

REPUBLIC OF KENYA

## **MINISTRY OF FINANCE**

# **CUSTOMER SATISFACTION SURVEY**

## **FINAL REPORT**

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## ACRONYMS

CDF	Constituency Development Fund
DPM	Directorate of Personnel Management
EMU	Efficiency Monitoring Unit
GTZ	German Technical Cooperation
HRMS	Human Resource Management Systems
ICTs	Information and Communication Technology
IFMIS	Integrated Financial Management Information System
IMF	International Monetary Fund
MoF	Ministry of Finance
MTEF	Medium Term Expenditure Framework
NGOs	Non-Governmental Organizations
PPP	Public-Private Partnerships
SACCOs	Savings & Credit Cooperative Societies
SPSS	Statistical Package for Social Sciences
UN	United Nations

## **EXECUTIVE SUMMARY**

### **1. OBJECTIVE OF THE SURVEY**

The Ministry of Finance contracted Artful Eyes Productions to carry out a customer satisfaction survey in March 2014. The survey was necessitated by the fact that customer satisfaction survey enables an institution to evaluate its performance by gauging the feelings of those who benefit from its services or products. By so doing, the institution may change direction if found to be drifting away from its original objectives or improve on the status quo if found to be on course. The Terms of Reference for the consultant were to: analyze functions of departments of the Ministry with a view to ascertaining their level of interaction with customers; identify the kind of customers for every department in terms of services sought; design an instrument to be used for customer satisfaction survey; administer the instrument to the Ministry's customers; prepare a detailed report showing levels of customer satisfaction by departments and for the Ministry in general; and recommend on how to improve the Ministry's level of customer satisfaction.

The consultant understood the Terms of Reference to entail examining areas such as: quality of service provided, professionalism of the staff in providing the services, quality of hospitality rendered by the Ministry staff, handling of complaints, feedback mechanism, communication processes, time taken to be served, and staff attitudes towards customers or beneficiaries of their services.

For a deeper perspective in these areas the survey analysed, among other things the Ministry's core functions which included: formulation and implementation of economic, fiscal and monetary policies; resources at the headquarters and in the field; public debt management system; fiscal incentives, investment promotion and trade facilitation; development of accounting standards; management, control and accounting of public funds; preparation and presentation to Parliament of annual estimates of revenue and expenditure; formulation of insurance policy and regulation; procurement and disposal of goods and services in the public sector; coordination of the management of public enterprises and coordination of public-private partnerships; enforcing competition law and policy, formulation of public pension policy and administration; regulation of retirement benefits; clearing and forwarding and warehousing of public sector consignments.

### **2. DATA COLLECTION**

Primary data on satisfaction with service provision and performance of the Ministry of Finance was collected from internal, corporate and ordinary customers in selected districts nationwide using three sets of questionnaires, namely, internal customer guide; ordinary customer satisfaction questionnaire; and a corporate customer satisfaction questionnaire (Appendix I). The interviews with the ordinary customers were conducted in the form of an exit survey. On the other hand, internal and corporate customers were visited in their respective offices.

The consultant facilitated administration of the questionnaires to ensure quality and promptness in their completion. All the thirteen departments in the Ministry of Finance and one thousand one hundred and twenty six (1126) out of a total of one thousand five hundred (1500) external customers completed and returned the questionnaires. This represented 75% response rate. Of the 1126 customers who participated in the survey, 665 were ordinary customers, while 461 respondents represented views from Ministry of Finance's corporate customer institutions.

### 3. ANALYSIS AND RESULTS

Analysis of survey data identified the satisfaction levels among the customers on various service delivery issues as well as performance ratings of core functions in the Ministry of Finance as follows.

#### (i) Internal Customers

##### a) *Issues raised by other Departments*

*Department of Economic Affairs* was found to suffer from inadequate staffing both at the higher and lower levels; inadequate sharing of information on ongoing reforms; inability to meet deadlines; inaccurate revenue projections and inadequate facilitation of donor funded programs.

*Department of Budgetary Supply* has challenges like inconsistency between what the books at the Budgetary Supply show and what is reflected in the IFMIS; and long procedures/ bureaucracy leading to low funds absorption.

*Department of Accountant General* has challenges which include succession gap at the higher levels; inadequate personnel; delays in exchequer release; piecemeal release of funds; slow feedback mechanism; and occasional slowdowns of the IFMIS.

*Department of Internal Audit* found disfavour with respondents because of poor image in relation to governance and malpractices; lack of adequate staff; slow processing speed; and lack of team spirit.

*Department of Debt Management* **scored** well in succession planning and management.

*Monopolies and Prices Commissions Department* was found to have poor succession planning and lack of visibility.

*Procurement Department* was identified with the weaknesses of tedious procurement processes; delay in delivery of goods from suppliers; unclear procurement practices; inefficient purchasing strategies; lack of clear work plan in the Department; and insensitivity to customer needs.

*Pensions Department* was identified to be bogged down by chronic delays in processing of pensions; corrupt practices; and inadequate capacity, especially at the top.

*In the Department of Government Clearing Agency* accusations of corruption within the department; high handedness of staff; lack of senior, experienced officials; and poor professionalism leading to delay in clearing of goods were raised.

*In the Department of Human Resource Management* the respondents identified failure to recruit adequate staff for other departments; delay in effecting/fast tracking promotions; poor schemes of service; unfocused/unstructured trainings and scholarships provisions; attitudinal problems among staff; and inadequate advice on pending staff issues, as some of the challenges faced.

*In Administration Department*, misgivings were found with transport challenges caused by car pooling; slow and bureaucratic processes; tendency to give short notices on administrative issues; run down/dirty facilities; unfriendly security personnel; and unresponsive top leadership.

#### ***b) Recommendations***

*Department of Economic Affairs:* The Department should increase staffing capacity at the top and lower levels; share information with other departments; respond to queries promptly; honor deadlines; report disciplinary cases promptly; and improve facilitation of extension of donor funding programs.

*External Resources:* The Department of External Resources should; improve on records management; introduce customer relations desk; and improve information flow with other departments.

*The Department of Budgetary* supplies needs to come up with District Specific Budgets; allocate provision for emergency; liaise with the other Departments before printing the Budget Estimates; improve the budget preparation speed; and harmonize the activities in the department.

*The Department of Accountant General* should streamline the IFMIS system; enhance links with the other departments; enlighten clients on IFMIS; deal expeditiously with cases reported to the Department; and improve on customers' care function.

*Internal Audit* department should deal with the issues touching on corruption in the department by punishing errant officers; carry more systems audit; and improve its capacity to deal promptly with the large daily work load.

*Debt Management Department* is advised to improve on information management; collaborate more closely with the Auditor General's office; and harmonize exchange rates.

*Monopolies and Price Control* is expected to give its activities more prominence so that its visibility is improved and its human resource capacity enhanced.

*Procurement Department* should improve on its efficiency in use of resources; encourage participation by other departments in the procurement process; conduct more market surveys in order to get realistic prices; ensure transparency in all its transactions; simplify and speed up the procurement process; educate other staff on procurement requirements; listen to the other departments even as it follows statutory regulations; and improve on the welfare of the procurement officers.

*Government Investment and Public Enterprises Department* is urged to do more work on the policy side of investment; enhance capacity at higher levels; and share information on public investment and privatization reforms.

*Pensions Department* should improve linkages with the field; be more flexible to enhance quick service to its customers; operationalize the new computerized system in the Department to achieve faster speed; increase staff numbers on the ground; and participate actively in formulation of pension policies.

*Government Clearing Agency* is advised to initiate structural changes in order to streamline services in the Department; tighten oversight supervision by EMU and act on reports that EMU produce to enhance transparency; and deploy experienced officers in the Department for it to run smoothly.

*Department of Human Resource Management* is encouraged to liaise with the other Departments and streamline training processes to avoid duplication in trainings; train staff in customer care; develop time-lined staff promotion strategy; fast track and improve scheme of service in all departments; computerize Human Resource Management; share information with other Departments; ensure that all Departments are well staffed, especially at the District level; and expedite processing of disciplinary cases.

*Department of Administration* should consult widely with the other departments in the Ministry before implementing decisions that affect the other departments; ensure that all facilities in the Ministry offices are in good condition. Special attention should be paid to the cleanliness of facilities like toilets; streamline provision of transport in such a way that ensures the Ministry staff access them easily; ensure availability of office space at the District level, especially in the new Districts; and train security personnel in the Ministry in Customer Care, especially in Pensions Department.

## **(ii) Ordinary customers**

### ***a) Interaction with Ministry of Finance***

All the ordinary customers interviewed during the survey (100%) had visited the Ministry offices for official purposes. Specifically, most of them (51.6%) had gone to transact payments, 19.6% went for auditing services, while 0.5% went to procure research materials.

The most visited departments were Accountant General's (38.4%) and Pensions Department (18.8%). Most customers in the study consider quality of service (31.9%) and

professionalism in service provision (10.1%) as the most important factors to their satisfaction.

***b) Satisfaction with Ministry of Finance as a service provider***

Overall satisfaction with Ministry of Finance as a service provider in the survey was 63.6%. Specifically, the top three areas of services in terms of satisfaction were: reception at the point of service (64.9%), Ministry’s effort to create excellence in quality service delivery (64.1%); clarity of Ministry’s guidelines (63.8%) and applicability of the Ministry’s policies and procedures as shown in Table 1 below.

	<b>Commitments in the Service Charter</b>	<b>% satisfied</b>
1	Reception at the point of service	64.9
2	Ministry of finance’s effort to create excellence in delivery of quality services	64.1
3	Clarity of Ministry’s guidelines and its fairness in dealing with customers	63.8
4	Applicability of MoF’s policies and procedures to its customers	60.5
5	Effectiveness in addressing problems and issues	59.9
6	Clarity of Ministry of Finance’s Mission and Vision	59.3
7	Promptness of response to mail and other enquiries by customers	59.3
8	Fit of MoF products and services to the needs and expectations of customers	58.4
9	Time taken to be served	58.1
10	Improvement of service provision by MoF over time	58.1
11	Ministry’s ability to welcome new ideas and suggestions	53.2
12	Ease of access to information from Ministry of Finance	53.1
13	Giving of explanation by MoF when services are delayed	52.7

***Table 1: Customers’ satisfaction with service provision in Ministry of Finance offices***

***c) Performance of core functions***

The highest score with regard to core functions of Ministry of Finance among ordinary customers were in formulation and implementation of economic, fiscal and monetary policies (74.2%), enforcing competition laws and policies for orderly conduct of business enterprises (68.8%) and mobilizing domestic and external resources for financing government budgetary requirements (68.2%). The lowest were in Policy formulation and regulation of retirement benefits (50.7%), clearing, forwarding and facilitating warehousing of public sector consignments (51.7%) and Public debt management (51.9%) as shown in Table 2 below.

	<b>Core Mandates of Ministry of Finance</b>	<b>%</b>
1	Formulation and implementation of economic, fiscal and monetary policies	74.2
2	Enforcing competition laws and policies for orderly conduct of business enterprises	68.8
3	Mobilizing domestic and external resources for financing government budgetary requirements	68.2
4	Development of accounting standards, reporting guidelines and undertaking research	63.6
5	Overseeing fiscal incentives, investment promotion, and trade facilitation	62.0
6	Coordination of preparation and presentation to parliament of annual budget	59.8
7	Coordination of the management of public enterprises and investments	59.7
8	Ensuring stability, development and soundness of the financial sector	57.9
9	Deepening and broadening markets	57.7
10	Enforcing proper management, control and accounting public funds,	56.9
11	Divestiture of public enterprises and coordination of private and public enterprises	56.0
12	Formulation of public pension policy and administration	55.8
13	Custodian of government assets and property	54.6
14	Formulation of insurance policies and regulations	53.8
15	Ensuring transparent and accountable procurement and disposal of public goods and services	51.9
16	Public debt management	51.9
17	Clearing, forwarding and facilitating warehousing of public sector consignments	51.7
18	Policy formulation and regulation of retirement benefits	50.7

*Table 2: Performance of Ministry of Finance in its core mandates*

#### ***d) Recommendations from Customers***

Overall, the customers who visited Ministry of Finance offices suggested that the Ministry: should work more closely with other ministries; improve technology used in its offices; speed up service provision; improve on communication strategies; provide better quality services, while upholding personnel professionalism in service provision. They also made the following specific recommendations on core service areas:

- **Customer satisfaction and quality of services provided:** The customers suggested that the Ministry should improve on its staff ethics; speed up service provision; employ more and competent staff; deal with corruption; buy modern equipment; privatise some services; and subject all staff to performance contracting.

- **Feedback mechanisms:** The customers suggested that the Ministry: should speed up the feedback processes; embrace modern technology; employ new staff; improve work ethics of all staff; and set up a suggestion box.
- **Communication processes and systems:** The customers suggested that the Ministry should improve on its technology; operationalize communication systems; enhance faster response rate; include induction training; employ more and competent staff; reduce bureaucracy and listen to public opinion.
- **Handling of complaints:** The ordinary customers suggested that it handle such complaints with more speed; prioritize the complaints; have competent people handling the complaints; stop harassing customers; train its staff; embrace new technology; deal with cases of corruption; ensure whistle blowers are protected and keep proper records.
- **Operational systems in view of emerging changes and dynamics:** The customers suggested that: the Ministry improve its ICTs; train more personnel; and improve the speed with which it does business. They also pointed out that the Ministry should allocate adequate funds and strive to meet customer needs among other changes.
- **Good corporate governance:** The customers suggested that the Ministry staff uphold professionalism; act on cases of corruption, work more closely with other ministries, employ competent personnel and train more staff.

### **(iii) Corporate customers**

Most of the corporate clients went to the Ministry to make or receive payments (42.7%) and for auditing concerns (35.8%). As such, the most visited departments are Accountant General's department (52.2%) and Budgetary Supply department (18.4%).

#### ***a) Fulfillment of Service Charter***

The corporate customers were asked about their satisfaction with the Ministry's ability to fulfilling its commitment to its customers as stipulated in its Service Charter. According to the customers, the Ministry had done exceptionally well in the areas of paying due attention and respect to its customers (88.3%), upholding professionalism (80.3%) and with regard to being honest and respectful (79%). On the other hand, response to mails (62%), dealing promptly with appointments (63%) and upholding zero tolerance to corruption did not fare as well as shown in Table 3 below.

	<b>Commitments in the Service Charter</b>	<b>% satisfied</b>
1	Commitment to paying due attention and respect to customers	88.3
2	Commitment to upholding professionalism	80.3
3	Commitment to being honest and helpful	79.0
4	Commitment to being action-oriented and sensitive to needs of customers	77.4
5	Commitment to speedy provision of necessary information to the customers	77.0
6	Commitment to ensuring efficient, helpful and courteous entry points	72.0
7	Commitment to treating all customers fairly	68.5
8	Commitment to upholding zero tolerance to corruption	63.6
9	Commitment to deal promptly with appointments	63.0
10	Commitment to prompt response to mails	62.0

*Table 3: Corporate customers' satisfaction with service provision in Ministry of Finance offices*

***b) Interaction with Ministry of Finance***

Majority of the corporate customers (84.5%) were happy with their interaction with Ministry of Finance. As such most of them described it positively as satisfactory (39.8%); cordial and respectful (20.4%); honest (13.1%) and friendly and cooperative (11.2%). On the other hand 15.5% of the corporate customers were not happy with their interaction with the Ministry of Finance and described their interaction in negative terms, including the views that such interactions were poor (7.3%); unfriendly (4.1%); slow (2.9%) and corrupt (1.2%).

***c) Satisfaction with Ministry of Finance as a service provider***

72.9% of the corporate customers in the survey were satisfied with the overall service provision by Ministry of Finance. Specifically, the three service areas that satisfied most of the corporate customers were excellence in delivery of service, (74.2%), improvement in service provision over time (73.9%) and applicability of the Ministry's policies and procedures to customers (72.3%). On the other hand, the Ministry fared poorly in terms of welcoming new ideas and suggestions from customers (55.5%), promptness of response to mails and enquiries made (59.2%) and in giving reasonable explanations when services are delayed (62.3%), as shown in Table 4 below.

	<b>Satisfaction variables</b>	<b>%</b>
1	Striving to create excellence in delivery of services	74.2
2	Improvement in service provision over time	73.9
3	Applicability of Ministry of Finance policies and procedures to customers	72.3
4	Clarity of guidelines and fairness in dealing with customers	70.5
5	Clarity of Ministry of Finance Mission and Vision	68.8
6	Ability of Ministry of Finance products and services to meet customer needs and expectations	66.6
7	Time taken to be served	64.6
8	Ability to access information needed from the Ministry by customers	64.4
9	Effectiveness in addressing customer problems and issues	63.8
10	Reasonable explanation given when services are delayed	62.3
11	Promptness of response to mail and other enquiries made	59.2
12	Welcoming of new ideas and suggestions from customers	55.5

*Table 4: Satisfaction with Ministry of finance as a service provider*

*d) Rating performance of Ministry of Finance in its core functions*

The highest satisfaction score with regard to core functions of the Ministry of Finance among corporate customers were in formulation and implementation of economic, fiscal and monetary policies (79.6%), enforcing proper management, control and accounting for public funds, (77.7%) and mobilizing domestic and external resources for financing government budgetary requirements (75.9%). The lowest were in clearing, forwarding and facilitating warehousing of public sector consignments (47.1%), policy formulation and regulation of retirement benefits (52.5%) and formulation of public pension policy and administration (53.4%) as shown in Table 5 below.

	<b>Core mandates of Ministry of Finance</b>	<b>%</b>
1	Formulation and implementation of economic, fiscal and monetary policies	79.6%
2	Enforcing proper management, control and accounting for public funds,	77.7%
3	Mobilizing domestic and external resources for financing government budgetary requirements	75.9%
4	Development of accounting standards, reporting guidelines and undertaking research	74.6%
5	Coordination of preparation and presentation to parliament of annual budget	74.1%
6	Overseeing fiscal incentives, investment promotion, and trade facilitation	67.5%
7	Custodian of government assets and property	64.6%
8	Ensuring transparent and accountable procurement and disposal of public goods and services	64.6%
9	Ensuring stability, development and soundness of the financial sector	62.9%
10	Coordination of the management of public enterprises and investments	62.3%
11	Public debt management	57.7%
12	Enforcing competition laws and policies for orderly conduct of business enterprises	57.3%
13	Deepening and broadening markets	56.0%
14	Formulation of insurance policies and regulations	54.7%
15	Divestiture of public enterprises and coordination of private and public enterprises	53.4%
16	Formulation of public pension policy and administration	53.4%
17	Policy formulation and regulation of retirement benefits	52.5%
18	Clearing, forwarding and facilitating warehousing of public sector consignments	47.1%

*Table 5, Ratings of satisfaction level with performance of core functions*

*e) Recommendations by corporate customers*

Corporate customers made the following key recommendations to enhance service provision:

- Speed up service provision (16.8%);
- Improve how it relates to its customers (14.9%);
- Introduce more training and awareness (11.4%);
- Recruit more staff (10.9%);
- Deal with cases of corruption in service provision (8.6%);
- Allocate adequate funds (7.9%);
- Involve all stakeholders in implementation of financial policies (7%);
- Embrace modern technology to speed up service provision (6.4%).

#### **4. SATISFACTION INDEX**

The satisfaction ratings were used to calculate weighted satisfaction index which come out to be **73.5%** for corporate customers and **75%** for ordinary customers. This provided a baseline against which future survey results could be compared to gauge magnitude of improvements in service provision and between the surveys.

#### **5. CONSULTANT'S RECOMMENDATIONS**

##### **General Recommendations:**

##### ***1. Recommendations on Customer Care***

Service provision to customers visiting the Ministry countrywide is fair, currently standing at 63.6% satisfaction level, but still, efforts should be made to ensure that it improves. Specifically, more effort is needed in the following areas: (i) receptiveness of new ideas and suggestions from customers; (ii) timely provision of necessary information to customers; and (iii) courtesy in explaining delays in service delivery. The Human Resource Department should train staff in customer care and strengthen the customer care function, especially at Accountant General, Pensions and Budgetary Supplies Departments due to their exposure to external customers.

There is need for the Ministry to train all frontline employees on customer care and interpersonal relations to enable them handle all customers in a manner that reflects its commitment to effective service provision as per the Customer Service Charter. Where numbers are inadequate, capacity should be enhanced. Specifically, there is need to improve customer care in the Departments of External Resources and Accountant General's Department

Areas in service provision that need to be urgently looked into to facilitate efficient and effective service delivery include; (i) entry points;(ii)treatment of customers; (iii)prevention of unfair business practices;(iv)honoring appointments;(v)prompt response to mails, and (vi)receptiveness to new ideas and suggestions from customers. Although only a few

customers pointed out that their interaction with the Ministry was poor, unfriendly; slow and devoid of integrity, these sentiments should be considered seriously to ensure that such perceptions are eliminated in future.

The Ministry should improve on its handling of customer complaints by ensuring that points of lodging complaints like suggestion boxes and customer care desks are accessible to all customers. Once received, complaints should be acted upon with speed and commensurate diligence. The Ministry should facilitate effective consultations with corporate customers, especially the other line Ministries, most of whom consider its performance in this area unsatisfactory.

### ***2. Recommendations on Integrity:***

Since most of the customers deal with Ministry officials on issues of financial transactions and auditing, existing mechanisms should be strengthened to ensure integrity. Specific allegations of corruption were reported in Pensions Department, Internal Audit, Procurement Department, and Department of Government Clearing Agency. The Ministry should look into this and punish officers found to be involved in the malpractices. The Ministry should reduce paperwork through computerization of most processes that cause delays to ensure that clients are served fast, hence no need to offer bribes to employees to speed up services.

### ***3. Recommendation on the Number of Personnel:***

Lack of adequate personnel was reported to be an issue in the Department of Economic Affairs where succession at the top is anticipated to be problematic as the gap is quite wide; Internal Audit, where the staff establishment is not commensurate to the heavy workload; Monopolies and Prices Commission; Government Investment and Public Enterprises; and Pensions Department. Human Resource Department together with the affected departments should ensure that staffing is balanced both in the head office and in the field and succession problems dealt with before they become a crisis.

### ***4. Recommendation on Handling of Core Functions***

The Ministry should re-examine how it handles the following core functions as the level of satisfaction in these areas was below expectation of the various stakeholder segments: Handling of government assets and property; formulation of insurance policies and regulations; procurement and disposal of public goods and services; Management of public debt; and formulation and regulation of retirement benefits policy.

Similarly, a lot more should be done to improve corporate customers' satisfaction on how the Ministry handles the following core functions: Enforcing competitive laws and policies to facilitate orderly conduct of business; Enhancing and strengthening markets; Formulation of insurance policies and regulations; Divestiture of public enterprises; Coordination of Public-Private Partnerships (PPP); and Formulation and administration of public pension policy. Urgent remedial measures need to be taken in the area of clearing, forwarding and warehousing of public sector consignments as its score was extremely poor among the corporate customers.

## ***5. Specific Recommendations to Departments***

*Department of Economic Affairs:* Should share information with other departments; respond to queries promptly; honor deadlines; report disciplinary cases promptly; and improve facilitation of extension of donor funding programs.

*External Resources:* Should improve on records management; and improve information flow with other departments.

*Budgetary Supply Office:* Should come up with District Specific Budgets; allocate provision for emergency; liaise with the other Departments before printing the Budget Estimates; improve the budget preparation speed; and harmonize the activities in the department.

*Accountant General:* Should streamline the IFMIS system and enlighten the other users on its functions; enhance links with the other departments; and deal expeditiously with cases reported to the Department;

*Internal Audit:* Should carry out more systems audit to enhance their effectiveness in enforcing accountability and effectiveness in delivery of services;

*Debt Management Department:* Should improve on information management; collaborate more closely with the Auditor General's office; and harmonize exchange rates.

*Monopolies and Price Control:* Should be able to give its activities more prominence so that its visibility is improved

*Procurement Department:* Should improve on its efficiency in use of resources; encourage participation by other departments in the procurement process; conduct more market surveys in order to get realistic prices; ensure transparency in all its transactions; simplify and speed up the procurement process; educate other staff on procurement requirements; listen to the other department even as it follows regulations; and improve the welfare of the procurement officers.

*Government Investment and Public Enterprises Department:* Should do more work on the policy side of investment; and share information on public investment and privatization reforms.

*Pensions Department:* should improve linkages with the field; be more flexible to enhance quick service to its customers; operationalize the new computerized system in the Department to achieve faster speed; and participate actively in formulation of pension policies.

*Government Clearing Agency:* Clearing, forwarding and facilitating warehousing of public sector consignments performed poorly with external customers as such the following should be done: Should initiate structural change in order to streamline services in the Department; tighten oversight supervision by EMU and act on reports that EMU produce to enhance transparency; and deploy experienced officers in the Department for it to run smoothly.

*Department of Human Resource Management:* Should liaise with the other Departments and streamline training processes to avoid duplication in training; develop time-lined staff promotion strategy; fast-track and improve schemes of service in all departments; computerize Human Resource Management; share information with other Departments; ensure that all Departments are well-staffed, especially at the District level; and expedite processing of disciplinary cases.

*Department of Administration:* Should consult widely with the other departments in the Ministry before implementing decisions that affect the other departments; ensure that all facilities in the Ministry offices are in good condition especially restrooms and customer waiting rooms, streamline provision of transport in such a way that ensures the Ministry staff access them easily; ensure availability of office space at the District level, especially in the new Districts; and train security personnel in the Ministry in Customer Care, especially in Pensions Department.

## 1.0 INTRODUCTION AND BACKGROUND

The Ministry of Finance is one of the oldest ministries in the government, dating back to the colonial times. It has since evolved in tandem with various reorganizations carried out by the government. The Ministry of Finance has the following core functional areas:

- Economic, Fiscal and Monetary Policies
- Investment Policy
- National Budget Co-ordination and Control
- Bilateral and Multilateral Development Financing
- Technical Assistance
- Government Revenue, Expenditure and Borrowing
- MTEF and Budget Monitoring
- Central Bank of Kenya
- Kenya Revenue Authority
- Banks and Banking
- Insurance Policy and Regulation
- Financial Institutions
- Capital Markets Authority
- Public Debt Management
- Government Accounting Services and Internal Audit
- Public Procurement Oversight Authority
- Privatization Commission
- Custodian of Government Assets and Property
- Divestiture of Public Enterprises
- Public Procurement Complaints and Appeals Board
- Public, Private Partnership Unit
- Government Coast Agent
- Retirement Benefits Authority
- Public Pension Policy and Administration
- Monopolies and Prices Commission
- Restrictive Trade Practices Tribunal

The Ministry's Mandate emanates from the Constitution of Kenya Cap VII Section 99-103, which is further amplified in the Public Audit Act, 2003, the Government Financial Management Act 2004, the Public Procurement and Disposal Act 2005, the Paymaster General Act Cap 413, Internal Loans Act Cap 420, the External Loans and Credit Act Cap 422, the Banking Act Cap 488 and other Statutes enacted by Parliament.

The Ministry's vision is ***“To be a World-Class Institution in prudent Economic and Financial Management”***.

The Ministry's Mission is *“To create an enabling environment for accelerated and sustained economic growth through pursuit of prudent economic, fiscal and monetary policies and effective coordination of government financial operations”*.

As such, the Ministry's core functions include:

- Formulation and implementation of economic, fiscal and monetary policies in collaboration with relevant institutions
- Mobilizing domestic and external resources for financing government budgetary requirements
- Public debt Management
- Overseeing fiscal incentives, investment promotion, and trade facilitation in collaboration with relevant arms of government
- Coordination of the preparation and presentation to parliament of annual estimates of revenue and expenditure
- Development of accounting standards, reporting guidelines and undertaking identified research in identified areas of financial reporting.
- Enforcing proper management, control and accounting of public funds, in order to promote efficient utilization of budgetary resources
- Coordination of the preparation and presentation to Parliament of annual estimates of revenue and expenditure
- Formulation of insurance policy and regulation
- Ensuring transparent and accountable procurement and disposal of goods and services in the public sector
- Coordination of the management of public enterprises and investments
- Divestiture of public enterprises and coordination of public private partnerships
- Enforcing competition law and policy for orderly conduct of business enterprises
- Formulation of public pension policy and administration
- Policy formulation and regulation of retirement benefits
- Clearing, forwarding and facilitating warehousing of public sector consignments
- Custodian of Government assets and property
- Ensuring the stability, development and soundness of the financial sector through semi-autonomous government agencies under the Ministry, and:
- Deepen and broaden markets.

The Ministry recognizes various Customers/Stakeholders, amongst which include:

- Ministries/Departments and Government Agencies
- Attorney General
- Parliament
- Controller and Auditor General
- World Bank/IMF/MEFM/COSMEC
- Bilateral and other Multi-lateral Development Partners
- Central Bank, Banks and non Bank Financial Institutions
- Suppliers and Contractors
- Media
- General Public/Civil Society
- Ministry Staff

## **1.1 Objectives of the Customer Satisfaction Survey**

### *1.1.1 Customer care and monitoring*

The importance of a customer to an organization while generally accepted by management and staff is sometimes not fully incorporated in the budgets, planning, organizational structure, corporate strategies and other aspects of the organization that would help actualize the concept and thereby emphasize the importance of placing customer needs at the core of corporate objectives. There is need to:

- Develop an overall understanding of who the customer is to the organization
- Highlight the importance and methods of determining customer needs
- Improve management of customer function such as feedback monitoring and management, customer needs assessment etc
- Facilitate quality provision of services to corporate customers and to develop sets of ideas and principles to revitalise the organisation in order to create a positive / conducive customer relations.
- Instil positive attitudes and beliefs towards their customers and other stakeholders, and realisation of the broad spectrum of the "corporate customer" and his ever-growing needs and wants.

In understanding the customer segments of the Ministry, the consultant tried to understand and appreciate who the customer is and how the customer features in the corporate Mission and Vision, the type of feedback system in place to capture customer feelings and the mechanisms in place to build and maintain a customer relationship. Furthermore in trying to unravel customer satisfaction, the consultant aimed at determining customer satisfaction levels, weaknesses and strengths in the services provided to the customers and identify any gaps and areas requiring improvement.

### *1.1.2 Survey objectives*

The survey aimed at coming up with recommendations which are backed by findings in the field and within the Ministry, which were to enable the Ministry to:

- Strengthen its capacity to plan and implement a customer satisfaction strategy
- Enable it to set up a coordination mechanism that prioritizes customer satisfaction
- Provides the necessary expertise that ensures the attainment of high standards in the area of customer satisfaction.

## **2.0 RESEARCH METHODOLOGY**

### **2.1 Research Design**

The research was executed broadly along the lines of the set objectives in the TOR. Descriptive research design, using summary statistics was adopted that showed the different

levels of satisfaction with different issues as percentages. The study generally examined every issue in terms of whether the different kinds of the Ministry's customers were satisfied or not and if so the degree of satisfaction or lack thereof was then asked as a follow up. This method was able to isolate services that are doing well and those which need to be looked into by the Ministry. The survey depended on the literature provided by the Ministry, which helped in developing survey instruments. The study used the following methods to collect data:

### *2.1.1 Desk review*

Relevant secondary material, which included among other documentation the Ministry of Finance strategic plan, background documents and the Ministry's service charter were reviewed before embarking on the fieldwork. The web site of the Ministry of Finance was also visited to elicit valuable information. This review was meant to get a proper understanding of the Ministry.

### *2.1.2 Field Survey*

A field survey covering clients of the Ministry was conducted. The survey employed a set of two questionnaires-one for customers visiting different offices of Ministry of Finance and corporate customers of the Ministry of Finance. The survey tools were administered to a representative sample of clients with the aim of getting representative ideas on selected survey themes (Annex 1).

### *2.1.3 Research Framework*

The sample of clients was drawn based on the areas served by the Ministry of Finance. The sample was stratified according to districts and provinces. While corporate customers' survey was purposive, ordinary customers were subjected to exit survey using random sampling technique at points of exit in sampled Ministry of Finance offices countrywide.

### *2.1.4 Field Administration*

To administer the questionnaires research assistants were recruited and trained in data collection techniques. In this regard, the Principal researchers went through the questionnaire and discussed each question in great detail to avoid any misinterpretation. The questionnaires were pre-tested; necessary adjustments were then made before commencement of the survey.

### *2.1.5 Data Specification and collection*

The study used two sets of survey data collection instruments, namely; Corporate and Individual (ordinary) customer satisfaction questionnaire (*Appendix I & II respectively*). The individual customer satisfaction questionnaire was used to collect information from customers visiting the offices of the Ministry of Finance in selected offices countrywide

while the corporate customers' questionnaires were administered on institutions served by the Ministry, across the country. The instruments were pre-tested and adjusted as appropriate.

### 2.1.6 *Sample Size*

The total number of questionnaires developed that were sent out was 1500. Table 2 below indicates the questionnaires sent out per district and the number received back. 1126 respondents were interviewed during the survey out of the targeted 1500 respondents. Since the target population was less than 10,000, a sample estimate (nf) was calculated using the following formula:

$$nf = n/1 + n/N$$

Where: nf = the desired sample size (when the population is less than 10,000)

n = the desired sample size (when the population is more than 10,000)

N = the estimate of the population size

The bulk of the interviewees (665) were ordinary customers seeking for services in the Ministry offices across the country while 461 corporate customers were interviewed. Table 2 below indicates the number of questionnaires sent out and received per district for both categories of customers as shown in Table 6 below.

