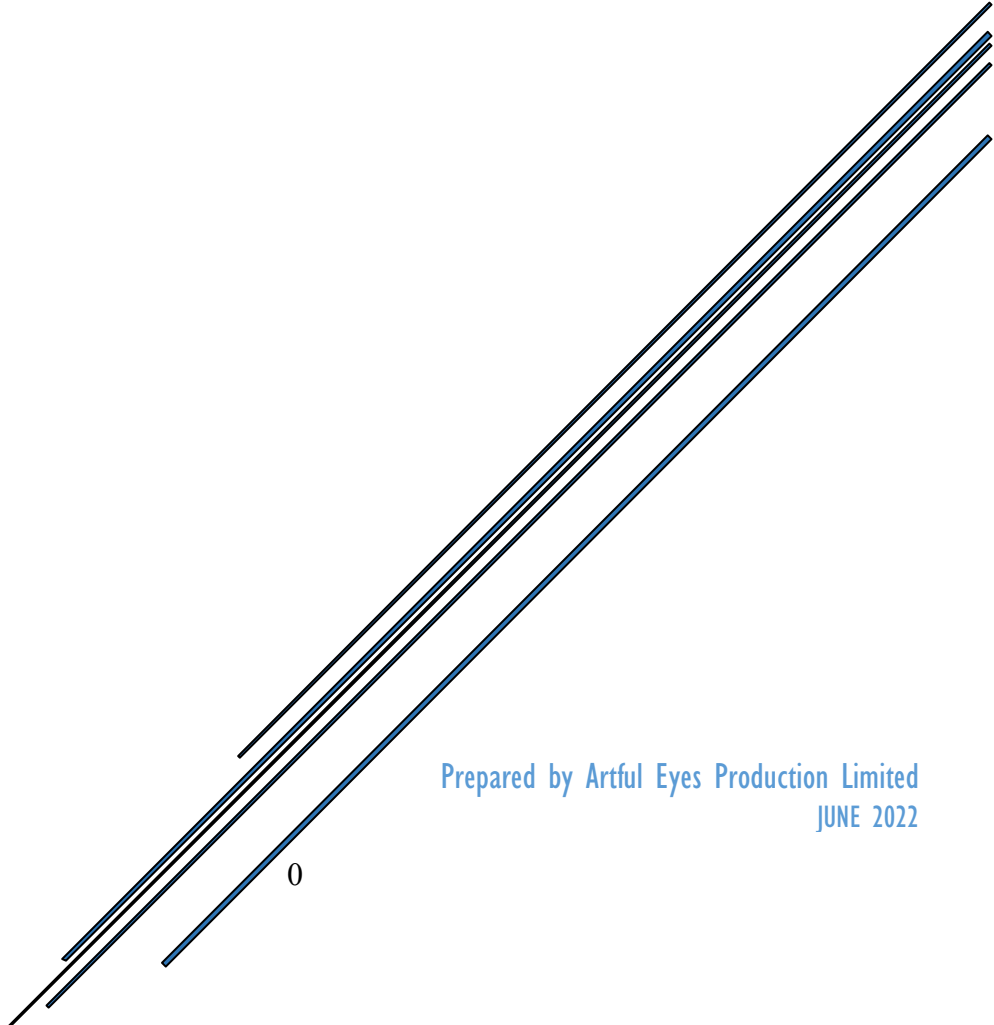




# CUSTOMER SATISFACTION SURVEY 2022

## Final Report



Prepared by Artful Eyes Production Limited  
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## Executive Summary

### Introduction and background

The Kenya Maritime Authority (KMA) commissioned Artful Eyes Productions Limited to survey customer satisfaction with the level of services offered by the Authority. The aims of the survey were to (i) Measure & evaluate KMA's service delivery to stakeholders (customers) in terms of tangibles, reliability, assurance, empathy and accessibility of services and/ or employees providing services, (ii) Measure and evaluate extent to which customers are satisfied with KMA 's service delivery, (iii) Identify gaps that limit 100% service delivery and customer satisfaction levels and, (iv) Provide recommendations with clear actions to address the gaps in (iii).

