(157)	Suppliers(consultants, agencies, banks,	Research, Academia ,	Members of Parliament,
How technologically advanced the company is	4.0	3.9	4.1	4.1	4.1	4.0	2.9
Extent to which company operations meet internationally acceptable standards	3.9	3.9	3.9	3.9	4.4	4.0	3.5
How requests for stakeholder on boarding/partnerships are handled	3.8	3.9	4.0	3.7	4.4	4.1	3.3
How socially responsible the organization is	3.8	4.0	3.8	3.9	4.2	4.1	3.7
Compliance with the relevant quality standards, agreements, guidelines and circulars	3.8	4.0	3.8	3.9	4.3	3.8	3.8
Collaboration in projects implementation	3.6	3.9	4.1	3.7	4.2	3.8	3.5
Timely and efficient implementation of electrification projects	3.5	4.0	4.0	3.5	4.1	3.8	3.8
Overall scores	3.8	3.9	4.0	3.8	4.2	3.9	3.5

In terms of information sharing on REREC electrification projects customers interviewed felt they were provided with all the necessary information. Improvement in collaboration on projects was however recommended through alignment on expectations and assigning supervisory staff who have qualifications aligned to the project being implemented.

“I have done one project with them and I think the information that I received was sufficient and especially the designer and the engineer that I was working with was good. – Corporate Customer

I terms of collaboration, I will say yes but they can do better. If they give out a project, they need to give detailed information on how they want it done so that at the submission they will not tell you that you haven't met the standards that they wanted to avoid situations where they will tell you they will not pay. I have my surveyor friends who hasn't been paid by REREC and they are told they didn't meet the expectations. Also, the person who is doing the quality checks or checking your work should be somebody who is a head of you and is more qualified. For example, if you are a qualified and registered surveyor and a technician is looking or checking your work you wonder. –Corporate Customer

As for previous attributes the most satisfied customer category with ambience, payment processes and complaint resolution was suppliers(4.1), followed by research, academia, media and development partners (4.0) and county government (3.9). Members of parliament/senators were least satisfied (3.5) followed by contractors and surveyors (3.7).

Table 17: Satisfaction with ambience, payment processes, complaint resolution

	Total (380)	Energy Sector	Associates (10)	County Government	Contractors	Suppliers (consultants)	Research, Academia	Members of Parliament
The cleanliness/neatness of the company premises	4.4	4.4	4.5	4.3	4.8	4.2	4.5	
Prompt payment for services rendered	3.6	3.6	3.8	3.6	4.1	4.0	3.3	
Transparency and Timeliness in the Procurement Process	3.6	3.6	3.6	3.7	3.7	4.1	3.6	
Satisfactory resolution of complaints and queries	3.5	3.8	3.7	3.5	4.1	3.9	3.0	
Timeliness in response to your complaints and grievances	3.5	3.8	3.9	3.5	4.0	3.9	3.1	
Overall Scores	3.7	3.8	3.9	3.7	4.1	4.0	3.5	

From qualitative interviews, transparency and timeliness in the procurement process needed improvement as there was the perception that REREC did not carry out public procurement and some of the works done were either done poorly or substandard. Prompt payment for services rendered was also singled out as a challenge that needed addressing.

Sometimes you can find a briefcase surveyor who has been given a job, I think there is a problem in procurement at REREC and someone needs to address it. I have got people who got job from REREC, they were told come we give you work. And that is why they have a problem in paying because maybe because the work done didn't not meet REREC expectations. I would wish that they do public procurement or tendering and choose a competent entity to do the work. – Corporate Customer

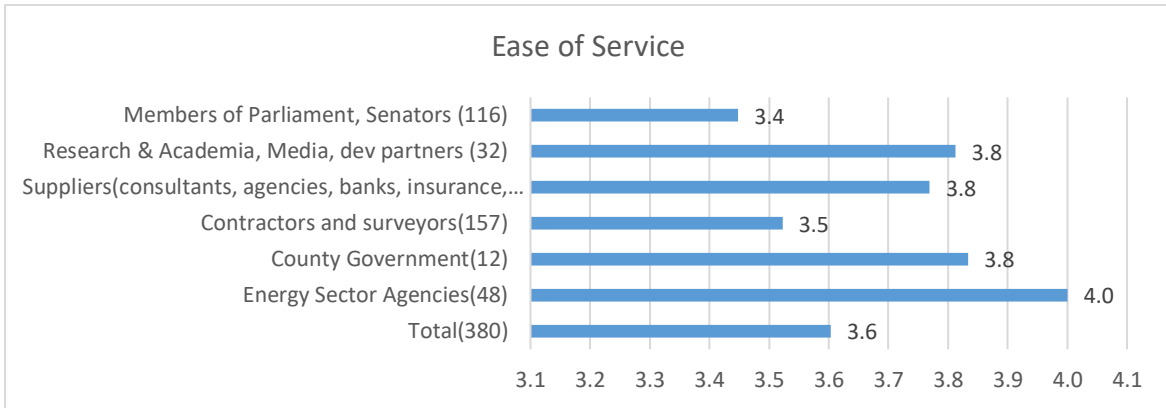
No, there is someone who did work for them in 2013, ten years later, he has written emails to them, no one is replying. The dues are just 500,000 and he is yet to be paid. No explanation. They don't pay promptly you have to struggle with them. – Corporate Customer

Ease of Service

The ease with which customers were able to get served at REREC was above average at a score of 3.6 (72%). Energy sector agencies found it very easy to get served at 4.0 while members of parliament and contractors/surveyors rated the ease of access lower at 3.4 and 3.5 points respectively.

Q17. On a scale of 1-5 where 1 is VERY DIFFICULT and 5 is VERY EASY please recall most instances when you interacted with REREC for a service. How easy or difficult was it to get served?

Figure 16: Ease of Service



Qualitative interviews confirmed that there was ease of access to services due to available communication channels.

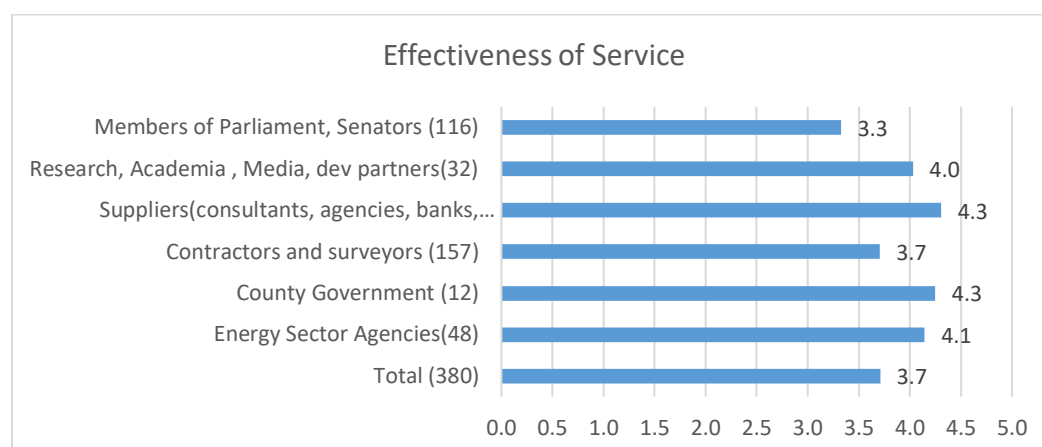
“The channels they use I access them easily, we have a website, they also communicate through email and also phone calls. I think so far so good because the channel they use are the current media that are used we have a phone which can be easily be accessed, we have some groups that are created, we also use zoom meetings so I think where they are they are okay, maybe if someone has a personal challenge with their gadgets”.--Surveyor

Effectiveness of Service Delivery

Q18. On a scale of 1-5 where 1 is NOT AT ALL EFFECTIVE and 5 is VERY EFFECTIVE please recall most instances when you interacted with REREC for a service. How effective was the service you received from them?

Effectiveness of service was rated as above average 3.7 (74%) and was highest for suppliers (4.3) and county government (4.3) and lowest for members of parliament, senators (3.3).

Figure 17: Effectiveness of Service



NET PROMOTER SCORE

The Net Promoter Score was negative 12 indicating a need to improve satisfaction amongst customers in order to gain loyalty. Positive NPS scores were recorded amongst energy sector agencies (9%), county government (25%) and Research & Academia, media and development partners (12%). Members of Parliament had the lowest NPS of -43% indicating the need for deliberate engagement by REREC.

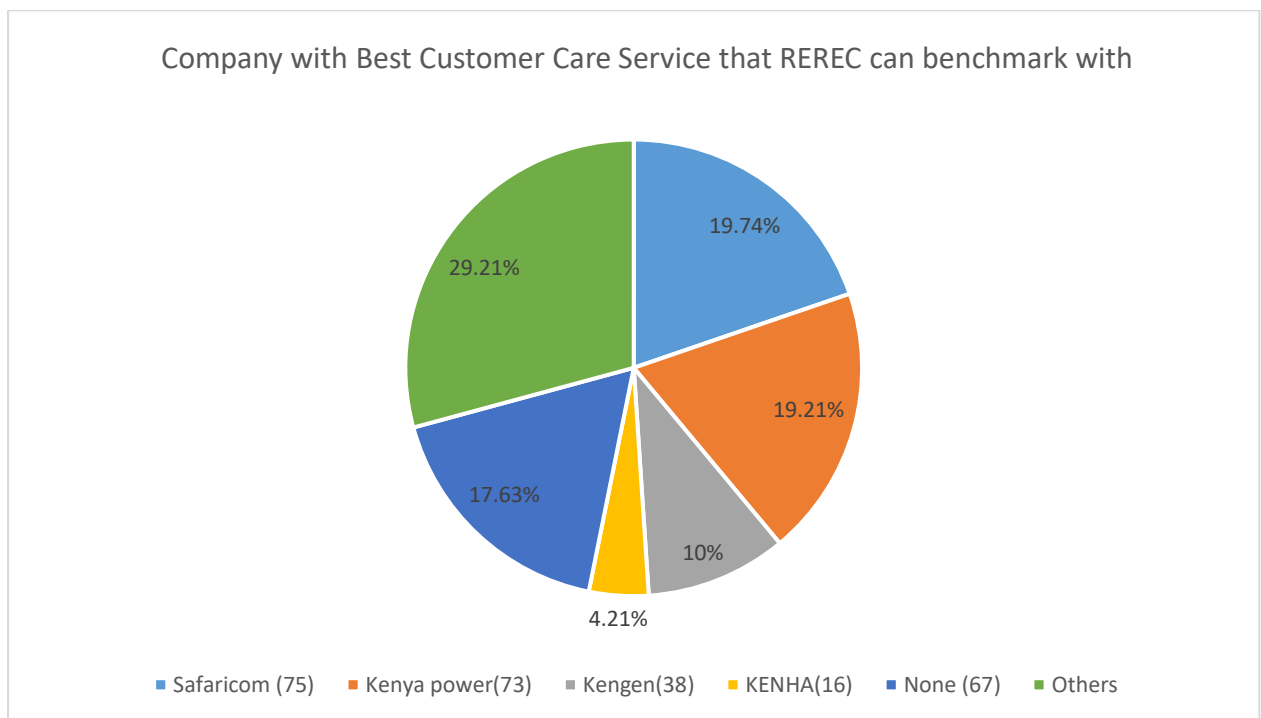
Table 18: Net Promoter Score

	Total	Energy Sector Agencies	County Government	Contractors and surveyors	Suppliers(consultants, agencies, banks, insurance, hotels etc)	Research, Academia and Media	Members of Parliament, Senators
Total	380	48	12	157	13	32	116
Promoters	27%	38%	58%	32%	15%	25%	16%
Detractors	39%	29%	33%	34%	38%	13%	59%
Passives	33%	33%	8%	34%	46%	63%	25%
NPS	-12%	9%	25%	-2%	-23%	12%	-43%

Benchmarking

When asked which company in the public or private sector had the best customer service and that REREC should benchmark with, 19.7% identified Safaricom followed by Kenya Power (19.21%), KenGen (10%) and KENHA (4.2%). The main unique characteristics of these organisations included quality customer service (20%) effective and fast communication channels (12%), good management of the organisation (12%), efficiency (10%), quick resolution of problems (7%), availability and reliability (5%).

Q20. REREC would wish to benchmark with the best in the country. Which organization, be it in public or private sector, would you say, to the best of your knowledge, has the best customer care services?



CHAPTER 3: EMPLOYEE SATISFACTION SURVEY

In terms of demographics, the sample comprised of 66% of males and 34% females. In terms of age groups there was higher representation of those aged 35-44 years (48%) followed by those below 35 years (39%) while more than half of the employees (62%) had served at REREC for less than 5 years.