	District	Corporate customers			Ordinary customers		
		Sent out	Received	%	Sent out	Received	%
1	Nairobi	100	53	11.5%	150	156	23.5%
2	Thika	25	19	4.1%	25	22	3.3%
3	Garissa	25	17	3.7%	25	19	2.9%
4	Isiolo	25	26	5.6%	25	24	3.6%
5	Rachuonyo	25	15	3.3%	25	22	3.3%
6	Kiambu	25	22	4.8%	25	21	3.2%
7	Kisumu	25	13	2.8%	25	25	3.8%
8	Malindi	25	15	3.3%	25	18	2.7%
9	Bungoma	25	15	3.3%	25	11	1.7%
10	Trans nzoia	25	16	3.5%	25	21	3.2%
11	Machakos	25	21	4.6%	25	26	3.9%
12	Meru	25	15	3.3%	25	14	2.1%
13	Nyeri	25	18	3.9%	25	19	2.9%
14	Gucha	25	13	2.8%	25	12	1.8%
15	Kakamega	25	18	3.9%	25	22	3.3%
16	Vihiga	25	7	1.5%	25	19	2.9%
17	Uasin gishu	25	13	2.8%	25	22	3.3%
18	Makueni	25	13	2.8%	25	24	3.6%
19	West Pokot	25	24	5.2%	25	24	3.6%
20	Muranga	25	20	4.3%	25	21	3.2%
21	Mombasa	25	25	5.4%	25	25	3.8%
22	Kuria	25	23	5.0%	25	22	3.3%
23	Nakuru	25	10	2.2%	25	16	2.4%
24	Mwingi	25	15	3.3%	25	10	1.5%
25	Migori	25	15	3.3%	25	25	3.8%
26	Kwale	25	-	-	25	25	3.8%
	<b>Total</b>		<b>461</b>	<b>100%</b>		<b>665</b>	<b>100%</b>

*Table 6, Number of questionnaires sent out and the distribution of questionnaires received back from Nairobi and the other 25 districts.*

### 2.1.7 Data Analysis

The study used SPSS package to analyze the quantitative data generated through the two sets of questionnaires. The data generated was then used to establish association between study variables.

### 2.1.8 Limitations of the Study

- In some of the offices, clients' turn up was low hence they did not reach the target.
- Some of the respondents did not seem to understand the questions and made no effort to ask for assistance in filling the questionnaire hence ending up not participating in the study.

## 3.0 SURVEY FINDINGS

### 3.1 INTERNAL CUSTOMERS

#### 3.1.1 Introduction

This section of the survey report covers the findings accrued from the internal customers that serve each other within the Ministry of Finance. These customers included all the Departments within the Ministry of Finance. The internal customers' satisfaction was measured in terms of:

- Satisfaction with quality of services offered by other Departments within the Ministry
- Issues that need to be looked into in each Department;
- Recommendations for improvement for each Department;
- List of core external clients to aid survey of satisfaction with Departments' performance of duties.

Table 7 below list the representatives of various departments on the Ministry of Finance interviewed as Internal Customers for the survey.

	<b>DEPARTMENT</b>	<b>OFFICER/S INTERVIEWED</b>
1	Economic Affairs	Deputy Secretary
2	Internal Audit	Assistant Deputy Director
3	External Resources	Director of External Resources
4	Accountant General	Chief Accountant
5	Accounts	Principal Accountant II
6	Debt Management	Economist I
7	Procurement	Procurement officer I/Principal Procurement Officer
8	Investment	Under Secretary
9	Budgetary	Deputy Director
10	Monopolies	Senior Monopolies Officer
11	Pensions	Chief Information Officer
12	Human Resources	Human Resources Officer II
13	Administration	Under Secretary/Director of Administration
14	Government Information Technology Services	Assistant Director

*Table 7, representatives of the Departments interviewed for the survey*

### **3.1.2 Department of Economic Affairs**

#### *Levels of satisfaction*

Six Departments within the Ministry of Finance revealed that they do not interact closely with the Department of Economic Affairs. As such they declined to rate their satisfaction with the services that it provides. However, among the other six Departments that acknowledged relating to the Department intimately, four were satisfied, while two were not satisfied with the services they received from the Department of Economic Affairs.

#### *Concerns raised by other Departments*

Discussions with the other Departments in the Ministry of Finance revealed that they were concerned about the following issues in the Department of Economic Affairs: inadequate staffing both at the higher and lower levels (it was pointed out that two Deputy Directors in the Department were borrowed from other Departments and succession may be problematic), inadequate sharing of information (from the Exchequer Committee) on ongoing reforms and other cross-cutting issues, inability to adhere to deadlines, inaccurate revenue projections leading to audit queries; and inadequate facilitation of donor funded programs leading to low absorption of donor funds. The Department was also not able to report disciplinary cases on time.

#### *Recommendations*

The other departments recommended that the Department of Economic Affairs should: Increase staffing capacity at the top to enable smooth continuity and at the lower levels; Share information with other departments on cross-cutting issues including ongoing reforms; Respond to queries promptly and adhere to deadlines; Report disciplinary cases from the Department in good time; and improve facilitation of extension of donor funding program to help improve absorption.

#### *Core customers*

The Department identified its core customers to include: Central Bank; Capital Markets Authority; Retirement Benefits Authority; Post Bank, investors, manufacturing industries, NGOs and other charitable organizations and the general public among others.

### **3.1. 3. Department of External Resources**

#### *Satisfaction levels*

Majority of the internal customers (eight Departments) were satisfied with their interaction with the Department of External Resources, three other Departments had no direct contact with the Department, hence could not rate its performance, while one other Department expressed dissatisfaction with its performance.

### *Recommendations*

The areas that the other Departments recommended for improvement include: Record Management; need for a public relations desk; improved information flow with other departments.

### *Core customers*

The Department identified its core customers to include foreign embassies, World Bank, European Union, Africa Development Bank and UN Agencies.

## **3.1.4. Department of Budgetary Supply**

### *Satisfaction levels*

Eleven other Departments in the Ministry of Finance expressed their satisfaction with their interaction with the Department of Budgetary Supply. On the other hand, only one Department did not have direct interaction with the Department of Budgetary Supply and hence was not able to accurately comment on it.

### *Concerns raised by other Departments*

The areas that the other Departments pointed out as needing attention included inconsistency between what the books at the Budgetary Supply show and what is reflected in the IFMIS and long procedures leading to inability to utilize funds within the deadlines.

### *Recommendations*

The Department should come up with District Specific Budgets; improve on allocation of funds on votes in a way that provide for emergency. Should liaison with the other Departments before printing the Budget Estimates in order to minimize mistakes; improve the budget preparation speed and harmonize their activities in the department.

*Core customers:* The Department identified other Ministries as its key customers

## **3.1.5 Department of Accountant General**

### *Satisfaction levels*

Ten out of Twelve other Departments in the Ministry of Finance expressed satisfaction with the services they received from the Accountant General Department. On the other hand two Departments expressed satisfaction with their interaction with the Department. Those who were satisfied pointed out that the IFMIS system was good and was able to save a lot of time. Others praised the promptness of services and processes within the department.

### *Concerns raised by other Departments*

The concerns raised by other Department in the Ministry included: a succession gap at the higher levels (there is a big gap between the Accountant General and his deputies); lack of adequate personnel, delays in exchequer release; piecemeal release of funds; a slow feedback

mechanism; and occasional slowdowns of the IFMIS leading to delays within the other Departments.

#### *Recommendations*

The other Departments recommended that the Department of Accountant General should: streamline the IFMIS system to ensure continuous quality service to other Departments and external customers; enhance its links with the other departments to maximize utilization of its services; enlighten personnel in other Departments and external clients on IFMIS in order to maximize its utilization; deal promptly with cases reported to it; prioritize its clients' expectations; and improve on customer care, especially with regard to helpfulness in availing needed information from the Department.

#### *Core customers*

The Department identified its core customers to include: other Ministries; District Treasuries; Development Partners; Central Bank; Kenya Revenue Authority; Commercial Banks etc.

### **3.1.6 Department of Internal Audit**

#### *Satisfaction levels*

Seven Departments of the Ministry of Finance were satisfied with the services that they received from the Department of Internal Audit. On the other hand three departments were not satisfied, while two did not comment on their satisfaction levels regarding the department because they do not interact closely.

#### *Compliments*

Some of the Departments complimented the Department of Internal Audit on its innovativeness in its products, ability to spearhead reforms and the speed with which its staff conduct spot checks. The Department also does good financial postmortems that have not been utilized adequately by other Departments and other Ministries.

#### *Concerns raised by other Departments*

The issues raised by the other departments for consideration included bad image of the department in relation to governance and malpractices; inability to provide targeted services from the department due to inadequate infrastructure including lack of adequate staff; slow processing speed; and lack of team spirit.

#### *Recommendations*

The other Departments recommended that the Department of Internal Audit should be more independent and non-partisan; should enhance their systems to prevent corruption (fake vouchers should not pass them); should carry more systems audits; improve its capacity to deal promptly with the large daily volume of work; expedite procedures by its staff; should not be just to find faults; and work on its image by punishing errant officers in the Department.

### *Core customers*

The Department identified CDF projects; Kenya Anti Corruption Commission; all Ministries; Heads of Departments in other Ministries, Kenya National Audit Office, all the other Departments in the Ministry of Finance and development partners like GTZ, World Bank among others as its partners.

### **3.1.7 Department of Debt Management**

#### *Satisfaction levels*

Four departments revealed that they do not deal directly with Department of Debt Management. The other eight departments revealed that they were very satisfied with the work that the department does.

#### *Compliments and concerns*

The other Departments pointed out that the Debt Management Department is very good in terms of honoring reporting schedules and outputs, provide useful information on debt, does good analysis and produce annual reports on time on a regular basis. However, it was pointed out that succession management may be a problem as both the current Head of Department and his Deputy are from Central Bank.

#### *Recommendations*

The other Departments recommended that the Department of Debt Management should improve on information Management by having a clear repository of records on public debts; and collaborate more closely with the Auditor General's office on issues of to help mop up the money sitting in the bank before more money is borrowed; and harmonize rate of exchange.

### *Core customers*

The Department identified its core customers to include: Central Bank of Kenya; Nairobi Stock Exchange; and Capital Markets Authority among others.

### **3.1.8 Monopolies and Prices Commissions**

#### *Satisfaction levels*

Most of the other Departments were of the view that they did not deal directly with the Department of Monopolies and Prices Commission hence could not comment much about its work. The only department that could rate it pointed out that it was satisfied with its service in revenue collection and urged the department to keep up the good work.

#### *Concerns*

It was however pointed out that the department is currently operating without a commissioner which creates a gap.

### *Recommendation*

It was pointed out that since both the public and other Departments do not understand the department very clearly, it should give its activities more prominence so that its visibility is improved. Others pointed out that it should improve its capacity.

### *Core Customers*

The Department identified its customers to include: KenGen, Kenya Power and Lighting Cooperation; Electricity Regulatory Board. Others are firms that have had issues of mergers like Brook side Dairies and Spin Knit; Total and Chevron; Kenol and Kobil; Stanbic Bank and CFC. Others are private organizations that have had unfair competition issues such as Kenya Breweries; Castle Breweries; Coca-Cola; Softa and Keroche among others.

## **3.1.9 Procurement Department**

### *Satisfaction levels*

Eight Departments within the Ministry of Finance were satisfied with the services offered by the Department of Procurement, while three registered their dissatisfaction with the Department.

### *Compliments*

One Department singled out IFMIS as having improved procurement process a great deal. It is also said to show a lot of cooperation.

### *Concerns*

The complaints that were raised against the services offered by the Procurement Department included: long and tedious procurement processes; delay in delivery of goods from suppliers which affect the operation of the other departments; unclear procurement processes (not open and transparent); inefficient purchasing strategies hence little value for Ministry money; lack of clear work plan in the Department, which result into delay in procurement of goods and services to the other Departments leading to interruption of schedules with partners like donors; and insensitivity among some of the staff to customer needs.

### *Recommendations*

The other Departments recommended that the Procurement Department should improve on its efficiency in use of resources to enable the Ministry get value for the money it spend; allow other Departments to contribute in the process so that the process moves faster and also help deal realistically with inflation; do more market surveys in order to get realistic prices; be more transparent in its dealing; improve on the speed of its processes, which should also be shortened; avoid commitments that disregard laid down procedures; develop a data base on suppliers to enable it blacklist those that do not deliver; educate other staff on procurement requirements; the department should listen to the other department even as it follows regulations; improve on the welfare of the procurement officers. It should also be noted that

Ministry of Finance serve other Ministries and as such its Procurement Department is unique hence the need for more personnel and facilities to enable it serve them better.

#### *Core Customers*

The Department identified its core customers as: Deloitte & Touché; Infornet Computers LTD; MISOT Africa; Genesis Engineering Systems; TECHNOVY Computers Services; Genesis; SPESCON; Viable Deco; Price Waterhouse Coopers; Copy Cat; MFI etc.

### **3.1.10 Government Investment and Public Enterprises**

#### *Satisfaction levels*

Eight Departments in the Ministry of Finance were satisfied with the way in which the Department of Government Investment and Public Enterprises. One Department was not satisfied, while three Departments pointed out that they did not have direct dealings with the Department, hence were not able to rate their satisfaction with its services.

#### *Recommendations*

The recommendations made by the other Departments were that: the Department of Government Investment and Public Enterprises should do more work on the policy side of investment and leave most of the privatization work to the authorities specifically created to deal with such work (PPP); enhance its capacity at the higher levels; and give more information public investment and privatization reforms and the accountability measures they are taking in that area.

#### *Core customers*

The Department identified its core customers to include: Training institutions; Parastatals and their parent Ministries.

### **3.1.11 Pensions Department**

#### *Satisfaction levels*

Of the nine Departments that acknowledged interaction with the Pensions Department, four were satisfied with the way the Department offered services to the retirees. Five were not satisfied.

#### *Compliments*

The Departments that were satisfied pointed out that Pensions Department has installed a new computer system that has improved the speed of the services that it offers a great deal. With the advent of automation in the Department, the retirees' claims are now processed in five days. They also pointed out that the some of the delays blamed on Pensions Department are actually caused by delays in remittance of fund from Accountant General Department. Other delays are also due to lack of coordination between Pensions Department and the Personnel

Departments in other Ministries leading to undue blame wholly placed on Pensions Department.

#### *Concerns*

The Departments that were not satisfied with Pensions Department are that the delays in processing pensions was giving the Ministry a bad name, especially in Parliament where a lot of questions were being raised; that the Department was rigid and slow in processing of pensions; and that there was lack transparency among other governance issues hence the complaints from the public. Others attribute the delays on inadequate staff in the Department and lack of capacity at the top of the Department.

#### *Recommendations*

The other Departments recommended that Pensions Department should: improve linkages with the field; be more flexible to enhance quick service to its customers; operationalize the new computerized system in the Department to achieve faster speed; increase the staff number on the ground; need to increase staff that is thin on the ground; and work closely with the Directorate of Personnel Management (DPM) to produce realistic pension policies.

#### *Core Customers*

The Department identifies Banks (Central Bank, Post Bank among other banks); SACCOs; Human Resource Departments in all the other Ministries; Pensioners; Pensioners' dependants; Public Complaints Standing Committee; the Media; and Public Trustee's Department at the Attorney General's Office among others.

### **3.1.12 Department of Government Clearing Agency**

#### *Satisfaction levels*

Most of the other Department in the Ministry of Finance pointed out that they do not interact much with the Department of Government Clearing Agency. Among the five that said they did, two were satisfied with the services that they got, while three said that they were not satisfied. A department that was satisfied pointed out that the Department is prompt in clearance of goods.

#### *Concerns*

The Departments that were not satisfied with the services offered by the Government Clearance Agency pointed out that they had received lots of complaints, including anonymous letters to the extent that opaque deals were going on in the Department. The staff was also accused of high handedness. This has prompted dispatching of EMU to the Department. Another respondent from the Departments that deal closely with Government Clearing Agency pointed out that the officers posted to head the Department are junior hence have little experience on how to handle such a sensitive Department. Another Departmental head pointed out that there is poor professionalism in the Department that has led to delay in clearing goods leading to officers paying more for the things that they import.

### *Recommendations*

The other Departments in the Ministry made the following Recommendations to help improve service provision at the Department of Government Clearing Agency: initiate structural change in order to streamline services in the Department; tighten oversight supervision by EMU and act on reports that EMU produce; and that the Ministry should ensure that the officers deployed in the Department are well qualified with enough experience.

*Core customers:* Personnel in all Ministries

### **3.1.13 Department of Human Resource Management**

#### *Satisfaction Levels*

Eight out of twelve Departments in the Ministry of Finance were satisfied by the services offered them by the Department of Human Resource Management. Four were not satisfied.

#### *Compliments*

The Departments that were satisfied complimented Human Resource Management for the fast speed with which it handled issues like training and disciplinary actions, quick response to letters, timely advice and speed with which it takes cases referred to it.

#### *Concerns*

Some Departments raised the following issues about the services offered to them by the Human Resource Management Department; the Department has not provided some other Departments with adequate staff despite the fact that the matter has been raised with them, hence capacity shortfalls. This is more so with the creation of new districts by the President in the last few years; delay in effecting/fast tracking promotions; lack of appropriate schemes of service due to inability of the Department to represent the Ministry well in DPM committee concerned with schemes of service. It was pointed out that staff in some Departments have really stagnated at their current levels to the point of considering the option of quitting their jobs, while some Departments do not have schemes of service; trainings and scholarships are not focused to the extent that some scholarships are given even when they are not needed; personnel have attitudinal problem; other Departments pointed out that Human Resource Management Department was not able to give them advice on how to deal with pending staff issues, which has affected their morale greatly.

#### *Recommendations*

The other Departments recommended that Human Resource Management Department should: liaise with the other Departments and streamline training processes to avoid duplication in trainings; building capacity of its staff for better service provision; develop time-lined staff promotion strategy; fast track and improve scheme of service in all departments to stem loss of staff and push for their approval with DPM more aggressively; improve records management and if possible come up with computerized Human Resource

Management Systems (HRMS) to speed up processing of personnel information; share information with other Departments; ensure that all Departments are well staffed, especially at the District level; and expedite processing of disciplinary cases to save the government from paying unnecessarily for days not worked for by staff.

#### *Core customers*

The Department identified its core customers to include other departments in the Ministry of Finance, pensioners and the general public.

### **3.1.14 Department of Administration:**

#### *Satisfaction levels*

All the other departments interviewed were satisfied with the services given by Administration Department, except two that said they were not impressed, especially with provision of transport and level of cleanliness maintained in the Ministry. Two Departments commended the Administration Department for the good work it has done in expediting travel clearance and release of circulars, which are now done very fast.

#### *Concerns*

Most of the departments raised concerns about provision of transport for employees needing to do some work outside the Ministry offices. They pointed out that pooling of transport has come with its challenges to the departments. Departments like Internal Audit and Auditor General's were of the view that pooling defeats the purposes of their monitoring work as the officers they monitor get to know their movement before they even reach them. Getting a free vehicle when needed has also been a big problem. Pooling vehicles has resulted into neglect and even cannibalization of some vehicles; pooling also leads to leakage of information about impending audit visits by drivers hence rendering the exercise useless; the speed of the officers is reduced due to bureaucracy associated with vehicle requisitioning; some of the vehicles were bought by donors for certain departments due to certain felt needs which have not yet changed. These needs are therefore being neglected and the donors are asking hard questions. The transport problem is also felt at the District level, where the officers are not able to monitor compliance and other services. Due to delays, the officers are forced to use public means of transport or at worst, delay for appointments. Some drivers are favored for trips outside Nairobi. Other departments reported that it was difficult to secure transport by employees when they lose loved ones.

Other issues were raised about the Accounts Section which is seen to be slow due to certain bureaucratic roadblocks. The Department gives directives on a very short notice catching the other departments unawares.

Offices and facilities like restrooms in some departments look unkempt and run down and need refurbishment. The departments pointed out that when facilities break down and they request for repairs, response is quite slow. Office accommodation was also raised as a

problem in some District. This is more so because of rapid proliferation of new Districts in the recent past.

The security section of the Administration Department was also indicted for mistreatment of customers, especially pensioners, for whom very little time was availed (between 9.00 AM and 12.00 P.M) after which they would be harassed to leave the premises. This is despite the fact that many of them come from outside Nairobi. They pointed out that neither the Permanent Secretary, nor the Financial Secretary has ever had a meeting with the Ministry staff.

### *Recommendations*

The other departments recommended that the Administration Department should: consult widely with the other departments in the Ministry before implementing decisions that affect the other departments; refurbish facilities in some of the departments that have been neglected to ensure consistency in appearance of all departments. Special attention should be given to restrooms in some departments which are currently in very bad shape. Also ensure that the restrooms cleanliness is maintained; address the issue of transport within the Ministry. Car pooling may have its advantage but a review should be conducted to ensure that it doesn't become a hindrance to speedy transportation of the Ministry's officers to duties outside the office; ensure availability of office space at the District level, especially in the new Districts; ensure that security personnel in the Ministry are trained in Customer Care, especially in Pensions Department. Again the department should work closely with Pensions Department to ensure that pensioners are given ample time to process their dues within the Ministry premises; and speed up transaction at Accounts office.

### *Core Customers*

The Department identified the following as its core customers: All Departments in the Ministry of Finance; GPA (Accident claims); all civil servants; banks; the general public coming for services in the Ministry of Finance; and foreigners having business with the Ministry among others.

## **3.2 CORPORATE CUSTOMERS**

### **3.2.1 Introduction**

This section of the survey report covers the findings accrued from the corporate customers served by the Ministry of Finance. These customers included all the other government ministries, selected state corporations, and private sector customers like banks, insurance companies, manufacturing companies etc. The corporate customers' satisfaction was measured in terms of:

- Satisfaction of corporate clients in line with MoF service charter

- Interaction with Ministry of finance
- Performance of Ministry of finance in its core functions
- Levels of satisfaction with services offered by Ministry of finance

### 3.2.2 Corporate client's backgrounds

Many of the corporate customers interviewed for the study (28.4%) have worked with their organizations for between 1 and five years. 16.9% have worked for between 6 and 10 years, while 16.1% have worked for over 20 years. 15.8% have worked for between 11 and 15 years, while 8.5% have worked for less than a year. 3.5% of the respondents did not respond to the question as shown in Table 8 below.

	Years worked for the employer	Count	Valid %
1	1-5 years	131	28.4
2	6-10 years	78	16.9
3	Over 20 years	74	16.1
4	11-15 years	73	15.8
5	16-20	50	10.8
6	Less than 1 year	39	8.5
7	Refused to answer	16	3.5
	<b>Total</b>	<b>461</b>	<b>100</b>

Table 8: Years worked for the employer by corporate respondents

### 3.2.3 Departments of Ministry of Finance interacted with

Most of the corporate customers interviewed for the survey had interacted with the office of the Accountant General (26.3%), Internal Audit (23.2%), Procurement (15.3%) and Budgetary Supply (10.5%). 4.4% had interacted with External Resources Department. 3.9% with Economic Affairs, while 3.5% interacted with Pensions Department. 2.5% interacted with Administration Department, 2.4% Debt Management, 2.3% Government Investment and Public Enterprises, 1.6% Monopolies and Prices Commission, and 0.7% Government Clearing Agency as shown in Table 9 below.

	Office interacted with	Count	% responses
1	Accountant General	299	26.3
2	Budgetary Supply	120	10.5
3	External Resources	50	4.4
4	Economic Affairs	45	3.9
5	Internal Audit	263	23.2
6	Public Procurement Directorate	174	15.3

7	Pensions	40	3.5
8	Debt Management	27	2.4
9	Government Investment and public enterprise.	26	2.3
10	Government Clearing Agency	8	0.7
11	Administration	28	2.5
12	Monopolies & Prices Commissions	18	1.6
<b>Total</b>		<b>435</b>	<b>100</b>

*Table 9: Office the corporate client interacted with in Ministry of Finance*

### 3.2.4 The services received from the Ministry's Departments

Most of the corporate respondents interviewed (42.7%) had visited the Ministry to make/receive payments; followed by those who had visited the Ministry for auditing (35.8%). 9.9% dealt with procurement, while 8.7% had visited the Ministry for communication. 1.7% had services to do with personnel among others as shown in Chart1 below.

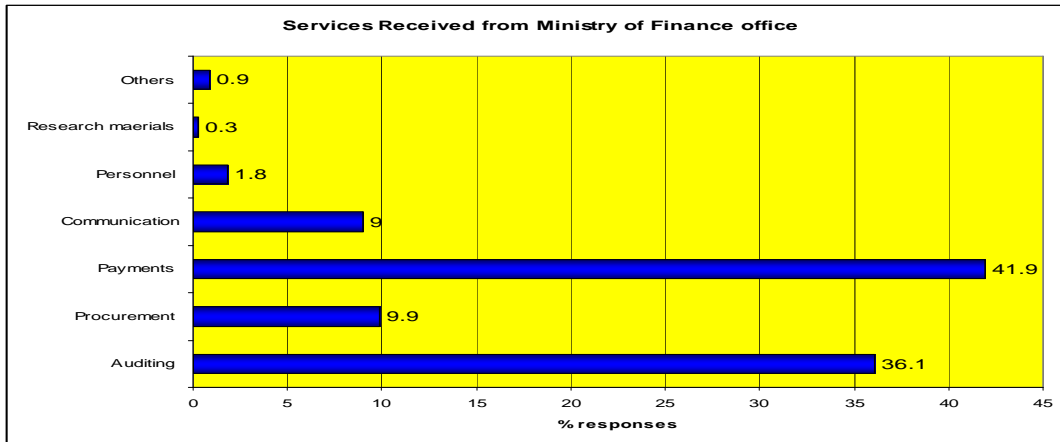


Chart1: Services received from the Ministry of Finance by corporate clients

### 3.2.5 Satisfaction with Services as indicated in the Ministry's Service Charter

#### 3.2.5.1 Paying attention and respect to customers and upholding personal dignity

Majority of the corporate customers (88.3%) were satisfied with the way Ministry of Finance has committed itself to paying due attention and respect to customers and upholding personal dignity. Only 8.3% of the respondents pointed out that they were not satisfied, while 3.5% could not tell as shown in Chart 2, below.

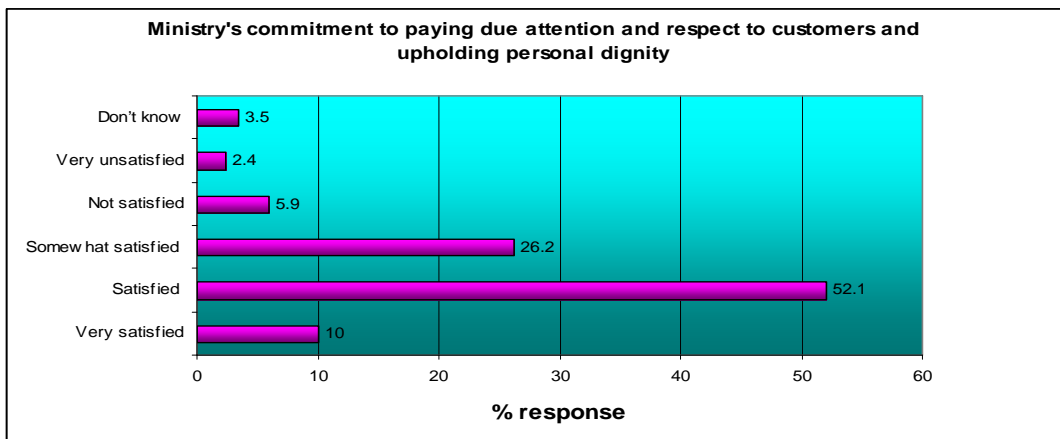
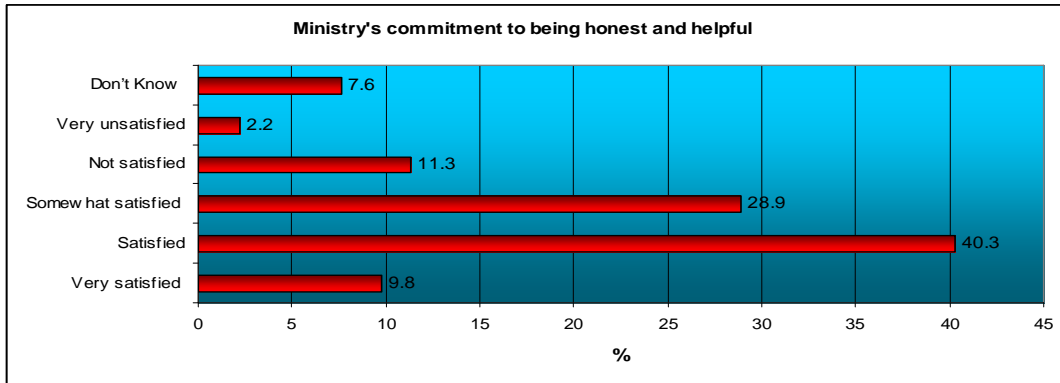


Chart 2: Ministry of Finances commitment to paying due attention and respect to customers and upholding personal dignity

### 3.2.5.2 *Being honest and helpful*

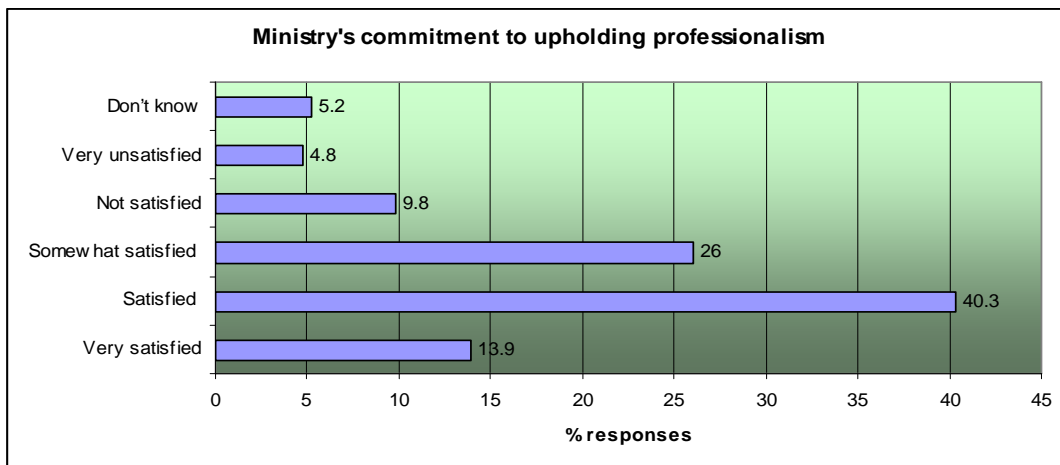
A cumulative 79% of the corporate customers interviewed for the survey were satisfied with the way Ministry of Finance has committed itself in being honest and helpful. 13.5% were not satisfied, while 7.6% did not respond to the question as shown in Chart 3, below.



**Chart 3: Ministry of finances commitment to being honest and helpful**

### 3.2.5.3 *Upholding professionalism*

A cumulative 80.3 % of the corporate customers were satisfied with they way in which Ministry of Finance upholds professionalism. On the other hand 14.6% were not satisfied, while 5.2% did not have enough information to comment as shown in Chart 4, below.



**Chart 4: Ministry of Finance commitment to upholding professionalism**

3.2.5.4 *Being action oriented and sensitive to the needs of the customers*

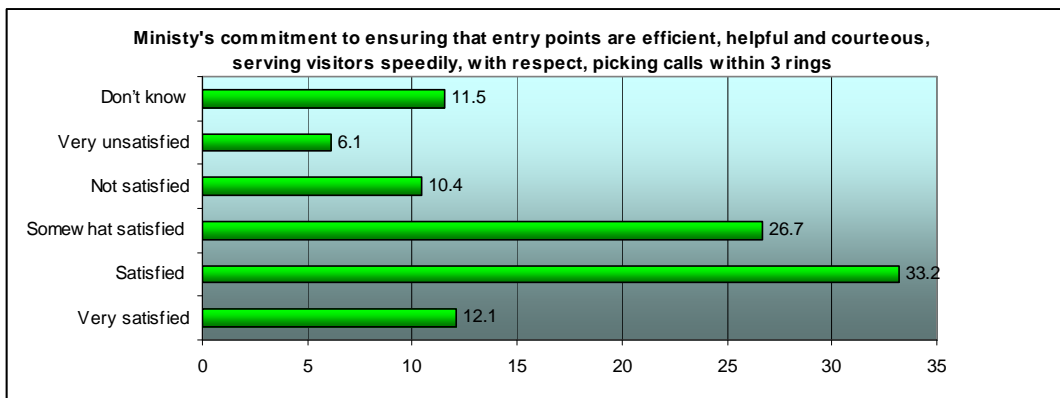
Majority of the corporate customers (77.4%) were satisfied with they way in which the Ministry of Finance has committed itself to being action oriented and sensitive to the needs of its customers. 18.2% were not satisfied, while 4.3% did not know enough to comment as shown in Chart 5 below.