The survey targeted members of the public (Kenyan public and the Hinterland), Government of Kenya (GOK) & Line Ministries/Parastatals), Port Charter Community, Private sector, Research Institutions, Education, Training Institutions (maritime) and prospective maritime institutions, International bodies; International Maritime Organization (IMO) & Donor Agencies, Service Providers/Suppliers, Civil Society and Lobby groups, Labour Organizations, Kenyan People (Kenyan Public and the Hinterland), Regional and global stakeholders (PMAESA, ISCOS, NTCCA, OSMAG, OGEFREM), Boat owners, Boat operators/Coxswains, Seafarers, Seafarers Welfare Organizations, Seafarers' Placement Agencies, Beach Management Units (BMUs), Shipping agencies, associations and organizations; freight companies and media.

The sample size for the survey was 236 customers which was determined by the Cochran formula and corrected for the finite population. The consultants used a participatory and collaborative approach to conduct this survey and the data was collected between April 28, 2022, and May 18, 2022. The semi-structured questionnaire was scripted for electronic data collection and administered by trained enumerators through an interviewer-administered questionnaire and online through links to the participants' emails. We received responses from 207 customers giving a response rate of 88%.

Data cleaning and processing were performed before analysis. Descriptive analysis was used to generate estimates for the indicators of interest, aligning with the survey objectives while inferential analysis (Factor analysis) was employed to draw conclusions on the data. The key findings are summarized below:

#### **Objective 1: Measure & evaluate KMA's service delivery to stakeholders (customers) in terms of tangibles, reliability, assurance, empathy, and accessibility of services and/ or employees providing services.**

KMA customers rated their satisfaction in five domains, each domain containing a set of questions. Tangibles related to comfort, space, ambience, adequacy of personnel and availability of communication materials in KMA offices. Reliability related to KMA capacity to perform reliably and effectively in each of the areas within its mandate. Responsiveness related to KMA's timeliness and accessibility of staff in handling customer demands. Assurance related to staff knowledge and capacity of staff to provide quality services, while empathy related to quality of customer relations. The summaries of five-pillars of service quality offered in KMA were rescaled on a scale ranging between 0-100 for ease of comparison.

The assurance score was acceptable (SI=73.4), KMA passed the score in tangibility (SI=63.9), while the staff were empathetic (SI=62.9). However, responsiveness rated very poorly overall (SI=8) while the customers felt that KMA was average in its capacity to conduct its mandate effectively and reliably (SI=54.3).

#### **Objective 2: Measure and evaluate the extent to which customers are satisfied with KMA 's service delivery**

The overall customers' satisfaction index for KMA services stood at **67.7**. The Office of the Director General registered the highest satisfaction score (SI=75.1), followed by ICT (SI=72.7), Public Relations and Customer service (SI=71.1), Maritime Safety Department (SI=68.3), Registrar of seafarers Office section (SI=68.2), Commercial Shipping Department (SI=67.3), Human Resource (SI=67.1), Marine Environment Section (SI=65.7), Regional Maritime Rescue Coordination Centre section (SI=63.3), Legal Department (SI=62.5), Finance (SI=60.2) while procurement and supplies department had a comparatively lower satisfaction index of 51.4 far below the overall satisfaction score.

Overall, the key reasons for respondent satisfaction with the departments they visited were efficiency and staff friendliness. Staff knowledge about the subject respondents wanted to find out about was highly rated. For example, respondents were satisfied/extremely satisfied with the office of the Director General due to its good public relations and efficiency in responding to issues. The maritime department was highly ranked due to its depth of knowledge and efficiency – customers received the information sought in full and on time.

### **Objective 3: Identify gaps that limit 100% service delivery and customer satisfaction levels**

Weaknesses were identified under responsiveness, the tangibles and reliability domains. Specifically, the areas that require attention under responsiveness are KMA's timeliness and accessibility of staff in handling customer needs; under tangibles are parking area, adequacy of personnel to carry out the agency's mandate and communication materials for awareness creation enabling it to carry out its mandate; while for reliability are inspection of safety equipment, registration of ship agents, vessel inspection and licensing of vessels, replacement of lost Continuous Discharge Certificate (CDC), crew listing and endorsement of vessel articles, openness in sharing internship opportunities at KMA, openness in sharing job opportunities at KMA and friendliness of KMA website (user-friendly/easy to navigate and understand).

The procurement and supplies department had low levels of satisfaction among the customers indicating a need for improvement. The key complaints about the procurement and supplies department had to do with the perceived lack of transparency in a) awarding tenders and b) providing reasons for (not) awarding tenders.