(vi) Table 19: Employee Demographics

Gender	Age		Length of Service at REREC		
Male	66%	Below 35 years	39%	5 years and below	62%
Female	34%	35-44 years	48%	6 - 10 Years	23%
		45 - 55 years	13%	11 - 15 Years	11%
		Above 55 years	1%	16 - 20 Years	1%

Awareness of REREC's Citizen's Charter

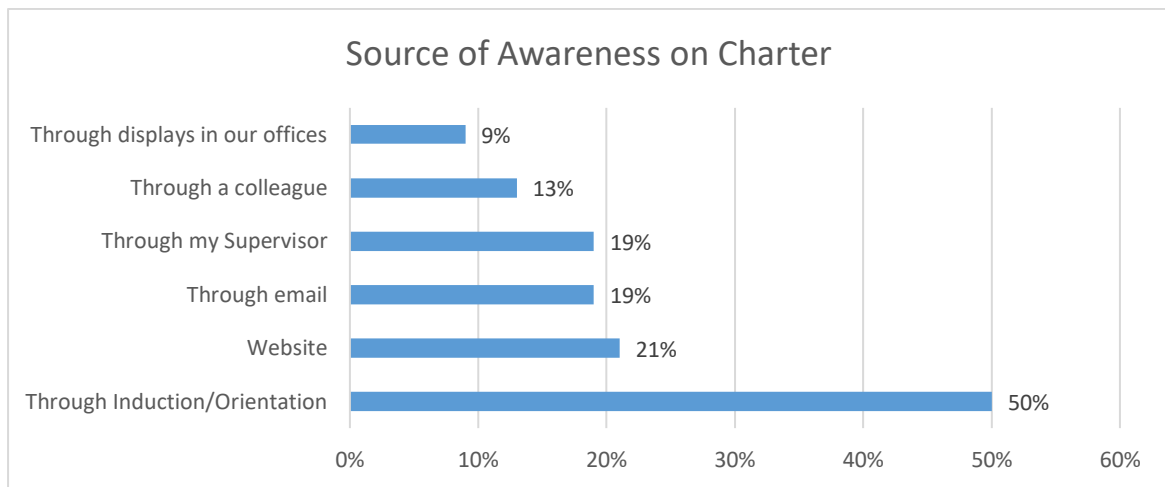
Majority of employees were aware of the organisation's citizen charter (82%). However, this is a company document that requires buy in and thus all should be aware of the charter. Further analysis showed that awareness increased with length of service at REREC where 100% those serving 16- 20 years were aware of the charter while the lowest awareness was among those with below 5 years of service (76%). As reported earlier the youngest serving employees in the organisation also constitute the highest proportion interviewed and thus need to have awareness workshops for this category as they are the future of the organisation.

Table 20: Proportion Aware of Citizen Charter

	Gender			Length of Service						Age			
	Total (623)	Male(413)	Female(210)	5 years and below(385)	6 - 10 Years(141)	11 - 15 Years(67)	16 - 20 Years(6)	Above 20 years(25)	Below 35 years(240)	35-44 years(298)	45 - 55 years(79)	Above 55 years(6)	
Yes	82%	84%	77%	76%	90%	93%	100%	88%	74%	87%	82%	100%	
No	18%	16%	23%	24%	10%	7%	0%	12%	26%	13%	18%	0%	

The main source of awareness of the Charter amongst employees was through induction process (50%) followed by the website (21%), email (19%), supervisor (19%), colleagues (13%) and office displays (9%).

Figure 18: Source of Awareness on Charter



Familiarity with Contents of Charter

Overall, 42% of employees reported that they were familiar or very familiar with the contents of the charter. Again, employees with a longer service period had higher level of familiarity (64%) compared to other groups. There is therefore need for sensitization on the charter to increase familiarity with its contents.

Q3. On a scale of 1 – 5 where 1 is not at all familiar and 5 is very familiar, how familiar would you say you are with the contents of the Citizen Service Charter?

Table 21: Level of Familiarity with Charter Contents

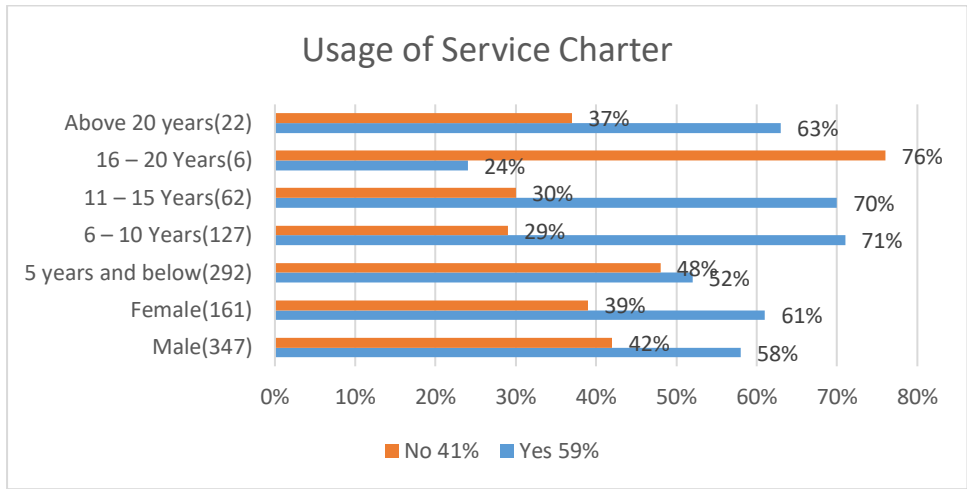
Length of Service						
	Total(508)	5 years and below(292)	6 – 10 Years(127)	11 – 15 Years(62)	16 – 20 Years(6)	Above 20 years(22)
1. Not at all familiar (1.0)	3%	3%	2%	2%	0%	7%
2. Not too familiar (2.0)	23%	26%	24%	12%	26%	14%
3. Somewhat familiar (3.0)	32%	31%	33%	35%	26%	15%
4. Familiar (4.0)	31%	35%	26%	25%	24%	30%
5. Very familiar (5.0)	11%	6%	14%	25%	24%	34%

Usage of Service Charter

Q4. Have you ever used citizen service charter as a reference point when serving customers/engaging with stakeholders?

There were more females (61%) than males (58%) who had used the service charter when serving customers or engaging stakeholders. In addition, employees who had served in REREC for 6 to 15 years had used the charter more (71%) compared to other categories.

Figure 19: Usage of Service Charter by Employees



Qualitative Findings on Service Charter

Generally majority of the staff engaged in qualitative interviews were aware of the service charter and they felt that it was placed at strategic places which included the reception and RERECs website. Therefore, the citizen service charter awareness creation and what it entails was performing well at REREC. There were however challenges that they felt needed to be addressed. The charter was not displayed in all the departments which was a hindrance since most of the staff were required to use it as a reference point when giving out their services. The external customers also needed to know the timelines for the different services offered at REREC.

“We face challenges when we are giving the contractors materials in the stores. So, the communication from the supply chain to the contractors to come and pick the materials should be given enough time or what we call the window period in which the contractor has to be informed of the availability of the materials in stores and the time in which they should come. So, that they can be served. And, when they come they should actually queue within little time when our paperwork has been done so that we don’t, actually, keep the customer waiting for long..”

“It has to be displayed in most of these areas so that customers-- you see employees here are also customers. They also need to know that these services will take this particular time. So it needs to be displayed even in the frontlines. My worry is that when you go to finance, you see

the service charter displays that an activity has to take this period, but then they are not doing that. Because when you are looking for money, it takes long to receive that money. So that means, they are not adhering to the standards."

In as much as the staff were aware of the citizen service charter and its contents, it was noted that there was a need to harmonize what is in the citizen service charter and the actual service delivery to both internal and external customers.

"I'll start by saying, the timelines on which you can satisfy the customer (contractors) when the customer is on the queue, we have to adjust and give the maximum or actually, limited time for the customer to be satisfied. Because, if you take longer time in serving the customer, they will be impatient and therefore, we should actually modify our resolutions when we are serving the customer. To give the shortest time possible when serving the customer....."

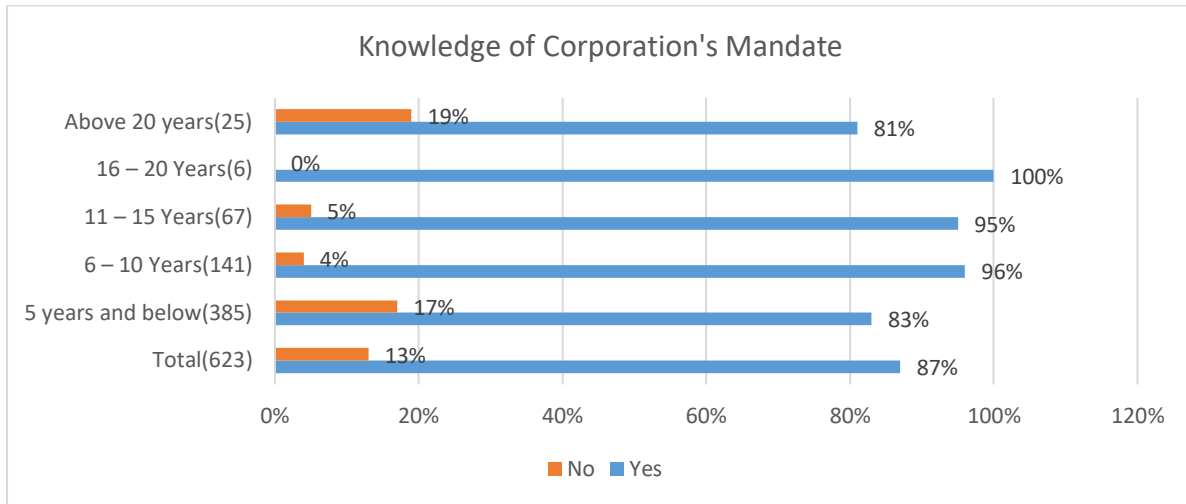
"Procedures and processes need to be looked upon especially with this new dispensation at REREC. There are some hitches here and there. For payment, there are delays for internal people, payment take a lot time, for internal customers' payment should not delay..."

With the technological advancement, social media and going paperless globally, it was important for the citizen service charter to change with the times and allow for dissemination of information, handling customer complaints and feedback seamlessly with use of advanced technological software. The need for the charter to reflect the additional mandate of renewal energy was also noted as well as sensitization and advocacy for both internal and external customers on the standards and timelines of the different services offered at REREC.

Awareness of Corporation's Mandate

There was high awareness of REREC's mandate as confirmed by 87% of employees. Higher awareness was amongst employees serving between 16 and 20 years (100%) and those serving between 6 and 15 years (96%). Those serving above 20 years had the lowest awareness of the mandate.

Figure 20: Knowledge of Mandate



Qualitative findings collaborate that there was indeed high awareness of REREC’s mandate especially by senior management. They described RERECs mandate as that of electrifying rural Kenya, providing affordable renewable sources of energy like solar, biogas and agro forestry. RERECs mandate was also described as being that of project development and financing in areas of electrification. A few employees also described RERECs mandate as that of collaboration with institutions and other stakeholders so as to accelerate electrification in the rural areas. There was also the aspect of commissioning, sensitization and capacity building of RERECs projects in order to create awareness to the general public as being a mandate of REREC.

“Our mandate as REREC is to accelerate electrification in the rural areas and also promote renewable energy sources for provision of electrification.” –Principals

“Another mandate is project development and financing in areas of electrification in both solar and grid electrification, also we can talk of policy and regulation support, capacity building and training, done both at the REREC level by human resource and Energy centres are also doing capacity building for the community” – Senior staff

Best Performing Mandate

In terms of the best performing mandate, staff seemed to be in agreement that the corporation was doing well in terms of rural electrification which is the core mandate although access was still low in the country.

“REREC is doing well in rural electrification because most areas in Kenya are connected and we still have some projects going on, we’ve done so well in that area.” – Senior staff

“I think the extension is fine but maybe access is still low. There are vast areas like where I am, there is no grid, actually. They are trying to do solar.” – Engineers

Areas of Improvement

Generally, most respondents felt that there was a need to sensitize the staff in the energy centres on RERECs mandate especially with the additional aspect of renewable energy.

“I think first we should start by educating the staff on mandates, more education before we improve on the mandates in my view. What is important first is that every staff understands the mandates especially the increased mandates for the organization, it’s there but I don’t think a lot of staff are educated to know what we are doing on increased mandate.” – Principals

Renewable energy bit should be worked on well because there are areas that require it more than others, will equally move on electrification, so that people can have alternative sources of energy. We should also identify what other regions require – senior staff

Strategic Plans Formulation

Qualitative findings show that most staff felt they were adequately involved in the formulation of the strategic plan reported by both principals and the senior staff interviewed. However not all staff felt involved while required to implement the strategic plan. It is therefore important for REREC to ensure all departments are involved for buy in and easier implementation. Secondly, although the engagement was through email, text messages and a questionnaire, there was preference for face-to-face interaction which staff believed would help employees take the engagement more seriously.