**Chart 5: Ministry of finances commitment to being action oriented and sensitive to the needs of customers**

3.2.5.5 *Ensuring entry points are efficient, helpful and courteous, serving visitors speedily, with respect and picking calls within 30 seconds and not exceeding three rings*

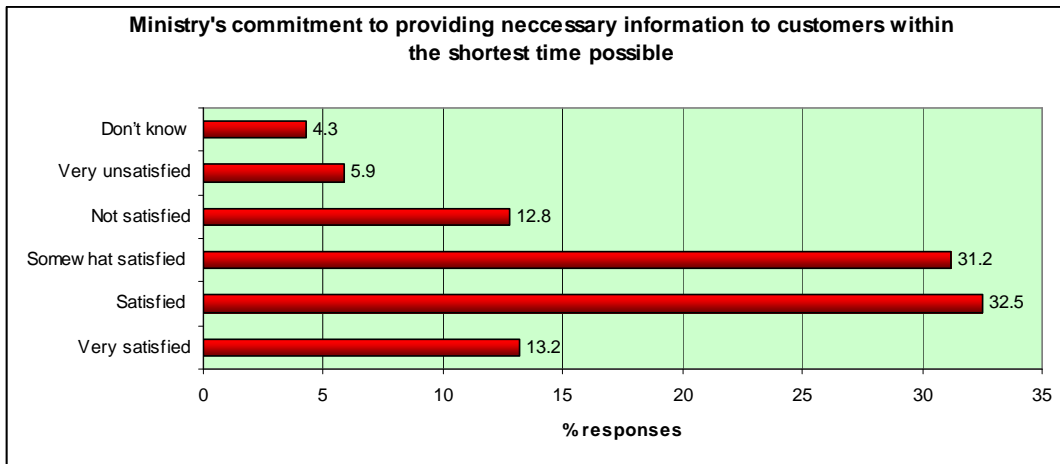
72% of the corporate customers were satisfied with the way in which the Ministry of Finance has committed itself to courtesy, helpfulness at entry points and ensuring efficiency and speed at serving visitors. On the other hand, 16.5% were not satisfied, while 11.5% of the customers did not know much to comment as shown in Chart 6 below.



**Chart 6: Ministry of finances commitment to ensuring that entry points are efficient, helpful and courteous.**

3.2.5.6 *Providing necessary information to the customers within the shortest time possible*

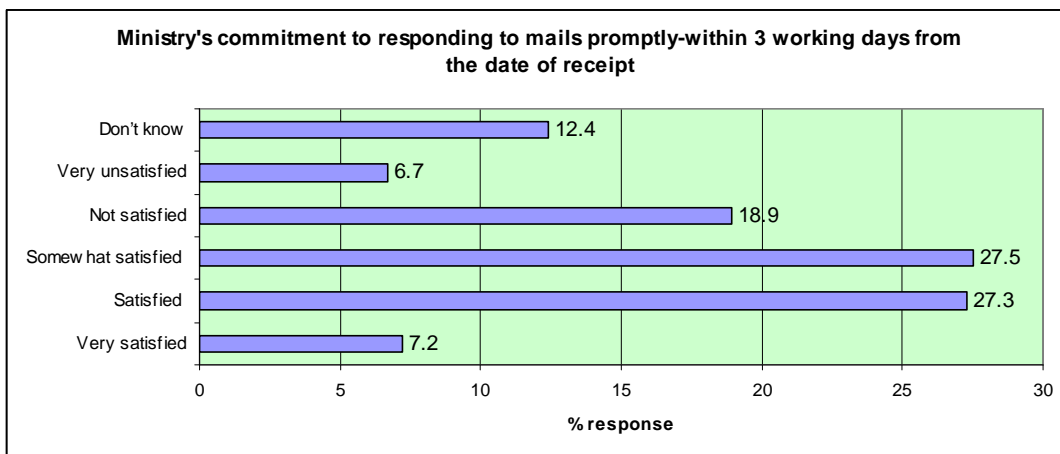
77% of the corporate customers were satisfied with the manner in which the Ministry of Finance is committed to providing necessary information to the customers within the shortest time possible, 18.7% were not satisfied, while 4.3% did not respond to the question as shown in Chart 7 below.



**Chart 7: Ministry of finances commitment to providing necessary information to customers within the shortest time possible**

3.2.5.7 *Responding to mail promptly-within three working days from the date of receipt*

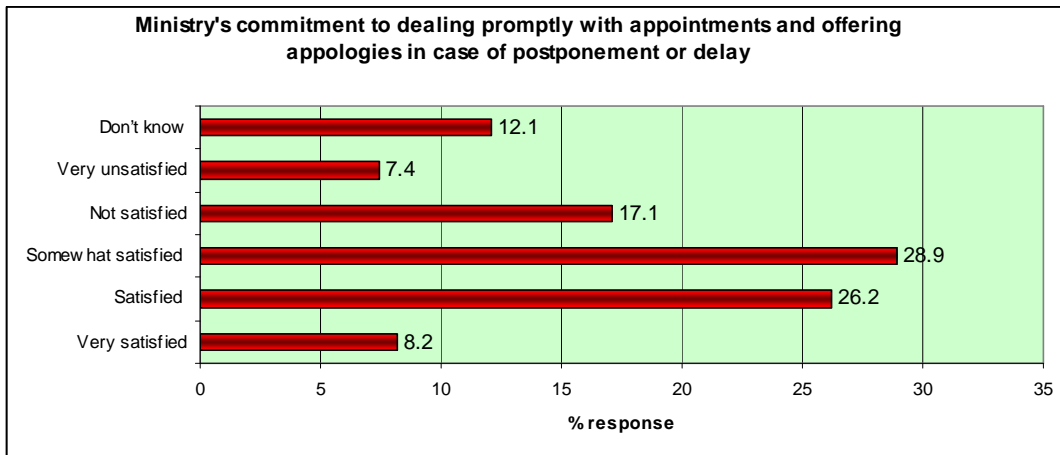
62% of the corporate respondents in the survey were satisfied with the manner in which the Ministry of Finance is committed to responding to mails promptly-within three working days from the date of receipt; 25.6% were not satisfied, while 12.4% did not respond to the question as shown in Chart 8 below.



**Chart 8: Ministry of finances commitment to responding to mails promptly-within 3 working days from the date of receipt**

3.2.5.8 *Dealing promptly with appointments and offering apologies in case of postponements or delays*

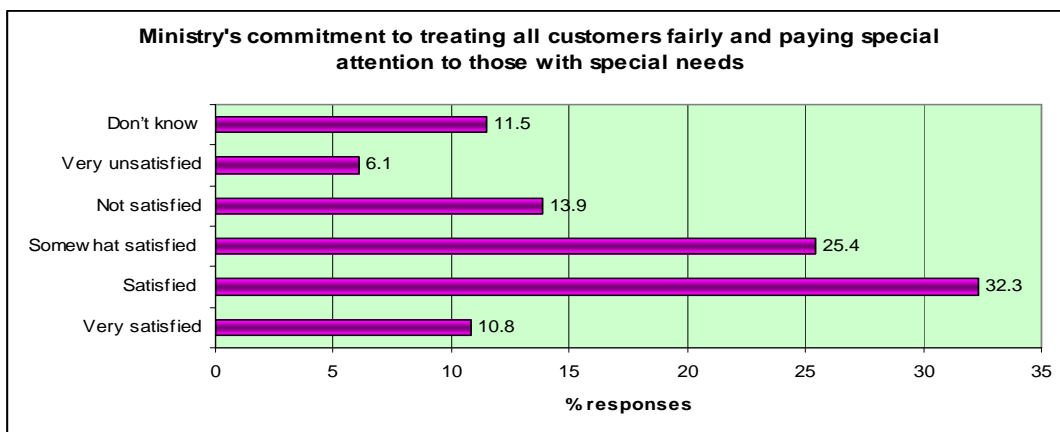
63.3% of the corporate respondents were satisfied with the manner in which the Ministry of Finance is committed to dealing promptly with appointments and offering apologies in case of postponements or delays, 24.5% were not satisfied, while 12.1% did not know what to say as shown in Chart 9 below.



**Chart 9: Ministry of finances commitment to dealing promptly with appointments in case of postponement or delay**

3.2.5.9 *Treating all customers fairly and paying particular attention to those with special needs or the physically challenged*

68.5% of the corporate customers were satisfied with the manner in which the Ministry of Finance has committed itself to treating all customers fairly and paying particular attention to those with special needs or the physically challenged. On the other hand 20% were not satisfied, while 11.5% did not know what to say as shown in Chart 10 below.



**Chart 10: Ministry of finances commitment to treating all customers fairly and paying special attention to those with special needs**

3.2.5.10 Upholding zero tolerance to corruption by not expecting, accepting or giving inducement for services

63.6% of the corporate customers were satisfied with the manner in which the Ministry of Finance has committed itself to upholding zero tolerance to corruption by not expecting, accepting or giving inducement to get services. On the other hand 30% were not satisfied, while 6.5% did not know much about the issue to comment, as shown in Chart 11 below.

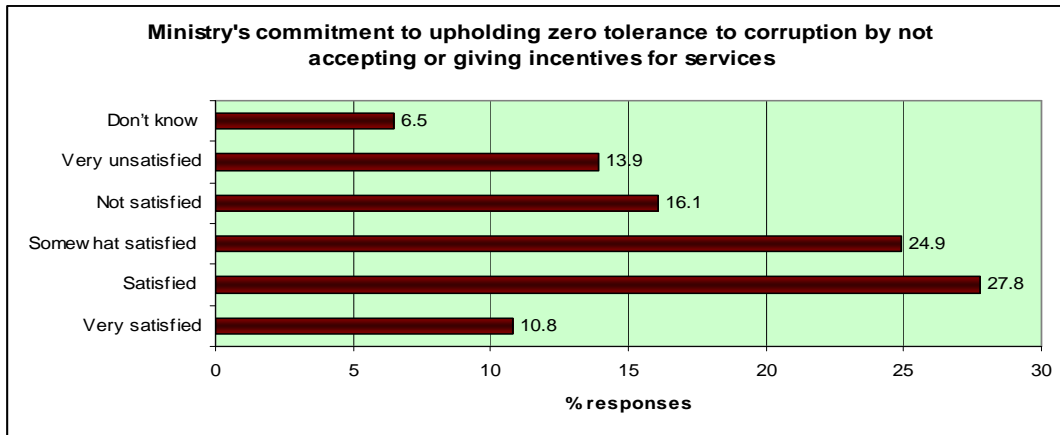


Chart 11: Ministry of finances commitment to upholding zero tolerance to corruption

3.2.6 Interaction with Ministry Of Finance

Majority of the corporate customers interviewed for the survey were happy with the manner in which they interact with Ministry of Finance (84.5%) and described such interactions as satisfactory (39.8%); cordial and respectful (20.4%); honest (13.1%) and friendly and cooperative (11.2%). On the other hand 15.5% were not happy with their interaction with the Ministry of Finance and as such described such interaction in negative terms, including the views that such interactions were poor (7.3%); unfriendly (4.1%); slow (2.9%) and corrupt (1.2%), as shown in Table 10 below.

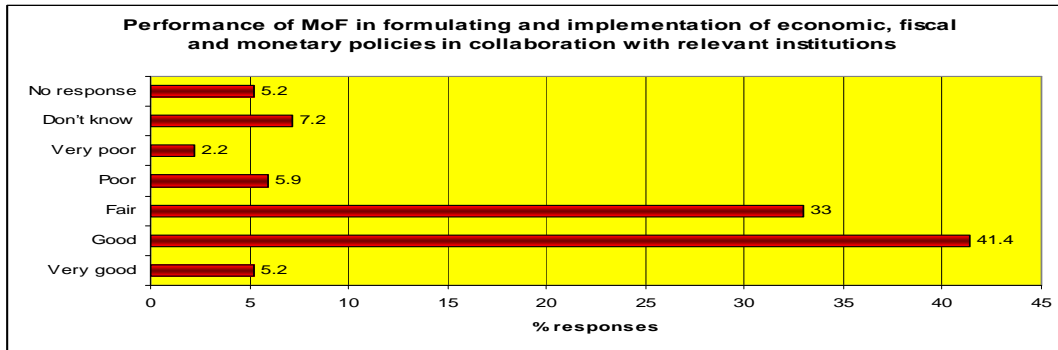
	Satisfaction with the manner of interaction	Count	Valid %
1	Satisfactory	164	39.8
2	Cordial /respectful	84	20.4
3	Honest	54	13.1
4	Friendly /cooperative	46	11.2
5	Poor	30	7.3
6	Unfriendly	17	4.1
7	Slow	12	2.9
8	Corrupt	5	1.2
	<b>Total</b>	<b>412</b>	<b>100</b>

Table 10: Satisfaction with interaction with Ministry of Finance

### 3.2.7 Performance of Ministry of Finance in its Core Functions

#### 3.2.7.1 *Formulation and implementation of economic, fiscal and monetary policies in collaboration with relevant institutions*

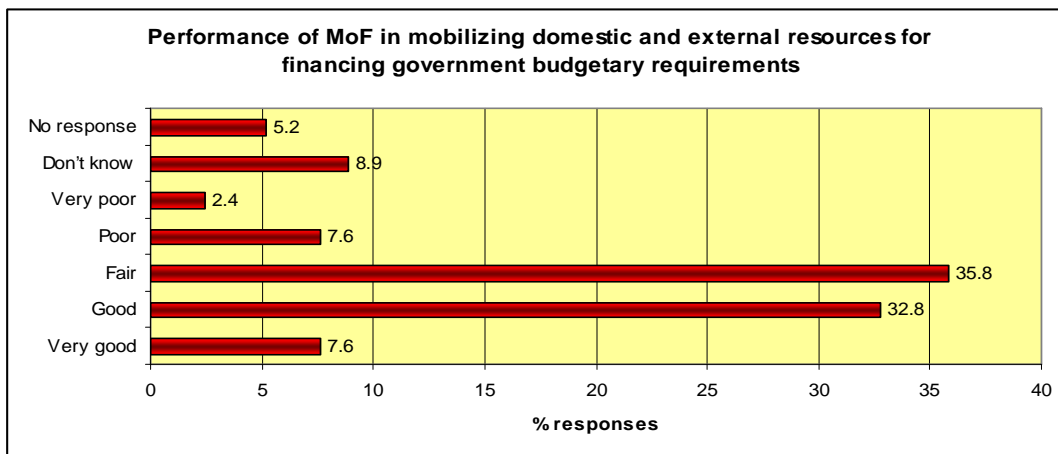
The majority of the corporate respondents in the survey (79.6%) rated the Ministry of Finance positively with regard to formulation and implementation of economic, fiscal and monetary policies in collaboration with relevant institutions. 8.1% rated the Ministry negatively, while 12.4% were not able to rate the Ministry in this area, as shown in Chart 12 below.



**Chart 12: Ministry of finances performance in formulating and implementing of economic, fiscal and monetary policies in collaboration with relevant institutions**

#### 3.2.7.2 *Mobilizing domestic and external resources for financing government budgetary requirements*

75.9% of the corporate respondents in the survey rated the Ministry of Finance positively with regard to mobilizing domestic and external resources for financing government budgetary requirements. 10% rated the Ministry negatively, while 14.1% did not know much about the issue to rank the Ministry on it, as shown in Chart 13 below.



**Chart 13: Ministry of finances performance in mobilizing domestic and external resources for financing government budgetary requirements**

### 3.2.7.3 Public debt management

57.7% of the corporate respondents rated Ministry of Finance positively with regard to management of public debts. 19.1% rated the Ministry as poor, while 23.2% did not have enough information on the issue to comment, as shown in Chart 14 below.

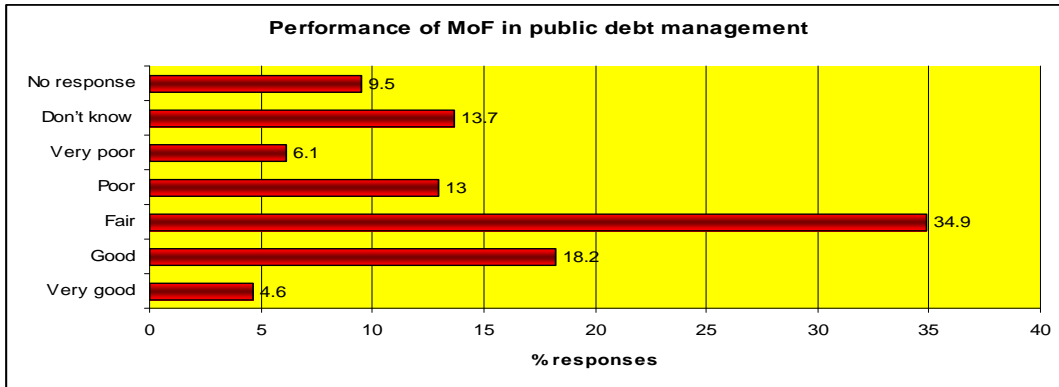


Chart 14: Ministry of finances performance in public debt management

### 3.2.7.4 Overseeing fiscal incentives, investment promotion, and trade facilitation in collaboration with relevant arms of the government

67.5% of the corporate respondents rated the Ministry of Finance positively with regard to overseeing fiscal incentives, investment promotion, and trade facilitation in collaboration with relevant arms of government. 12.6% rated the Ministry poorly, while 20% did not have enough information to comment on the issue, as shown in Chart 15 below.

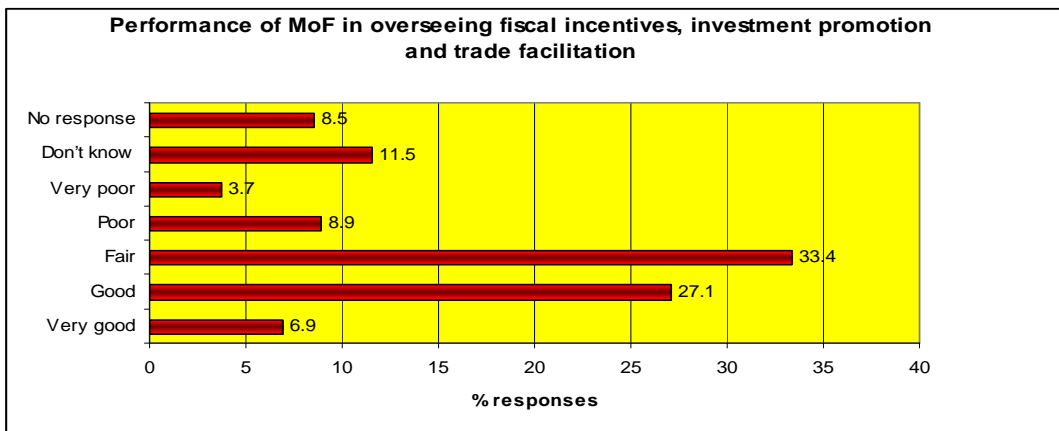
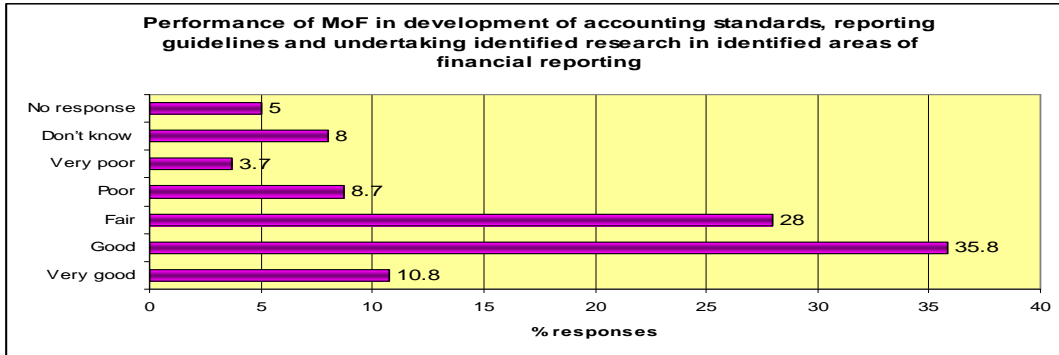


Chart 15: Ministry of finances performance in overseeing fiscal incentives, investment promotion and trade facilitation

3.2.7.5 *Development of accounting standards, reporting guidelines and undertaking identified research in identified areas of financial reporting*

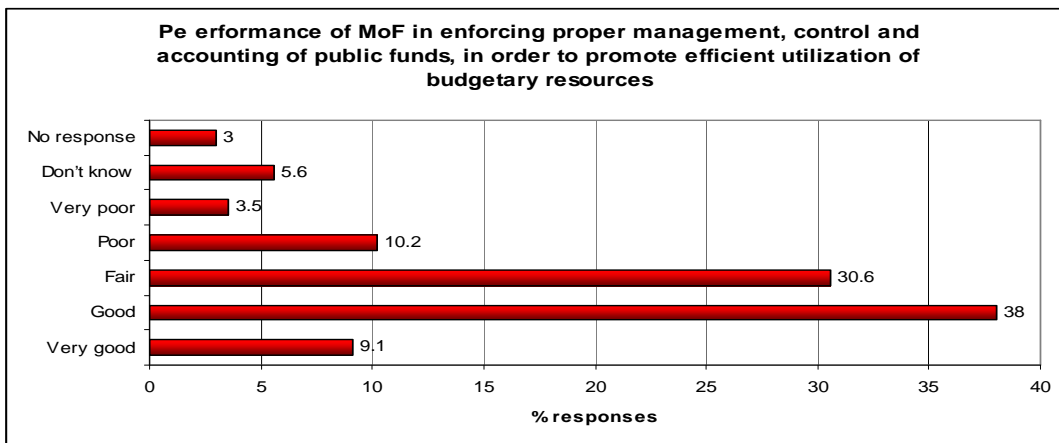
74.6% of the corporate respondents in the survey rated Ministry of Finance positively with regard to development of accounting standards, reporting guidelines and undertaking research in identified areas of financial reporting. On the other hand 12.4% rated the Ministry’s performance poorly, while 13% did not have enough information on the issue to comment, as shown in Chart 16 below.



*Chart 16: Ministry of finances performance in development of accounting standards, reporting guidelines and undertaking research in identified areas of financial reporting*

3.2.7.6 *Enforcing proper management, control of and accounting for public funds, in order to promote efficient utilization of budgetary resources*

77.7% of the corporate customers rated the Ministry of Finance positively with regard to its enforcement of proper management, control and accounting for public funds in order to promote efficient utilization of budgetary resources. 13.7% rated the Ministry poorly, while 8.6% did not have adequate information on the issue to comment, as shown in Chart 17 below.



*Chart 17: Ministry of finances performance in enforcing proper management, control and accounting of public funds, in order to promote efficient utilization of budgetary resources*

3.2.7.7 *Coordination of preparation and presentation to Parliament of annual estimates of revenue and expenditure*

74.1% of the corporate respondents rated Ministry of Finance positively with regard to coordination of preparation and presentation to parliament of annual estimates of revenue and expenditures. 8.5% rated the Ministry’s performance poorly, while 17.4% did not have enough information to comment as shown in Chart 18 below.

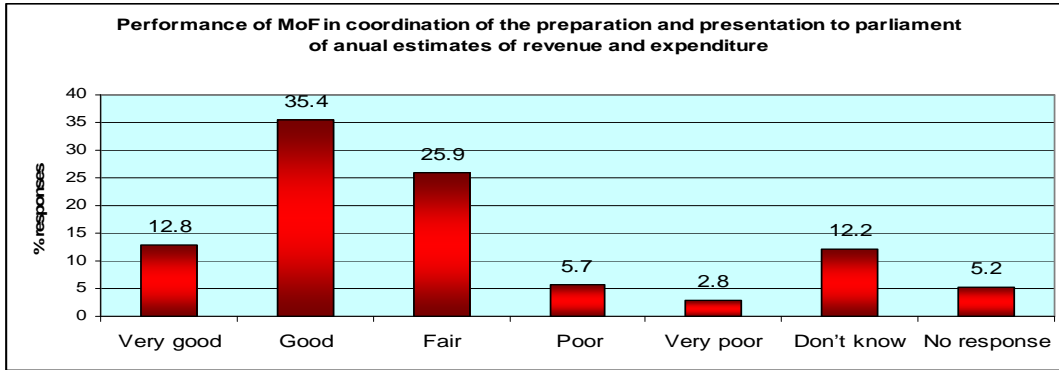


Chart 18: Ministry of finances performance in coordination of the preparation and presentation to parliament of annual estimates of revenue and expenditure

3.2.7.8 *Formulation of insurance policies and regulations*

54.7% of the corporate respondents in the survey rated Ministry of Finance positively in formulation of insurance policies and regulations. On the other hand 16.5% rated the Ministry as poor, while 24.8% did not have enough information on the issue to comment as shown in Chart 19 below.

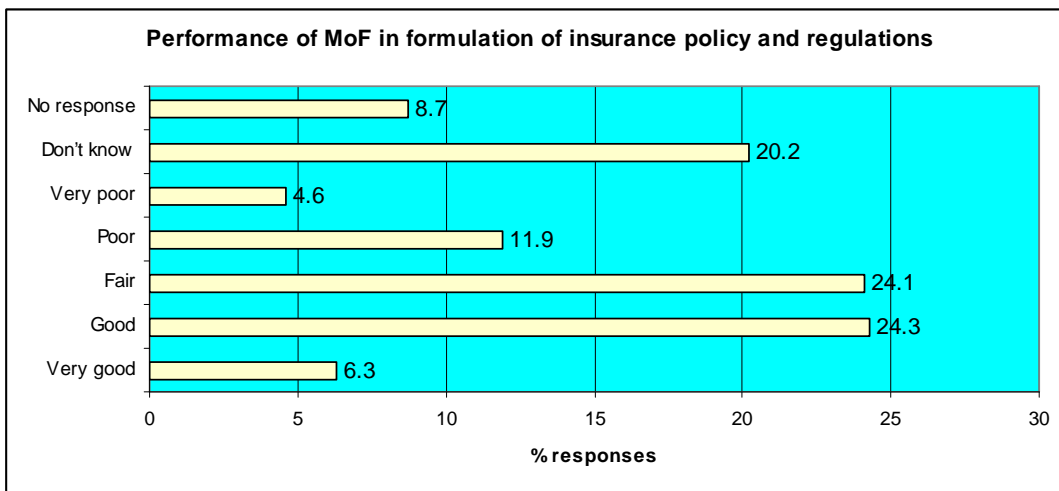


Chart 19: Ministry of finances performance in formulation of insurance policy and regulations

3.2.7.9 *Ensuring transparent and accountable procurement and disposal of goods and services in the public sector*

64.6% of the corporate respondents rated Ministry of Finance positively with regard to ensuring transparent and accountable procurement and disposal of goods and services in the public sector. 20.8% ranked the Ministry as poor, while 14.5 % did not have enough information on the issue to rank the Ministry, as shown in Chart 20 below.

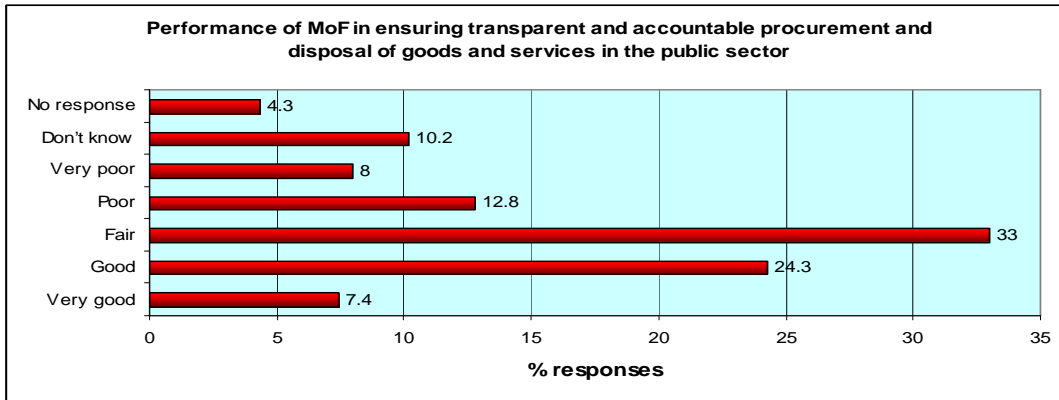


Chart 20: Ministry of finances performance in ensuring transparent and accountable procurement and disposal of goods and services in the public sector

3.2.7.10 *Coordination of the management of public enterprises and investments- Government investment and Public Enterprise*

62.3% of the corporate customers rated the Ministry of Finance’s coordination of the management of public enterprises and investments positively. 16.9% rated its performance to be poor, while 20.8% did not have much information on the issue to comment as shown in Chart 21 below.

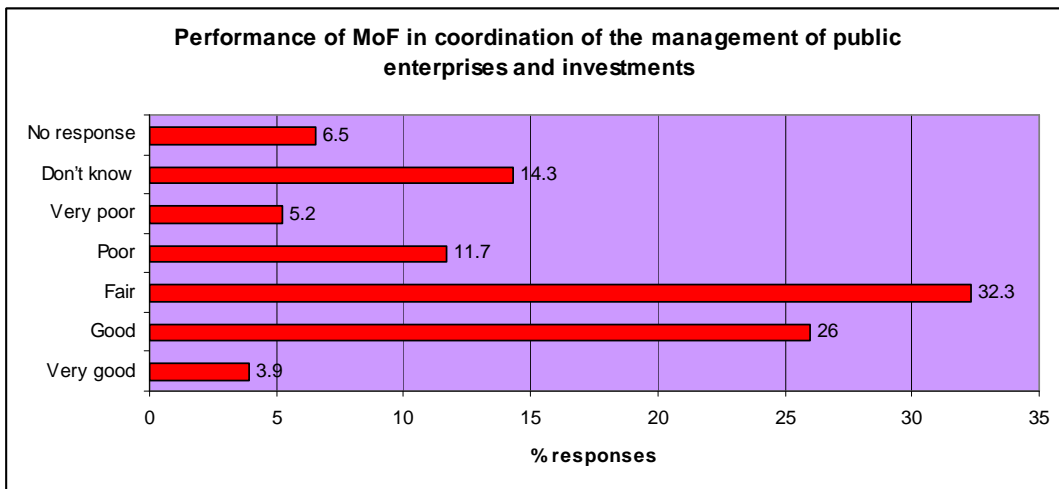


Chart 21: Ministry of Finance performance in coordination of the management of public enterprises and investments

3.2.7.11 *Divestiture of public enterprises and coordination of private public enterprises- Government investment and Public Enterprise*

53.4% of the corporate customers ranked Ministry of Finance positively with regard to its divestiture of public enterprises and coordination of public private partnership. 18.9% rated the Ministry negatively, while 27.8% did not have enough information on the issue to comment as shown in Chart 22 below.

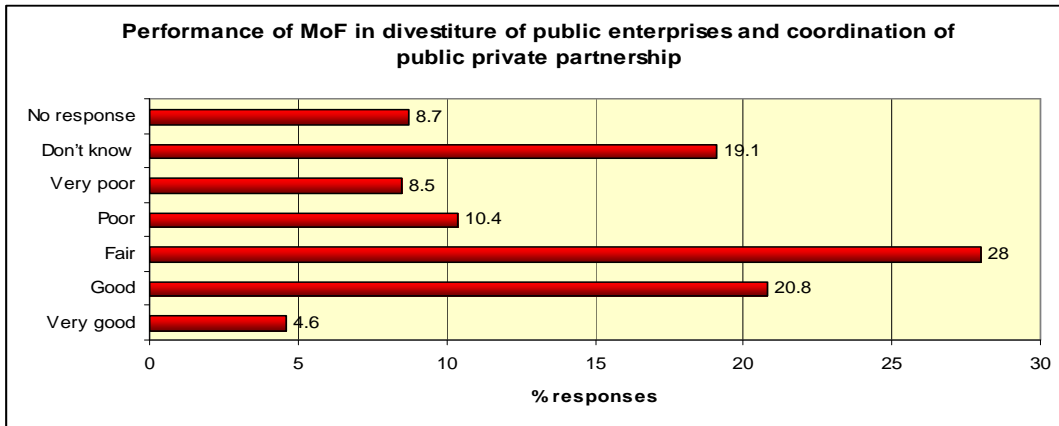


Chart 22: Ministry of finances performance in divestiture of public enterprises and coordination of public private partnership

3.2.7.12 *Enforcing competition laws and policy for orderly conduct of business enterprises-Monopolies and Prices Commission*

57.3% ranked Ministry of Finance positively with regard to enforcing competition laws and policy for orderly conduct of business enterprises. 18% ranked the Ministry negatively, while 24.7% did not have enough information to comment on the issue, as shown in Chart 23 below.

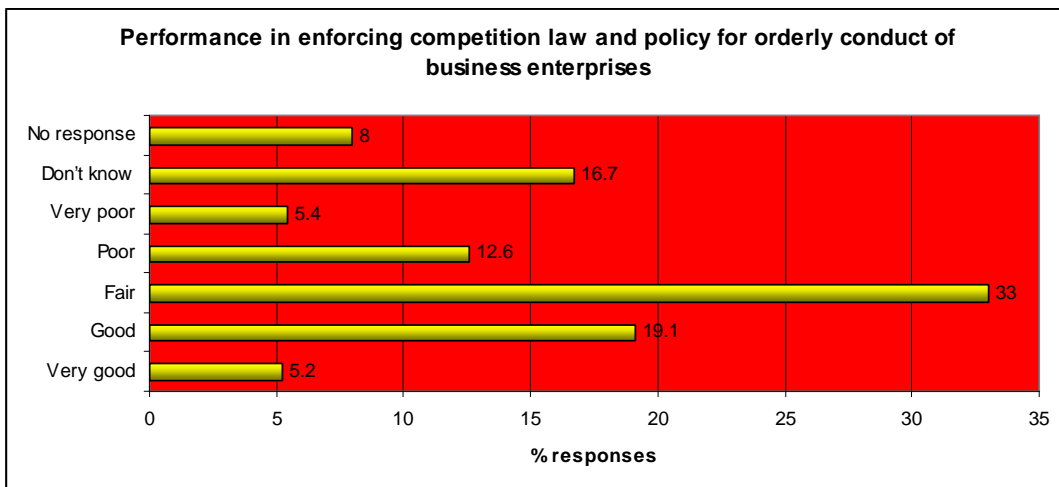


Chart 23: Ministry of finance's performance in enforcing competition law and policy for orderly conduct of business enterprises

3.2.7.13 *Formulation of public pension policy and administration-Pensions*

53.4% of the corporate respondents ranked performance of Ministry of Finance with regard to formulation of public pension policy and administration positively. 26.4% ranked it negatively while 20.2% did not have enough information on the issue to rank the Ministry, as shown in Chart 24 below.