Although seven out of every 10 customers reported that KMA had made a reasonable effort to make customers understand its roles and functions, the assignment established that respondents could only name three of the twenty-two core functions of KMA unprompted and were either familiar or very familiar with six of these functions, indicating less than half of KMA functions were familiar to respondents. The customers were of the view that the frequency of information through various media should be increased, engage more stakeholders in the process of information sharing, and make the information user-friendly using local languages where possible and feasible. Additionally, a few customers felt that face-to-face information sharing was also potentially beneficial.

The customers recommended that KMA should enhance/increase its presence through the dissemination of information, increase the level and frequency of engagement with stakeholders and be more transparent in executing its mandate.

### **Objective 4: Recommendations**

Based on the findings it is suggested that

- 1) More robust communication and education be instituted to improve awareness about KMA's core functions.
- 2) Increase transparency in the procurement and supplies department specifically in the award of tenders and feedback to the bidders.
- 3) Improve responsiveness by the provision of accurate and reliable information, as well as quality services promptly.
- 4) Pay more attention to the specific areas of weakness within reliability and tangibles. Issues of personnel may be easier to address through redistribution, while communication can be addressed as (i) is being addressed. Reliability domain issues relate to a) efficiency and b) transparency and addressing staff redistribution and reallocation may increase efficiency, while transparency has to do with staff attitude change.

## I.0 Introduction

### I.1 Background of Kenya Maritime Authority

The Kenya Maritime Authority was established via Legal Notice 79 of 2004 with the mandate to regulate, coordinate and oversee Kenya's maritime affairs. The institution has over the years strengthened its capacity to conduct its mandate. Among the strategic initiatives over the years is the development of an appropriate legal framework, implementation of international maritime instruments to which Kenya is a signatory, enhancement of quality of maritime education and sustenance of international standards of maritime education and training, enhancement of search and rescue capacity and establishment of frameworks for monitoring and evaluating the quality of maritime transport services in the Country.

**Vision:** To ensure sustainable, safe, secure, clean, and efficient water transport for the benefit of stakeholders through effective regulation, coordination, and oversight of maritime affairs.

**Mission:** To be a leading maritime administration transforming Kenya into a globally competitive nation.

**Core Values:** KMA endeavours to create an organization that will promote.

1. Integrity
2. Transparency
3. Accountability
4. Transparency
5. Customer Focus
6. Innovation
7. Teamwork, and
8. Professionalism

#### **KMA Principles:**

1. Equity
2. Public Participation
3. Meritocracy
4. Inclusivity
5. Equality
6. Efficiency
7. Effectiveness

#### **Key Functions of the KMA include to:**

- a) Coordinate the implementation of policies relating to maritime affairs.
- b) Advise the Government on the implementation of international conventions and treaties.
- c) Undertake and coordinate research, investigations, and surveys in the maritime field.
- d) Discharge, Flag and Port state responsibilities efficiently and effectively.
- e) Develop, coordinate and manage a national oil spill contingency plan for both coastal and inland waters.
- f) Maintain and administer ships register.
- g) Coordinate search and rescue efforts in partnership with other stakeholders.
- h) Enforce safety of shipping and compliance with construction regulations for safety.
- i) Conduct regular inspections of ships to ensure maritime safety and prevention of maritime pollution.

- j) Oversee training, recruitment, and welfare of seafarers.
- k) Conduct investigations into maritime casualties including wrecks.
- l) Regulate inland waterways shipping

## 1.2 Customer Satisfaction Survey

Customer satisfaction refers to the utility derived by the customers of a product or service as attested to by the independent opinion of the consumer of the product or service. The Authority serves a multi-stakeholder community. These stakeholders include members of the public (Kenyan public and the Hinterland), Government of Kenya (GOK) & Line Ministries/Parastatals), Port Charter Community, Private sector, Research Institutions, Education, Training Institutions (maritime) and prospective maritime institutions, International bodies; International Maritime Organization (IMO) & Donor Agencies, Service Providers/Suppliers, Civil Society and Lobby groups, Labour Organizations, Kenyan People (Kenyan Public and the Hinterland), Regional and global stakeholders (PMAESA, ISCOS, NTCCA, OSMAG, OGEFREM), Boat owners, Boat operators/Coxswains, Seafarers, Seafarers Welfare Organizations, Seafarers' Placement Agencies, Beach Management Units (BMUs), Shipping agencies, associations and organizations; freight companies and media.