Given that we are the implementers of the core mandate of the corporation, I think our input is vital. And, so, because we are the interface of the corporation and the general public, our input is really vital. But we’ve not been really involved in giving our input – Engineers

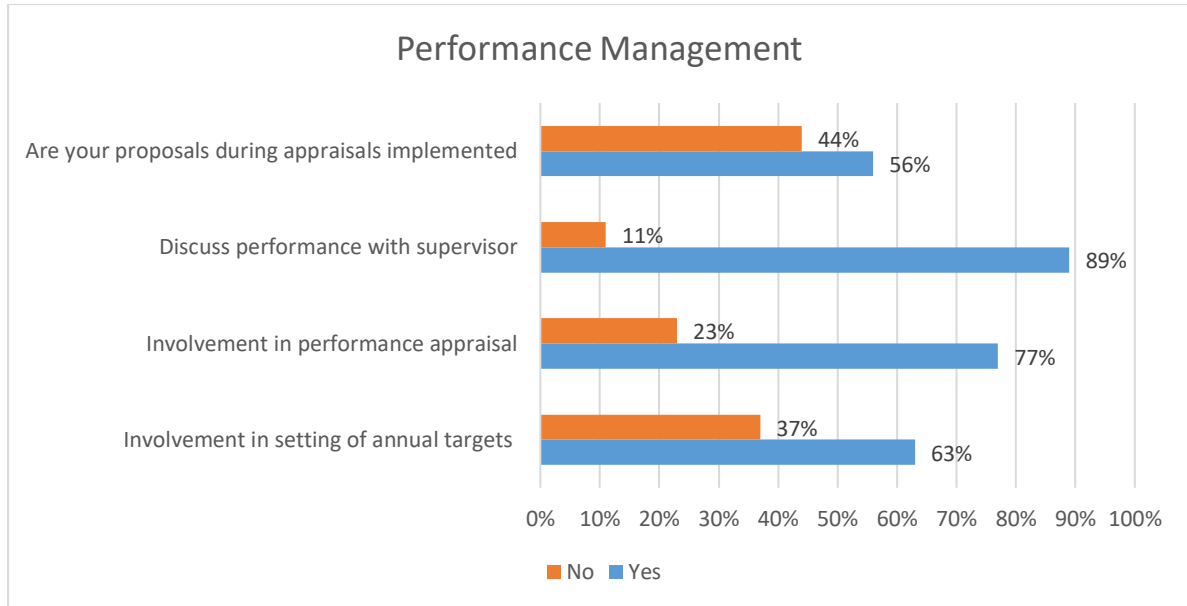
We were invited through email and text messages and people were supposed to do a questionnaire. Many a times people prefer face to face kind of meeting because we are all colleagues, you may have time for guests who walk in but when you send me an email, I may sometimes forget – Senior staff

Performance Management

Performance management at REREC was average as rated by 46% of employees while 38% felt it was very good and 6% rated it as excellent. The overall score for performance management was 68% and signifies room for improvement.

At least 63% of staff reported that they were involved in setting of annual targets leaving out 37% from this process. More than three quarter (77%) were involved in performance appraisal while 89% discussed their performance with supervisors. Only 56% reported that their proposals during appraisals were implemented (see figure below).

Figure 21: Rating on Performance Management



Qualitative findings revealed the need to review setting of annual targets, performance appraisals, and performance management. According to respondents, the tool that was used for performance management was not clear and needed to be reviewed. It was also suggested that setting of targets should be done at the

departmental level and shared with the headquarters for approval and not vice versa to increase ownership.

“The issue of lack of control over professional development. Because, the decisions are domiciled elsewhere. So, you don’t get to know the criteria under which staff within your department did not benefit from these opportunities....”

“Apart from the management being involved in setting targets, the junior staff can be involved so that they know what is expected of them. So that they also feel part of the corporation and so that, it is easy for them to achieve the targets that they, themselves, were part of coming up with. So, I believe the formulating of the performance target should not just be left to the management level but, it should trickle down to the junior staff-in one way or another-so that they personalize the whole process...”

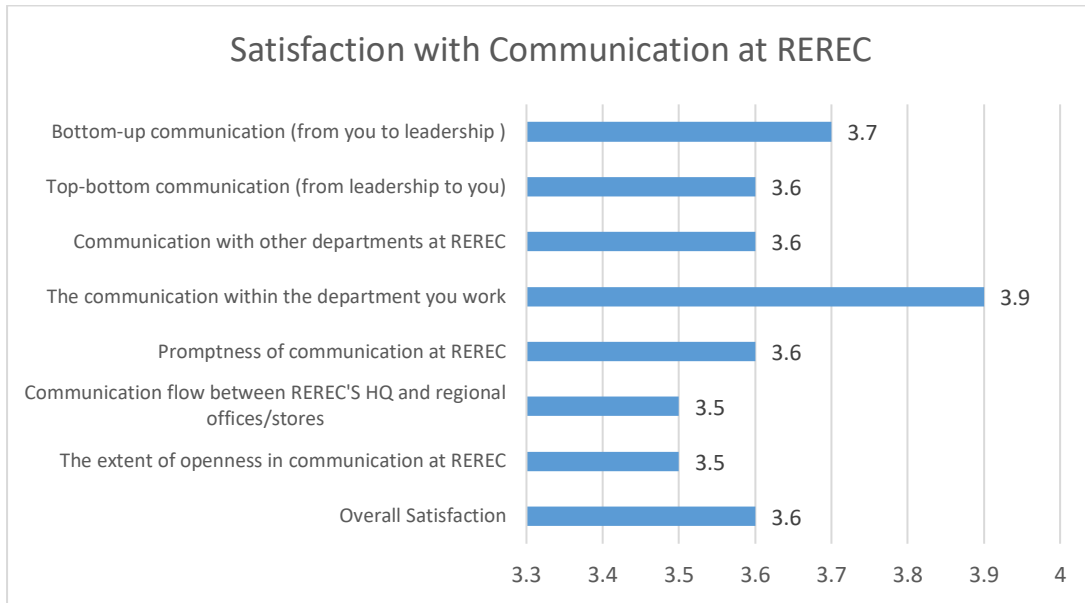
“My issue with that process is the tool that is used. There is need for that tool to be clearer because some results are qualitative and not quantitative. So, it becomes difficult to capture results. And also, the scoring system in the current tool that we use is not very clear so I think there is need for it to be reviewed...”

SATISFACTION INDEX

Satisfaction with Communication

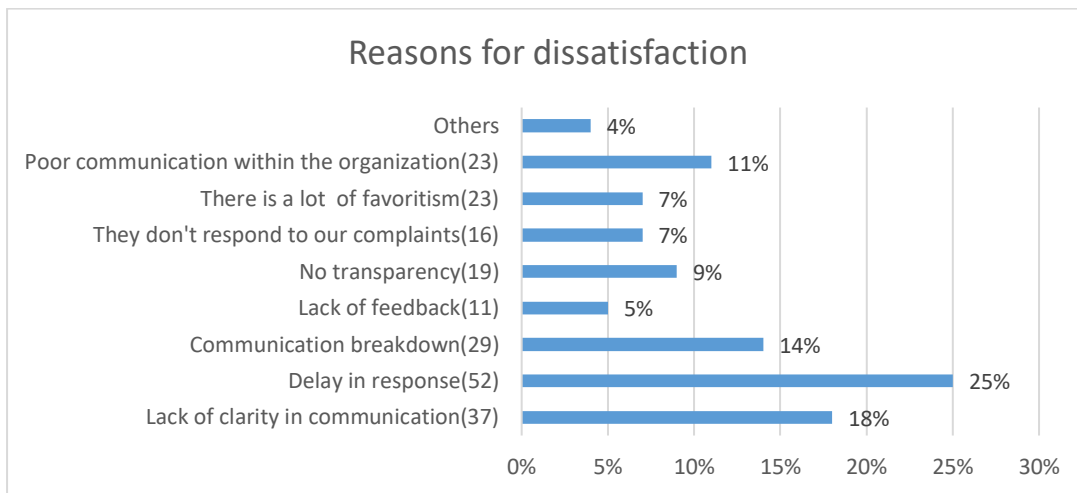
Overall satisfaction with communication at REREC was at 72% (3.6 points out of a possible 5 point score). Communication within departments was rated highest at 3.9 points followed by bottom-up communication. Lower levels of satisfaction were experienced with communication flow between REREC’s HQ and regional offices/stores (3.5) and the extent of openness in communication.

Figure 22: Satisfaction with Communication



The main reasons for dissatisfaction with communication were delays in response (25%), lack of clarity in communication (18%), communication breakdown (14%) and poor communication within the organisation (11%) as per the figure below.

Figure 23: Reasons for Dissatisfaction with Communication



Qualitative research findings also showed that communication within departments was generally good but there was a gap in inter-departmental communication. Top-bottom communication was also an issue which led to grapevine taking precedence at REREC. Handling of communication from customers also seemed to be a challenge

and there was need for a customer (both internal and external customers) complaint and feedback handling desk at REREC.

“I think there is some slight disconnect in communication and we need to standardize ways of communication and even maybe, to provide the necessary tools. Like you find some of the energy centres and new REREC offices like Mtwapa and a few others, they are not even networked; so even communication is a problem. So, I think we need to put in place proper strategies of communication and standardized ways of communication that, how do we communicate; is it through mail, is it memo, who communicates and how. And, I think just as she has said it I think we need to maybe up our game there, have some professionalism also put in place when we are communicating...”

“At the reception, if a call comes the person at the reception just transfers it without first calling to know whether the person the call should be directed to is at his desk or not. We should have a complaint desk and complaints to be followed up to see whether it has been solved. Some requests go unanswered, I don't know whether they get information and ignore or not...”

Satisfaction with Remuneration and Benefits

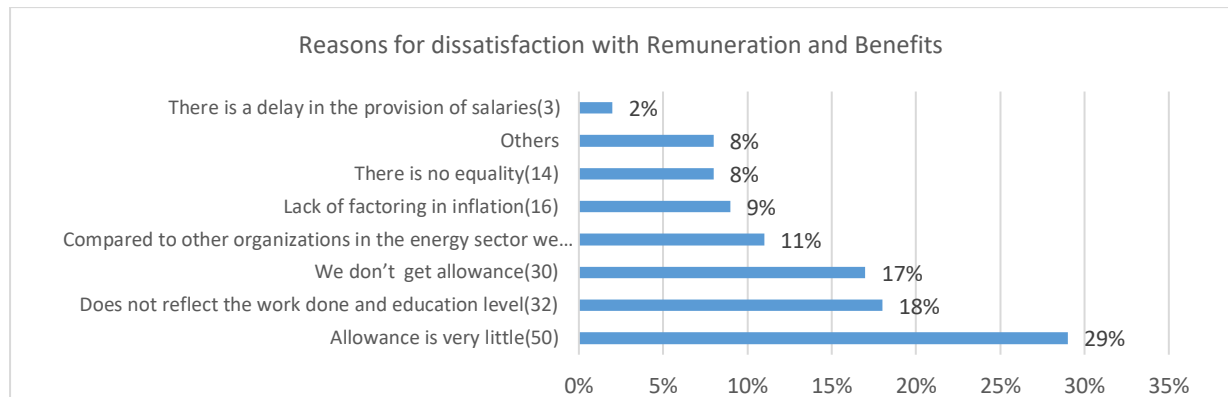
Overall satisfaction with remuneration and benefits at REREC was 68% (3.4 points out of a possible 5 points) with basic salary rated at 3.5 and allowances and benefits at 3.3.

Attribute	Satisfaction Index
Basic Salary Provided by REREC	3.5
Staff Allowances and Benefits	3.3
Overall Index	3.4

Reasons for dissatisfaction with remuneration and benefits were varied and included the amount of allowance being viewed as little (29%) and was not commensurate to the work done and education (18%). Other staff felt that the remuneration and benefits was lower compared to what other energy sector organisations gave their employees (11%), while 8% felt equality was not reflected and 9% felt the amount provided did

not consider inflation. Notably, 30 employees stated that they did not get allowances (see figure below).

Figure 24: Reasons for Dissatisfaction with Salary and Remuneration



Qualitative interviews collaborated the above findings. REREC was seen to be performing poorly on basic salary, benefits and allowances. The employees felt that with the current state of the economy and inflation, what they were getting was not enough. Their salaries in comparison with those in similar organizations were way below the standard which led to their dissatisfaction. There were also allowances like the responsibility allowance, community enhanced allowance that was owed to some of the staff but not rendered. There was also the view that mileage allowance should be relooked at for all the employees. This is because the vehicles were barely enough for all the employees yet there were targets that needed to be met and they could use their personal vehicles. REREC should therefore benchmark with other corporations in the energy sectors that have successfully implemented these strategies. Bridging the disparity in terms of both salaries and benefits for employees of the same cadre at REREC would lead to increased job satisfaction.

“What I earn is just enough for me to exist, to live but saving is difficult. The other benefits that are expected-that are even on my employment letter-have never been implemented until, I think, about two weeks-a month-ago or less. Like issues of benefits of car loan, mortgage. Those ones have never been implemented in this corporation until recently...”