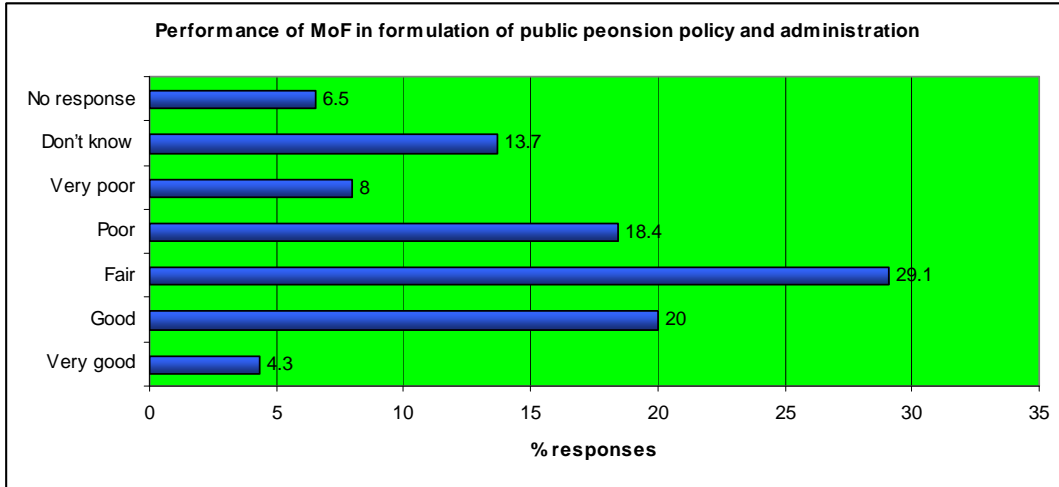


Chart 24: Ministry of Finance performance in formulation of public pension policy and administration

3.2.7.14 *Formulation and regulation of retirement benefits policy-Pensions*

52.5% ranked performance of Ministry of Finance in formulation and regulation of retirement benefit policy positively. 26.9% ranked the Ministry’s performance as either poor or very poor, while 20.6% did not have enough information about the Ministry’s performance in this area to comment as shown in Chart 25 below.

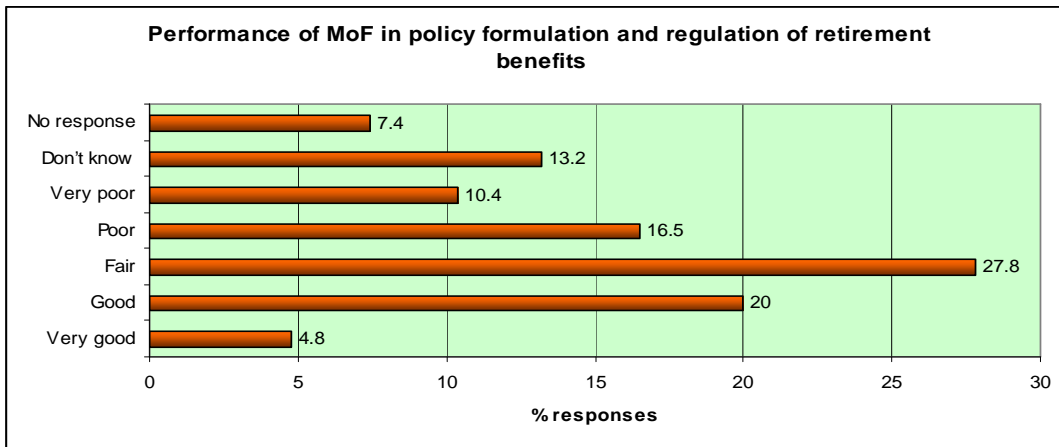


Chart 25: Ministry of Finance performance in formulation and regulation of retirement benefits policy

3.2.7.15 *Clearing, forwarding and facilitating warehousing of public sector consignments-Government Clearing Agency*

47.1% of the corporate respondents ranked Ministry of Finance positively in the manner in which it was handling clearing, forwarding and facilitating warehousing of public sector consignments. On the other hand 18% ranked it as poor or very poor, while 34.9% did not have much information on the issue to comment, as shown in Chart 26 below.

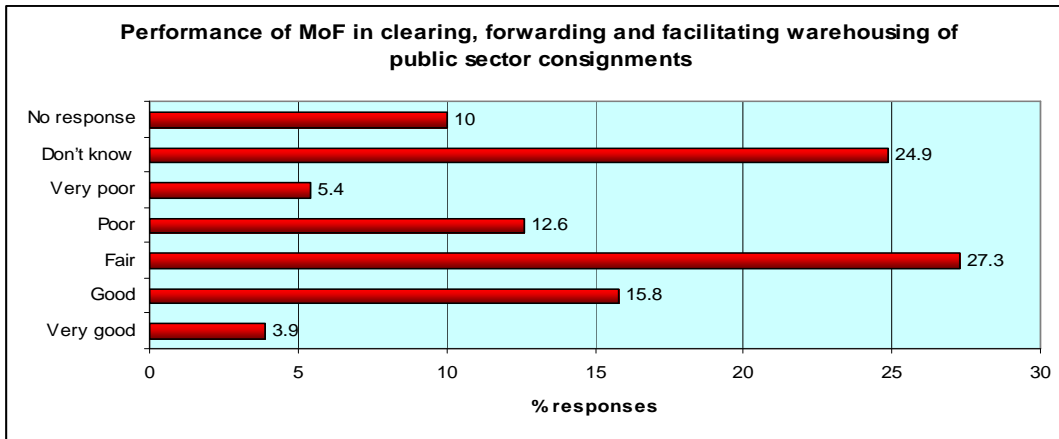


Chart 26: Ministry of finances performance in clearing, forwarding and facilitating warehousing of public sector consignments

3.2.7.16 *Custodian of government assets and property-Government Investment and Public Enterprise*

64.6% of the corporate customers ranked Ministry of Finance positively with regard to its performance as custodian of government assets and property. On the other hand 22.8% ranked the Ministry’s performance as either poor or very poor, while 12.6% did not know much about the issue to comment as shown in Chart 27 below.

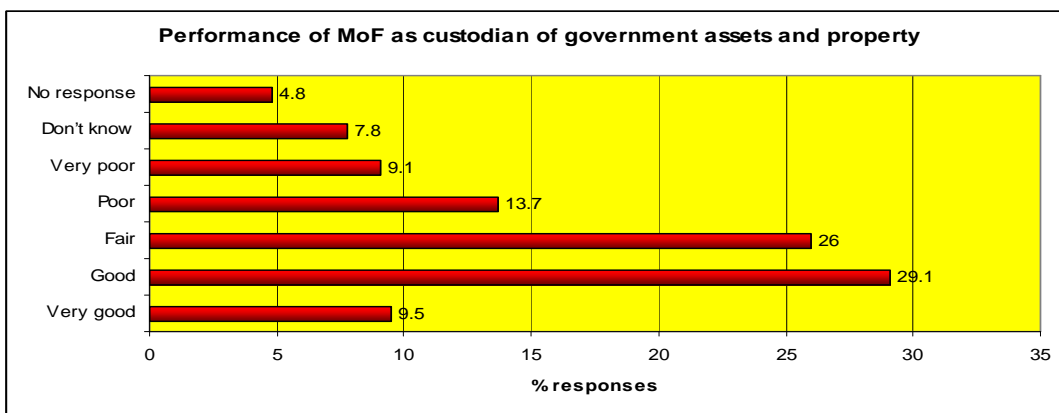


Chart 27: Ministry of finances performance as custodian of government assets and property

3.2.7.17 *Ensuring stability, development and soundness of the financial sector through semi-autonomous government agencies under the Ministry-Government Investment and public enterprise*

62.9% rated the performance of the Ministry of Finance positively with regard to its role in ensuring stability, development and soundness of the financial sector through semi-autonomous government agencies under it. 19.5% ranked it as poor/very poor, while 17.5% did not know much on the role of the Ministry to comment, as shown in Chart 28 below.

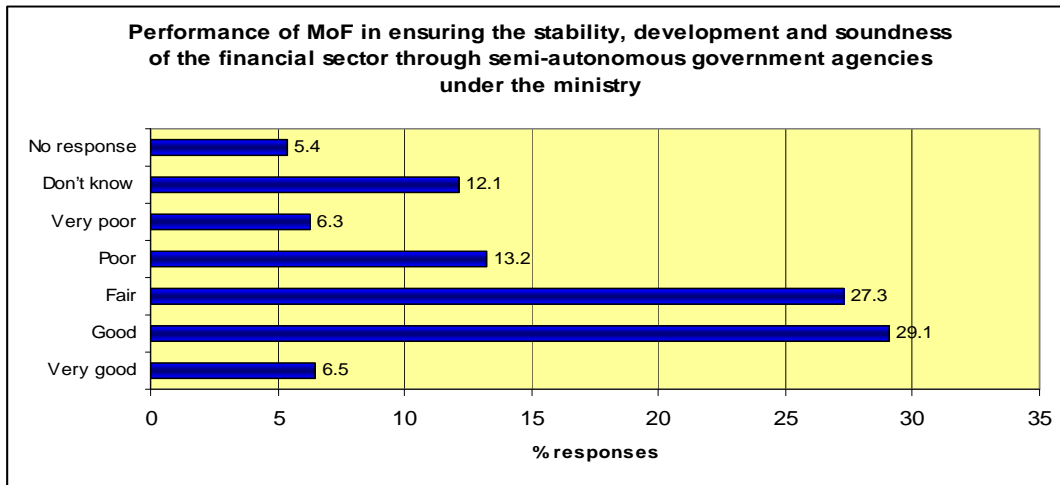


Chart 28: Ministry of finances performance in ensuring the stability, development and soundness of the financial sector through semi autonomous government agencies under the Ministry

3.2.7.18 *Deepening and broadening markets*

56% of the corporate customers rated the Ministry of Finance in terms of deepening and broadening markets positively. On the other hand 19.8% rated it poorly, while 16.9% did not have much information on the issue to rank the Ministry. 7.2% did not respond to the question, as shown in Chart 29 below.

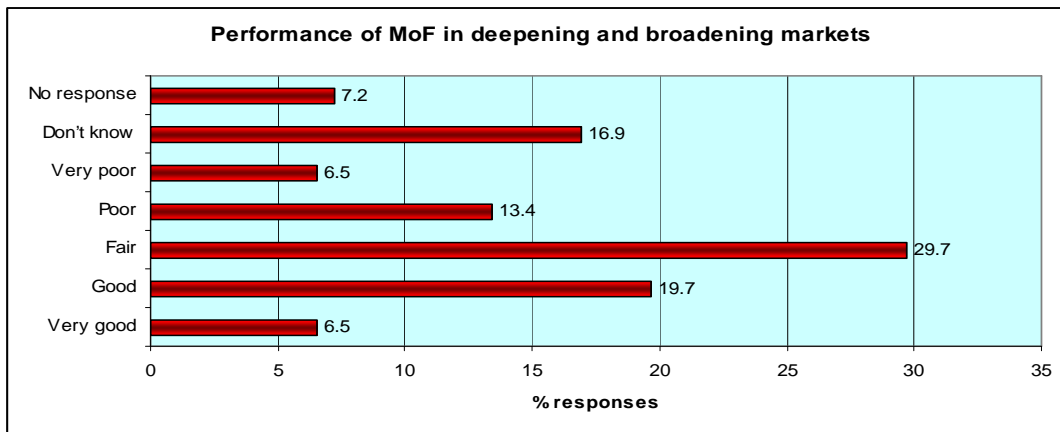


Chart 29: Ministry of finances performance in deepening and broadening markets

### 3.2.8 Levels of Satisfaction with services offered by Ministry Of Finance

#### 3.2.8.1 Creation of excellence in delivery of quality services

A large majority of corporate respondents (74.2%) were satisfied with the extent to which the Ministry of Finance strives to create excellence in delivery of quality services; 17.8% were not satisfied, while 6.7% were not decided. 1.3% of the respondents did not respond to the question as shown in Chart 30 below.

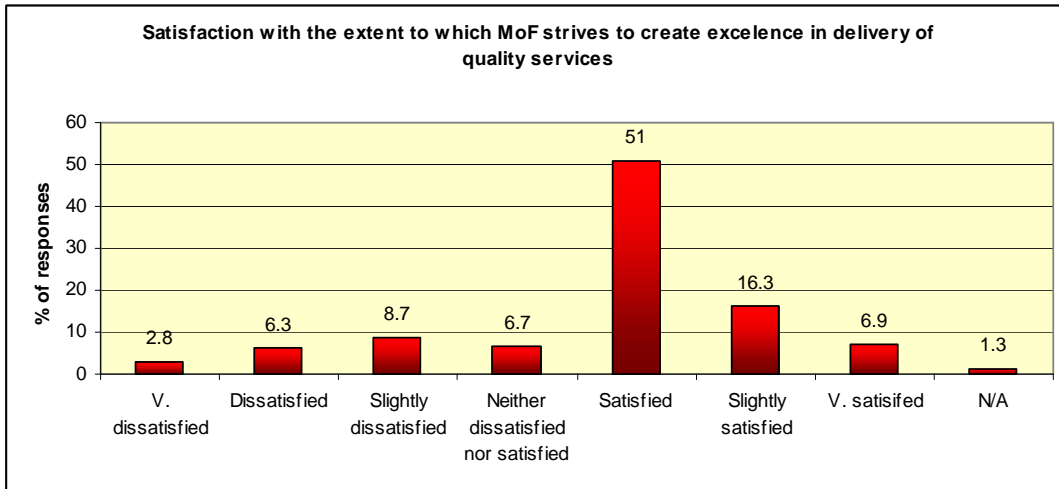


Chart 30: The extent to which MoF strives to create excellence in delivery of quality services

#### 3.2.8.2 Clarity of guidelines and fairness in dealing with customers

70.5% of the corporate respondents in the study were satisfied with the clarity of guidelines and fairness in Ministry of Finance’s dealing with its customers. 20% were not satisfied, while 7.4% were undecided. 2.2% did not respond to the question, as shown in Chart 31 below.

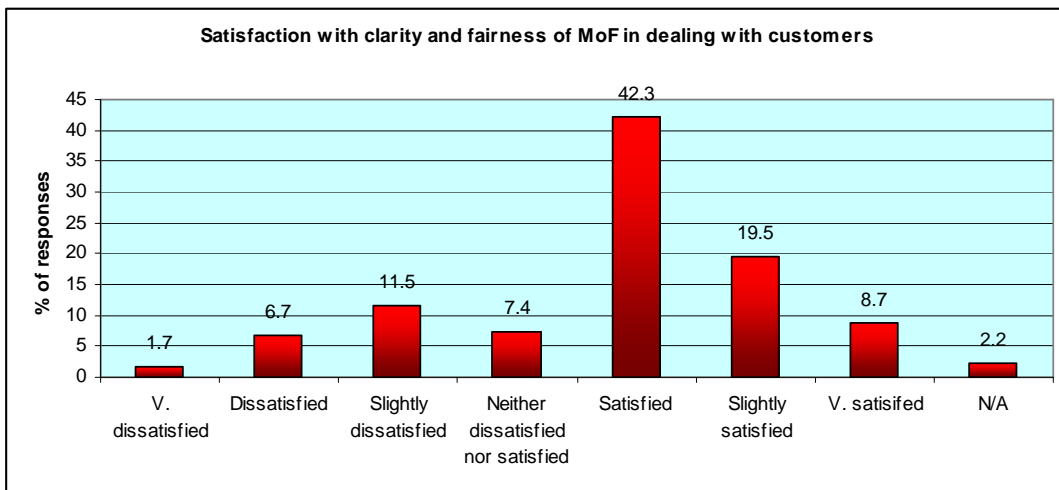


Chart 31: Ministry of Finance’s performance in regard to clarity and fairness in dealing with customers

3.2.8.3 *Applicability of Ministry’s policies and procedures to customers*

Majority of the corporate respondents in the study (72.3%) were satisfied the extent the Ministry of Finance’s policies and procedures are applicable to them as corporate customers. 14.1% were not satisfied, while 8.5% were not decided. 5% did not respond to the question, as shown in Chart 32 below.

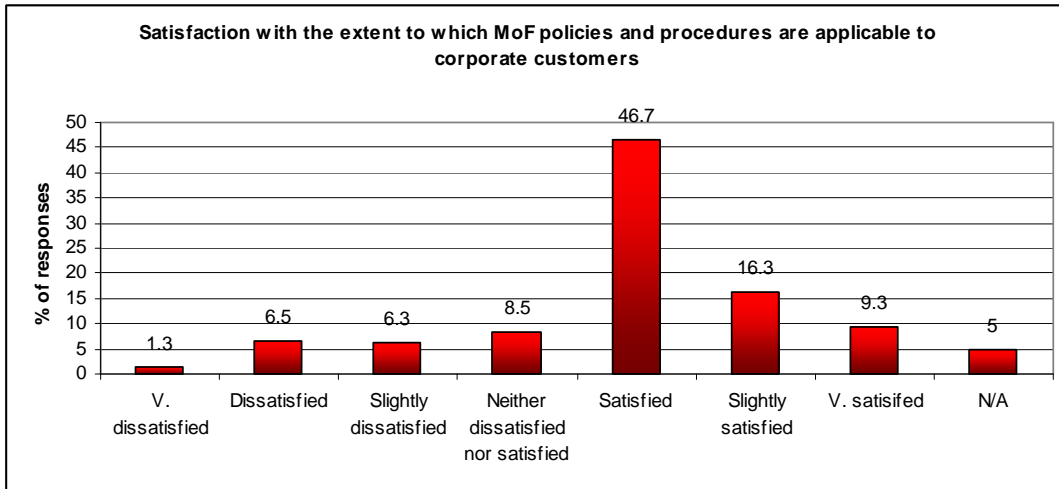


Chart 32: The extent to which policies and procedures are applicable to MoF’s corporate customers

3.2.8.4 *Ministry’s Mission and Vision*

68.8% of the corporate customers in the survey were satisfied with their understanding of the Ministry of Finance’s Mission and Vision, 13.4% were not satisfied, while 11.7% were undecided. 6.1% did not respond to the question, as shown in Chart 33 below.

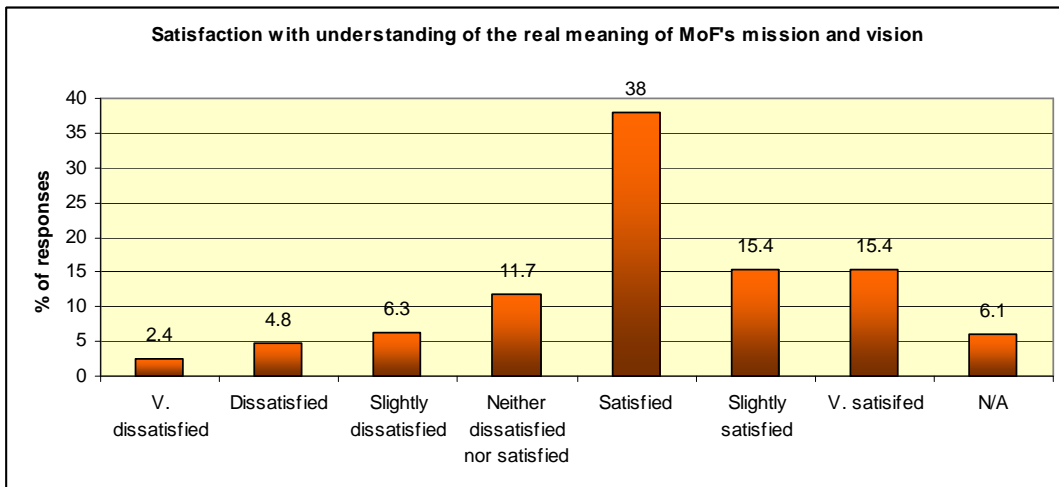


Chart 33: Understanding of MoF’s mission and vision

3.2.8.5 *Feedback mechanisms in place and their effectiveness*

59.6% of the corporate respondents were satisfied with the feedback mechanisms at Ministry of Finance and their effectiveness. On the other hand 24.1% were not satisfied, while 11.7% were undecided. 4.6% did not respond to the question, as shown in Chart 34 below.

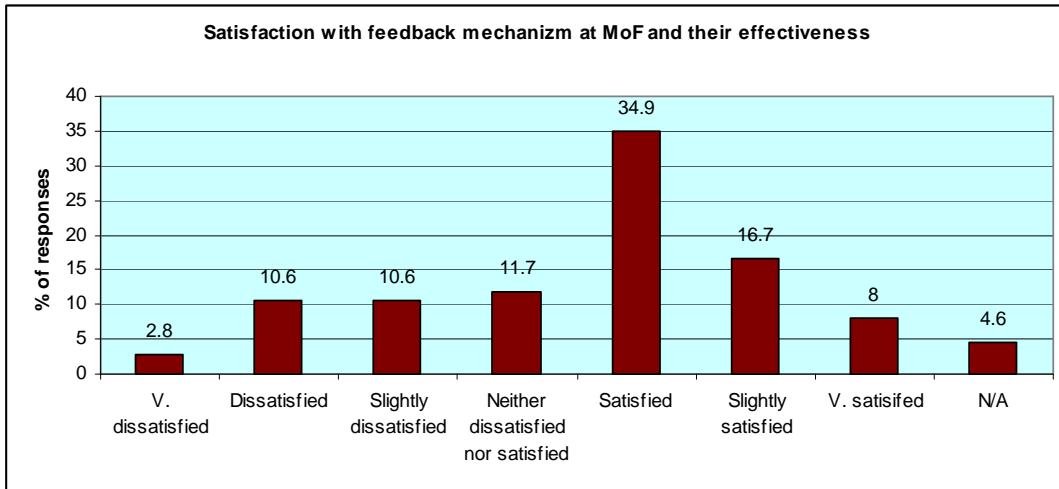


Chart 34: Level of Satisfaction with effectiveness of feedback mechanisms in Ministry of Finance

3.2.8.6 *The time taken to be attended to*

64.6% of the corporate customers interviewed for the survey were satisfied with the time taken by the Ministry of Finance to attend to its clients. 25.8% were not satisfied, while 5.9% were not decided. 3.7% of the corporate respondents did not respond to the question, as shown in Chart 35 below.

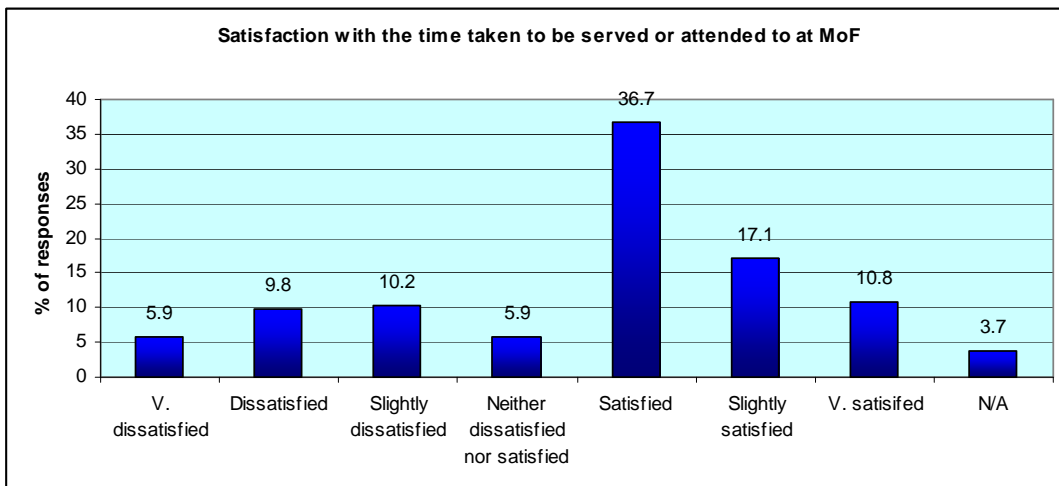


Chart 35: satisfaction with the time taken to be served or attended to

3.2.8.7 *Reasonable explanation given in case of delay in service provision*

62.3% of the corporate customers were satisfied with the explanation given by the Ministry of Finance in case of delay in service provision, 25.8% were not satisfied, while 9.3% were not decided. 2.6% did not respond to the question, as shown in Chart 36 below.

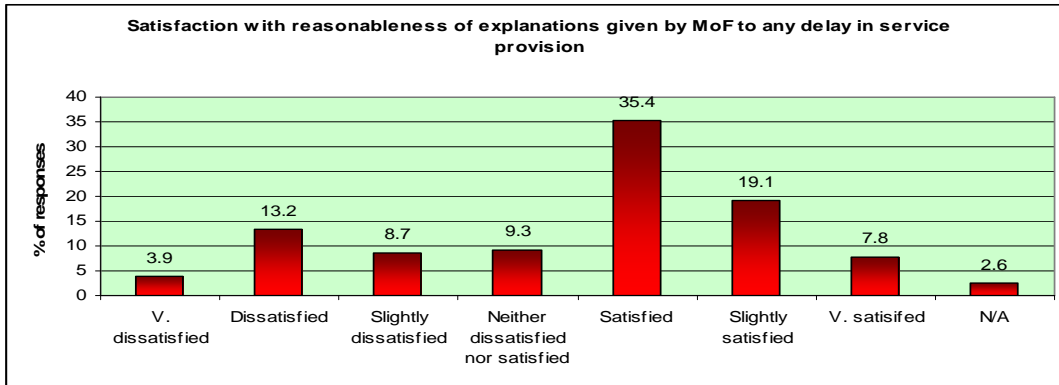


Chart 36: Reasonableness of explanations given when there is delay in service provision

3.2.8.8 *Extent to which customer's complaints are effectively addressed*

63.8% of the corporate customers were satisfied with the manner in which the Ministry was addressing their complaints, problems or issues effectively. On the other hand 24.5% were not satisfied, while 9.1% were undecided, 2.6% did not respond to the question, as shown in Chart 37 below.

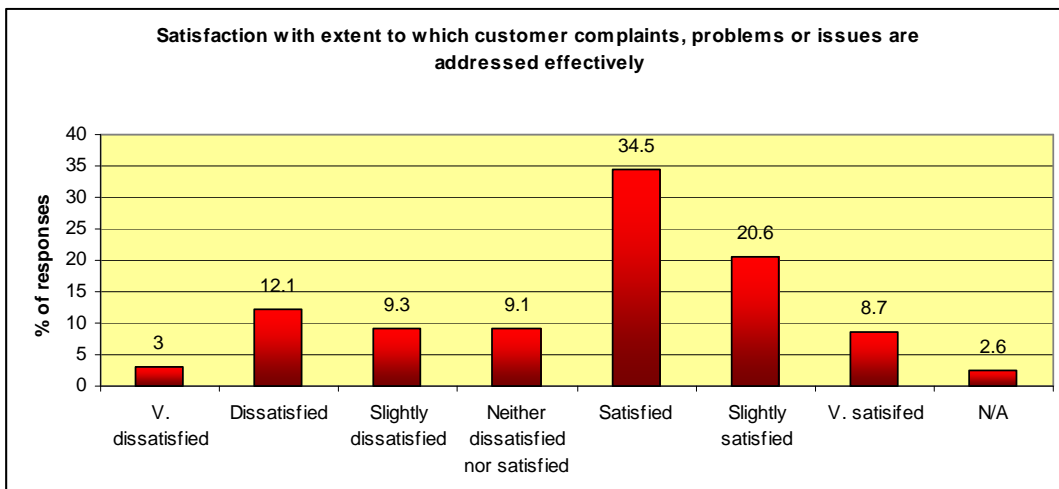


Chart 37: The extent to which customer complaints, problems or issues are addressed effectively

3.2.8.9 *The extent to which new ideas/suggestions are welcomed to improve service delivery and performance*

55.5% of the corporate customers were satisfied with the extent to which Ministry of Finance welcomed new ideas and suggestions to improve service delivery and performance. On the other hand 26.7% were not satisfied, while 11.9% were not decided. 5.9% of the corporate customers did not respond to the question, as shown in Chart 38 below.

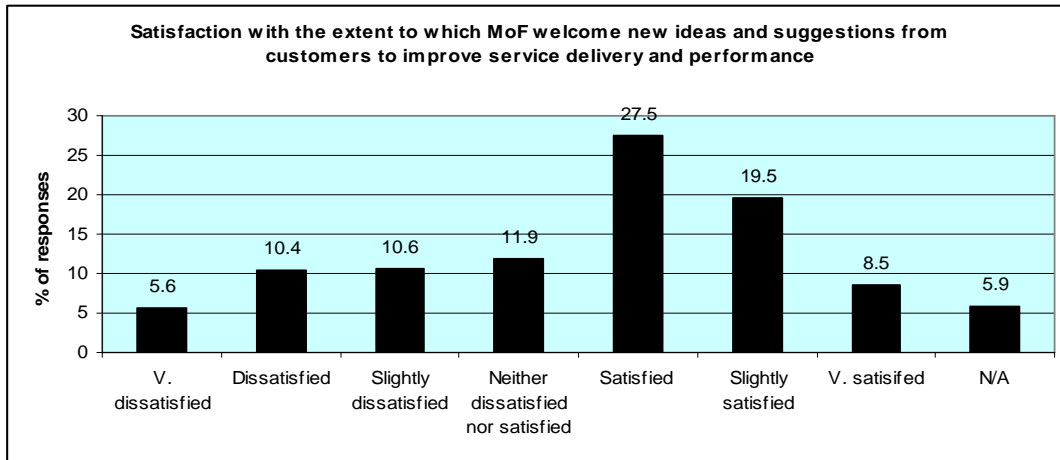


Chart 38: The extent to which MoF welcomes new ideas from customers to improve service delivery and performance

3.2.8.10 *The extent to which the Ministry's products and services meet customers needs and expectations*

66.6% of the corporate respondents were satisfied with the extent to which the Ministry of Finance products and services met their needs and expectations as corporate customers, 16.1%, were not satisfied, while 11.5% were undecided. On the other hand, 5.9% of the respondents did not answer the question, as shown in Chart 39 below.

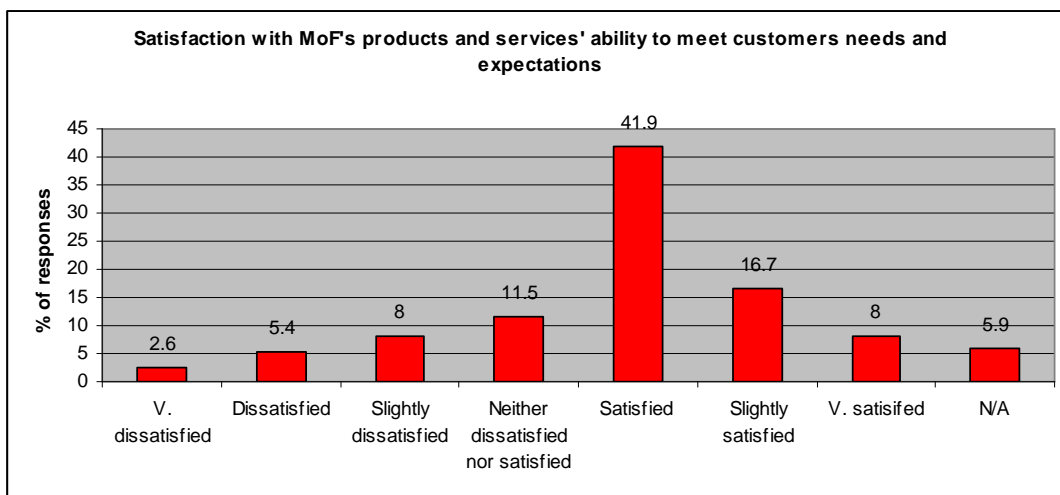


Chart 39: Ability of MoF products and services' to meet customers' needs and expectations

3.2.8.11 *The extent to which customers are able to access the information needed from the Ministry*

64.4% of the corporate respondents were satisfied with their ability to access all the information they need from the Ministry, 21.5% were not satisfied, while 4.8% did not respond to the question, as shown in Chart 40 below.

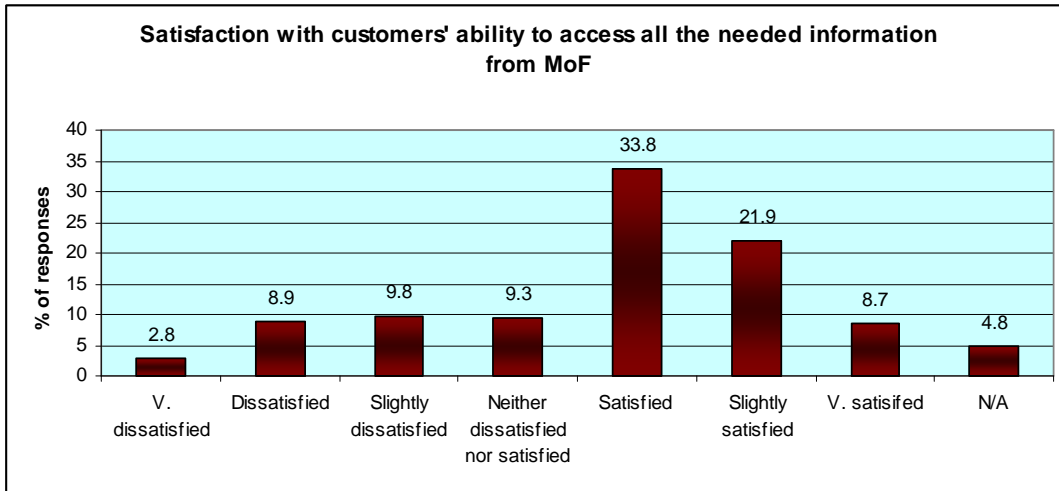


Chart 40: Ability of customers to access all the needed information from MoF

3.2.8.12 *The extent to which entry points are efficient, helpful and courteous*

67% of the respondents were satisfied with the extent to which the entry points were efficient, helpful and courteous. On the other hand, 16.5% were not satisfied, while 7.8% did not respond to the question, as shown in Chart 41 below.