The Authority is committed to ensuring that consumers are provided with high-quality services and that their concerns are dealt with satisfactorily. In this regard, therefore, KMA has set up internal structures to manage the reform initiatives necessary for enhanced efficiency and effectiveness in management and service delivery. KMA has developed specific management tools, such as the Strategic Plan and Service Charter, which enable it to specify the results it seeks to realize within given time frames and relevant strategies to achieve these results. In its endeavour to be an effective and efficient organization, the Authority commissioned a Customer Satisfaction Survey to:

- i. Measure & evaluate KMA'S service delivery to stakeholders (consumers) in terms of:
  - Tangibles: the appearance of physical facilities, equipment, personnel, and communication materials.
  - Reliability: the ability to perform the promised service dependably and accurately.
  - Responsiveness: willingness to help customers and provide prompt service.
  - Assurance: knowledge and courtesy of employees and their ability to convey trust and confidence.
  - Empathy: the caring, individualized attention the firm provides its customers.
  - Accessibility of services & or employees providing services.
- ii. Measure and evaluate the extent to which customers are satisfied with KMA's service delivery
- iii. Identify gaps that limit 100% service delivery and customer satisfaction levels
- iv. Provide recommendations with clear actions to address the identified gaps.

The survey covered samples of KMA customers in key operation areas/counties (Mombasa, Kwale, Kilifi, Malindi, Lamu, Kisumu, Homabay, Siaya, Baringo, Turkana, Naivasha, Busia, Migori, Nairobi, and regional/ international).

This report highlights the methodology used for conducting the research and key findings that emerged from the research.

## 2.0 Methodology

### 2.1 Study Design

A quantitative approach was applied, given the objectives of this study. A semi-structured questionnaire was built in KoboCollect and data was collected by trained enumerators through an interviewer-administered questionnaire and online through links to participant's emails.

### 2.2 Study Area

The survey was conducted in KMA's key operation areas/counties i.e., Mombasa, Kwale, Kilifi, Malindi, Lamu, Kisumu, Homabay, Siaya, Baringo, Turkana, Naivasha, Busia, Migori, Nairobi. The study also targeted regional/ international stakeholders.

### 2.3 Target Population

The survey targeted all KMA customers namely: the public (Kenyan public and the Hinterland), Government of Kenya (GOK) & Line Ministries/Parastatals), Port Charter Community, Private sector, Research Institutions, Education, Training Institutions (maritime) and prospective maritime institutions, International bodies; International Maritime Organization (IMO) & Donor Agencies, Service Providers/Suppliers, Civil Society and Lobby groups, Labour Organizations, Kenyan People (Kenyan Public and the Hinterland), Regional and global stakeholders (PMAESA, ISCOS, NTCCA, OSMAG, OGEFREM), Boat owners, Boat operators/Coxswains, Seafarers, Seafarers Welfare Organizations, Seafarers' Placement Agencies, Beach Management Units (BMUs), Shipping agencies, associations and organizations; freight companies and media.

### 2.4 Sampling

The sample was determined using the formula proposed by Cochran (Cochran, 1977) as follows:

$$\text{Sample Size (SS)} = \frac{Z^2 * (p) * (1-p)}{c^2}$$

Where:

Z = Z value (e.g., 1.96 for 95% confidence level)

p = percentage picking a choice, expressed as decimal (.5 used for sample size needed)

c = confidence interval, expressed as decimal (e.g., .05 = ±5)

This gave a sample size of 384 customers. We corrected for the finite population to get the final sample size of 236 customers using the formula:

$$\text{Final sample size} = \frac{SS}{1 + \frac{SS - 1}{\text{Population}}}$$

A representative sample of customers was randomly selected to participate in the survey from a list of stakeholders provided by KMA. For the categories that had few potential respondents, all stakeholders were included in the sample.

### 2.5 Data Collection Procedures

Before data collection, the research assistants underwent training on the ethical conduct of research with human subjects, survey objectives, and methodology, review of the survey questions, ways of administering questionnaires to study participants, and their roles. Simulation sessions were conducted to familiarize the research assistants with survey questions as well as develop their skills in administering the questionnaire. The questionnaire was built in KoboCollect and data collected electronically using phones.

We used a combination of physical data collection, interviews through telephone calls and self-administered surveys through links sent to the participants through their emails.

### 2.6 Ethical Considerations

Participation in the survey was voluntary. Participants were only engaged in the study upon receipt of informed consent. The research assistants were sensitised on risks and respect for confidentiality and privacy.