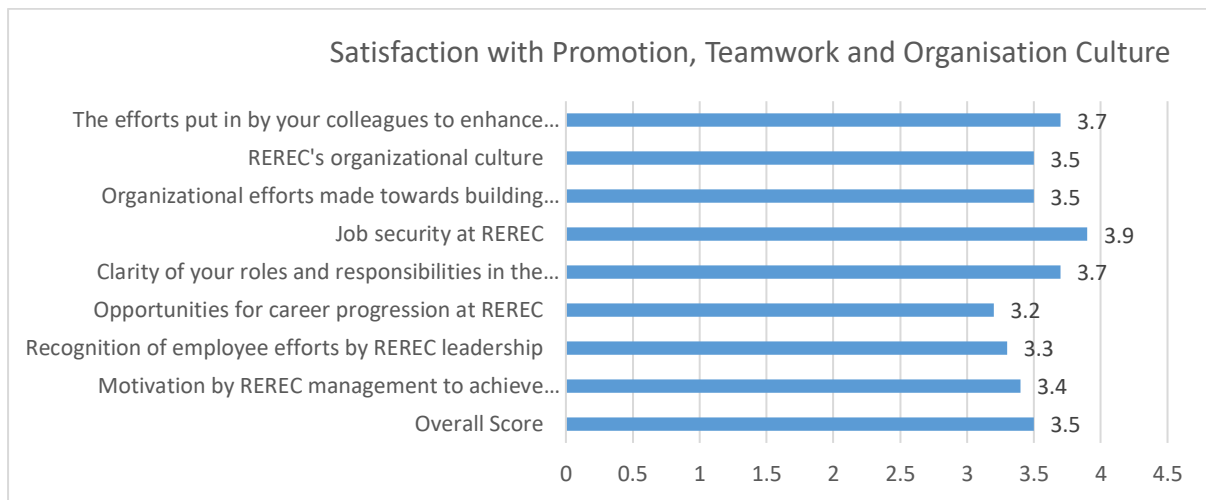
“...there are allowances particularly which are due for this team that are here and which we are not getting. We are not getting responsibility allowance yet in the HR instruments; it

appears that we are supposed to have that allowance. There are many other allowances; we are supposed to have enhanced community allowance which has taken a bit of time since the board approved and we haven't got feedback as to when we are going to get this allowance. If you also compare our salaries with probably our counterparts with similar organizations like Kenya Power, I think we are way below them...."

Satisfaction with Promotion, Team work and Organisation’s Culture

The overall score with promotion, teamwork and organisation culture at REREC was at 70% (3.5 points out of a possible 5 points). Highest satisfaction was with job security (3.9), followed by efforts put in by colleagues to enhance cohesion (3.7), clarity of roles and responsibilities in the organisation (3.7). Lowest scores were related to the opportunities for career progression (3.2), recognition of employee efforts by REREC leadership (3.3) and motivation by management to achieve organisation’s objectives (3.4).

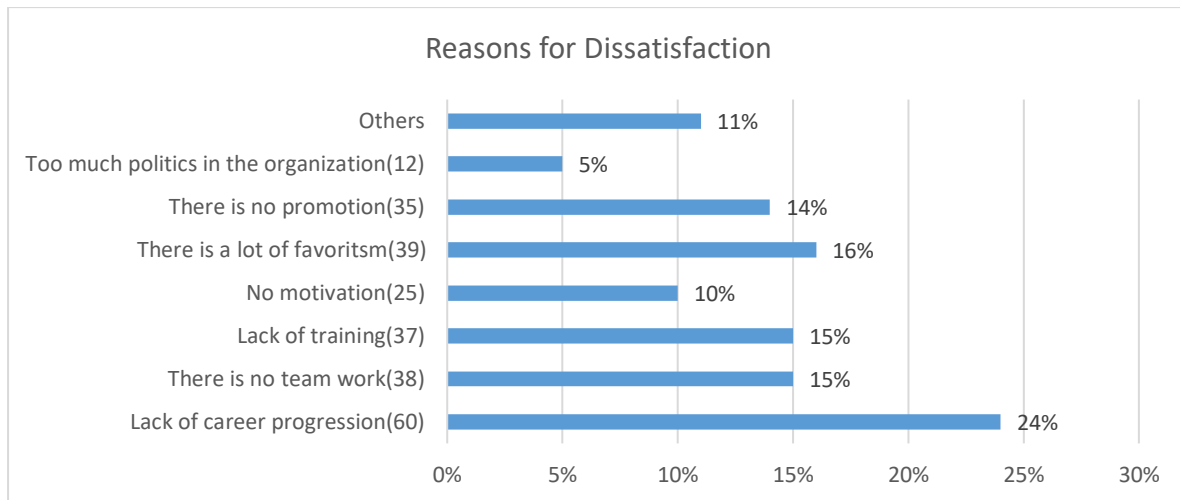
Figure 25: Satisfaction with Promotion, Team Work and Organisation’s Culture



Reasons for dissatisfaction with promotion, teamwork and organisation culture included: lack of career progression (24%), lack of team work (15%), lack of training (15%), favouritism (16%), lack of promotion (14%) among others as shown in the figure below. There is clear need for REREC to put in place measures to curb negative practices in the organisation (favouritism, politics) and encourage team work while

providing training opportunities and creating structures that promote career progression.

Figure 26: Reasons for Dissatisfaction with Promotion, Teamwork and Organisation Culture



REREC was seen to be performing poorly when it comes to employee recognition and awards. The organizational culture was described as that lacking objectivity, teamwork and cohesion. The role of management in enhancing teamwork amongst employees was not visible with employees noting the need to improve top-down communication and on welfare for the employees.

Enhancing team work among the REREC employees was emphasised starting within the departments themselves and then moving to the inter-departmental cohesion.

“It is not a good culture this is because there is lack of teamwork, or lack of objectivity as an organization. Holistically the organization lacks objectivity...”

“The problem is the top-down communication which is lacking making everyone think for him or herself, that we are not a family, and you know we are supposed to behave like one family...”

“I think the corporation is trying to promote team work but, I came last year. Other than the induction, I have not seen any team work or something within the whole corporation...”

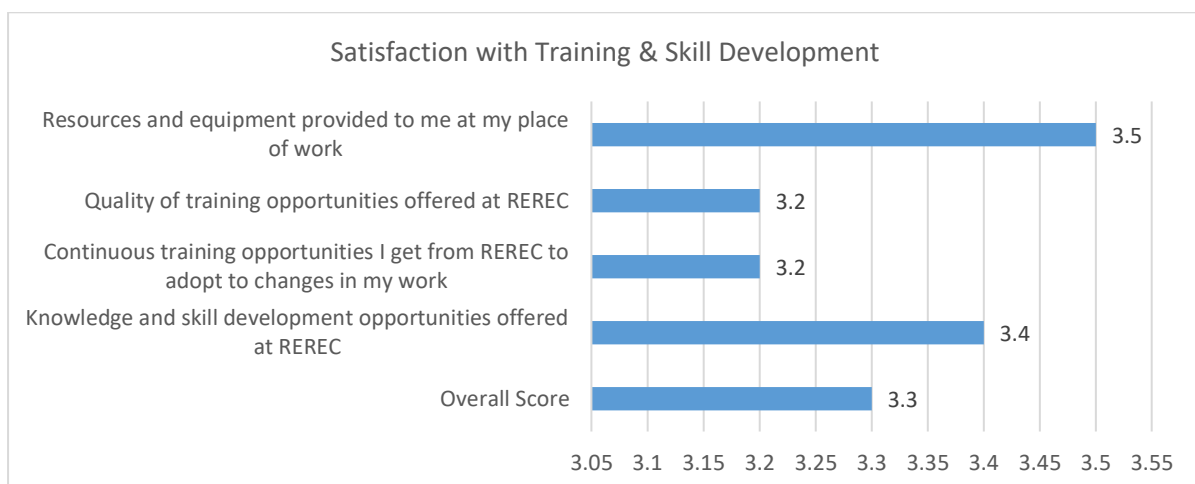
I think a lot work needs to be done to bring people together and promote team work and even have a change of culture or, have a culture. We need several programs for team building

because for example we are here, and I think I only know three people out of this team or four....”

Satisfaction with Training and Skills Development

Overall satisfaction with training and skills development was at 66% (3.3 points out of 5). The highest rating was on resources and equipment provided at 3.5 followed by knowledge and skill development opportunities at 3.4 and the lowest rating being the quality of training offered and continuous training opportunities at 3.2 each. There is clear need for REREC to review its training structure to ensure it provides quality to employees and that the training opportunities are continuous. A training needs assessment would support REREC in realising this objective.

Figure 27: Satisfaction with Training and Skills Development



From qualitative research, the key areas for improvement when it comes to training and skill development were noted as;

1. Increasing budgetary allocation so that there are more training opportunities for employees either locally or internationally.
2. Although there was good communication on available opportunities for trainings, there seemed to have been little or no follow up to understand if any employee benefitted from these opportunities and if not, understanding what the challenges could be. Thus, there should be active follow up on eligible staff to support them in benefiting from the opportunities

3. The orientation process of new employees to REREC should be improved which includes developing a standardized orientation program. This should include provision for training which has not been happening at REREC or is very minimal. The orientation should also be done to help them familiarize with the different departments which would also go a long way in improving cohesion.
4. There is also need to train those who have been in the organization for a long time as it was noted that they had never accessed training opportunities at REREC.
5. There is also need for specialized training e.g there are those employees who require training for professional purposes like accumulation of CPD points and for which they are currently paying for themselves.
6. The need for exposure to international training and skill development was noted due to emerging technologies.
7. Frequent training was also recommended to happen at least twice per year for the employees.

“Actually, I have been seeing and I have seen, this I must say thank you to the HR. I have been seeing a lot of communication from HR which comes directly from the current ministry of energy, about available opportunities to go and study abroad; I’ve seen Chinese scholarship, I’ve seen German scholarships, I’ve seen scholarships from Slovakia, so the staff can apply to go and study. That ends there. So, in terms of making a call for understanding this scholarship which has come from the ministry of energy through HR, how many staff have actually benefited to go for those training, to go for those skill developments?”

“I’ll give an example of the new staff that joined the organization. There is no clearly defined orientation that is in place to make people comfortable to start working. The kind of orientation that is normally done is a general one for maybe, one or two days. It is general to everyone but, as far as specific work in the various departments is concerned, that one, something needs to be done because you report and you are posted directly and you are expected to start performing. Sometimes you are even expected to set targets immediately and achieve them so, I think as far

as that is concerned, we really need to come up with a standardized kind of orientation program for various departments so that when new people join the organization, they can settle in more easily and so that they can even be more beneficial to the organization..."

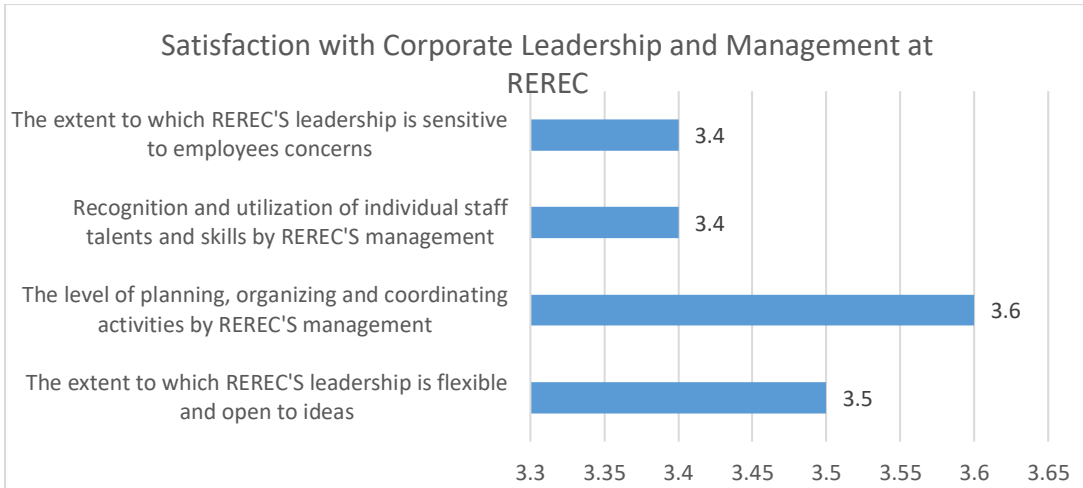
"Actually, where I sit there are some staffs, colleagues, who are in the right way and they have been in this for the last more than 10 years and I was shocked to hear that none of them has ever gone for any training for the last 10 years. So, the skills which they came in with in the corporation, they have never gone for any further training, any other skill development which can upgrade the way they actually came in...."

"I think it's important that a budget that is sufficient be actually catered for, for the issue of training. A lot of times even just the normal training like CPD points, you find, not every staff has this. And CPD points are very important for professionalism and for even growing in your profession. It's unfortunate that there are instances where people are just told there is no budget. So, you'll have staffs having to either spend their money, if they have the money, to go and do the training or just do without it--which is also not good for the corporation. – "

Satisfaction with Corporate Leadership and Management

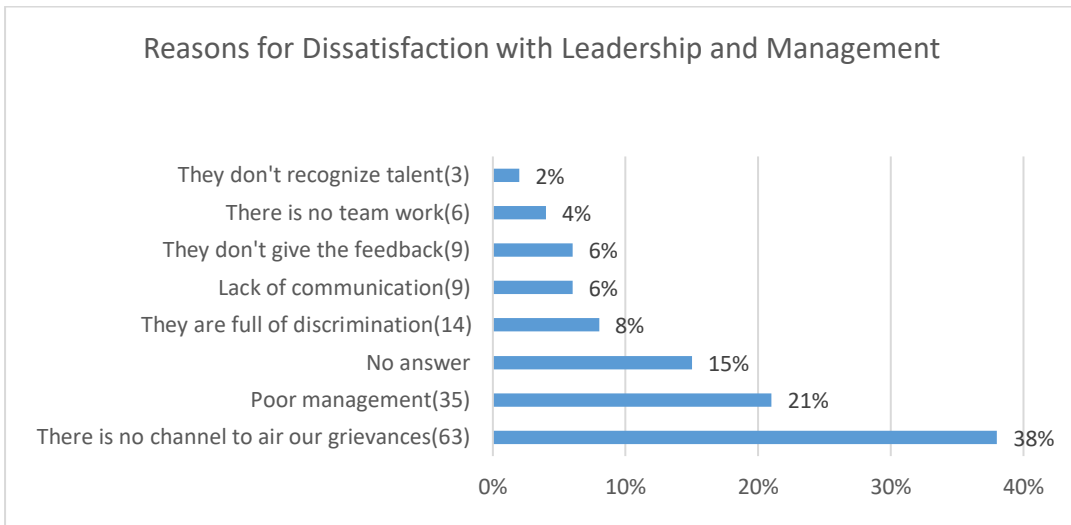
Overall satisfaction with corporate leadership and management at REREC was at 70% (3.5 points out of 5). There was higher satisfaction with the level of planning, organising and coordinating of activities (3.6) followed by flexibility and open mindedness of REREC's leadership to ideas (3.5). The lowest scores were in the extent to which leadership was sensitive to employee concerns (3.4) and recognition and utilisation of employee talents and skills (3.4). There is need for REREC to look into its policies on employee recognition and reward and in talent management.