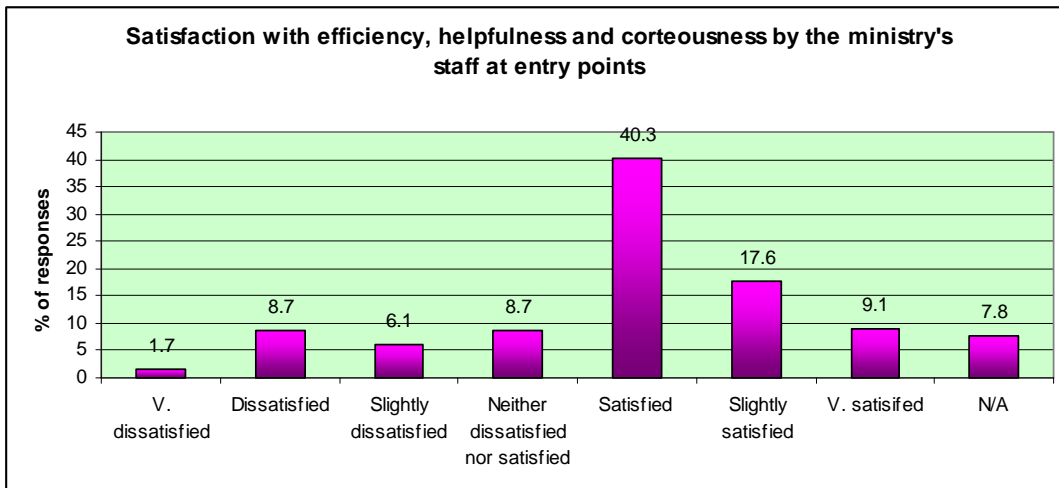


Chart 41: Efficiency, helpfulness and courteousness by of MoF staff at entry points

3.2.8.13 *The extent to which mail and enquiries are responded to promptly from the day of receipt*

59.2% of the corporate customers were satisfied with the extent to which mail and enquiries are responded to promptly from the day of receipt at the Ministry of Finance. On the other hand, 20.4% were not satisfied, while 10.7% were not decided. 9.8% did not respond to the question, as shown in Chart 42 below.

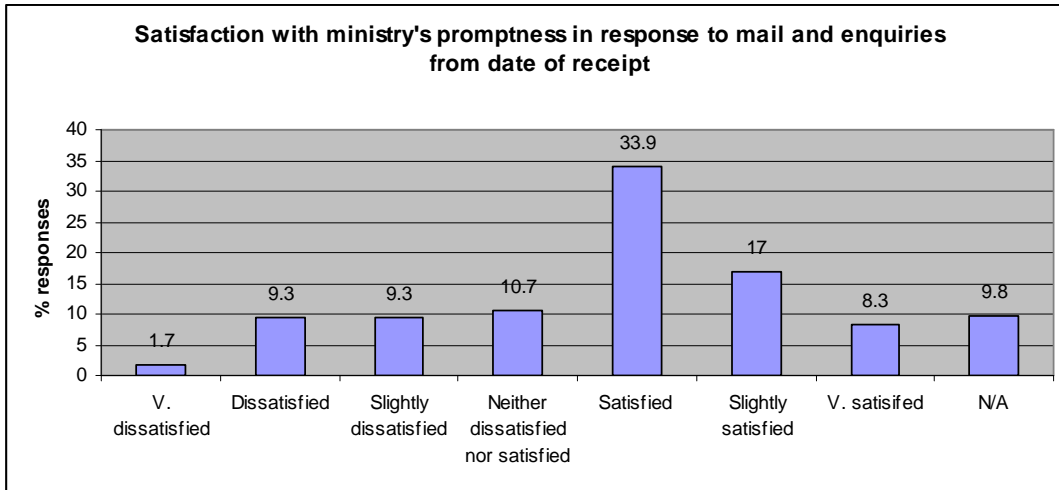


Chart 42: Promptness in responding to customer's mail and enquiries

3.2.8.14 *The extent to which the Ministry manage its customer care function*

65% of the customers were satisfied with the extent to which the Ministry manages its customer care function. On the other hand 16.7% were not satisfied, while 11.3% were not decided. 6.9% did not respond to the question, as shown in Chart 43 below.

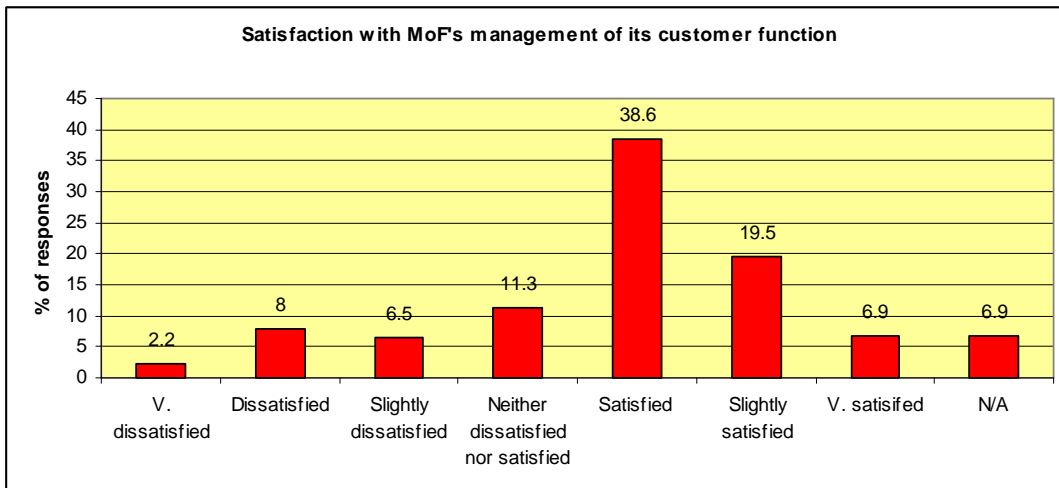


Chart 43: Management of MoF customer care function

3.2.8.15 *The extent to which service provision at the Ministry has improved over time*

73.9% of the customers were happy with the improvement of service provision at Ministry of Finance. On the other hand, 15.6% were not satisfied with the improvements at the Ministry. 6.7% were not decided on the improvements, while 3.7% did not respond to the question.

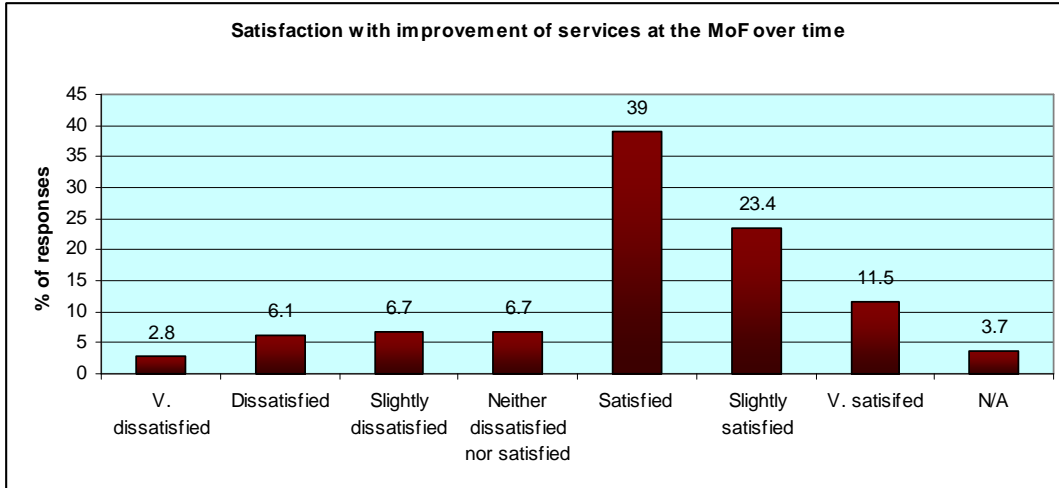


Chart 44: Improvement of services overtime

3.2.8.16 *Overall level of satisfaction with the Ministry of Finance as a service provider*

Majority of the corporate customers served by the Ministry of Finance (72.9%) interviewed for the study revealed that they were satisfied with the overall services offered by Ministry of finance. On the other hand 14.8% of the respondents observed that they were not satisfied with the services offered by Ministry of Finance. 10.2% were neither satisfied nor dissatisfied, while 2.2% did not respond to the question, as shown in Chart 45 below.

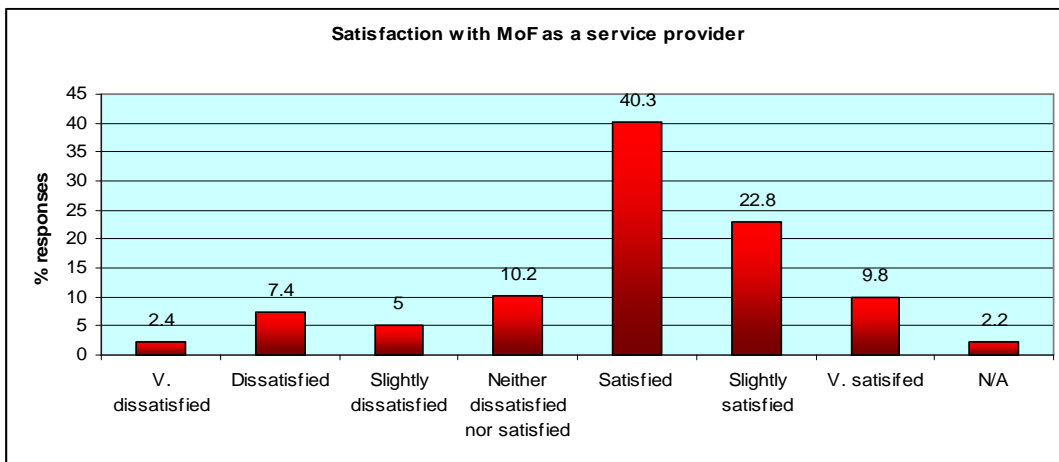


Chart 45: Level of satisfaction with Ministry of Finance performance as a service provider

### 3.2.9 Recommendations by customers for improvement of service delivery

The Ministry of Finance corporate customers suggested the following improvements:

- Avoiding of delays (16.8%);
- Improvement in customer relations (14.9%);
- Introduction of more training and awareness (11.4%);
- Recruitment of more staff (10.9%);
- Eradication of corruption (8.6%);
- Allocation of adequate funds (7.9%);
- Involving stakeholders in implementing financial policies (7%) and
- Embracing modern technology (6.4%)

Other suggestions are shown in Table 6 below, as some of the measures that Ministry of Finance should take in order to improve its services to the Kenyan public, as shown in Table 11, below.

	Recommendations for improvement	Count	% responses	% cases
1	Improve customer relations	102	14.9	23.3
2	Introduce training and awareness	78	11.4	17.8
3	Recruit more staff	75	10.9	17.1
4	Eradicate corruption	59	8.6	13.5
5	Allocate adequate funds	54	7.9	12.3
6	Involve stakeholders in implementing financial policies	48	7.0	11.0
7	Embrace modern technology	44	6.4	10.0
8	Decentralize services	30	4.4	6.8
9	Reduce bureaucracy	23	3.4	5.3
10	Improve provision of pension delivery	18	2.6	4.1
11	Motivate their employees	13	1.9	3.0
12	Efficiency in all departments	10	1.5	2.3
13	Uphold all customers with the same esteem	7	1.0	1.6
14	Operationalize telephone exchange system	4	0.6	0.9
15	Avoid delays	115	16.8	26.3
16	Proper advertising of newly introduced procedures	6	0.9	1.4
	<b>Total</b>	<b>686</b>	<b>100</b>	<b>156.6</b>

Table 11: Recommendations by corporate customers

### 3.3 ORDINARY CUSTOMERS

#### 3.3.1 Introduction.

##### 3.3.1.1 The purpose for visiting Ministry of Finance offices

All the respondents (100%) interviewed in the premises of Ministry of Finance at the head office and in the districts had visited the premises for official purposes.

##### 3.3.1.2 Department of Ministry of Finance interacted with

38.4% of the respondents interviewed interacted with the Accountants General's department, 18.8% interacted with the Pensions department, while 11.3% interacted with the Public Procurement Directorate. 4.9% interacted with the Internal Audit department. 4.7% with the Economic Affairs department. 3.8% with the Budgetary Supply department 3.4% with the Administrations Department. 3.4% with the Human Resources Management department. 2.9% with the Debt Management department. 2.6% with the External Resources department. 2.5% with the Government Investment and Public Enterprises department. 2.5% with the monopolies and prices commission department and .8% interacted with the human resources management as shown on Table 12 below.

	Department interacted with	1 <sup>st</sup> response	2 <sup>nd</sup> response	3 <sup>rd</sup> response
1	Accountant-General	38.4	8.3	-
2	Pensions	18.8	3.5	<b>15.9</b>
3	Public procurement	11.3	18.9	<b>34.1</b>
4	Internal audit	4.9	33.6	<b>11.4</b>
5	Economic affairs	4.7	5.6	<b>6.8</b>
6	Budgetary supply	3.8	7.0	<b>11.4</b>
7	Administration	3.4	2.1	-
8	Human resource	3.4	8.4	<b>4.5</b>
9	Debt management	2.9	2.8	-
10	External resources	2.6	6.3	<b>2.3</b>
11	Monopolies and price commission	2.5	1.4	<b>6.8</b>
12	Government investments/ public enterprises	2.5	1.4	<b>6.8</b>
13	Government clearing agencies	0.8	0.7	-
	<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>

Table 12: Departments that Ministry's customers interacted with

### 3.3.1.3 Services received from the departments

The most of the customers who visited Ministry of Finance offices (51.6%) went for payment, auditing (19.6%) and procurement (16.4%). The other issues that took the customers in the study to the Ministry's offices were communication (8.4%), personnel issues (1.7%), and research materials (1.5%) among other as shown in Table 13 below:

	Service received	1 <sup>st</sup> response	2 <sup>nd</sup> response	3 <sup>rd</sup> response
1	Payments	51.6	16.5	<b>27.3</b>
2	Auditing	19.6	32.9	<b>18.2</b>
3	Procurement	16.4	32.9	<b>40.9</b>
4	Communication	8.4	8.2	<b>13.6</b>
5	Personnel	1.7	5.9	-
6	Research materials	1.5	1.2	-
7	Others	0.8	8.3	-
	<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>

Table 13: Services received by ordinary customers

### 3.3.2 Satisfaction with the services offered by Ministry Of Finance

#### 3.3.2.1 Factors Influencing Customer Satisfaction

31.9% of the customers visiting the Ministry of Finance premises considered the quality of the service they received as the most important factor that influenced their satisfaction as customers. 10.1% considered the professionalism of the service provider; while 9.9% considered the accomplishment of service. 9.3% considered the attitude of the staff talking to them; 6.6% considered the location of the office, while 6.5% considered the manner in which their complaints were handled. However, 11.4% of the customers did not respond to the question. Chart 46 below shows the factors that influence customer satisfaction when they visit Ministry of Finance offices.

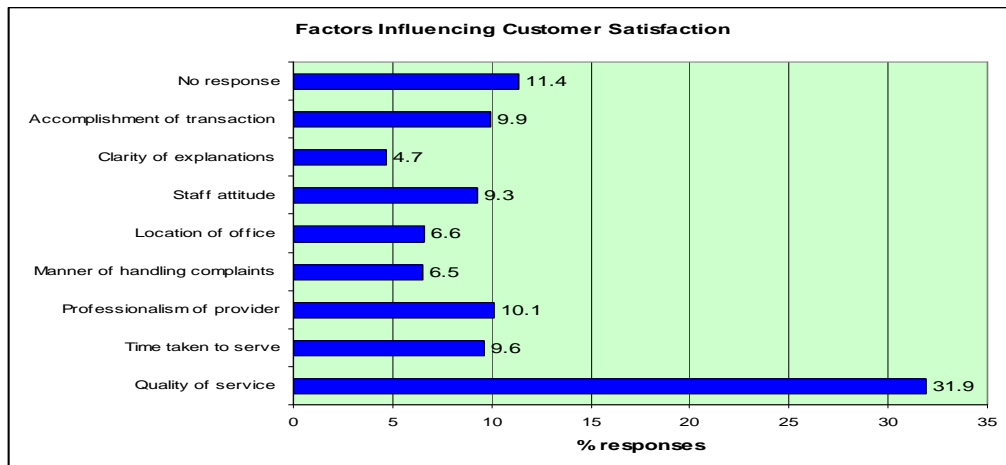


Chart 46: Factors influencing customer satisfaction

### 3.3.2.2 Excellence in Delivery of Quality Services

Most of the customers (64.1%) were satisfied with the extent to which Ministry of Finance strived to create excellence in delivery of quality service, with 38.5% saying they were merely satisfied, 14% slightly satisfied and 11.6% very satisfied. On the other hand 26.2% of the customers were not satisfied, with 13.7% reporting slight dissatisfaction, 8% dissatisfaction and 4.5% reporting being very dissatisfied. 9.2% were neither satisfied nor dissatisfied, while 0.6% did not respond to the question, as shown in Chart 47 below.

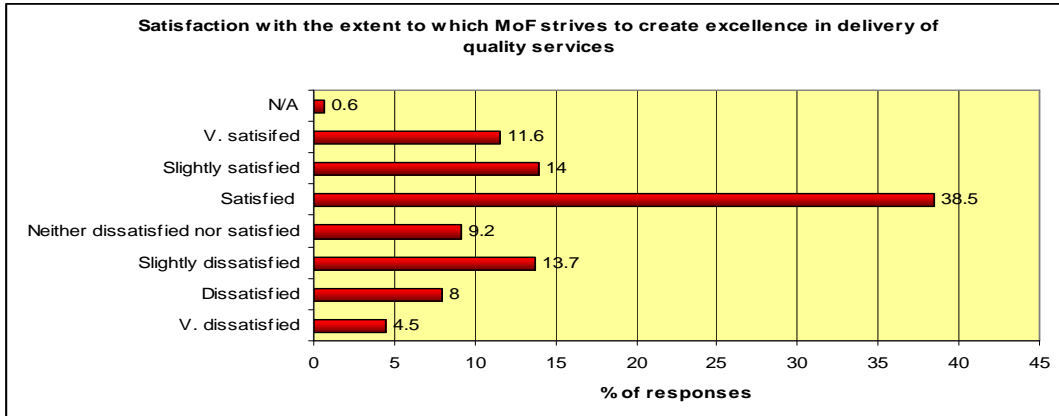


Chart 47: The extent to which MoF strives to create excellence in delivery of quality services

### 3.3.2.3 Clarity of guidelines and fairness in dealing with customers

63.8% of the customers were satisfied with the clarity of guidelines and fairness in the manner in which Ministry of Finance deals with its customers, with 32.8% merely satisfied, 20.5% slightly satisfied and 10.5% very satisfied. On the other hand 25.8% were not satisfied (12.6% slightly dissatisfied, 9% dissatisfied and 4.2% very dissatisfied), while 9.2% were neither satisfied nor dissatisfied. 1.2% of the customers did not respond to the question, as shown in Chart 48 below.

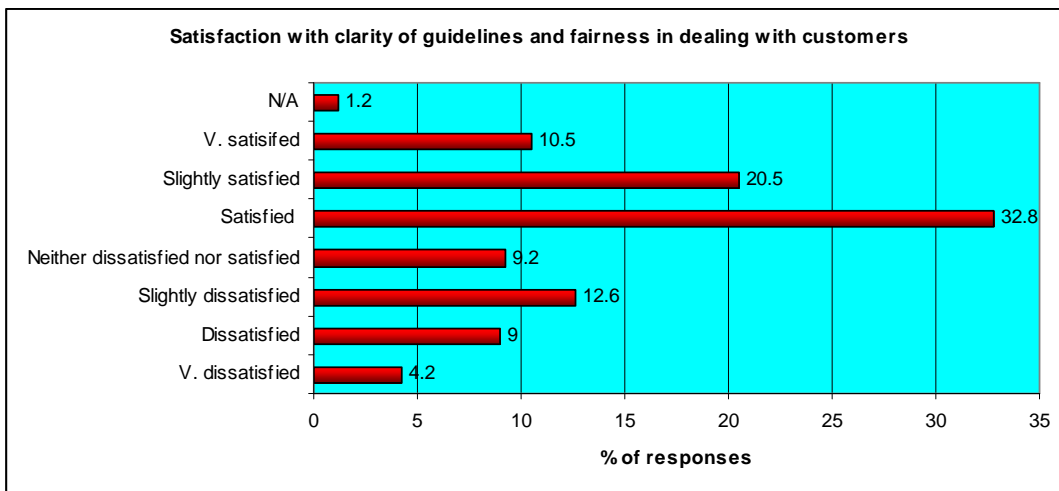


Chart 48: Clarity of MoF guidelines and fairness in dealing with customers.

### 3.3.2.4 *Applicability of the Ministry's Policies and Procedures to Customers*

A total of 60.5% of the customers interviewed for the study were satisfied with the applicability of the Ministry's Policies and Procedures to Customers (32.2% satisfied, 17% slightly satisfied and 11.3% very satisfied). On the other hand 24.6% of the customers reported dissatisfaction with 9.8% slightly dissatisfied; 9.2% dissatisfied and 5.6% very dissatisfied. 13.4% were neither satisfied nor dissatisfied, while 1.7% did not respond to the question, as shown in Chart 49 below.

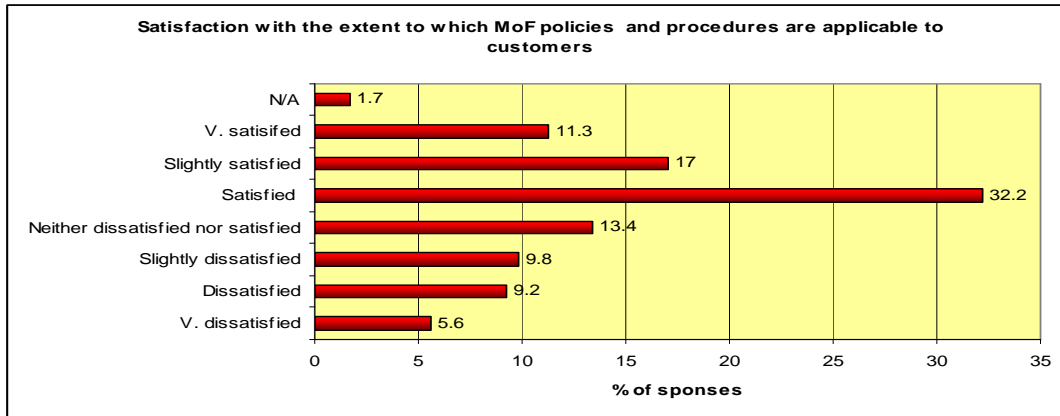


Chart 49: Applicability of MoF policies and procedures to customers

### 3.3.2.5 *Understanding of the real meaning of the Ministry of Finances mission and vision*

A cumulative 59.3% of the customers in the survey were satisfied with their understanding of the Ministry of Finance's mission and vision (29.2% satisfied, 15.8% slightly satisfied and 14.3% very satisfied). On the other hand 26.7% of the customers were not satisfied with their understanding of the Ministry's mission and vision (9.3% dissatisfied, 8.7% slightly dissatisfied and 3.9% very dissatisfied). 12% were neither satisfied nor dissatisfied. 6.8% did not respond to the question, as shown in Chart 50 below.

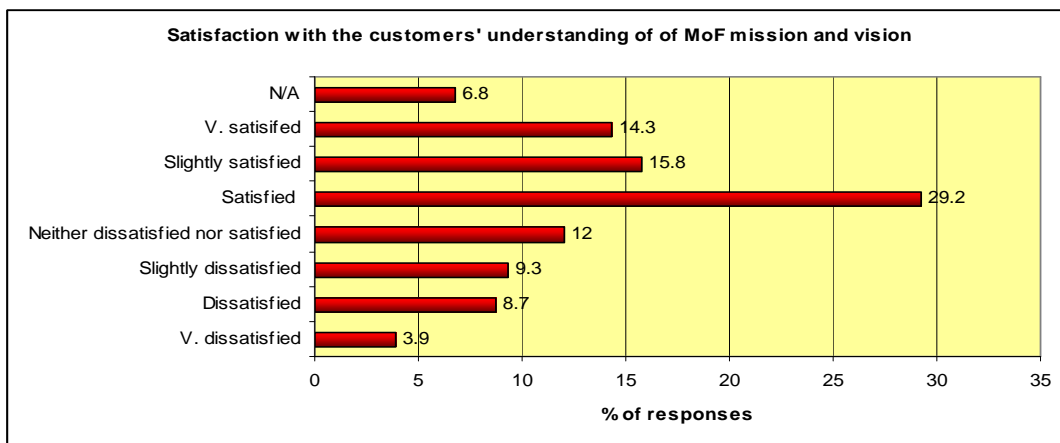


Chart 50: Customers' understanding of MoF mission and vision

### 3.3.2.6 *The manner of reception at the point of service*

A total of 64.9% of the customers were satisfied with the manner of reception they got at the points of service, with 34.7% satisfied, 15.6% slightly satisfied and 14.6% very satisfied. On the other hand 24.5% were not satisfied with reception at the point of service (10.5% slightly dissatisfied, 9.0% dissatisfied and 5% very dissatisfied). 8.7% were neither satisfied nor dissatisfied, while 1.8% of the respondents found the issue not applicable to them, as shown in Chart 51 below.

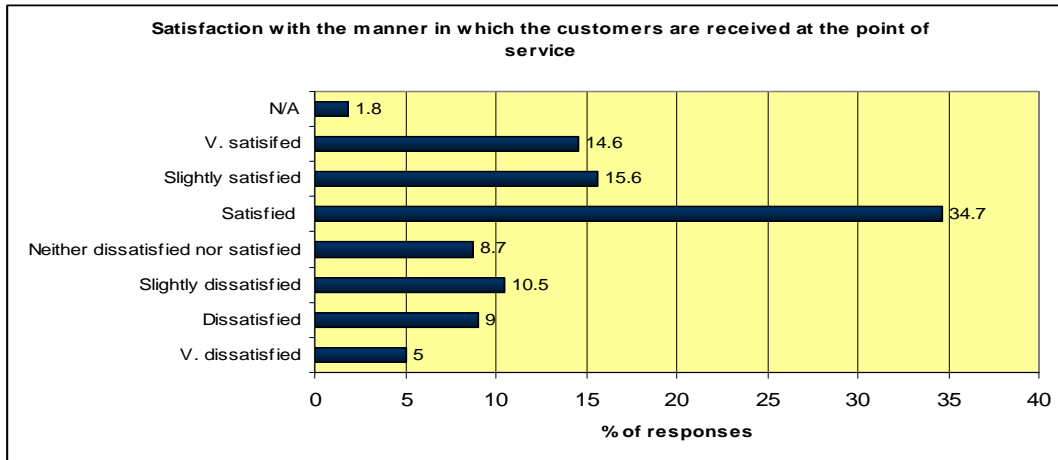
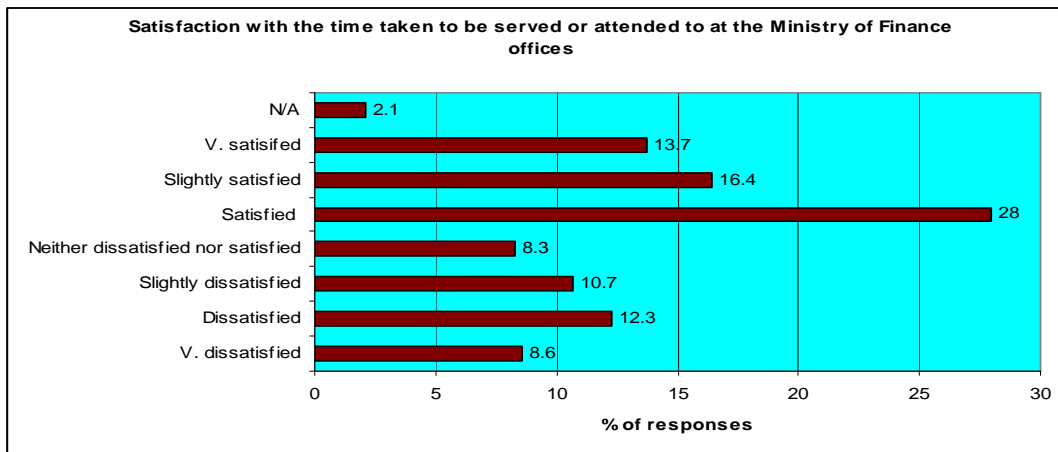


Chart 51: Reception of customers at MoF points of service.

### 3.3.2.7 *Time taken to be served or attended to at the Ministry of Finance*

A total of 58.1% of the customers in the study were satisfied with the time it took to be served/ attended to at the Ministry of Finance (28.0% satisfied, 16.4% slightly satisfied and 13.7% very satisfied).

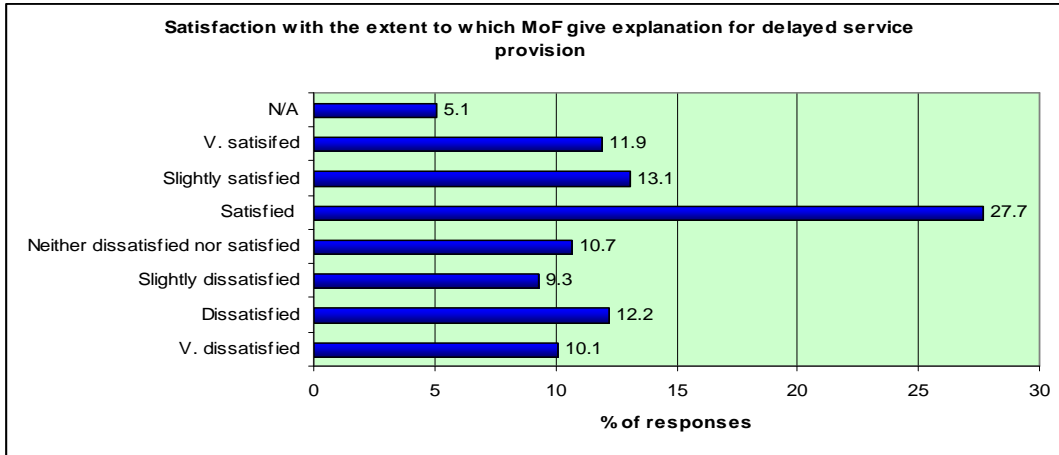
On the other hand 31.6% declared that they were not satisfied with the time it took to be served at the Ministry of Finance (12.3% dissatisfied, 10.7% slightly dissatisfied and 8.6% very dissatisfied). 8.6% were neither satisfied nor dissatisfied while 2.1% found the question not applicable to them, as shown in Chart 52 below.



*Chart 52: Time taken to be served or attended to at MoF offices*

3.3.2.8 *The reasonable explanation given to any delay in service provision*

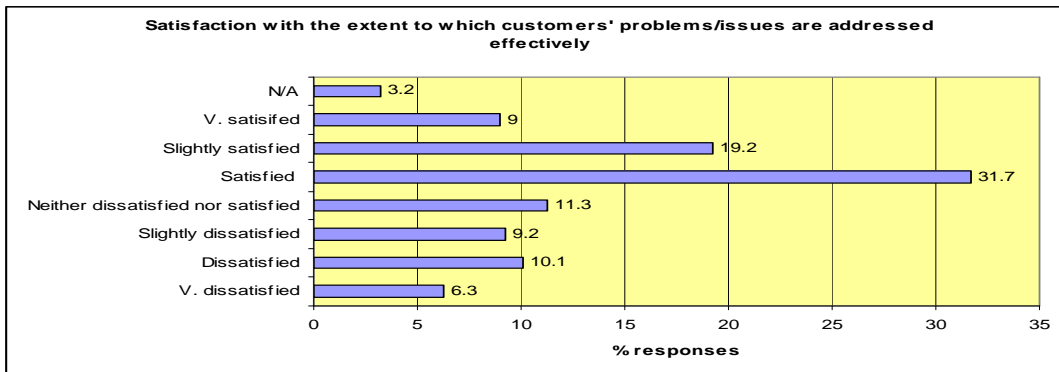
52.7% of the customers were satisfied that Ministry of Finance gave reasonable explanations when service provision was delayed (27.7% satisfied, 13.1% slightly satisfied and 11.9% very satisfied). On the other 31.6% were not satisfied (9.3% slightly dissatisfied, 12.2% dissatisfied and 10.1% very dissatisfied). 10.7% were evenly split in their level of satisfaction. 5.5% did not know much about the issue to comment, as shown in Chart 53 below.