## 2.7 Data management and analysis

Quantitative data was managed using KoboCollect which was only accessible by the research team. Data was uploaded daily to a secure server. Eventually, data was downloaded, cleaned, and processed before analysis. For survey data, descriptive analysis was employed to generate estimates for the indicators of interest, aligning with the survey objectives. Inferential analysis was employed to draw conclusions on the data.

Before estimation of service quality score, the items under each of its constructs were subjected to a factor test to ascertain whether all the items were valid and reliable for use in the factor analysis phase. The first requirement for items to be used in factor analysis is the correlation of items among themselves, also called internal consistency of the scale. Cronbach's alpha statistic was computed for the items under each construct: tangible services, reliability, responsiveness, assurance, and empathy. All the scales under five constructs of service quality were satisfactory in terms of alpha estimate yielded under each construct (the alpha estimates were above the threshold of 0.70 proposed by Bland and Altman (1997)) i.e., reliability (0.9418), assurance (0.8555), responsiveness (0.7511), tangibles (0.7411) and empathy (0.7174) as captured in table 1.

The second requirement is multi-collinearity and sampling adequacy among the items under a construct. To address and confirm whether the scales meet the requirements, the Bartlett test of sphericity and Kaiser Meyer Olkin (KMO) measure of sampling adequacy were used. The Bartlett test of sphericity had significant chi-square statistics implying that there is the existence of multi-collinearity (low sphericity) among the scale items, also, Kaiser Meyer Olkin (KMO) measure of sampling adequacy yielded an estimate above 0.70 indicating that the sample size was adequate and large enough to consider normal distribution and therefore suitable for factor analysis (Saxena & Saxena, 2015).

Table 1: Various factor tests for construct items for service quality

| Variables             | alpha  | Threshold | Bartlett test of sphericity   | Threshold    | Kaiser-Meyer Olkin Measure (KMO) of Sampling | Threshold |
|-----------------------|--------|-----------|-------------------------------|--------------|--|-----------|
| <b>Tangibles</b>      | 0.7411 | 0.70      | Chi (28) =436.101 & p=0.000   | Significance | 0.818  | 0.70      |
| <b>Reliability</b>    | 0.9418 | 0.70      | Chi (465) =1033.616 & p=0.000 | Significance | 0.635  | 0.70      |
| <b>Responsiveness</b> | 0.7511 | 0.70      | Chi (3) =147.121 & p=0.000    | Significance | 0.686  | 0.70      |
| <b>Assurance</b>      | 0.8555 | 0.70      | Chi (3) =283.932 & p=0.000    | Significance | 0.707  | 0.70      |
| <b>Empathy</b>        | 0.7174 | 0.70      | Chi (3) =123.53 & p=0.000     | Significance | 0.682  | 0.70      |

The factor analysis procedure was used to approximate the five dimensions of service quality, through the application of iterated principal factors as the approximation method alongside the Bartlett prediction procedure. The factors retained were picked based on eigenvalues and the amount of variance accounted for by the factors. The factors with an eigenvalue greater than one were retained, predicted and used in approximating the underlying service quality dimensions. Each retained factor was predicted using the Bartlett prediction procedure. After factors prediction, we produce factors weights and use them in approximating the scores of each dimension. Using the five generated dimensions

score (tangible, empathy, assurance, reliability, and responsiveness), we further execute factor analysis of five domains of service quality to generate the service quality score.

The customers were asked about the level of satisfaction with the service they got from the departments they have interacted with or sought service from. They rated each department on a 5-point Likert scale with 1 denoting Very dissatisfied, 2-Dissatisfied, 3-Neither satisfied nor dissatisfied, 4- satisfied and 5- extremely satisfied. To calculate the satisfaction level of customers  $i$  denoted by  $SatResp_i$ , we got the mean score of satisfaction ratings in each service offered across the thirteen departments as follows:

$$SatResp_1 = \frac{Score_{1,1} + Score_{1,2} + \dots + Score_{1,13}}{n} \dots \dots \dots (1)$$

$$\text{Overall average satisfaction Index} = \frac{\sum_{i=1}^n SatResp_i}{N} \dots \dots \dots (2)$$

Where  $SatResp_1$  is the average satisfaction level of respondents at position one (1);  $n$  is the total number of services rated;  $N$  is the total number of respondents (sample size).

### 3.0 Research Findings

#### 3.1 Respondent Characteristics and demographic information

A total of 207 respondents, drawn from fourteen (14) counties and regional/international residents were interviewed. Most respondents were drawn from Mombasa County (42.5%), followed by Turkana (15.0%) and Nairobi (7.7%) while the minority were drawn from regional/international areas as shown in figure 1.