Figure 28: Satisfaction with Corporate Leadership and Management



The main reasons for dissatisfaction with leadership and management were the lack of channels to air grievances as mentioned by 38% of employees and poor management (21%). At least 15% did not respond to the question.

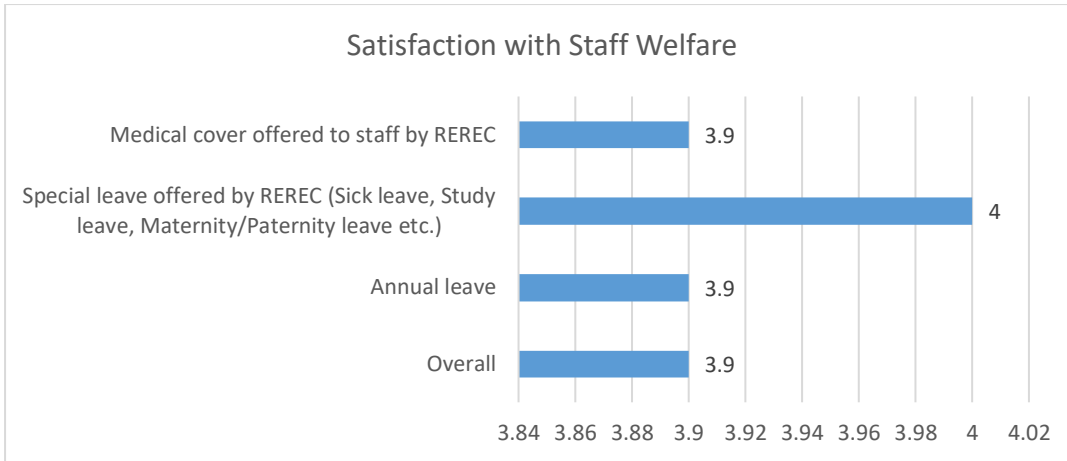
Figure 29: Reasons for Dissatisfaction with Leadership and Management



Satisfaction with Staff Welfare

Overall satisfaction with staff welfare was at 78% (3.9 points out of 5) with special leave offered by REREC (sick leave, maternity, paternity leave etc) recording the highest satisfaction score of 4 out of 5 (80%). Similarly, employees seemed to be satisfied with the medical cover and annual leave all rated at 3.9.

Figure 30: Satisfaction with Staff Welfare



The main areas for improvement with staff welfare are in the scope of medical cover which according to 26% of the employees did not cover some medications while 17% also mentioned that the money for the cover was not adequate. There were also delays in approval for leave (15%) and lack of clarity in the annual leave for 13% of the employees.

Table 22: Reason for Dissatisfaction with Staff Welfare

Reason for dissatisfaction with staff welfare	%
The medical cover doesn't cover some medications(27)	26%
The money for medical cover is very little(17)	17%
Delays in leave approval(15)	15%
Annual leaves are not clear(14)	13%
There's limitations to sick leave(2)	2%
They simply don't offer it(12)	12%
More sensitization needs to be done(3)	3%
No answer	19%

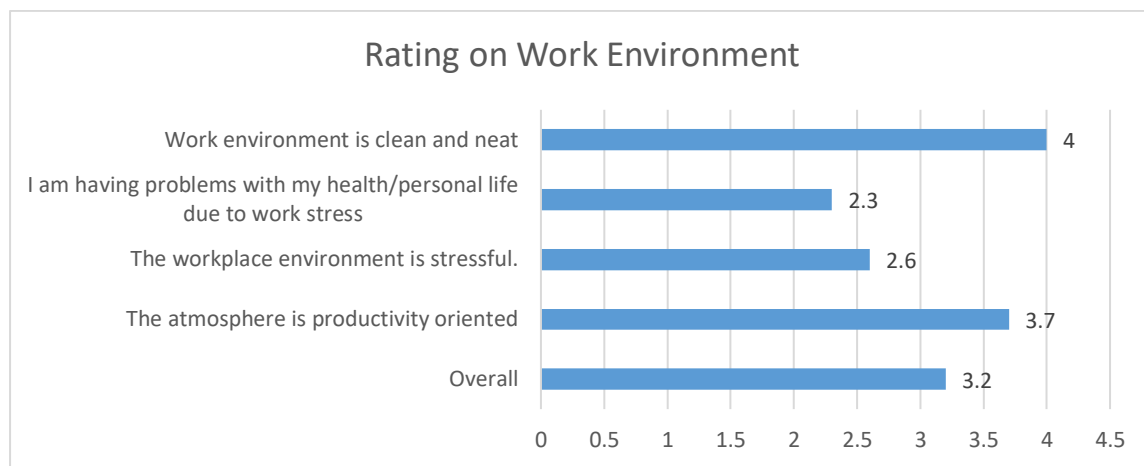
Suggestions to Improve Job Satisfaction

Overall suggestions provided to improve job satisfaction were in training (mentioned by 34%), motivation of employees (11%), increasing of salaries (10%) and providing promotions (10%).

SATISFACTION WITH WORK ENVIRONMENT

Employees were asked to what extent they agreed or disagreed with several statements about their work environment (scale of 1-5 where 1 was disagreed completely and 5 was agreed completely). With a score of 3.7, the work environment can be said to be productivity oriented according to most employees. The environment was seen to be stressful (score of 2.4 as an inverse of the score of 2.6 against the statement) and largely affected the health of employees (2.7 as an inverse of the score of 2.3).

Figure 31: Rating on Work Environment



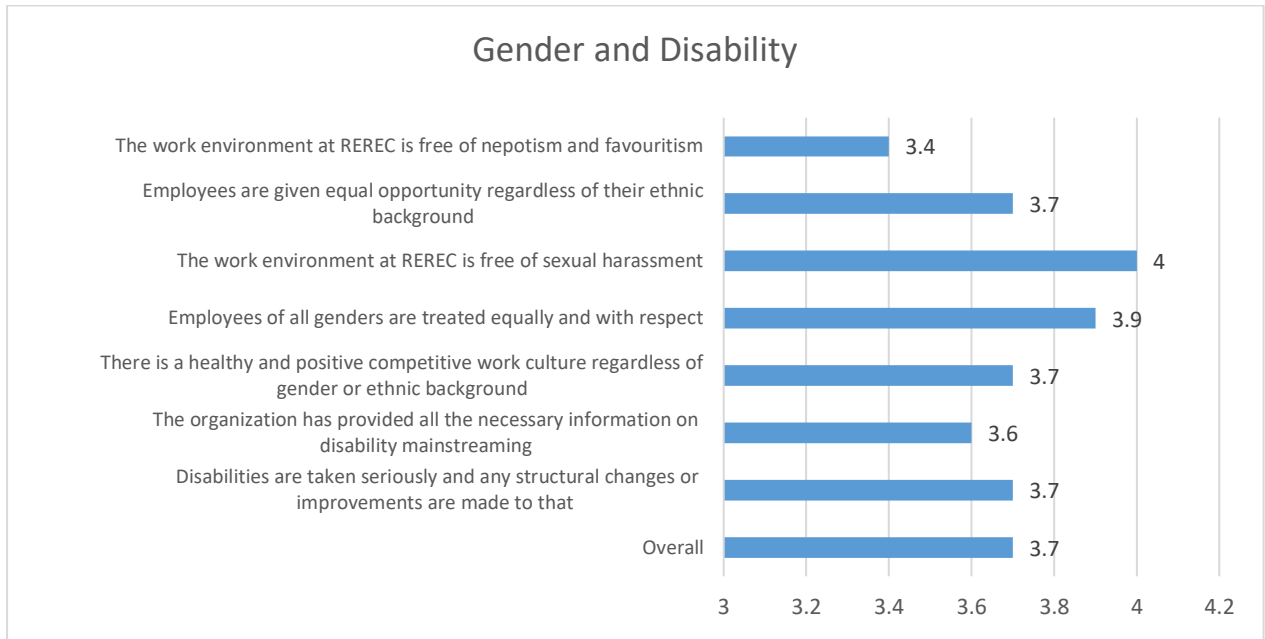
In terms of gender considerations, the work environment was seen to be free of sexual harassment (4.0) and that employees of all genders were treated equally and with respect (3.9).

In terms of disability, employees were largely in agreement that REREC has provided necessary information on disability mainstreaming (score of 3.6) and that disabilities were taken seriously with structural changes or improvements made (score of 3.7).

A healthy and positive competitive work culture was reported regardless of gender or ethnic background (score of 3.7) and that there was equal opportunity regardless of ethnic background (score of 3.7). However, there seemed to be some level of

disagreement that the work environment was free of nepotism and favouritism and thus should be an area of improvement at REREC.

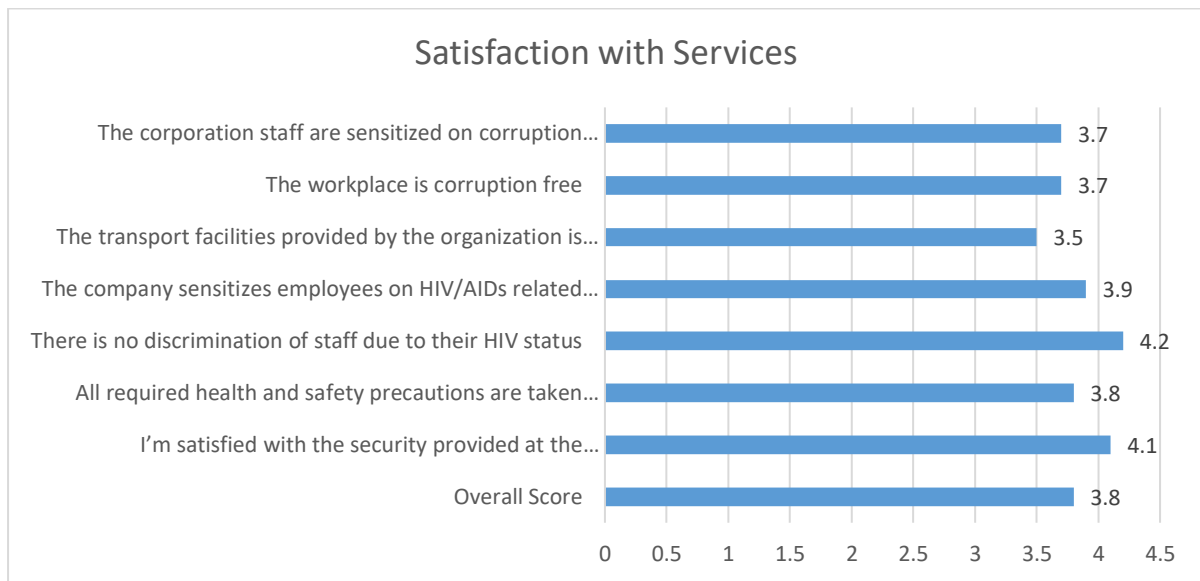
Figure 32: Equality at REREC



Satisfaction with internal services, policies on corruption and HIV/AIDS

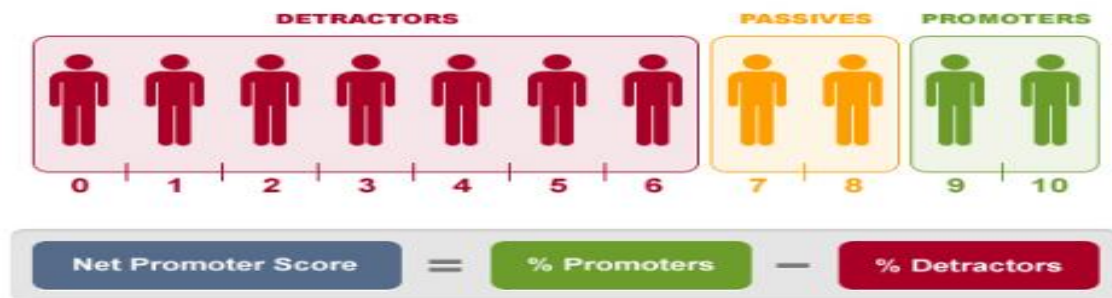
The overall satisfaction with internal services was high at 76% (score of 3.8). Highest satisfaction was noted with security (score of 4.1) while transport facilities provided by REREC were rated at 3.5 which indicates room for improvement. Employees were generally satisfied with health and safety precautions undertaken at REREC rating this at a score of 3.8. In terms of HIV/AIDS, there was general agreement (score of 4.2) that there was no discrimination due to one’s status and that the company undertook sensitization on HIV/AIDS (score of 3.9). In terms of corruption, employees were in agreement that the workplace was corruption free (score of 3.7) and that there was staff sensitization on the same (score of 3.7).