*Chart 53: Explanations for delayed service provision at MoF.*

3.3.2.9 *The extent to which customer’s problems or issues are addressed effectively*

A total of 59.9% of the customers in the study were satisfied with the extent to which the Ministry of Finance addressed customers’ problems/issues effectively (31.7% satisfied, 19.2% slightly satisfied and 9% very satisfied). On the other hand, 25.6% of the customers were not satisfied (9.2% slightly dissatisfied, 10.1% dissatisfied and 6.3% very dissatisfied). 11.3% were split on their satisfaction, while 3.2% of the customers did not respond to the question, as shown in Chart 54 below.



*Chart 54: Effective addressing of customers problems/issues by MoF.*

3.3.2.10 *The extent to which the Ministry of Finance welcomes new ideas and suggestions from customers*

53.2% of the customers visiting the Ministry of Finance offices were satisfied with the extent to which the Ministry welcomes new ideas and suggestions from customers (25.7% satisfied, 17.1% slightly satisfied and 10.4% very satisfied). On the other hand 25.3% were dissatisfied with the Ministry’s handling new ideas and suggestions from customers (10.8% slightly dissatisfied, 8.3% dissatisfied and 6.2% very dissatisfied). 15% were neither satisfied nor dissatisfied, while 10.4% did not know much about the issue to comment, as shown in Chart 55 below.

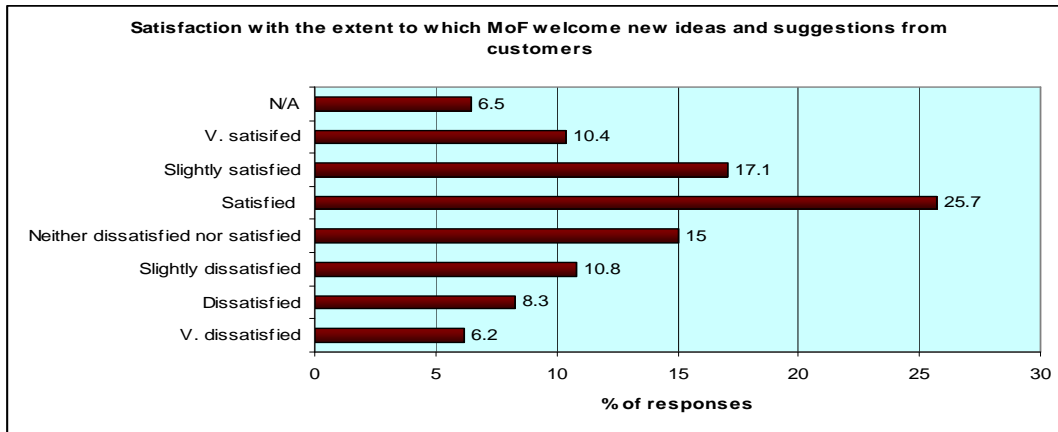


Chart 55: Welcoming of new ideas and suggestions from customers by MoF

3.3.2.11 *The extent to which Ministry of Finances products and services meet your needs and expectations as a customer*

58.4% of the customers visiting Ministry of Finance offices were satisfied with the extent to which the Ministry’s products and services meet their needs and expectations as customers (29.6% satisfied, 19.8% slightly satisfied and 9% very satisfied). On the other hand 24.9% of the customers were not satisfied with the products and services offered by the Ministry (11.4% slightly dissatisfied, 7.8% dissatisfied, and 5.7% very dissatisfied). 13.4% were neither satisfied nor dissatisfied with the Ministry’s products and services, while 3.2% did not know much about the products and services to comment, as shown in Chart 56 below.

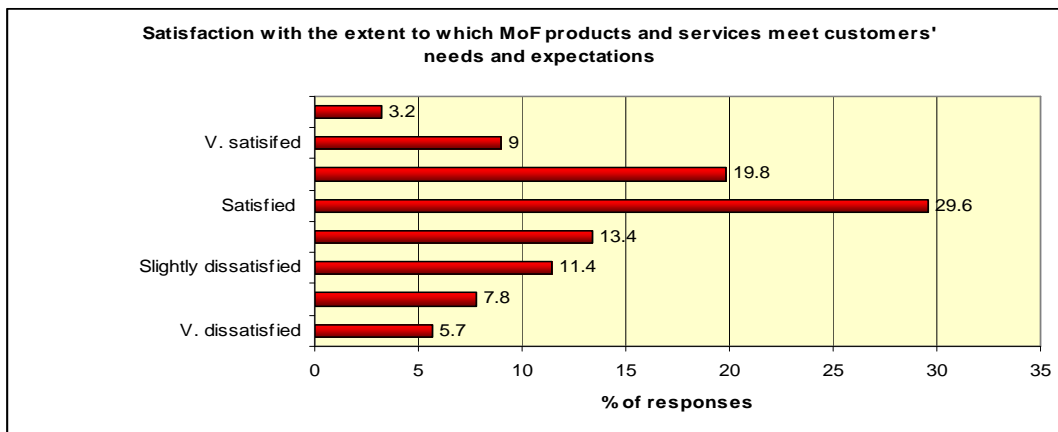


Chart 56: Suitability of MoF’s products and services for customers’ needs and expectations

3.3.2.12 Ability to access all the information needed from the Ministry

53.1% of the customers visiting Ministry of Finance were satisfied with the extent to which they were able to access information they needed from the Ministry (25.3% satisfied, 17.6% slightly satisfied, and 10.2% very satisfied). On the other hand 28.9% were not satisfied (8.9% slightly dissatisfied, 14% dissatisfied and 6% very dissatisfied). 13.8% were neither satisfied nor dissatisfied, while 4.2% of the customers did not know much about the issue to rate the Ministry.

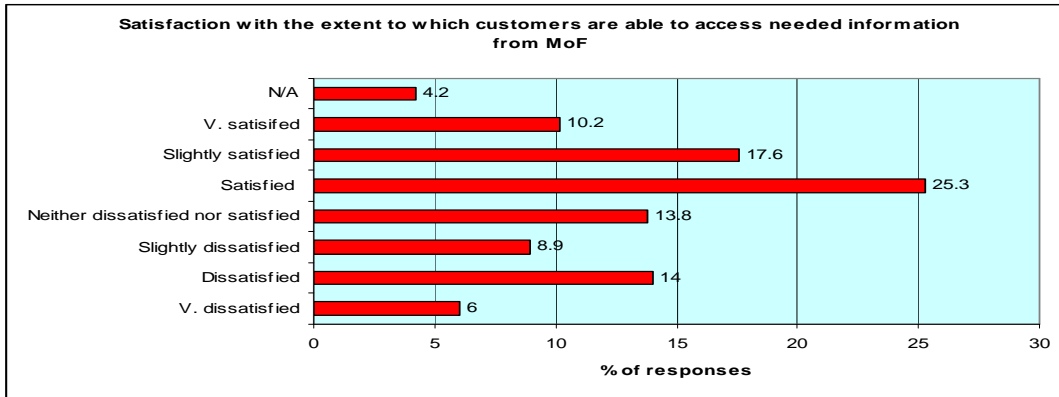


Chart 57: Customers' ability to access needed information from MoF.

3.3.2.13 Efficiency, Helpfulness and courtesy at entry points i.e. general reception and telephone exchange.

58.4% of the customers interviewed for the study were satisfied that the entry points at Ministry of Finance were efficient, helpful and courteous (29.5% satisfied, 16.1% slightly satisfied and 12.8% very satisfied). On the other hand 25.4% were not satisfied (10.8% slightly dissatisfied, 8.9% dissatisfied and 5.7% very dissatisfied). 11% were neither satisfied nor dissatisfied, while 5.3% did not know much on the issue to comment, as shown in Chart 58 below.

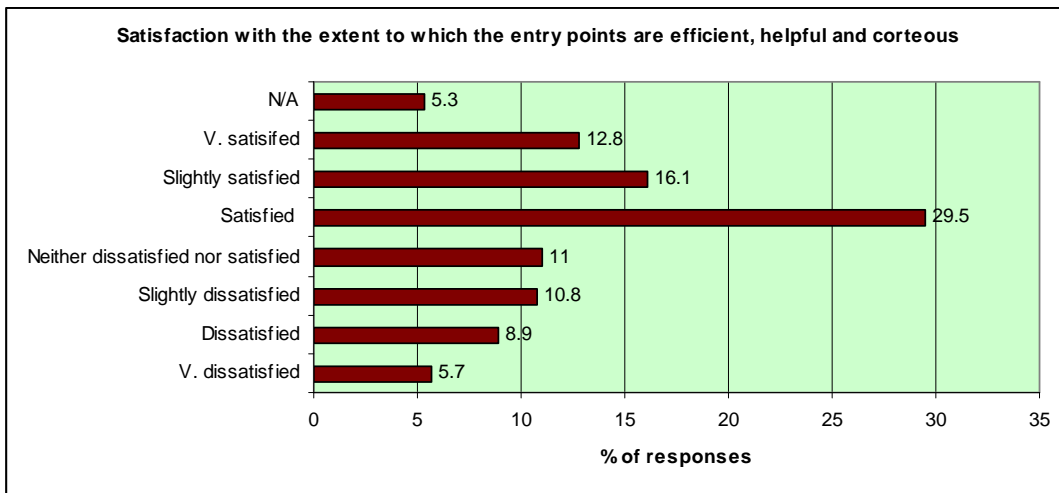
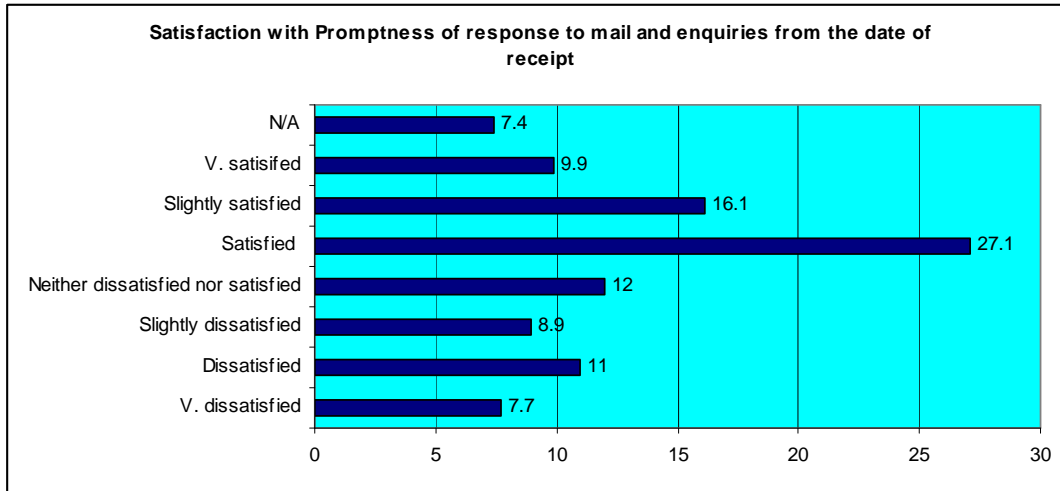


Chart 58: Efficiency, helpfulness and courteousness of MoF entry points

3.3.2.14 *Promptness of response to mail and enquiries from date of receipt*

59.3% of the customers visiting Ministry of Finance interviewed for the survey were satisfied with the Ministry's prompt response to mail and enquiries from date of receipt (27.1% satisfied, 16.1% slightly satisfied and 9.9% very satisfied). On the other hand 27.6% of the customers were not satisfied with the Ministry's response to mail and enquiries. 12% were neither satisfied nor dissatisfied, while 7.4% did not know much on the issue to comment, as shown in Chart 59 below.



*Chart 59: Promptness of response to mail and enquiries from the date of receipt by MoF*

3.3.2.15 *Improvement over time of service provision at the Ministry*

58.1% of the customers visiting Ministry of Finance were satisfied with the improvements it has achieved over time in service provision (23.5% satisfied, 22.6% slightly satisfied and 12% very satisfied). On the other hand 23% were not satisfied with the improvement of service over time at the Ministry (9.6% slightly dissatisfied, 9.3% dissatisfied and 4.1% very dissatisfied). 12.5% were neither satisfied nor dissatisfied, while 6.5% did not know much about the issue to comment.

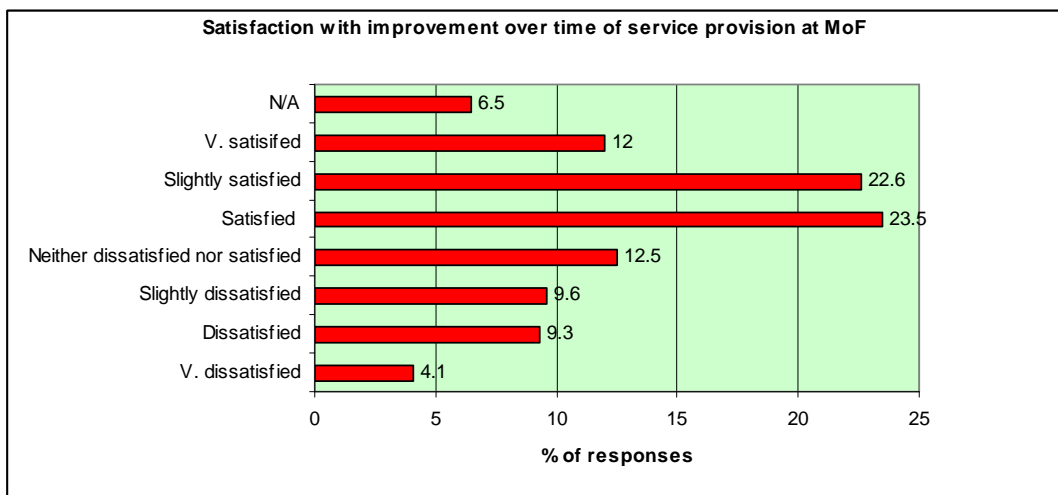


Chart 60: *Improvement over time of service provision by MoF*

### 3.3.2.16 Overall satisfaction with Ministry of Finance as a service provider

Overall 63.6% of the customers visiting Ministry of Finance offices were satisfied with the Ministry as a service provider (31.7% satisfied, 21.5% slightly satisfied and 10.4% very satisfied). On the other hand 20.5% were not satisfied overall by the services they received from the Ministry of Finance (7.8% slightly dissatisfied, 7.1% dissatisfied; 5.6% very dissatisfied). 12.3% were neither satisfied nor dissatisfied overall with the services they received from Ministry of Finance, while 3.6% did not know much about the services offered by the Ministry to comment, as shown in Chart 61 below.

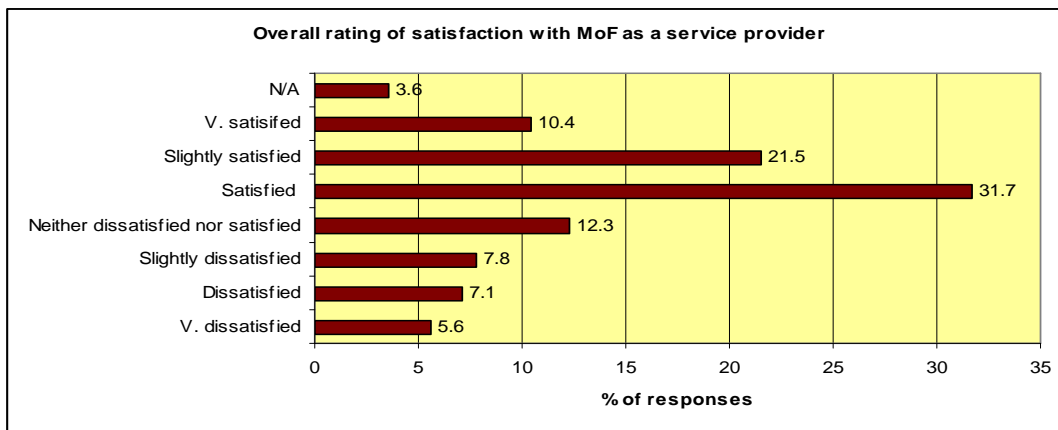


Chart 61: Overall rating of satisfaction with MoF as a service provider

### 3.3.3 Rating Ministry of Finance in Performance of Core Functions

#### 3.3.3.1 Formulation and implementation of economic, fiscal and monetary policies in collaboration with relevant institutions?

74.2% of the customers in the survey rated Ministry of Finance positively with regard to formulation and implementation of economic, fiscal and monetary policies in collaboration with relevant institutions, with 36.2% ranking its performance as fair, 32.3% good and 5.7% as very good. On the other hand 11.7% rated the Ministry's performance on the negative with 8.1% rating it as poor, while 3.6% rated it as very poor. 14% did not know much on the issue to respond, as shown in Chart 62 below.

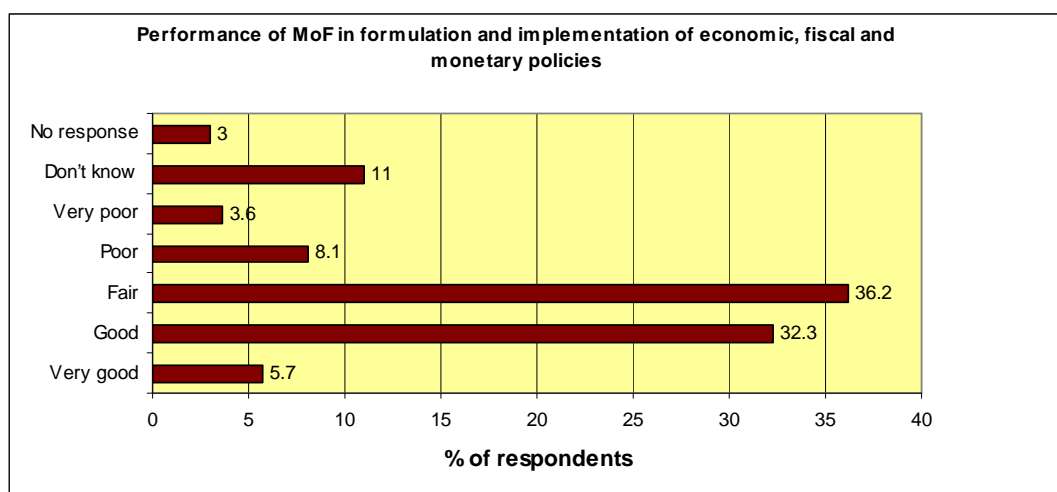


Chart 62: Performance of Ministry of Finance in formulation and implementation of economic, fiscal and monetary policies

#### 3.3.3.2 Mobilizing domestic and external resources for financial government budgetary requirements

68.2% of the customers in the survey rated Ministry of Finance positively with regard to its mobilizing domestic and external resources for financial government budgetary requirements, with 35.6% rating its performance as fair, 25.4% as good and 7.2% as very good.

On the other hand, 16.8% rated the Ministry’s performance on the negative, with 12.6% rating its performance as poor and 4.2% as very poor. 14.9% did not know much on the issue to rate it, as shown in Chart 63 below.

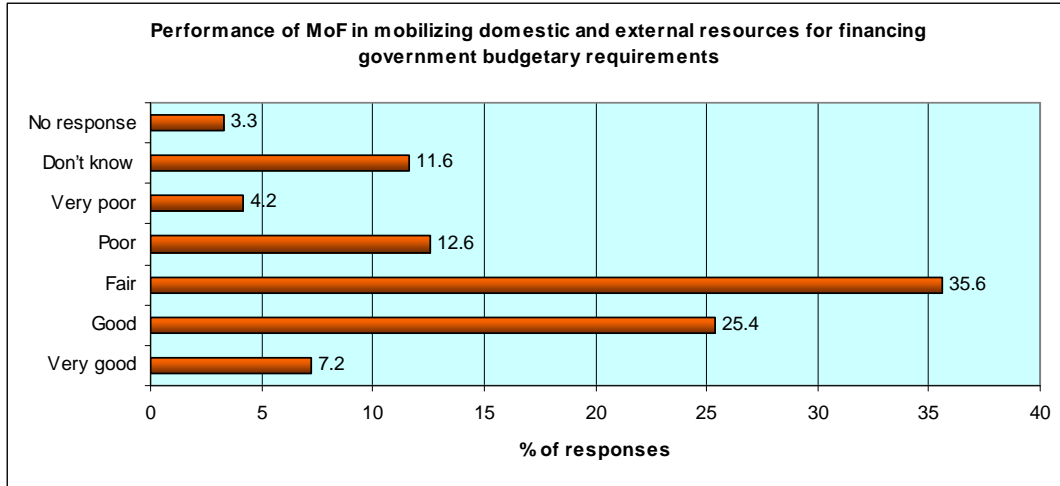


Chart 63: Performance of Ministry of Finance in mobilizing domestic and external resources

### 3.3.3.3 Public debt management

51.9% of the customers interviewed for the survey rated Ministry of Finance’s performance in public debt management positively, with 29.3% rating it as fair, 17.6% as good and 5% as very good. On the other hand 27.8% rated its performance negatively with 19.2% rating it as poor, while 8.6% rated its performance as very poor. 20.3% did not know much about the issue to rank it, as shown in Chart 64 below.

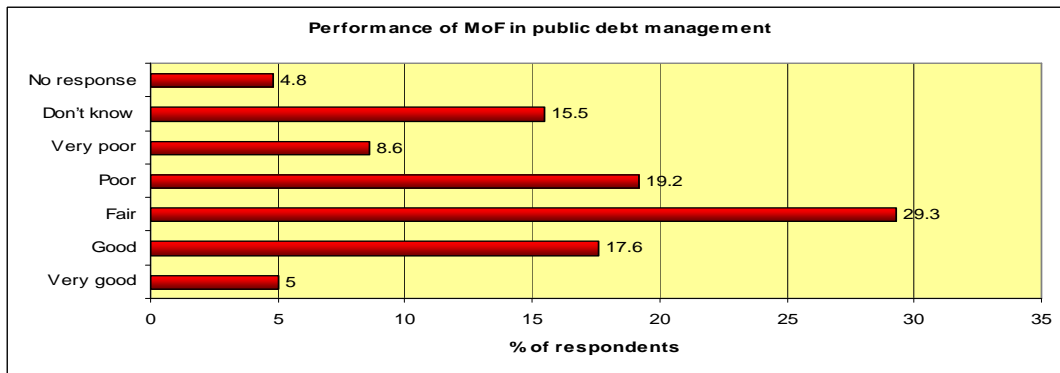
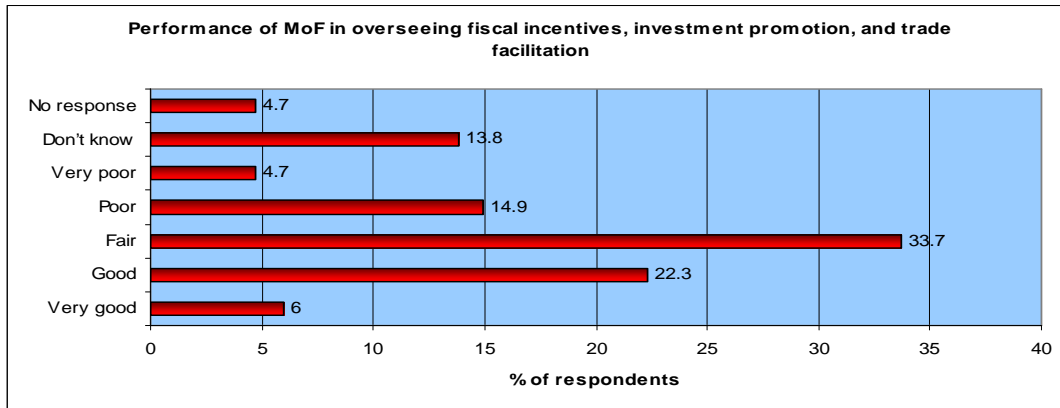


Chart 64: Performance of Ministry of Finance in public debt management

### 3.3.3.4 Overseeing fiscal incentives, investment promotion and trade facilitation in collaboration with relevant arms of government

62% of the customers in the survey rated Ministry of Finance’s performance with regard to overseeing fiscal incentives, investment promotion and trade facilitation in collaboration with relevant arms of government positively, with 33.7% rating it as fair, 22.3% as good and 6% as very good. On the other hand 19.6% rated its performance negatively, with 14.9% rating it

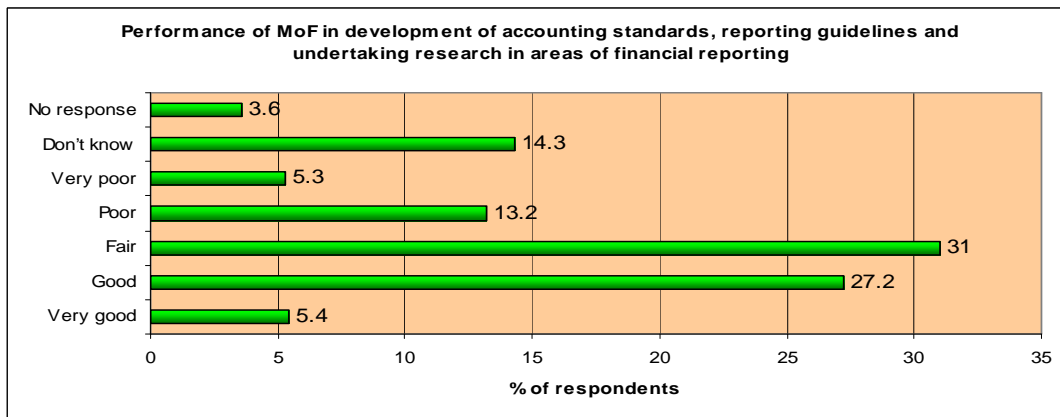
as poor and 4.7% as very poor. 18.5% did not know much about the issue to rate it, as shown in Chart 65 below.



*Chart 65: Performance of Ministry of Finance in overseeing fiscal incentives, investment promotion, and trade facilitation*

### 3.3.3.5 Development of accounting standards, reporting guidelines and undertaking identified research in identified areas of financial reporting?

63.6% of the customers in the survey rated Ministry of Finance in development of accounting standards, reporting guidelines and undertaking identified research in identified areas of financial reporting positively, with 31% rating it as fair, 27.2% as good and 5.4% as very good. On the other hand 18.5% rated the Ministry’s performance negatively with 13.2% rating it as poor and 5.3% as very poor. 17.9% did not have much information on the issue to rate it, as shown in Chart 66 below.

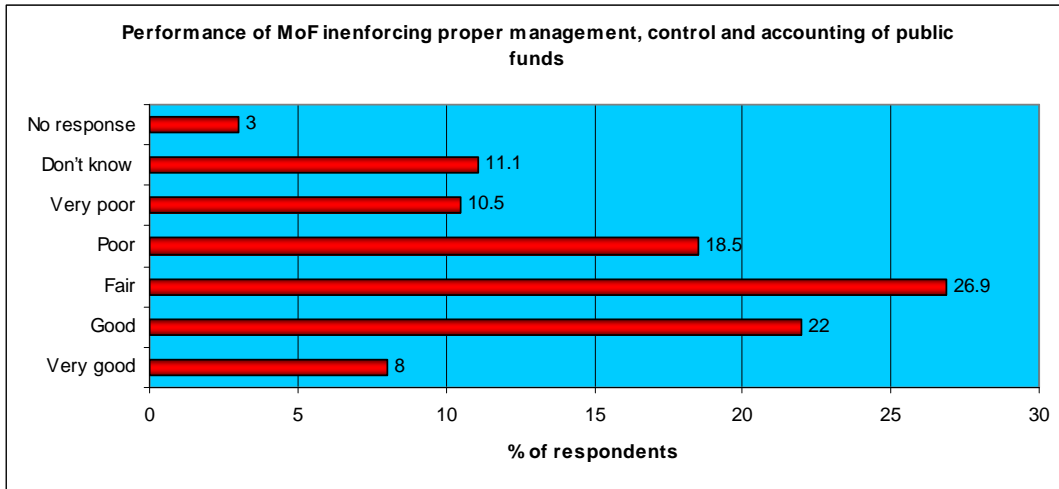


*Chart 66: Performance of Ministry of Finance in development of accounting standards, reporting guidelines and undertaking research in areas of financial reporting*

### 3.3.3.6 Enforcing proper management, control and accounting of public funds, in order to promote efficient utilization of budgetary resources

56.9% of the customers in the survey rated Ministry of Finance’s performance in enforcing proper management, control and accounting of public funds in order to promote efficient utilization of budgetary resources positively, with 26.9% rating it as fair, 22% as good and 8% as very good. On the other hand, 29% rated the Ministry’s performance negatively with

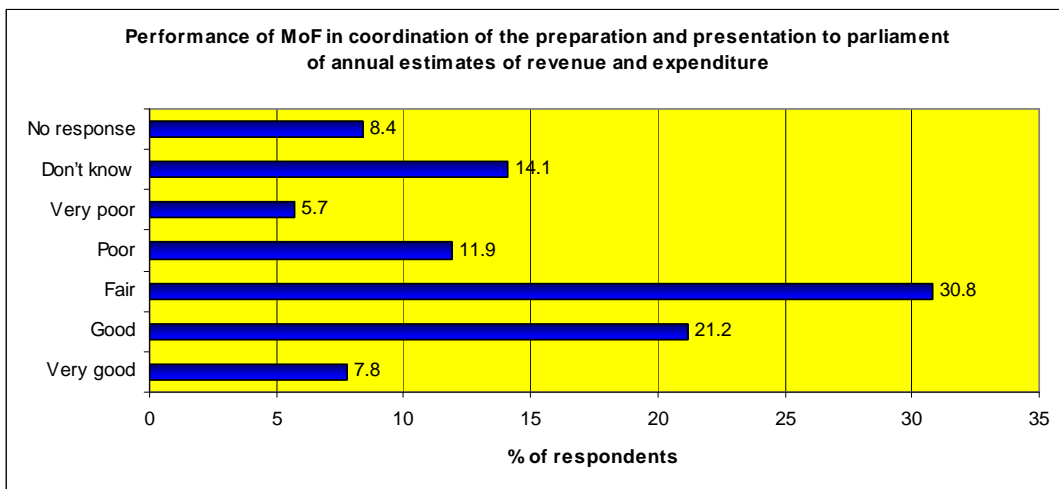
18.5% rating it as poor and 10.5% as very poor. 14.1% did not have enough information on the issue to rate the Ministry, as shown in Chart 67 below.



*Chart 67: Performance of Ministry of Finance in enforcing proper management, control and accounting of public funds*

### 3.3.3.7 Coordination of the preparation and presentation to Parliament of annual estimates of revenue and expenditure

59.8% of the customers in the survey rated performance of Ministry of Finance in coordination of the preparation and presentation to Parliament of annual estimates of revenue and expenditure positively, with 30.8% ranking it as fair, 21.2% as good and 7.8% as very good. On the other hand 17.6% rated its performance negatively with 11.9% rating it as poor and 5.7% as very poor. 22.5% did not have enough information on the issue to rank it, as shown in Chart 68 below.



*Chart 68: Performance of Ministry of Finance in coordination of preparation and presentation to parliament of annual estimates of revenue and expenditure*

### 3.3.3.8 Formulation of insurance policy and regulation

53.8% of the customers in the study rated Ministry of Finance’s formulation of insurance policies and regulations positively with 28.7% rating it as fair, 19.1% as good and 6% as very good. On the other hand 23.3% rated the Ministry’s performance negatively with 16.8% calling its performance poor and 6.5% as very poor. 22.8% did not have enough information on the issue to rate the Ministry, as shown in Chart 69 below.

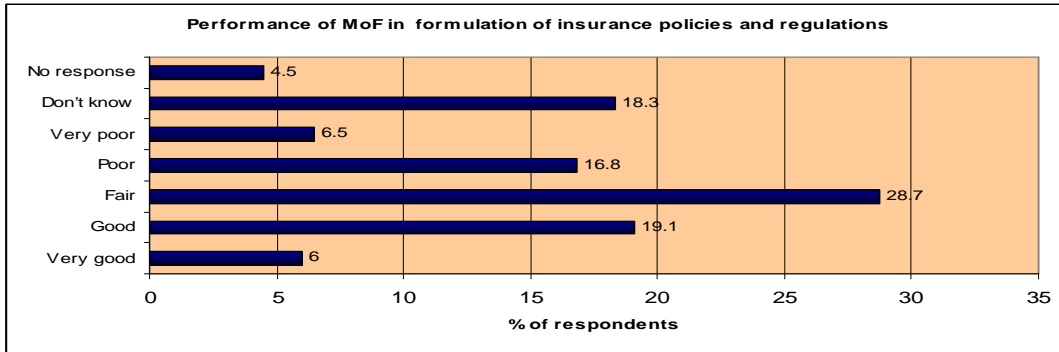


Chart 69: Performance of Ministry of Finance in formulation of insurance policies and regulations

### 3.3.3.9 Ensuring transparent and accountable procurement and disposal of goods and services in the public sector

51.9% of the customers in the study rated Ministry of Finance’s performance in ensuring transparent and accountable procurement and disposal of goods and services in the public sector positively, with 31.3% rating its performance as fair, 15.5% as good and 5.1% as very good. On the other hand 32.5% rated the Ministry’s performance negatively with 19.1% rating it as poor and 13.4% as very poor. 15.6% did not have enough information to rate the Ministry’s performance, as shown in Chart 70 below.