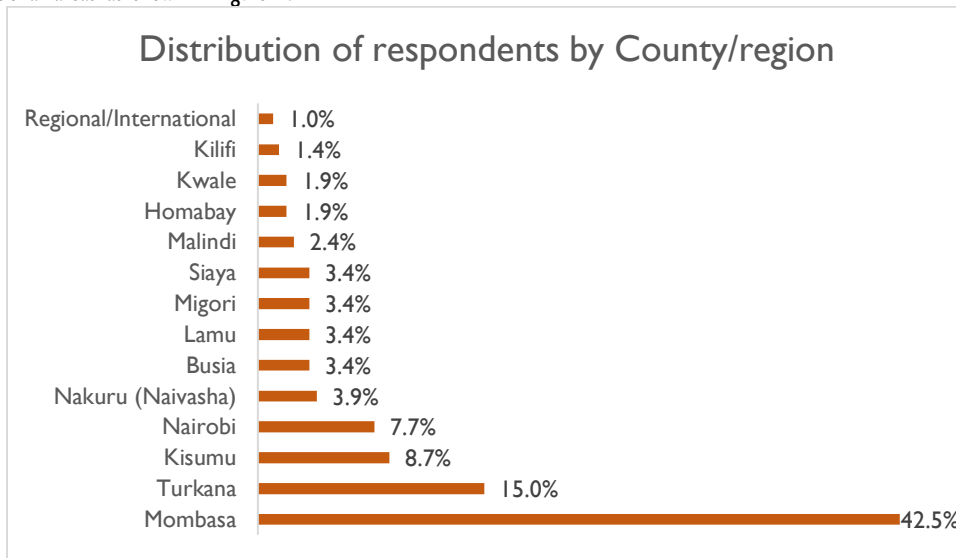


Figure 1: Distribution of respondents by County/Region

A higher proportion of respondents/stakeholders were drawn from shipping agencies, associations, and organisations (16.4%), beach management units (15.5%), government and line ministries (13.5%), and from service providers/suppliers. Less than 1% were from seafarers and seafarers' agents (Table 2).

Table 2: Proportion of respondents by stakeholder category

| Stakeholder category                     | Freq,      | %             |
|--|------------|---------------|
| Shipping agencies, associations, and org | 34         | 16.4%         |
| Beach Management Units (BMUs)            | 32         | 15.5%         |
| GOK & Line Ministries/ Parastatals       | 28         | 13.5%         |
| Service Providers/suppliers              | 24         | 11.6%         |
| Boat owners                              | 18         | 8.7%          |
| Boat operators/Coxswains                 | 13         | 6.3%          |
| Private Sector                           | 12         | 5.8%          |
| Civil Society and lobby groups           | 9          | 4.3%          |
| International bodies                     | 7          | 3.4%          |
| Education, Training Institutions         | 6          | 2.9%          |
| Media                                    | 5          | 2.4%          |
| Regional and global stakeholders         | 5          | 2.4%          |
| Port Charter Community                   | 4          | 1.9%          |
| Research Institutions                    | 5          | 2.4%          |
| Labour organizations                     | 2          | 1.0%          |
| Kenyan people                            | 1          | 0.5%          |
| Seafarers                                | 1          | 0.5%          |
| Seafarers' Placement Agencies            | 1          | 0.5%          |
| <b>Total</b>                             | <b>207</b> | <b>100.0%</b> |

The stakeholders interviewed were mostly male (77%) and between 30 and 49 years of age (68.6%) as shown in figures 2 and 3.