Figure 33: Satisfaction with internal services and policies on corruption , HIV/AIDS



NET PROMOTER SCORE

The Net Promoter Score (NPS) is loyalty metric indexed from -100 to 100. If a company has more detractors than promoters, the score will be negative and vice versa. A positive score is always recommended.



The overall Net Promoter Score amongst the employees at RERECT is positive (26) and is a good score for the company. There is however need to engage employees more in order to move the passives to promoters and reduce detractors.

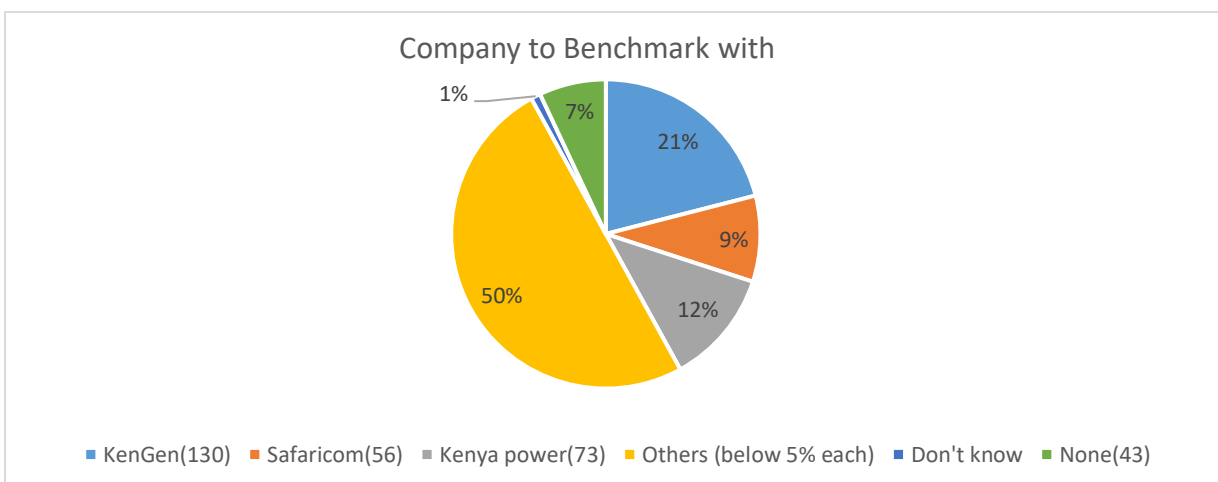
Q8A. On a scale of 1 to 10, where 1 is NOT LIKELY at all and 10 is MOST LIKELY, how likely are you to recommend a friend to join REREC if an opportunity arises?

Table 23: Net Promoter Score- Employees

Net Promoter Score (NPS)=Promoters- Detractors	Overall
Promoters	49%
Detractors	23%
Passives	29%
NPS	26%

Q8C. Which organization, be it in public or private sector, would you recommend REREC to benchmark with?

The main companies to benchmark with according to employees were KenGen (21%), Kenya Power (12%) and Safaricom (9%). At least 50% of employees had other preferences apart from the 3 but the companies they mentioned had below 5% preference amongst other employees. When asked what was outstanding about the company, they mentioned that REREC should benchmark with, 108 of the staff mentioned that the organisation was well managed while 68 mentioned that they had better employee welfare. Other positives of the mentioned companies included competitive salaries (65), better customer service (50), excellent working environment (39) and that career progression was well taken care of (28).



CHAPTER 4: MYSTERY SHOPPER & CALLER FINDINGS

For more than half the touch points, no signage was noted directing one to the relevant offices (6 out of the 12 touchpoints visited) for REREC while for Kenya Power there was no signage directing one to any of the two touch points. However, the visibility of REREC and Kenya Power signage at the exterior of the building was rated high.

Feedback on Security Area

In terms of security arrangements, in 3 REREC touch points were separated from the building, while in 7 touch points the security desks were at the reception area which was similar to all 2 touchpoints for Kenya Power. In at least 3 REREC touch points there were no security desks but there were security guards and in 1 touch point there were no security guards at all.

Table 24: Type of Security Desk

<i>What type of security desk did the touch point have?</i>	REREC (12)	Kenya Power (2)
Separated from the building	3	0
The security desk was at the reception area	5	2
No security desk but there were security guards	3	0
No security guards	1	0

In majority of the cases security check was done before gaining access to the building but was not always the case for all REREC touch points (9 of the 11 touchpoints where this was done). Security check was mainly physical for bags carried (7 touchpoints at REREC) while the bag was passed through a scanner at Kenya Power (1 touch point). Individual checks were by passing through a scanner (all touch points) for Kenya Power while a body search using a hand-held scanner was more common at REREC (4 touch points).

Table 25: Rating on Security Aspects

		REREC (11)	Kenya Power (2)
Was there any security check done before you could gain access to the building?	Yes	9	2
	No	2	0
How was the security check done before you could gain access to the building?	I passed through a scanner	0	2
	The security did body search using hand-held scanner	4	1
	My bag was opened and physically checked	7	0
	My bag was passed through the scanner	0	1
	I was asked to provide my identity credentials	1	0
	Gave out my ID	1	0

In terms of presentation, all security guards in at REREC as well as Kenya Power wore branded uniforms which is common for hired professional services. The length of time taken at the security desk was also minimum (less than two minutes) in majority of the cases (73% REREC and 100% Kenya Power). A longer duration was experienced in 3 of REREC's touch points.

The security areas were rated high in terms of cleanliness and professionalism garnering 4.3 and 4.4 points respectively for REREC touch points and 5 points for Kenya Power. A score of 4.3 for cleanliness can be interpreted to mean that most touch points were rated at 4 points (Clean - No pieces of paper/trash but the floor is clean, windows are clean with no marks but not shiny) and 5 points (Very clean and tidy-clean and spotless floor and windows, it shines).

Likewise, a score of 4.4 for professionalism can be interpreted to mean most touch points for REREC were rated at 4 points (Professional- Acted in a way that respected the visitors / were warm towards the visitors 4.0) and 5 points (Very professional - Acted in a way that respected the visitors / were very warm towards the visitors and welcoming 5.0)

Table 26: Professionalism at Security Area

Question	Responses	REREC (11)	Kenya Power (2)
How were the security guards dressed?	The security guard were well dressed in branded uniforms	11	2
How long did you take at the security clearance shed/desk before you were allowed into the building? If more than 5 minutes give reasons	Less than 2 minutes	8	2
	2-5 minutes	3	0
Overall, how would you describe the cleanliness at the security/area using the below scale?	Out of a score of 5 points	4.3	5.0
How would you rate the professionalism of the security personnel?	Out of a score of 5 points	4.4	5.0

Observations at Reception Area

Overall cleanliness at the reception areas was high for all touch points (4.5 REREC and 5 for Kenya Power). This means that most ratings for REREC were between 4 (Clean - No pieces of paper/trash but the floor is clean, windows are clean with no marks but not shiny) and 5 points (Very clean and tidy- clean and spotless floor and windows, it

shines) which is commendable. However, some improvements are needed in REREC touch points. For example waste paper baskets were not visible in all touch points and in some instances, no one was manning the service desk (see table below).

Table 27: Rating of Reception Area

		REREC(12)	Kenya Power(2)
How would you describe the cleanliness at the main reception area using the below scale		4.5	5
Visibility of a waste paper basket at the waiting area?	Yes	5	2
	No	7	0
Was the Service desk clearly labelled?	Yes	8	2
	No	4	0
Was there somebody manning the Service desk?	Yes	10	2
	No	2	0
How many people were manning reception?	One	9	0
	Two	2	1
	Three	1	1

Service at Reception Area

For all touch points visited (REREC and Kenya Power), there were less than five people waiting to be served. All staff were also noted to be adhering to a first-come first-served basis. The amount of time spent at the queue in the waiting area was less than a minute for 1 of the visits at REREC. However, between 2 and 5 minutes were spent for 6 of the visits while more than 5 minutes was spent in 3 of the visits. Notably, company staff did not greet or acknowledge the customer in at least 2 visits which indicates need to sensitization on customer care.

Table 28: Time Spent in Waiting area and Acknowledgement

		REREC (10)	Kenya Power (2)
How much time did you spend at the queue in the waiting area?	Less than 1 minute	1	1
	Between 2 to 3 minutes	3	0
	Between 3 to 5 minutes	3	0
	More than 5 minutes	3	1
Did the REREC/other company staff serving you greet you/ acknowledge you?	Yes	8	2
	No	2	0

Greetings also varied and were not standardised in a professional way. See below verbatim of greetings.

REREC

Sasa!
Hey! Welcome
Habari yako, karibu
Good morning..how can I help you?
Good evening

KENYA POWER

Hello, how can I help you?
Habari yako, Karibu

Overall, the staff behaviour and attitude was positive as rated by the mystery shoppers (REREC 8, Kenya Power 10) indicating that the staff were happy and smiled when engaging the customers. In 5 of the visits, customers were served between 5 and 10 minutes. Notably, more staff serving the customers at REREC did not have a name tag compared to Kenya Power which should also be an area for improvement within REREC.

Table 29: Staff Behaviour

		REREC (12)	Kenya Power (2)
How would you describe the body language and attitude of the member of staff who served you?	Scale of 1- 10 where 1= no smile at all and very unhappy and 10 is smiled and was very happy when talking to me	8/10	10/10
How long did the staff take before completing to serve you?	Less than 3 minutes	4	1
	Between 3 to 5 minutes	2	1
	Between 5 to 10 minutes	5	0
	More than 10minutes	1	0
Did the REREC staff serving you have a name tag?	Yes	3	2
	No	8	0
	Yes but not visible	1	0

Scenarios/ Queries presented to staff by mystery shopper

1. Requested for an interview
2. Enquired about delayed connection at my village
3. How do they select an area to do an electrification project
4. How to apply for a tender
5. I asked about why my token has been reducing by one every time the lights go off and come back

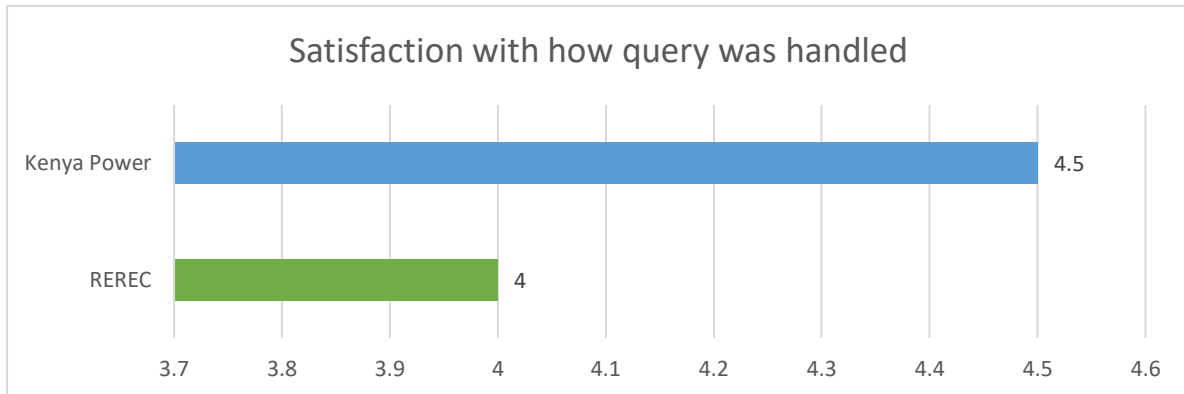
The understanding of queries was high with only one case where the query was not understood and therefore easy for the customer to get a response from the staff as rated by 58% (easy) and 25% (extremely easy) of the visits. The responses provided by staff to the query raised were also rated as very helpful (58%), a bit helpful (17%) and average (25%).

Table 30: How queries were resolved

		REREC(12)	Kenya Power(2)
Did the person understand your query?	Yes	92%	100%
	No	8%	0%
On a scale of 1 to 5 where 1 is 'Very Difficult' and 5 'Extremely Easy', how easy was it to get the response from the REREC/other company staff?	Fair	17%	0%
	Easy	58%	0%
	Extremely Easy	25%	100%
How helpful was the response in helping you decide the way forward on the issue that made you visit the touch point	Average	25%	0%
	A bit helpful	17%	50%
	Very helpful	58%	50%

Overall satisfaction with the manner in which the query was handled was high at 4 points out of 5 for REREC.