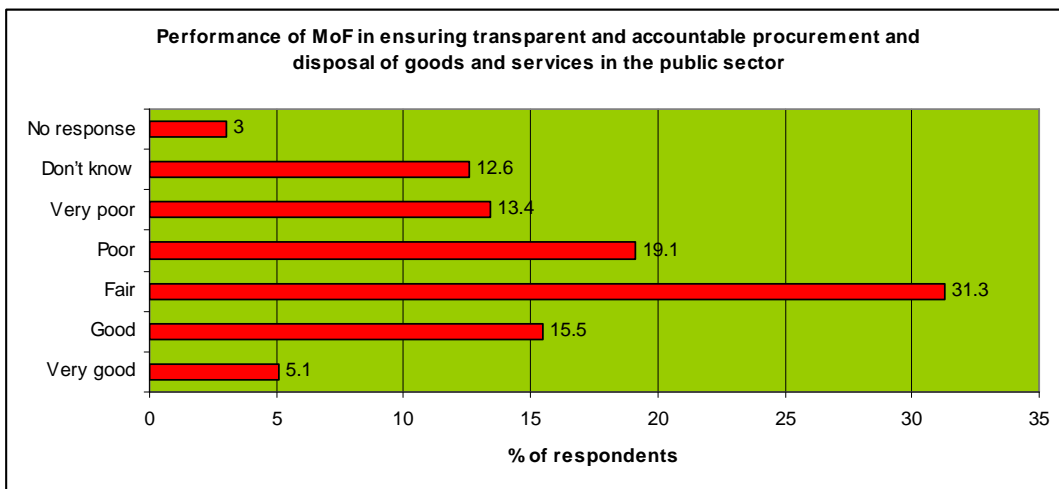


Chart 70: Performance of Ministry of Finance in ensuring transparent and accountable procurement and disposal of goods and services in the public sector

3.3.3.10 *Coordination of the management of public enterprises and investments*

59.7% of the customers rated Ministry of Finance positively with regard to coordination of the management of public enterprises and investments, with 33.8% rating the Ministry’s performance as fair, 21.4% as good while 4.5% rated it as very good. On the other hand 22.4% rated the Ministry negatively with 15.2% rating its performance as poor and 7.2% as very poor. 17.9% did not have much information on the issue to rate the Ministry’s performance, as shown in Chart 71 below.

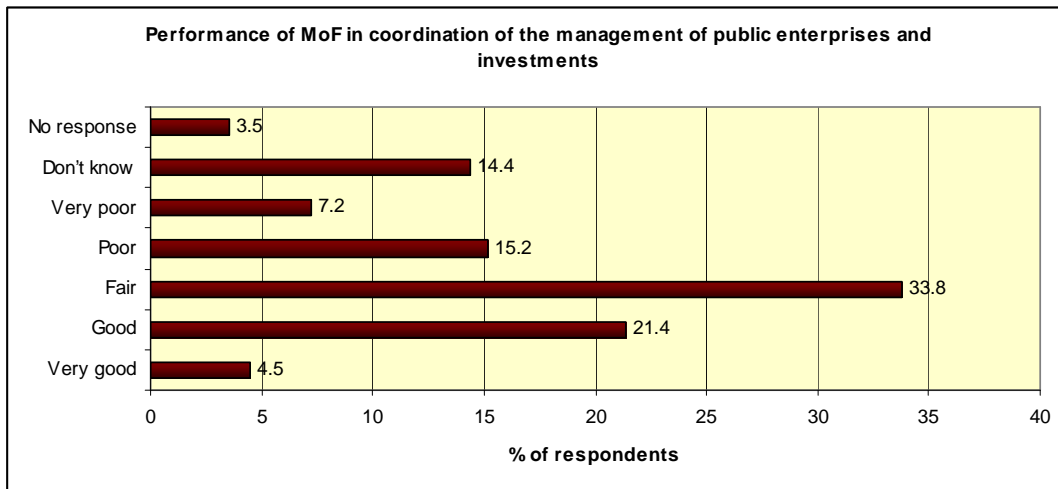


Chart 71: Performance of Ministry of Finance in coordination of the management of public enterprises and investments

3.3.3.11 *Divestiture of public enterprises and the coordination of public private partnerships*

56% of the customers rated the Ministry’s performance positively with 29.8% rating it as fair, 20.9% good and 5.3% as very good. On the other hand 22.6% of the customers rated the Ministry negatively with regard to divestiture of public enterprises and the coordination of public-private partnerships, with 13.7% ranking it as poor, while 8.9% ranked it as very poor. 21.5% did not have enough information on the issue to rank it, as shown in Chart 72 below.

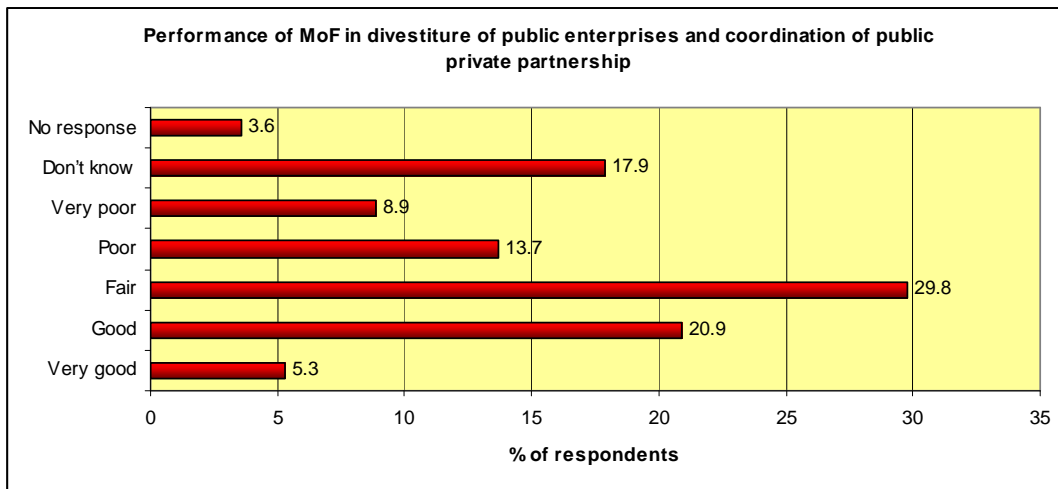


Chart 72: Performance of Ministry of Finance in divestiture of public enterprises and coordination of public private partnership

3.3.3.12 *Enforcing competition law and policy for orderly conduct of business enterprises*

68.8% of the customers in the survey rated Ministry of Finance positively with regard to its enforcing competition laws and policies for orderly conduct of business enterprises, with 34.1% rating its performance as fair, 20.8% as good and 5.9% as very good. On the other hand 21.9% rated its performance negatively with 15.0% declaring its performance as poor, while 6.9% rated it as very poor. 17.3% did not know much on the issue to respond, as shown in Chart 73 below.

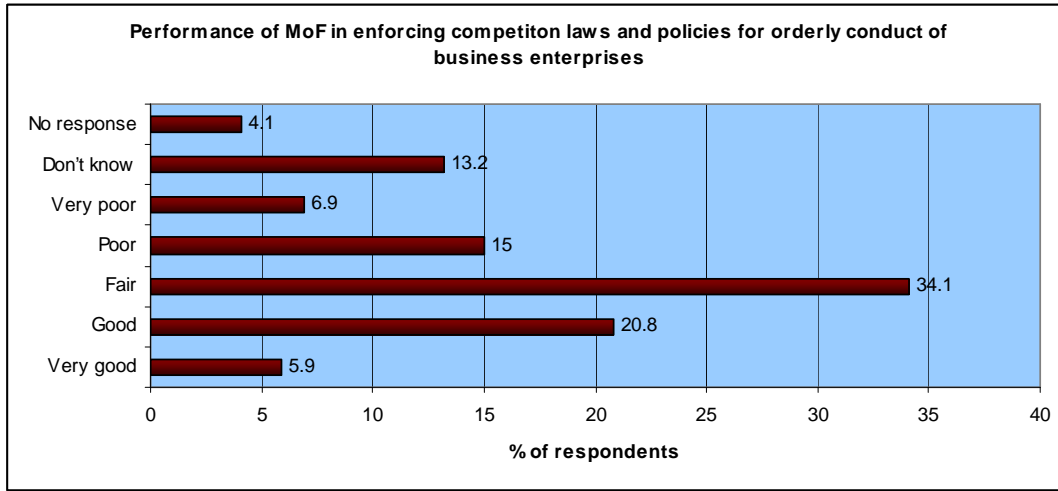


Chart 73: Performance of Ministry of Finance in enforcing competition laws and policies for orderly conduct of business enterprises

3.3.3.13 *Formulation of public pension policy and administration*

55.8% rated the Ministry of Finance in formulation of public Pension policies and Administration positively, with 29.2% saying it is fair, 21.2% as good and 5.4% as very good. On the other hand 29.7% were negative with 17.1% rating it as poor and 12.6% as very poor. 14.4% did not know much to rate the Ministry, as shown in Chart 74 below.

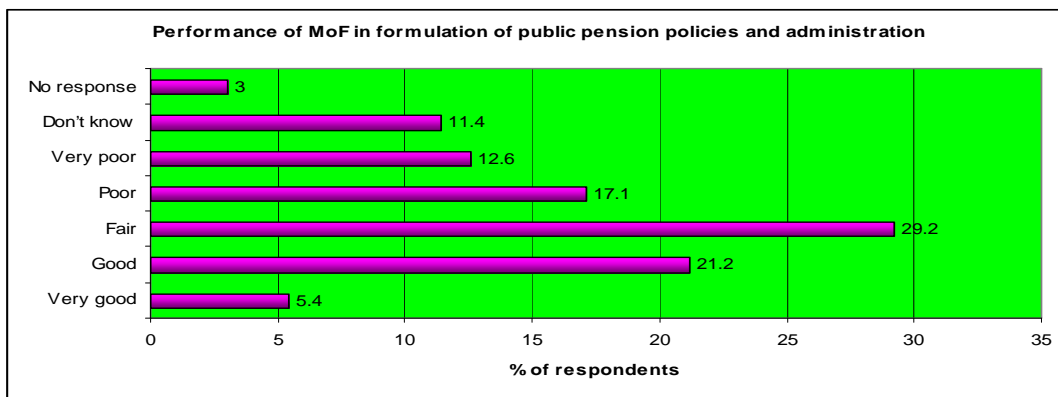


Chart 74: Performance of Ministry of Finance in formulation of public pension's policies and administration

3.3.3.14 *Policy formulation and regulation of retirement benefits*

50.7% of the customers rated the Ministry’s performance with regard to policy formulation and regulation of retirement benefits positively with 28.0% rating the Ministry’s performance as fair, 18% as good, while 4.7% rated it as very good. On the other hand 31.7% rated the Ministry’s performance as poor with 12% saying that it is very poor. 17.6% did not have an answer for the question, as shown in Chart 75 below.

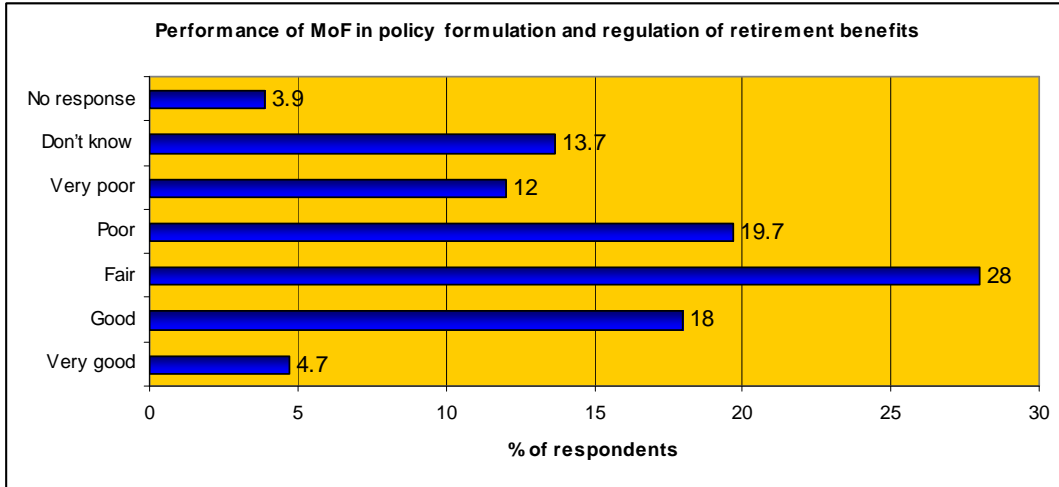


Chart 75: Performance of Ministry of Finance in policy formulation and regulation of retirement benefits

3.3.3.15 *Clearing, forwarding and facilitating warehousing of public sector consignments*

51.7% of the customers rated the Ministry’s performance in clearing, forwarding and facilitating warehousing of public sector consignments positively, with 29.2% rating its performance as fair, 15.8% said it was good, while 8.6% said it was very good. On the other hand a cumulative 24.4% rated the Ministry as poor, with 8.6% rating it as very poor. 23.9% did not have enough information to give a definite answer, as shown in Chart 78 below.

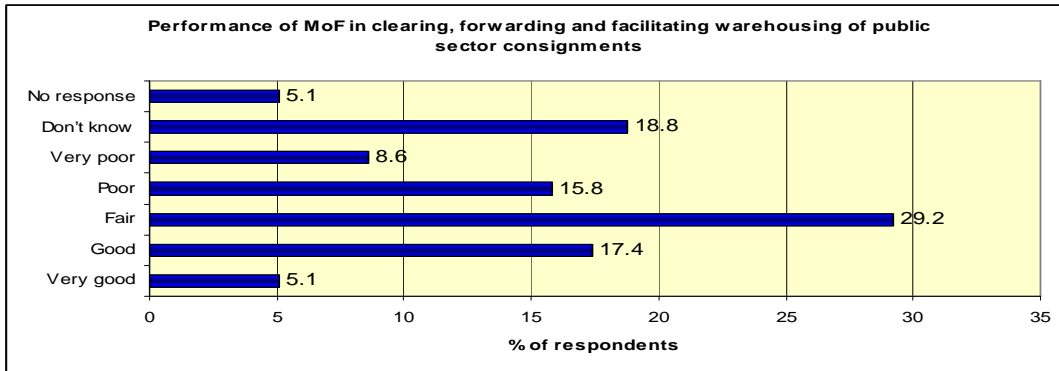


Chart 78: Performance of Ministry of Finance in clearing, forwarding and facilitating warehousing of public sector consignments

3.3.3.16 *Being the custodian of government assets and property ensuring the stability, development and soundness of the financial sector through semi autonomous government agencies under the Ministry*

54.6% of the respondents rated the Ministry positively in its handling of government assets and property, with 26.3% rating the Ministry as fair, 22.3% as good and 6% as very good. On the other hand 26% rated the Ministry poorly, with 14.7% rating its performance as poor, while 11.3% said its performance was very poor. 19.4% did not respond to the question/could not rank the Ministry, as shown in Chart 79 below.

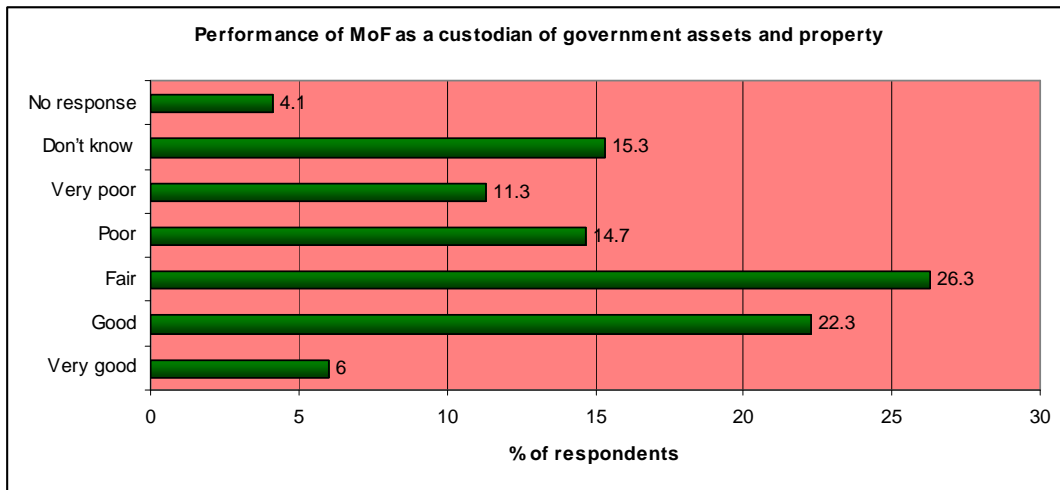


Chart 79: Performance of Ministry of Finance as custodian of government assets and property

3.3.3.17 *Ensuring the stability, development and soundness of the financial sector through semi autonomous government agencies under the Ministry*

57.9% of the customers rated the Ministry positively with regard to ensuring stability, development and soundness of the financial sector through semi-autonomous government agencies under it, with 32.5% of them rating it as fair, 20.3% as good, while 7.4% as very good. On the other hand 21.1% rated the Ministry as poor with 7.4% saying that it performed very poorly, 21.1% did not respond to the question, as shown in Chart 80 below.

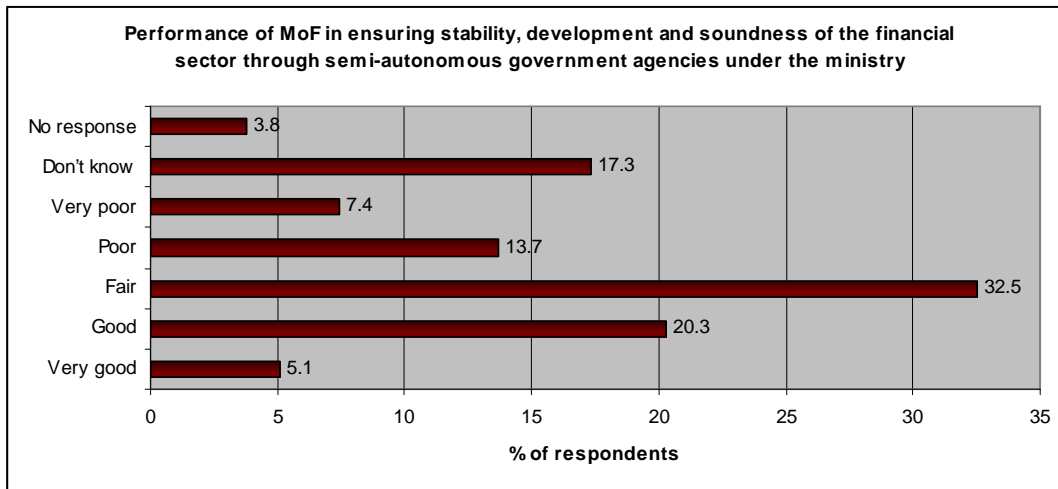


Chart 80: Performance of Ministry of Finance in ensuring in ensuring stability, development and soundness of financial sector through semi-autonomous government agencies

3.3.3.18 *Deepening and broadening markets*

57.7% rated the performance of the Ministry of Finance with regard to deepening of markets positively, with 30.5% rating it as fair, while 20.3% rated it as good, and 6.9% as very good. On the other hand 21.6% rated the Ministry’s performance poorly, with 14.7% rating the Ministry’s performance as poor, while 6.9% said that it had performed very poorly. 20.6% did not rate the Ministry in this regard because they did not have enough information on the issue, as shown in Chart 81 below.

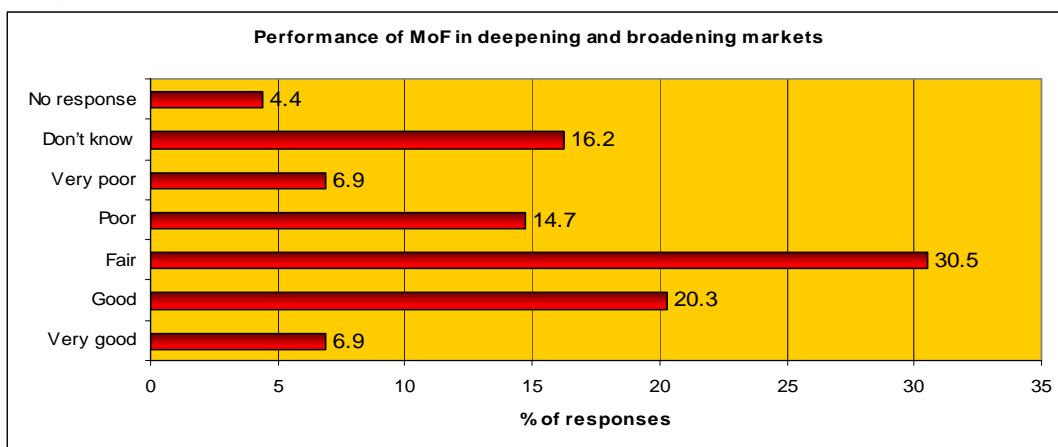


Chart 81: Performance of Ministry of Finance in deepening and broadening markets

### 3.3.4 Desired Changes

#### 3.3.4.1 Changes to improve customer satisfaction and quality of services provided

37.7% of the customers interviewed wanted to see improvement in staff ethics in the Ministry; 17.1% wanted services speeded up, while 18% wanted the Ministry to employ more staff. On the other hand, 14.2% was of the view that the Ministry should employ competent staff. Other recommendations to improve quality of service included stopping corruption (7.3%); buying modern equipment (3.8%); privatizing some of the services (1.6%) and subjecting all staff to performance contracting (0.3%) as shown Chart 82 below.

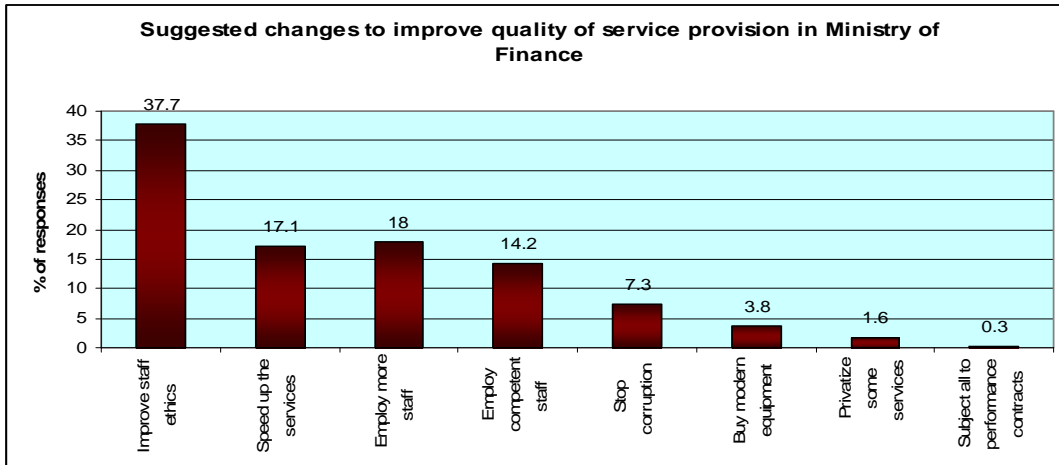


Chart 82: Changes to improve quality of service provision in MoF.

#### 3.3.4.2 Changes to improve feedback mechanisms

In order to improve the feedback mechanism in the Ministry of Finance, many of the customers suggested that the Ministry embrace modern technology (30.1%); should speed up its feedback mechanisms (57.4%); employ new staff (3%); improve work ethics of all staff (5.4%); set up a suggestion box (4.1%) as shown in Chart 83 below.

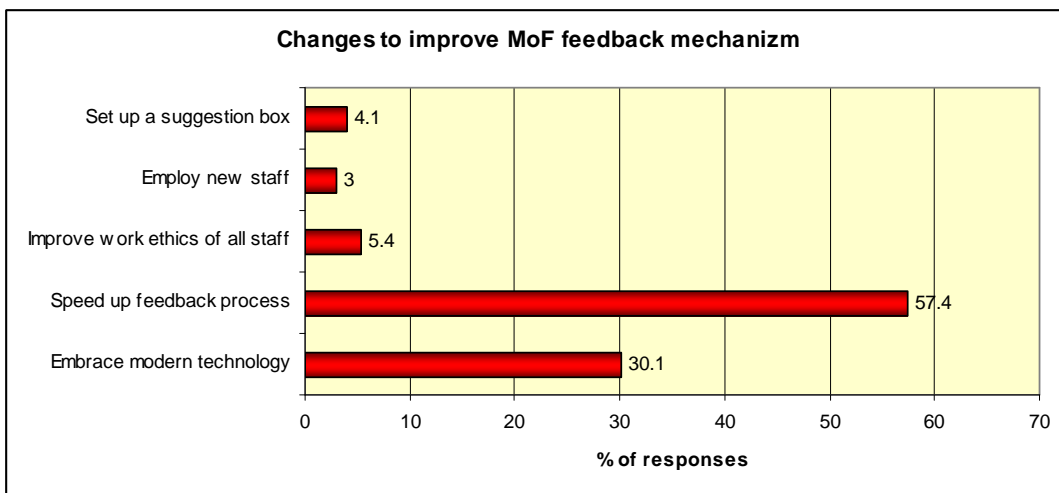
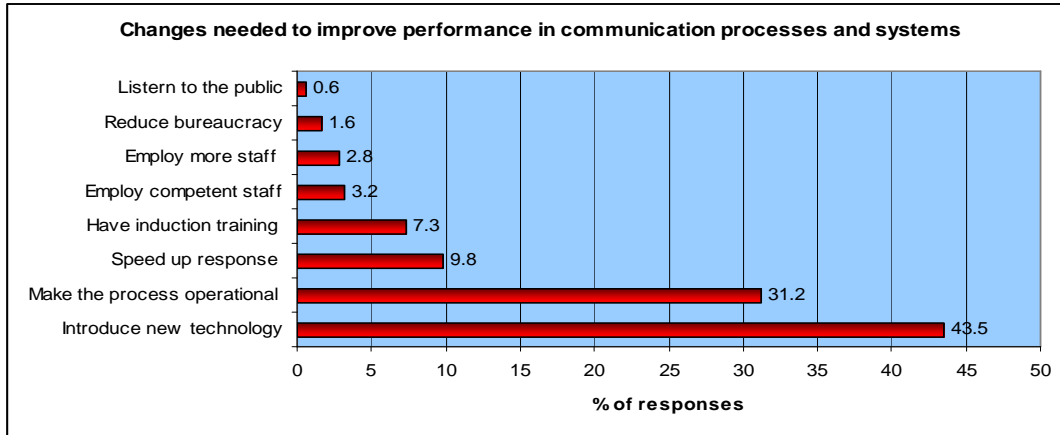


Chart 83: Changes to improve feedback mechanism in MoF

3.3.4.3 *Changes to improve performance on communication processes and systems*

Many of the customers (43.5%) suggested that the Ministry should improve its technology in order to improve on communication processes and systems. 31.2% suggested that the Ministry should make the process operational; 9.8% suggested fast response; 7.3% induction training; 3.2% suggested employ competent staff; 2.8% employ more staff; 1.6% reduce bureaucracy; 0.6% listen to public opinion as shown in Chart 84 below.



*Chart 84: Changes needed to improve performance in communication processes and systems*

3.3.4.4 *Changes to improve performance on the handling of complaints*

In order to facilitate better handling of complaints, 31.1% of the customers suggested increased speed of service, 30.2% that prioritization of complaints be done; 13.2% that MoF employ competent people; 6.0% that the Ministry stop harassment; and 4.5% that the Ministry train staff. 3.9% of the customers said that MoF embrace new technology; 3.6% wanted the Ministry to stop corruption, while 0.9% said that the Ministry should ensure confidentiality on whistle blowers identities. 0.6% wanted proper records kept as shown in Chart 85 below.

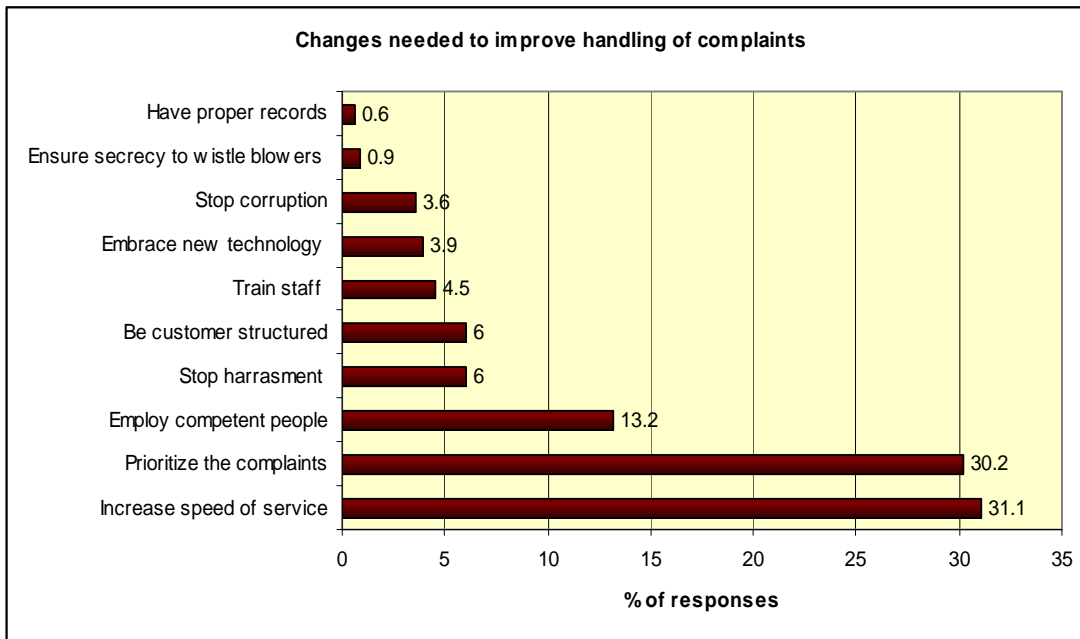
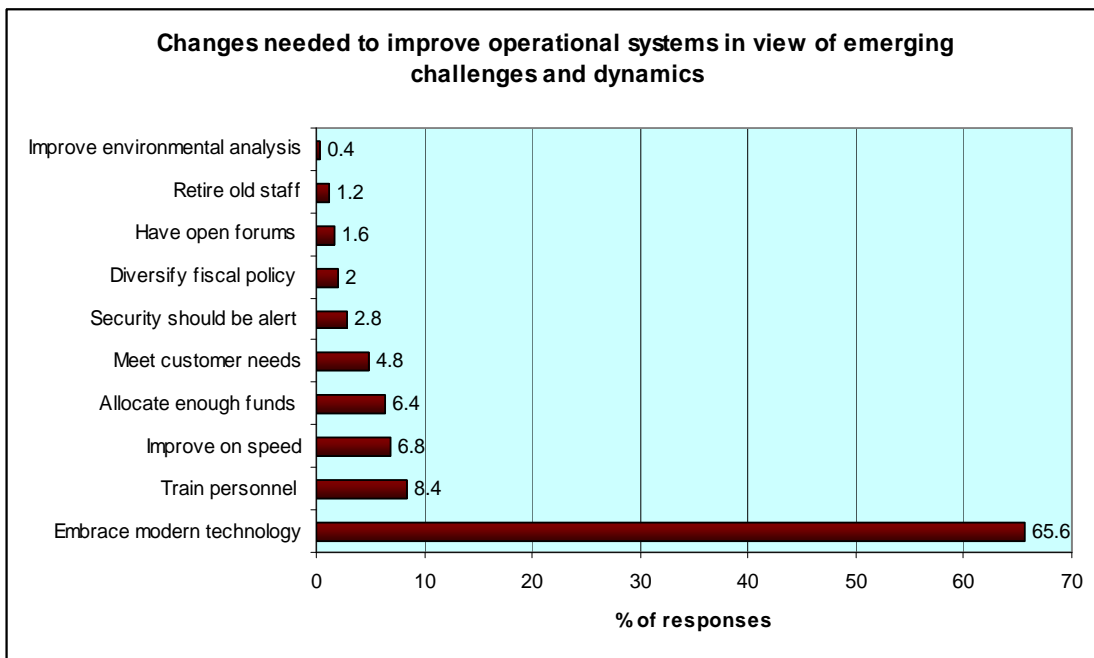


Chart 85: *Changes needed to improve handling of complaints*

3.3.4.5 *Changes to improve performance of operational system in view of emerging challenges and dynamics.*

Most of the customers who wanted improvement in performance of operational systems in the Ministry of Finance (65.6%) suggested that the Ministry should improve its ICTs. 8.4% of the customers urged that the Ministry train personnel, while 6.8% wanted the Ministry to improve the speed with which it does business. 6.4% pointed out that the Ministry should allocate adequate funds; 4.8% that the systems should meet customer needs; 2.8% that security should be more alert; and 2% that fiscal policies be diversified. 1.6% suggested that there be open forums, while 1.2% suggested that old staff be retired. 0.4% pointed out that environmental analysis be improved as shown in Chart 86 below.



*Chart 86: Changes needed to improve operational systems in view of emerging challenges and dynamics.*

### 3.3.4.6 *Changes to improve performance on good corporate governance*

44.3% of the customers interviewed were of the view that the Ministry should uphold professionalism; 14.6% that the Ministry should stop corruption; and another 14.6% that the Ministry work more closely with other ministries. 9.9% that the Ministry employ competent personnel. 6.6% each felt that the Ministry train staff; and that the Ministry responds to customer needs respectively. 1.4% said that the Ministry should look into merit in service delivery; 0.9% that incentives be given, while 0.5% each pointed out that records of customers be kept, and that enough funds be allocated as shown in Chart 87 below.