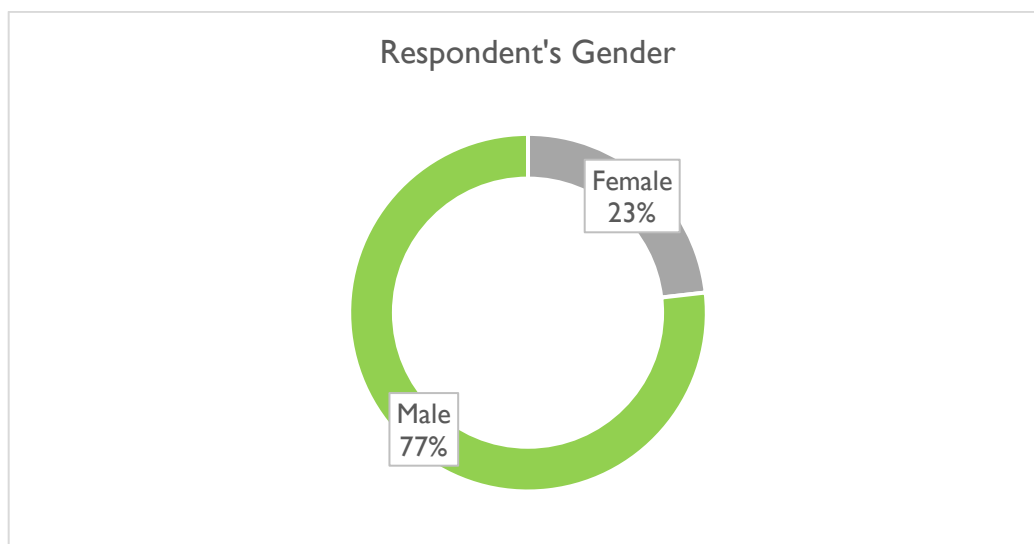


Figure 2: Proportion of respondents by gender

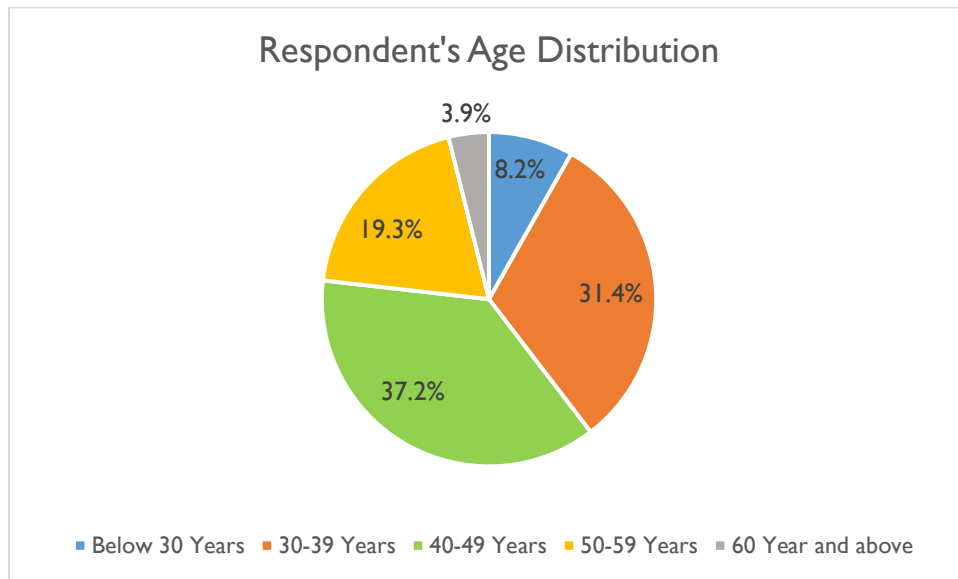


Figure 3: Respondents' age distribution

In terms of education, most respondents had attained a bachelor's degree (27.0%), ordinary level certificates (20.8%), a master's degree (17.4%), or a diploma (16.4%) as shown in figure 4 below.