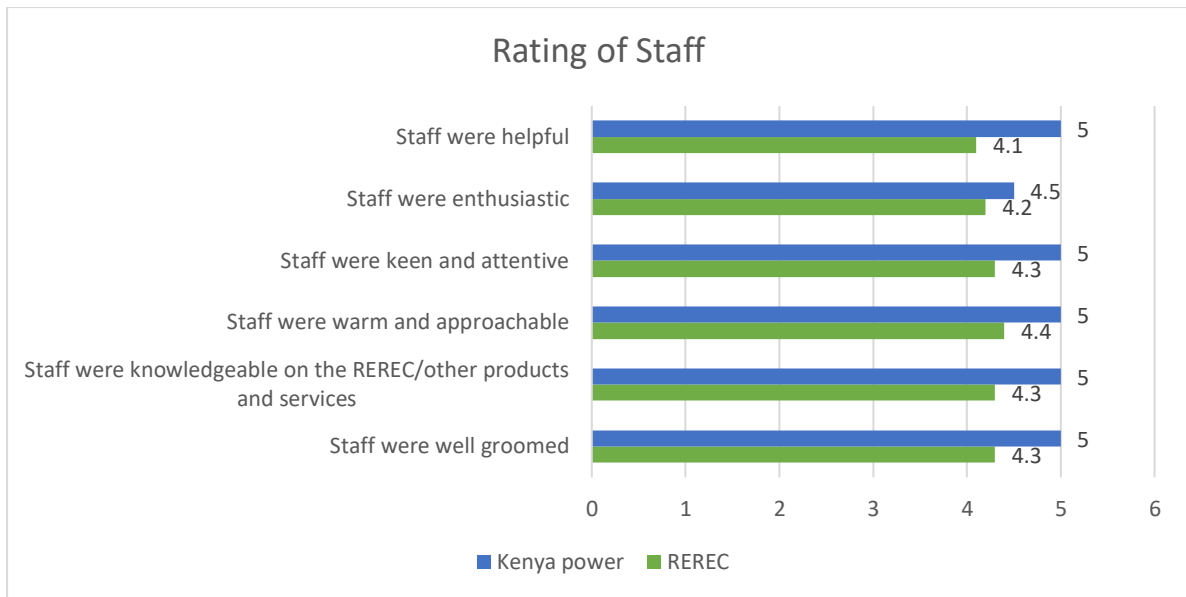
Figure 34: Overall Satisfaction with how query was handled



The main reasons for satisfaction were that the staff answered the queries satisfactorily and were knowledgeable.

Rating of staff was done on various aspects as per the figure below. The findings show that staff were helpful, enthusiastic, keen and attentive, warm and approachable, well-groomed and knowledgeable on products and services. Scores were slightly lower for REREC staff compared to Kenya Power. One comment from the mystery shoppers was that the staff at REREC touch point they visited didn't seem very knowledgeable.

Figure 35: Rating of Staff



Office Ambience

Branding was noted to be uniform and corporate colours applied and offices well maintained in terms of windows, doors etc for most of the offices. Lighting and general office arrangement in terms of space and furniture was also rated high.

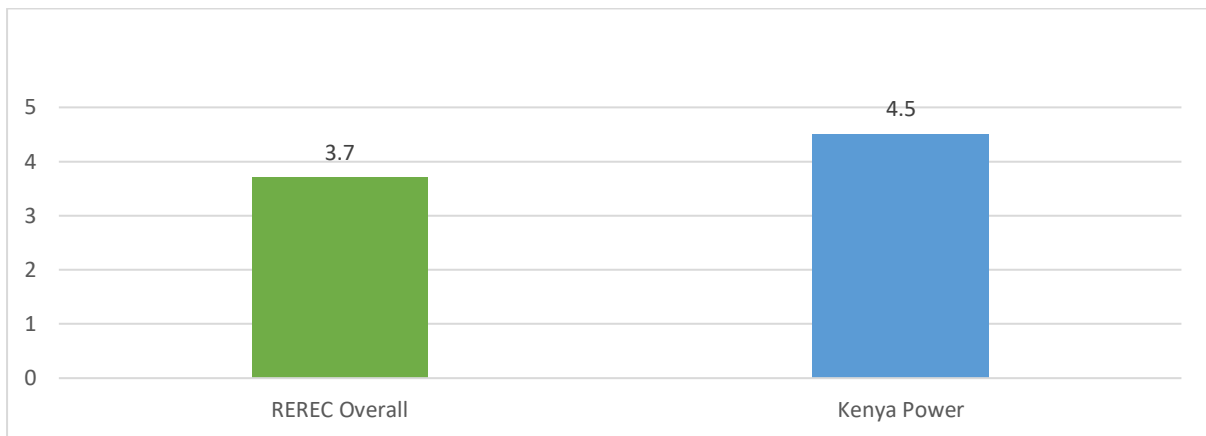
Table 31: Office Ambience

		REREC (12)	Kenya Power (2)
Was the office branded with REREC/other corporate colours?	Yes	11	2
	No	1	1
How would you rate the maintenance of windows/doors/ceiling?	Well maintained (4.0)	9	0
	Very well maintained (5.0)	3	2
How would you describe the lighting at the office?	Poorly maintained (2.0)	1	0
	Well maintained (4.0)	10	0

	Very well maintained (5.0)	1	2
How would you rate the order of the space	Well maintained (4.0)	11	0
	Very well maintained (5.0)	1	2
How would you rate the order of the available furniture?	Average	2	0
	Well maintained (4.0)	8	1
	Very well maintained (5.0)	2	1

The overall experience of the visit was rated at 3.7 for REREC against 4.5 for Kenya Power which can be attributed to the various scores against measurement areas discussed in the report which were higher for Kenya Power.

Figure 36: How would you rate the overall experience of visiting the branch?

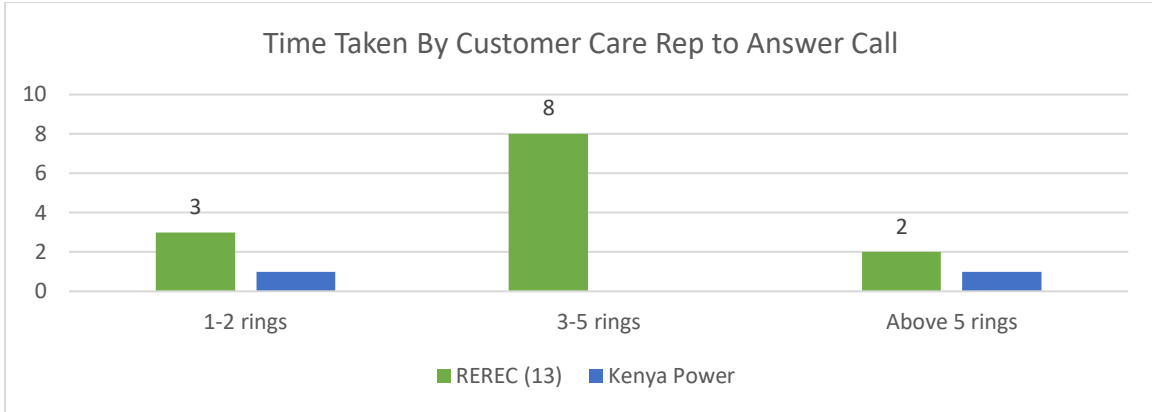


MYSTERY CALLER FINDINGS

While all 13 calls made to REREC were answered by a person, all made to Kenya Power were answered by a machine. In more than half the instances (8 calls), there were 3-5 rings before the call was answered by a customer care representative at REREC. For Kenya Power, 1 call was answered at 1-2 rings while the other call was

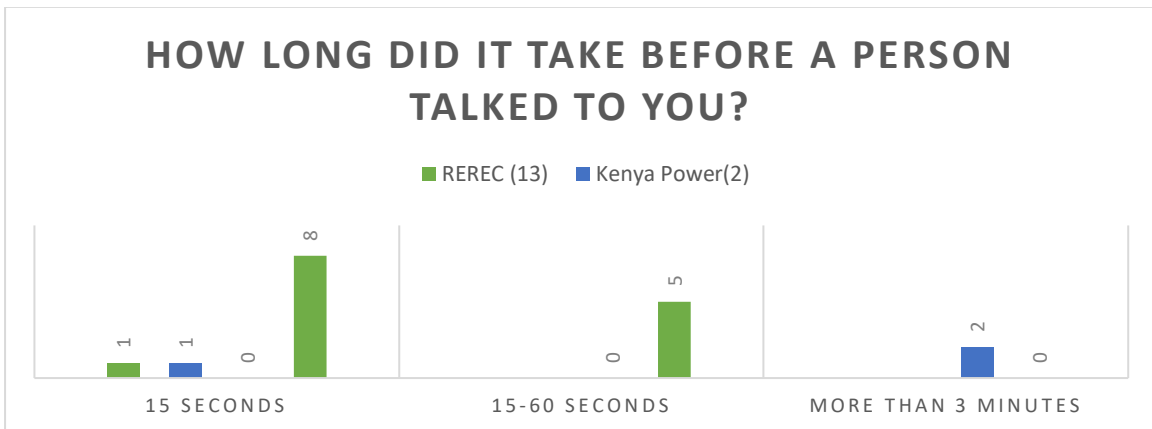
answered at above 5 rings. Improvement for REREC would be to answer the calls within 1-2 rings.

Figure 37: Time taken by customer care representative to answer call



For all calls made to Kenya Power, it took more than 3 minutes before a person spoke to the caller which can be attributed to the machine answering system. For more than half (8 calls) of the mystery calls to REREC, a person talked to the caller within 15 seconds.

Figure 38: Length of time before a person talks to you



In all 2 calls made to Kenya Power, the person who answered the call introduced themselves. For calls made to REREC, 85% (11 calls) introduced themselves while 15% did not (2 calls).

“The person did not speak when he answered the call so I had to ask him if this is REREC. That is when he started to speak”

There is need for REREC to standardise how customer care representatives respond to and greet clients across all offices to ensure uniformity. The findings show that there was no uniformity in how REREC staff greeted customers. While some introduced themselves as well as the branch office, some did not mention their names while others just used non-professional language in their introduction.

Below are some of the introductions in verbatim:

"REREC, Nakuru , habari ya asubuhi?"

"My name is.....from REREC Nyeri, How can I help you?"

"Good afternoon this is REREC office, how can I help you?"

"Good afternoon this is REREC Western Office, how can I help you?"

"Habari, nikusaidiaje?"

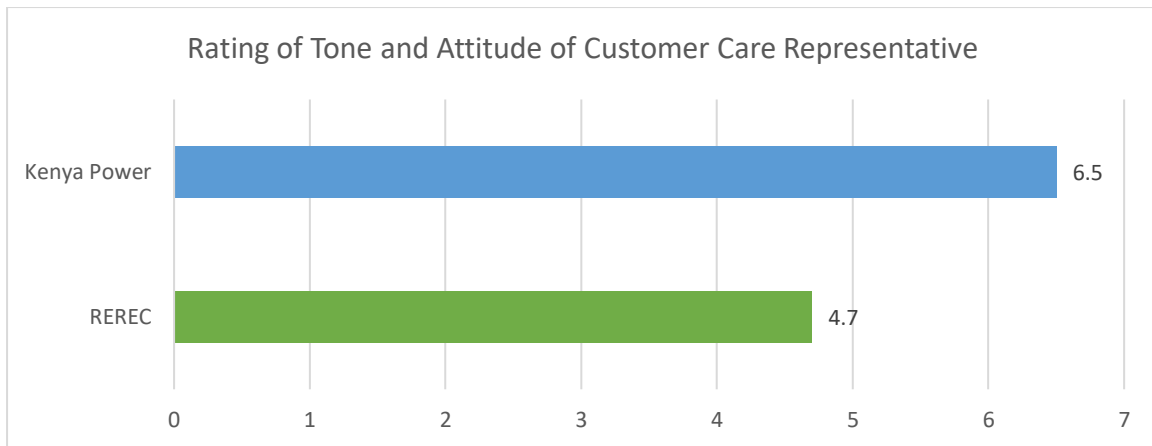
For Kenya Power, greetings were almost uniform for the two calls made.

"Welcome to KPLC customer care, how can I help you?"

"Good morning, this is KPLC, how can I help you?"

Tone and Attitude of Customer Care Representative

Mystery callers were asked to use a 10 point likert scale to rate the attitude and tone of the customer care representative responding to them where 1 was very unhappy, 5 was neutral and 10 was very happy. Overall Kenya Power representatives scored higher (6.5) than those of REREC (4.7)



The following scenarios were used during the mystery calls:

1. REREC people came and took our details, later they came and connected people to the grid and some of us were left out, why?
2. REREC people came and enrolled people for connection and never came back
3. My parent's home has not been connected 8 months since we applied
4. My house was not listed during the process because I was away, I have tried to be connected but all seems in vain. How can you help?
5. (For Kenya Power): Recently I have realised that I am paying more for my post-pay electricity bills, does my meter have a problem or is there a change in rates?

Understanding of Query & Resolution

All customer care representatives at Kenya Power understood the query immediately while 83% of queries made to REREC were understood and 17% not understood requiring consultation with other departments/ staff.