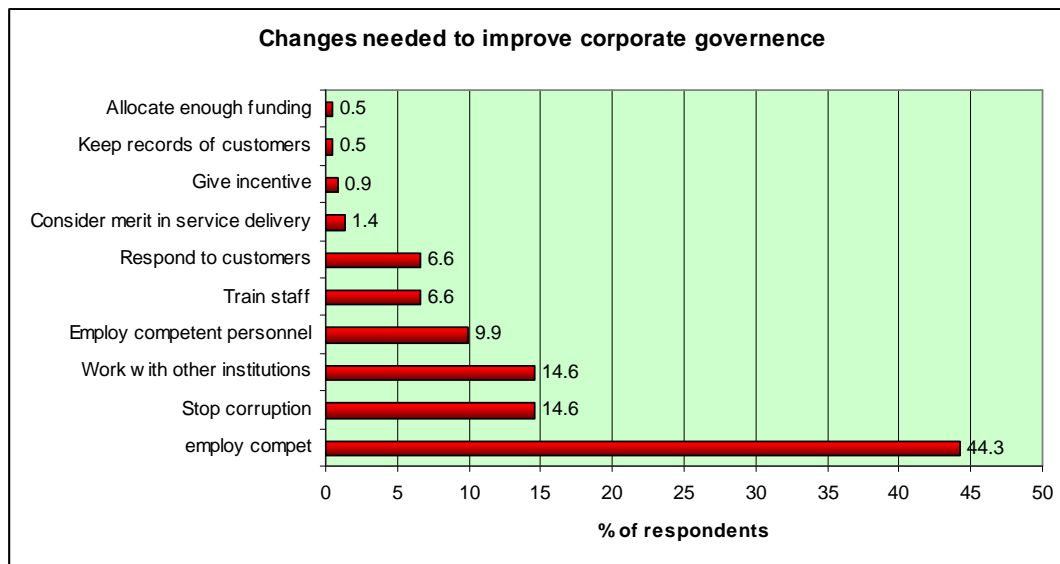


Chart 87: Changes needed to improve corporate governance

### 3.3.4.7 *Additional recommendations to Ministry of Finance*

	Comments	Count	% responses
1	Professionalism	192	35.7
2	Liked the survey	77	14.3
3	Eradicate corruption	55	10.2
4	Respect and dignity to customers	45	8.4
5	Ensure policy implementation	30	5.6
6	Embrace technology	26	4.8
7	Conduct regular staff training	22	4.1
8	Employ new staff	19	3.5
9	Publicize survey results	19	3.5
10	Decentralization of services	17	3.2
11	Didn't understand questions	13	2.4
12	Reshuffle staff	11	2.0
13	Favouritism	9	1.7
14	Increase number of staff	2	.4
15	Looking for a job	1	.2
	<b>Total</b>	<b>538</b>	<b>100</b>

## 4.0 CONCLUSIONS

### 4.1 Ordinary customers

#### 4.1.1 *Interaction with Ministry of Finance*

Most of the ordinary customers visiting Ministry of Finance offices do financial transactions, auditing services and research. They mostly visited Accountant General's and Pensions Departments. Most of them value the quality of service and professionalism in service provision very highly.

#### 4.1.2 *Satisfaction with Ministry of Finance as a service provider*

- Overall satisfaction-63.6%. specifically
- *Commitments rather well fulfilled included:*
  1. Reception at the point of service
  2. Excellence in delivery of quality services
  3. Clarity of Ministry's guidelines and its fairness in dealing with customers
  4. Applicability of MoF's policies and procedures to its customers
- *The commitments averagely fulfilled included:*
  1. Effectiveness in addressing problems and issues
  2. Clarity of Mission and Vision
  3. Promptness of response to mail and other enquiries by customers
  4. Fit of products and services to the needs and expectations of customers
  5. Time taken to be served
- *The commitments poorly fulfilled (less than 55%) included:*
  1. Welcoming new ideas and suggestions from customers
  2. Access to information from Ministry of Finance
  3. Giving of explanation by MoF when services are delayed

#### 4.1.3 *Performance of core functions*

- *The Ministry has done rather well in the following core functions:*
  1. Formulation and implementation of economic, fiscal and monetary policies
  2. Enforcing competition laws and policies for orderly conduct of business enterprises
  3. Mobilizing domestic and external resources for financing government budgetary requirements
  4. Development of accounting standards, reporting guidelines and undertaking research
  5. Overseeing fiscal incentives, investment promotion, and trade facilitation

- *The Ministry did averagely well in the following areas:*
  1. Coordination of preparation and presentation to Parliament of annual budget
  2. Coordination of the management of public enterprises and investments
  3. Ensuring stability, development and soundness of the financial sector
  4. Deepening and broadening markets
  5. Enforcing proper management, control and accounting public funds,
  6. Divestiture of public enterprises and coordination of private and public enterprises
  7. Formulation of public pension policy and administration
  
- *The Ministry fared poorly in the following core function:*
  1. Custodian of government assets and property
  2. Formulation of insurance policies and regulations
  3. Ensuring transparent and accountable procurement and disposal of public goods and services
  4. Public debt management
  5. Clearing, forwarding and facilitating warehousing of public sector consignments
  6. Policy formulation and regulation of retirement benefits

## **4.2 Corporate customers**

Most transactions are financial transactions and auditing. These transactions were mostly interacted in Accountant General's and Budgetary Supply departments.

### **4.2.1 Fulfilment of Service Charter**

- *Ministry has done very well in five of its commitments to the customers where satisfaction levels were more than 75%. These include:*
  1. Commitment to paying due attention and respect to customers
  2. Commitment to upholding professionalism
  3. Commitment to being honest and helpful
  4. Commitment to being action oriented and sensitive to needs of customers
  5. Commitment to speedy provision of necessary information to the customers
  
- *The Ministry has fared well with the rest of its pledges to corporate customers with a minimum of 62% in the following pledges:*
  1. Commitment to ensuring efficient, helpful and courteous entry points
  2. Commitment to treating all customers fairly
  3. Commitment to upholding zero tolerance for corruption
  4. Commitment to deal promptly with appointments

5. Commitment to prompt response to mails

#### **4.2.2 Interaction with Ministry of Finance:**

Majority of the corporate customers were happy with their interaction with Ministry of Finance. They see it as satisfactory, cordial and respectful, honest, and friendly and cooperative, while only a few corporate customers were unhappy and saw the services as poor, unfriendly; slow and corrupt.

#### **4.2.3 Satisfaction with Ministry of Finance as a service provider**

*The Ministry did quite well in the following areas (over 70%)*

1. Striving to create excellence in delivery of services
2. Improvement in service provision over time
3. Applicability of Ministry of Finance policies and procedures to customers
4. Clarity of guidelines and fairness in dealing with customers

• *The Ministry did well in the following (over 60%)*

1. Clarity of Ministry of Finance Mission and Vision
2. Ability of products and services to meet customer needs & expectations
3. Time taken to be served
4. Ability to access information needed from the Ministry by customers
5. Effectiveness in addressing customer problems and issues
6. Reasonable explanation given when services are delayed

• *The Ministry did poorly in the following core areas (less than 60%)*

1. Promptness of response to mail and other enquiries made
2. Welcoming of new ideas and suggestions from customers

#### **4.2.4 Rating performance of Ministry of Finance in its core functions**

• *In the eyes of the corporate customers the Ministry did very well in (over 75%) the following core functions:*

1. Formulation and implementation of economic, fiscal and monetary policies
2. Enforcing proper management, control and accounting public funds,
3. Mobilizing domestic and external resources for financing government budgetary requirements

• *The Ministry did well (60%+) in the following core functions:*

1. Development of accounting standards, reporting guidelines and undertaking research
2. Coordination of preparation and presentation to parliament of annual budget
3. Overseeing fiscal incentives, investment promotion, and trade facilitation
4. Custodian of government assets and property

5. Ensuring transparent and accountable procurement and disposal of public goods and services
6. Ensuring stability, development and soundness of the financial sector
7. Coordination of the management of public enterprises and investments

- *The Ministry did poorly in the following core function among corporate customers*

1. Public debt management
2. Enforcing competition laws and policies for orderly conduct of business enterprises
3. Deepening and broadening markets
4. Formulation of insurance policies and regulations
5. Divestiture of public enterprises and coordination of private and public enterprises
6. Formulation of public pension policy and administration
7. Policy formulation and regulation of retirement benefits

- *The Ministry was rated very poorly (less than 50%) among the corporate customers in the area of clearing, forwarding and facilitating warehousing of public sector consignments*

## **5.0 CONSULTANT'S RECOMMENDATIONS**

### **General Recommendations:**

#### ***1. Recommendations on Customer Care***

Service provision to customers visiting the Ministry countrywide is just fair, currently standing at 63.6% satisfaction level. Efforts should be made to ensure that it improves. Specifically, more effort is needed in the following areas: (i) receptiveness of new ideas and suggestions from customers ;( ii) timely provision of necessary information to customers; and (iii)courtesy in explaining delays in service delivery. The Human Resource Department should train staff in customer care and strengthen customer function, especially at Accountant General, Pensions and Budgetary Supplies Departments due to their exposure to external customers.

There is need for the Ministry to train all frontline employees on customer care and interpersonal relations to enable them handle all customers in a manner that reflects its commitment to effective service provision as per the Customer Service Charter. Where numbers are inadequate, capacity should be enhanced. Specifically, there is need to improve customer care in the Department of External Resources and Accountant General's Department

Areas in service provision that need to be urgently looked into to facilitate efficient and effective service delivery include;(i)entry points;(ii)treatment of customers; (iii)prevention of unfair business practices;(iv)honoring appointments;(v)prompt response to mails, and (vi)receptiveness to new ideas and suggestions from customers. Although only a few customers pointed out that their interaction with the Ministry was poor, unfriendly; slow and devoid of integrity, these sentiments should be considered seriously to ensure that such perceptions are eliminated in future.

The Ministry should improve on its handling of customer complaints by ensuring that points of lodging complaints like suggestion boxes and customer care desks are accessible to all customers. Once received, complaints should be acted upon with speed and commensurate diligence. The Ministry should facilitate effective consultations with corporate customers, especially the other line Ministries, most of whom consider its performance in this area unsatisfactory.

## ***2. Recommendations on Integrity***

Since most of the customers deal with Ministry officials on issues of financial transactions and auditing, existing mechanisms should be strengthened to ensure integrity. Particular allegations of corruption were reported in Pensions Department, Internal Audit, Procurement Department, and Department of Government Clearing Agency. The Ministry should look into this and punish officers found to be involved in the malpractices. The Ministry should reduce paperwork through computerization of most processed that cause delays to ensure that clients are served fast, hence no need to offer bribes to employees to speed up services.

## ***3. Recommendation on the Number of Personnel***

Lack of adequate personnel was reported to be an issue in Department of Economic Affairs where succession at the top is anticipated to be problematic as the gap is quite wide; Internal Audit, where the staff establishment is not commensurate to the heavy workload; Monopolies and Prices Commission; Government Investment and Public Enterprises; and Pensions Department. Human Resource Department together with the affected departments should ensure that staffing is balanced both in the head office and in the field and succession problems dealt with before they become a crisis.

## ***4. Recommendation on Handling of Core Functions***

The Ministry should re-examine how it handles the following core functions as the level of satisfaction in these areas was below expectation of the various stakeholder segments: Handling of government assets and property; formulation of insurance policies and regulations; procurement and disposal of public goods and services; Management of public debt; and formulation and regulation of retirement benefits policy.

Similarly, a lot more should be done to improve corporate customers' satisfaction on how the Ministry handles the following core functions: Enforcing competitive laws and policies to facilitate orderly conduct of business; Enhancing and strengthening markets; Formulation of insurance policies and regulations; Divestiture of public enterprises; Coordination of Public-Private Partnerships (PPP); and Formulation and administration of public pension policy. Urgent remedial measures need to be taken in the area of clearing, forwarding and warehousing of public sector consignments as its score was extremely poor among the corporate customers.

## ***5. Specific Recommendations to Departments***

*Department of Economic Affairs:* Should share information with other departments; respond to queries promptly; honor deadlines; report disciplinary cases promptly; and improve facilitation of extension of donor funding programs.

*External Resources:* Should improve on records management; and improve information flow with other departments.

*Budgetary Supply Office:* Should come up with District Specific Budgets; allocate provision for emergency; liaise with the other Departments before printing the Budget Estimates; improve the budget preparation speed; and harmonize their activities in the department.

*Accountant General:* Should streamline the IFMIS system and enlighten the other users on its functions; enhance links with the other departments; and deal expeditiously with cases reported to the Department;

*Internal Audit:* Should carry out frequent systems audit to enhance their effectiveness in enforcing accountability and efficiency in delivery of service;

*Debt Management Department:* Should improve on information management; collaborate more closely with the Auditor General's office; and harmonize exchange rates.

*Monopolies and Price Control:* Should be able to give its activities more prominence so that its visibility is improved

*Procurement Department:* Should improve on its efficiency in use of resources; encourage participation by other departments in the procurement process; conduct more market surveys in order to get realistic prices; ensure transparency in all its transactions; simplify and speed up the procurement process; educate other staff on procurement requirements; listen to the other department even as it follows regulations; and improve the welfare of the procurement officers.

*Government Investment and Public Enterprises Department:* Should do more work on the policy side of investment; and share information on public investment and privatization reforms.

*Pensions Department:* should improve linkages with the field; be more flexible to enhance quick service to its customers; operationalize the new computerized system in the Department to achieve faster speed; and participate actively in formulation of pension policies.

*Government Clearing Agency:* Clearing, forwarding and facilitating warehousing of public sector consignments performed poorly with external customers as such the following should be done: Should initiate structural change in order to streamline services in the Department; tighten oversight supervision by EMU and act on reports that EMU produce to enhance transparency; and deploy experienced officers in the Department for it to run smoothly.

*Department of Human Resource Management:* Should liaise with the other Departments and streamline training processes to avoid duplication in training; develop time-lined staff promotion strategy; fast track and improve scheme of service in all departments; computerize Human Resource Management; share information with other Departments; ensure that all Departments are well staffed, especially at the District level; and expedite processing of disciplinary cases.

*Department of Administration:* Should consult widely with the other departments in the Ministry before implementing decisions that affect the other departments; Need to ensure that all facilities in the Ministry offices are in good condition especially restrooms and customer waiting rooms. streamline provision of transport on such a way that ensure that Ministry staff access them easily; Ensure availability of office space at the District level, especially in the new Districts; and train security personnel in the Ministry Customer Care, especially in Pensions Department.

## APPENDIX I: SURVEY TOOLS FOR CORPORATE CUSTOMERS

### 1. MINISTRY OF FINANCE: DEPARTMENTAL CHECKLIST

Name of the Department \_\_\_\_\_

Title of the Respondent \_\_\_\_\_

1. Comment on the quality of service your Department has received from the following other departments in the Ministry of Finance

<b>Department in the Ministry of Finance</b>	<b>Services rendered by other Departments in the Ministry of Finance</b>
a) Economic affairs	
b) External resources	
c) Budgetary supply	
d) Accountant Generals'	
e) Internal audit	
f) Debt management	
g) Monopolies and prices commission	
h) Public procurement directorate	
i) Government investments and public enterprises	
j) Pensions	
k) Government clearing agency	
l) Human resources management	
m) Administration	
n) Government Clearance Agency	

2. What are some of the changes/improvements you would like to see effected in these other departments to boost quality of their services to your department?

<b>Department in the Ministry of Finance</b>	<b>Suggested improvement for better quality of service to other departments</b>
o) Economic affairs	
p) External resources	
q) Budgetary supply	
r) Accountant Generals'	
s) Internal audit	
t) Debt management	
u) Monopolies and prices commission	
v) Public procurement directorate	
w) Government investments and public enterprises	
x) Pensions	
y) Government clearing agency	
z) Human resources management	
aa) Administration	
bb) Government Clearance Agency	

3. Who are your critical clients as a department in the Ministry of Finance?

	<b>List of critical Clients</b>
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	
11	
12	
13	

## 2. CORPORATE CUSTOMERS QUESTIONNAIRE

### INTRODUCTION AND GUIDANCE

The survey is being carried out by Artful Eyes Productions on behalf of the Ministry of Finance. The purpose of this survey is to assist the Ministry to facilitate quality provision of services to all its customers and to develop sets of ideas and principles to revitalise the organisation in order to create positive / conducive customer relations.

Through finding out how satisfied or dissatisfied you are with certain aspects of service offered at the Ministry of Finance, it will be possible for the Ministry to achieve one of its strategic goals which is 'to Create excellence in delivery of service in the Ministry'.

We need everyone to answer all the questions honestly, and to encourage this, Artful Eyes Productions guarantees to protect the identity of everyone who completes it, in accordance with the Market Research Society Code of Conduct.

Please complete the attached questionnaire and return it to the survey specialist(s) who is administering the questionnaire.

*Thank you for taking time to complete the questionnaire.*

Name of the Organization \_\_\_\_\_

Position of respondent in the Organization \_\_\_\_\_

1 For how long have you worked with this organization?

Less than 1 year [ ] 11-15 years [ ]

1-5 years [ ] 16-20 years [ ]

6-10 years [ ] Over 20 years [ ]

2 As an organization, which departments in the Ministry of Finance do you interact with? And what services do you receive from these departments?

<b>Department in the Ministry of Finance interacted with (tick as appropriate)</b>	√	<b>Services received from the Ministry of Finance's department</b>
a) Economic affairs		
b) External resources		
c) Budgetary supply		
d) Accountant Generals'		
e) Internal audit		
f) Debt management		
g) Monopolies and prices commission		
h) Public procurement directorate		
i) Government investments and public enterprises		
j) Pensions		
k) Government clearing agency		
l) Human resources management		
m) Administration		
n) Government Clearance Agency		

3 How satisfied are you with the way in which the Ministry has committed itself to the following in accordance with the Customer Service Charter

	Very satisfied	Satisfied	Somewhat satisfied	Un satisfied	Very unsatisfied	Don't know
a) Paying due attention and respect to customers and upholding personal dignity	1	2	3	4	5	98
b) Being honest and helpful	1	2	3	4	5	98
c) Upholding professionalism	1	2	3	4	5	98
d) Being action-oriented and sensitive to the needs of customers	1	2	3	4	5	98
e) Ensuring that entry points i.e. general reception and telephone exchange are efficient, helpful and courteous, serving visitors speedily, with respect ,picking calls within 30 seconds and not exceeding 3 rings	1	2	3	4	5	98
f) Providing necessary information to customers within the shortest time possible	1	2	3	4	5	98
g) Responding to mail promptly-within 3 working days from the date of receipt	1	2	3	4	5	98
h) Dealing promptly with appointments and offering apologies incase of postponement or delay	1	2	3	4	5	98
i) Treating all customers fairly and paying particular attention to those with special needs or the physically-challenged	1	2	3	4	5	98
j) Upholding zero-tolerance to corruption by not expecting, accepting or giving inducement to get services	1	2	3	4	5	98

4 How would you describe your interaction with the Ministry of Finance?

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5 How would you rate the performance of the Ministry of Finance in the following of its core functions

	Very good	Good	Fair	Poor	Very poor	Don't know	N/A
a) Formulation and implementation of economic, fiscal and monetary policies in collaboration with relevant institutions	1	2	3	4	5	98	99
b) Mobilizing domestic and external resources for financing government budgetary requirements	1	2	3	4	5	98	99
c) Public debt Management	1	2	3	4	5	98	99
d) Overseeing fiscal incentives, investment promotion, and trade facilitation in collaboration with relevant arms of government	1	2	3	4	5	98	99
e) Coordination of the preparation and presentation to parliament of annual estimates of revenue and expenditure	1	2	3	4	5	98	99
f) Development of accounting standards, reporting guidelines and undertaking identified research in identified areas of financial reporting.	1	2	3	4	5	98	99
g) Enforcing proper management, control and accounting of public funds, in order to promote efficient utilization of budgetary resources	1	2	3	4	5	98	99
h) Coordination of the preparation and presentation to parliament of annual estimates of revenue and expenditure	1	2	3	4	5	98	99
i) Formulation of insurance policy and regulation	1	2	3	4	5	98	99
j) Ensuring transparent and accountable procurement and disposal of goods and services in the public sector	1	2	3	4	5	98	99
k) Coordination of the management of public enterprises and investments	1	2	3	4	5	98	99
l) Divestiture of public enterprises and coordination of public private partnerships	1	2	3	4	5	98	99
m) Enforcing competition law and policy for orderly conduct of business enterprises	1	2	3	4	5	98	99
n) Formulation of public pension policy and administration	1	2	3	4	5	98	99
o) Policy formulation and regulation of retirement benefits	1	2	3	4	5	98	99
p) Clearing, forwarding and facilitating warehousing of public sector consignments	1	2	3	4	5	98	99
q) Custodian of Government assets and property	1	2	3	4	5	98	99

r) Ensuring the stability, development and soundness of the financial sector through semi-autonomous government agencies under the Ministry	1	2	3	4	5	98	99
s) Deepening and broadening markets	1	2	3	4	5	98	99

Please indicate your level of satisfaction by placing an X in the box which most accurately reflects your response to the question:

**How satisfied or dissatisfied are you with:**

	Very dissatisfied	Dissatisfied	Slightly dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Slightly satisfied	Very satisfied	N/A
1. The extent to which the Ministry of Finance strives to create excellence in delivery of quality services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Clarity of guidelines and fairness in dealing with customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The extent to which the Ministry's polices and procedures are applicable to you as a corporate customer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Your understanding of the real meaning of Ministry of Finance's mission and vision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The feedback mechanisms in place and their effectiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The time taken to be served or attended to at the Ministry of Finance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Reasonable explanation given to any delay in service provision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The extent to which your complaints, problems or issues are addressed effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. The extent to which the Ministry of Finance welcomes new ideas and suggestions from customers to improve its service delivery and performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. The extent to which Ministry of Finance's products and services meet your needs and expectations as a corporate customer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. The extent to which you are able to access all the information you need from the Ministry
12. The extent to which entry points i.e. general reception and telephone exchange are efficient, helpful and courteous
13. The extent to which mail and enquiries are responded to promptly from date of receipt
14. The extent to which the Ministry manages its customer function
15. The extent to which service provision at the Ministry has improved over time
16. Overall how do you rate your level of satisfaction with Ministry of Finance as your service provider

17. What are your recommendations to improve service delivery to the public and stakeholders at the Ministry of Finance? (*probe fully*)

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**THANK YOU FOR YOUR PARTICIPATION**

## APPENDIX II SURVEY TOOL FOR ORDINARY CUSTOMERS

### INTRODUCTION AND GUIDANCE

The survey is being carried out by Artful Eyes Productions on behalf of the Ministry of Finance. The purpose of this survey is to assist the Ministry to facilitate quality provision of services to all its customers and to develop sets of ideas and principles to revitalise the organisation in order to create positive / conducive customer relations.

Through finding out how satisfied or dissatisfied you are with certain aspects of service offered at the Ministry of Finance, it will be possible for the Ministry to achieve one of its strategic goals which is 'to Create excellence in delivery of service in the Ministry'.

We need everyone to answer all the questions honestly, and to encourage this, Artful Eyes Productions guarantees to protect the identity of everyone who completes it, in accordance with the Market Research Society Code of Conduct.

The questionnaire is divided into five sections (1, 2, 3, 4 and 5).

- **Section 1:** You **rank the factors that you consider important** in influencing your level of satisfaction
- **Section 2:** You are required to **rate your level of satisfaction or dissatisfaction** against the given statements
- **Section 3:** You are required to give your expectations on the changes you would like to see implemented to improve your level of satisfaction and Ministry of Finance's performance in service delivery
- **Section 4:** You are requested to put any additional comments that you consider useful
- **Section 5:** You are requested to give details about yourself

Please complete the attached questionnaire and return it to the survey specialist(s) who is administering the questionnaire.

*Thank you for taking time to complete the questionnaire.*

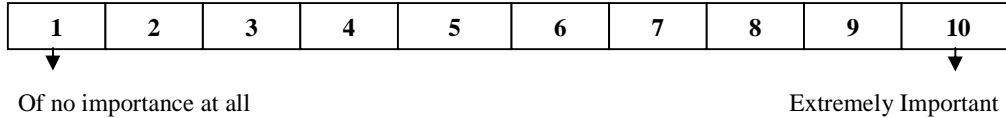
**PURPOSE OF VISIT TO THE MINISTRY**

Q1. What was the purpose of your visit to Ministry of Finance office?

- Official .....1
- Personal.....2 (terminate)
- Other (Specify).....

**Section 1: Importance**

**Rating guide**



1. You are requested to consider **the most important factor**, out of the choices below and others that you may want to add, that you strongly feel influences your level of customer satisfaction. Please place an X in the box for that most important factor.

<b>FACTORS</b>	<b>X</b>	<b>YOUR RANKING SCORES</b>										
1. Quality of service	<input type="checkbox"/>	<table border="1" style="width: 100%; text-align: center; border-collapse: collapse;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> </table>	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10			
2. Time taken to be served	<input type="checkbox"/>	<table border="1" style="width: 100%; text-align: center; border-collapse: collapse;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> </table>	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10			
3. Professionalism of service provider	<input type="checkbox"/>	<table border="1" style="width: 100%; text-align: center; border-collapse: collapse;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> </table>	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10			
4. Manner in which complaints are handled	<input type="checkbox"/>	<table border="1" style="width: 100%; text-align: center; border-collapse: collapse;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> </table>	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10			
5. The location of the office	<input type="checkbox"/>	<table border="1" style="width: 100%; text-align: center; border-collapse: collapse;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> </table>	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10			
6. Attitude of staff attending to me	<input type="checkbox"/>	<table border="1" style="width: 100%; text-align: center; border-collapse: collapse;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> </table>	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10			
7. Clarity and relevance of explanation given to raised issues	<input type="checkbox"/>	<table border="1" style="width: 100%; text-align: center; border-collapse: collapse;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> </table>	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10			
8. Accomplishment of transaction or purpose of visit to the Ministry	<input type="checkbox"/>	<table border="1" style="width: 100%; text-align: center; border-collapse: collapse;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> </table>	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10			
<b>Other factors if any (Specify)</b>												
9.	<input type="checkbox"/>	<table border="1" style="width: 100%; text-align: center; border-collapse: collapse;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> </table>	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10			
10.	<input type="checkbox"/>	<table border="1" style="width: 100%; text-align: center; border-collapse: collapse;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> </table>	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10			
11.	<input type="checkbox"/>	<table border="1" style="width: 100%; text-align: center; border-collapse: collapse;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> </table>	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10			

2. Now give that most important factor, above, a score between **1 and 10** to indicate how important it is to you in influencing your satisfaction level. A **10 means ‘extremely important’** and **1 means ‘not all important.’** Please indicate the score of that factor on the scale area marked “YOUR RANKING SCORE”.
  
3. Now consider the **importance of the other factors** and give each of them a score **between 1 and the score you gave to the most important factor.** Please indicate the scores on the respective scales for each factor.

**Section 2: SATISFACTION**

Please place an X in the box which most accurately reflects your response to the question:

**How satisfied or dissatisfied are you with:**

	Very dissatisfied	Dissatisfied	Slightly dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Slightly satisfied	Very satisfied	N/A
1. The extent to which the Ministry of Finance strives to create excellence in delivery of quality services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Clarity of guidelines and fairness in dealing with customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The extent to which the Ministry’s policies and procedures are applicable to you as a customer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Your understanding of the real meaning of Ministry of Finance’s mission and vision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The manner in which you are received at the point of service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The time taken to be served or attended to at the Ministry of Finance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Reasonable explanation given to any delay in service provision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The extent to which your problems or issues are addressed effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- 9. The extent to which the Ministry of Finance welcomes new ideas and suggestions from customers to improve its service delivery and performance
- 10. The extent to which Ministry of Finance's products and services meet your needs and expectations as a customer
- 11. The extent to which you are able to access all the information you need from the Ministry
- 12. The extent to which entry points i.e. general reception and telephone exchange are efficient, helpful and courteous
- 13. The extent to which mail and enquiries are responded to promptly from date of receipt
- 14. The extent to which service provision at the Ministry has improved over time
- 15. Overall how do you rate your satisfaction or dissatisfaction with Ministry of Finance as your service provider

16. As a customer, which departments in the Ministry of Finance do you interact with? And what services do you receive from these departments?

<b>Department in the Ministry of Finance interacted with (tick as appropriate)</b>		<b>Services received from the Ministry of Finance's department</b>
a) Economic affairs	√	
b) External resources		
c) Budgetary supply		
d) Accountant Generals'		
e) Internal audit		
f) Debt management		
g) Monopolies and prices commission		
h) Public procurement directorate		
i) Government investments and public enterprises		
j) Pensions		
k) Government clearing agency		
l) Human resources management		
m) Administration		
n) Government Clearance Agency		

17. How would you rate the performance of the Ministry of Finance in the following core functions?

	<b>Very good</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Very poor</b>	<b>Don't know</b>	<b>N/A</b>
a) Formulation and implementation of economic, fiscal and monetary policies in collaboration with relevant institutions	1	2	3	4	5	98	99
b) Mobilizing domestic and external resources for financing government budgetary requirements	1	2	3	4	5	98	99
c) Public debt Management	1	2	3	4	5	98	99
d) Overseeing fiscal incentives, investment promotion, and trade facilitation in collaboration with relevant arms of government	1	2	3	4	5	98	99
e) Coordination of the preparation and presentation to parliament of annual estimates of revenue and expenditure	1	2	3	4	5	98	99
f) Development of accounting standards, reporting guidelines and undertaking identified research in identified areas of financial reporting.	1	2	3	4	5	98	99
g) Enforcing proper management, control and accounting of public funds, in order to promote efficient utilization of budgetary resources	1	2	3	4	5	98	99
h) Coordination of the preparation and presentation to parliament of annual estimates of revenue and expenditure	1	2	3	4	5	98	99
i) Formulation of insurance policy and regulation	1	2	3	4	5	98	99
j) Ensuring transparent and accountable procurement and disposal of goods and services in the public sector	1	2	3	4	5	98	99
k) Coordination of the management of public enterprises and investments	1	2	3	4	5	98	99
l) Divestiture of public enterprises and coordination of public private partnerships	1	2	3	4	5	98	99
m) Enforcing competition law and policy for	1	2	3	4	5	98	99

orderly conduct of business enterprises							
n) Formulation of public pension policy and administration	1	2	3	4	5	98	99
o) Policy formulation and regulation of retirement benefits	1	2	3	4	5	98	99
p) Clearing, forwarding and facilitating warehousing of public sector consignments	1	2	3	4	5	98	99
q) Custodian of Government assets and property	1	2	3	4	5	98	99
r) Ensuring the stability, development and soundness of the financial sector through semi-autonomous government agencies under the Ministry	1	2	3	4	5	98	99
s) Deepening and broadening markets	1	2	3	4	5	98	99

### **SECTION 3: EXPECTATIONS**

Against each of the factors below, please highlight changes you would like to see initiated or implemented to improve your satisfaction and Ministry of Finance's performance.

<b>FACTORS</b>	<b>CHANGES TO IMPROVE SITUATION</b>
1. Quality of service provision	
2. Feedback mechanisms in place	
3. Communication processes and systems	
4. Handling of complaints	
5. Operational systems in view of emerging challenges and dynamics	
6. Good corporate governance	

### **SECTION 4: COMMENTS**

Please use the space below for any comments you may want to give relevant to the survey and/or things you feel very strongly about with respect to service provision.

## **SECTION 5: GENERAL INFORMATION**

In this final section, we ask you to provide a few details about yourself. This is important because different groups of customers often have different needs, and it will therefore help us to analyze the survey more accurately.

**Kindly mark the appropriate box with a tick**

1. Gender of the respondent

Male (  )      Female (  )

2. What is your approximate age?

Less than 20 years      (  )  
20-30 years      (  )  
31-40 years      (  )  
41-50 years      (  )  
Above 50 years      (  )

3. What is the highest level of your formal education?

Primary school      (  )  
Secondary school      (  )  
College/Technical      (  )  
University      (  )  
Post graduate      (  )  
Other      (  ) explain-----

4. What is your marital status?

Married      (  )  
Single      (  )  
Widow/widower      (  )  
Single parent      (  )  
Other      (  ) explain -----

5. What best describes your form of employment

Formal employment      (  )  
Informal employment      (  )  
Pensioner      (  )  
Self employment      (  )  
Unemployed      (  )  
Other      (  ) explain -----

6. What is your approximate monthly income in Kenya Shillings?

Below KShs. 10,000      (  )  
KShs. 10,001- 20,000      (  )  
KShs. 20,001- 30,000      (  )  
KShs. 30,001- 40,000      (  )  
KShs. 40,001- 50,000      (  )  
Over KShs. 50,000      (  )

**THANK YOU VERY MUCH FOR TAKING THE TIME TO COMPLETE THIS  
QUESTIONNAIRE. YOUR VIEWS ARE MUCH APPRECIATED**

*Please return your completed questionnaire to the survey specialist(s) administering the questionnaire.*

### **APPENDIX III: TERMS OF REFERENCE**

In seeking to commission a meaningful customer satisfaction survey, the Ministry of Finance has articulated the following as terms of reference for such a survey:

- i. Analyze functions of departments of the Ministry with a view to ascertaining the level of interaction with customers;
- ii. Identify the kind of customers for every department in terms of services sought;
- iii. Design an instrument to be used for customer satisfaction survey;
- iv. Administer the instrument to the Ministry's customers;
- v. Prepare a detailed report showing levels of customer satisfaction by departments and for the Ministry's in general;
- vi. Recommend on how to improve the Ministry's level of customer satisfaction
- vii. Date of submission of the report to be agreed by both parties e.g. the Ministry and the Consultant(s);
- viii. Presentation of the survey report in a stakeholders forum to be agreed upon by both parties i.e. the Ministry and the Consultant(s);