In 38% of calls made to REREC (5 calls) the person who responded to the caller was able to address the query immediately without having to consult. This was the same for all calls made to Kenya Power. In 4 instances, the caller was asked to hold on and wait for a response while in another 4 instances the caller was transferred to the relevant unit. Transfer or reference to another REREC staff was useful some of the time but proved futile in other instances where the caller was not called back as

promised or a staff member to assist was not found. See verbatim from mystery callers below:

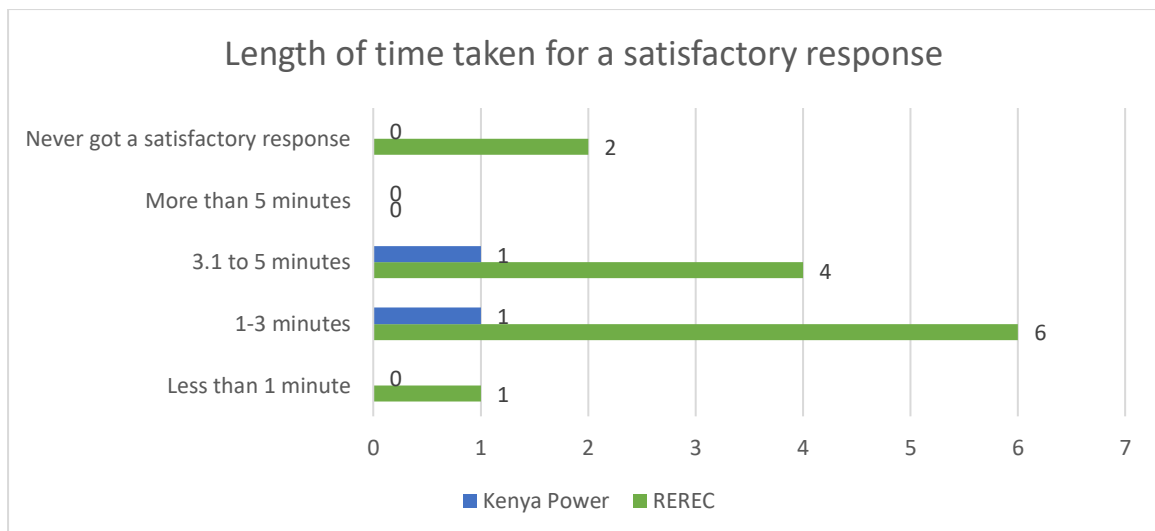
“The person did not have an answer so he sent me the number of a person called (name withheld) and I called her”

“The person told me he will inquire and call me back but that did not happen”

“The lady sent me the number of Muranga supervisor and told me to call him as he would assist”

“She tried to link me with a person in Machakos but she did not find anyone”

Mystery callers were required to record the length of time it took for them to get a satisfactory response after presenting their query. Almost half of the calls (6 calls) to REREC took an average of 1-3 minutes for a satisfactory response while 4 calls took 3.1 to 5 minutes. For Kenya Power, 1 call took 1-3 minutes and the other 3.1 to 5 minutes for a satisfactory response. The helpfulness of the response was also rated on a likert scale where 1 = very unhelpful, 5 was very helpful. Overall, the responses received from REREC were rated average (score of 3.2) while those from Kenya Power were more helpful (score of 4).



The callers were asked to rate the overall experience of calling (1= Very Frustrating, 3= Average, 5= Excellent). Experience in calling REREC received a score of 2.8 while that for Kenya Power was slightly lower at 2.5 with the reasons given below.

“I tried calling 3 times before I was able to get a customer care representative” Referring to Kenya Power

“He did not do a good introduction and I had to probe him to get his office location and his name.”

“The person responded well to my question. The person did not introduce herself and I had to ask if this was REREC.”

“When I called she did not speak straight away. She waited for me to greet her first. She did not mention her name. Instead of giving my number to the person who was to give me a response, she sent me a number and asked me to call the supervisor.”

The ease of getting a response from the staff was also rated with both companies performing equally at 3.1. (REREC) and 3.0 (Kenya Power).

CONCLUSIONS & RECOMMENDATIONS

CONCLUSIONS

Overall, there was low awareness of REREC's regional offices with only 29% aware of REREC office near them. This creates a gap in customers' ability to reach and communicate with REREC easily. In addition, visible signage's were not always present in REREC's regional offices which was also corroborated through the Mystery shopper findings. REREC's visibility is also hindered by its lack of use of mass media compared to its counterparts in the energy sector.

In terms of mandate, though employees displayed a high level of awareness, a gap still remains with 13% not aware which is not ideal for any organisation. Amongst the corporate customers there was average awareness with some indicating they were unsure and thus the need to uniform communication of its mandate to all stakeholders.

In terms of its service charter, there is high awareness amongst employees (82%). However, level of knowledge on its content may be low considering that only 42% were familiar with its content. In addition, lack of display in all departments meant that employees and stakeholders could not refer to it. Qualitative findings however suggested that the charter was not displayed in all the departments which was a hindrance since most of the staff were required to use it as a reference point when giving out their services. The external customers also needed to know the timelines for the different services offered at REREC.

The overall score for performance management was 68% and signifies room for improvement. At least 63% of staff reported that they were involved in setting of annual targets leaving out 37% from this process. More than three quarter (77%) were involved in performance appraisal while 89% discussed their performance with supervisors. Only 56% reported that their proposals during appraisals were implemented

In terms of satisfaction, the findings showed that REREC fell below its customers' expectations with an **overall satisfaction index of 76.2% amongst the general public while the expectation amongst customers was a performance of 87.6%**. This indicates that REREC performed below customer's expectations by a margin of 11.4%

The overall satisfaction index amongst corporate customers was 74% (3.7 points) against an expectation score of 92% (4.6 points) thus falling below customer expectations.

Overall **job satisfaction index** was 70% (3.5 average points out of 5) with the lowest areas of performance being training and skills development (66%) and salary and benefits (68%). The main gaps in communication were communication flow between REREC's HQ and regional offices/stores, the extent of openness in communication and top-bottom communication. Other issues raised with communication were delays in response (25%), lack of clarity in communication (18%), communication breakdown (14%) and poor communication within the organisation (11%) which should all be referenced as areas of improvement. Feedback on remuneration and benefits was that the amount of allowance was low and not commensurate to the work done and education, was lower compared to what other energy sector organisations gave their employees, equality was not considered or that the amounts provided did not consider inflation. Reasons for dissatisfaction with promotion, teamwork and organisation culture included: lack of career progression (24%), lack of team work (15%), lack of training (15%), favouritism (16%), lack of promotion (14%) among others.

The overall Work Environment Satisfaction was 72% (3.6 points out of 5). Generally, the work environment was seen to be free of sexual harassment and that employees of all genders were treated equally and with respect. A positive competitive work culture was reported regardless of gender or ethnic background and that there was equal opportunity regardless of ethnic background. However, there seemed to be some level of disagreement that the work environment was free of nepotism and favouritism and thus should be an area of improvement at REREC.

The overall Net Promoter Score amongst the general public in the country was -1 thus need for REREC to undertake engagements that will see its NPS grow to a positive. Regions with the lowest NPS scores included North Eastern (-40%) followed by Coast (-34%).

The Net Promoter Score amongst the corporate customers was negative 12 indicating a need to improve satisfaction amongst customers in order to gain loyalty. Members of Parliament had the lowest NPS of -43% indicating the need for deliberate engagement by REREC.

The overall Net Promoter Score amongst the employees at REREC is positive (26) and is a good score for the company. There is however need to engage employees more in order to move the passives to promoters and reduce detractors.

Public participation in identification of REREC projects was above average with at least two thirds (67%) confirming participation. There was however low participation in Nyanza, Lower Eastern, Upper Eastern, Western, North Eastern, North Rift all with 80% not participating. There was average satisfaction with involvement of the general public by REREC in their projects which was rated at a score of 3.8 out of a possible 5 point scale. The main reason for dissatisfaction as cited by 84% was lack of fulfilment of promises to connect electricity and delay to install power (16%).

RECOMMENDATIONS

- 1. Improve service areas as identified under action points for the general public customers**
 - a) Ability to get through to a person who can help you- Customer Care
 - b) Ability to solve problems quickly and easily- Customer Care
 - c) Accuracy and reliability of information received- Communication
 - d) Proper resolution of queries and complaints- Complaint resolution
 - e) Regular communication with customers- Communication
 - f) Up to date information about renewable energy products- Marketing and Communication
 - g) How Socially responsible the company is- Corporate Social Responsibility
- 2. Improve on service areas for Corporate Customers which scored below the average satisfaction of 74% (3.7 points)**
 - a) REREC's ability to solve problems quickly and easily
 - b) Keeping customers informed about the progress of their inquiry
 - c) Timely and efficient implementation of electrification projects
 - d) Collaboration in project's implementation
 - e) Regular communication with customers
 - f) Prompt payment for services rendered
 - g) Timeliness in response to complaints and grievances
 - h) Satisfactory resolution of complaints and queries
 - i) Transparency and timeliness in the procurement process
3. There is need to ensure all regions participate in REREC's project identification process. The study found low participation in Nyanza, Lower Eastern, Upper Eastern, Western, North Eastern, North Rift all with 80% not participating.
4. REREC should ensure that projects or connections are done as promised to the general public and also use its communication channels to inform on progress. This would help address the perception amongst the public that "REREC does not fulfil its promises" and manage expectations when there is a delay in connection.

5. The general public raised concern on corruption in power connections. REREC should take up this issue to seal all loopholes that can contribute to corruption so that all citizens are served equally.
6. REREC needs to create increased awareness for both internal and external customers on their mandate, have designated customer service lines and make their presence felt both on social media and physically.
7. In line with the above, there was low awareness of REREC's regional offices closest to the customers. There is therefore need to increase REREC's visibility in regions with low awareness of where REREC's offices are (Western, Lower Eastern) e.g through bill boards and signage's. REREC can also take advantage of meetings held with the public to give directions to their offices.
8. REREC needs to improve in its handling of complaints/ queries and ensure they are addressed within the shortest time possible which will enhance the customer experience and public confidence in the corporation.
9. In addition, active engagements with the general public, better customer care services including manning of service points by personnel and improved response times are required by REREC in order to grow its net promoter score to a positive. REREC should take note of counties with low NPS (North Eastern and Coast) to correct the negative image.
10. Areas of improvement on REREC's mandate were in sensitizing both the internal and external customers on what their mandate is and improving on service delivery. REREC should also increase its coverage of electrification in rural areas.
11. Need for REREC to improve promptness in its service delivery by adhering to its standards and communicating the same to customers.
12. There is need for REREC to improve in technological advancements with which members of parliament/senate had low satisfaction as well as timely and efficient implementation of electrification projects which Contractors and surveyors were least satisfied with.

13. Improvement in the procurement system was recommended in order to increase transparency and accountability as well as enhance quality standards of works done.

Recommendations For Employee Satisfaction & Performance

11. Conduct sensitization workshop's on REREC's citizen charter to ensure all employees are aware of it including its contents and thereafter encourage and monitor usage/ adherence There should be sensitization and advocacy for both internal and external customers on the standards and timelines of the different services offered at REREC.
12. Service charter should be displayed in all departments for ease of reference to both employees and customers.
13. Suggestions were made for the service charter to adopt technology in the dissemination of information, handling customer complaints and feedback seamlessly with use of advanced technological software. There was also need for the charter to reflect the additional mandate of renewal energy.
14. Sensitize the staff in the energy centres on RERECs mandate especially with the additional aspect of renewable energy.
15. REREC should ensure all staff are engaged in formulation of its future strategic plans and adopt physical interaction as opposed to email, text messages, questionnaires etc in order to increase employee engagement.
16. Improve Performance management at REREC by involvement of all staff in setting of annual targets, performance appraisal and reasonably implementing or giving feedback on proposals given by staff. In addition, review the tool used for performance management as employees interviewed reported it was not clear.
17. To improve job satisfaction REREC should;
 - a) Improve overall communication and with an emphasis on communication flow between REREC's HQ and regional offices/stores and the extent of openness in communication to avoid grapevine. There also need to improve response time in communication as well as clarity.

- b) Benchmark with other organisations in the energy sector to offer competitive remuneration, benefits and allowances.
- c) Put in place measures to curb negative practices in the organisation (favouritism, politics) and encourage team work while providing training opportunities and creating structures that promote career progression. In particular, there was lack of team building activities which can promote cohesion within the organisation. REREC should therefore endeavour to plan for a team building activity. Management should also play a visible role in promoting team work and cohesion.
- d) Improvements in training are detailed in the report but include; Increasing budgetary allocation for training, monitoring or follow ups on staff who have undertaken training including those with whom opportunities for training have been shared to understand if they were successful in registering or attending; develop a standardized orientation program which should include provision for training; training for long serving staff, specialized training based on technical requirements (a training needs assessment may be useful to identify different areas of training), exposure to international training as well as offering frequent opportunities.
- e) In terms of staff welfare, REREC can review its medical cover for employees as it was reported that the cover did not cover some medications while others felt the money for the cover was not adequate. There is also need to hasten the leave approval process.

18. To improve Work Environment REREC should;

- a) Improve the general work environment to be stress free which can be done through activities that help staff enjoy being at work.
- b) Ensure the work environment is free of nepotism and favoritism.
- c) Standardise security measures in all REREC offices so that there are security desks and guards in all touch points as well as use of scanners for checking bags instead of physical checking.