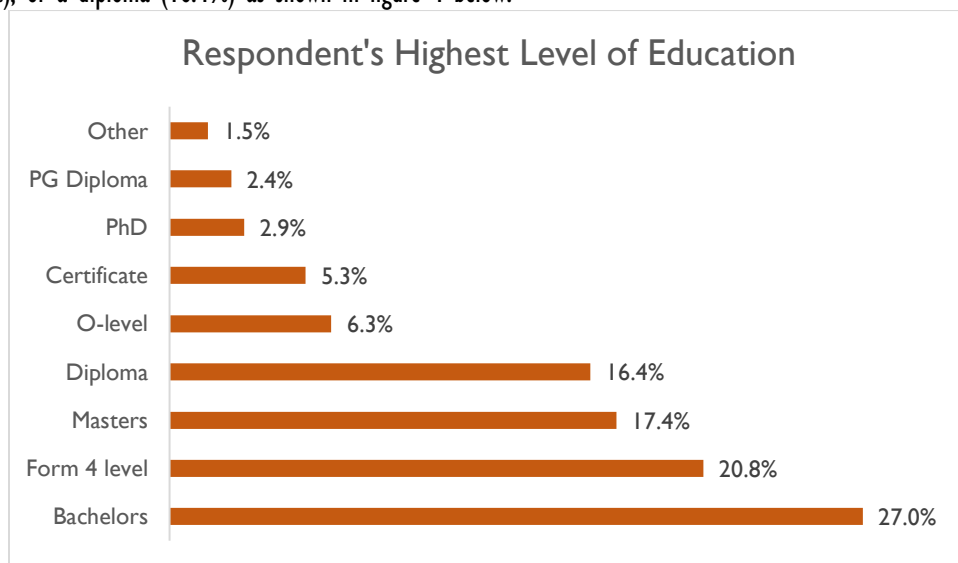


Figure 4: Respondents' highest level of education

## 3.2 Awareness of KMA

### 3.2.1 Awareness of KMA, Its roles and Functions

All respondents were aware of and had sought products and services from KMA, while 90% could identify the KMA logo and 94% reported that they were aware of KMA's roles and functions (Figure 5). Within the stakeholder groups, 28% of BMU, 15% of boat operators/Coxswains, 22% of boat operators, 11% of GOK/line ministries and 20% of the port charter community were not able to identify the KMA logo. Again, within stakeholder groups, a majority of those that were not aware of KMA's role and functions were from GOK/line ministries (14%), service providers (16%), private sector (8%), boat owners (6%), BMU (3%) and shipping agencies (3%).

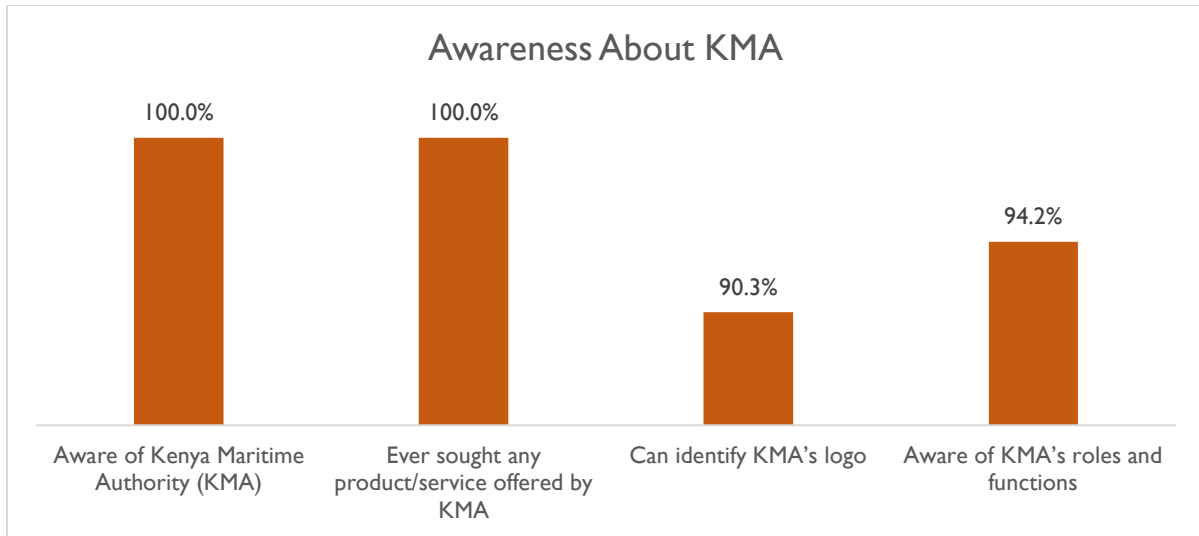


Figure 5: Awareness of KMA

The most identified functions of the KMA included inspection of safety equipment, coordination of implementation of policies relating to maritime affairs, as well as vessel inspection and licensing of vessels. The least known core functions of KMA (with less than 10%) were to develop, co-ordinate and manage the national oil spill contingency plan for both coastal and inland waters, provision of information on seaborne trade produced quarterly, conduct investigations into maritime casualties including wrecks, intervention in disputes involving seafarers and ship owners and curricula approval (Table 3).

Table 3: Role and function of the KMA

| Roles and functions of KMA   | Unprompted    |       |
|--|---------------|-------|
|  | Freq, (n=195) | %     |
| Inspection of safety equipment   | 90            | 46.2% |
| To coordinate the implementation of policies relating to maritime affairs            | 80            | 41.0% |
| Vessel inspection and licensing of vessels   | 70            | 35.9% |
| Undertake and coordinate research, investigations, and surveys in the maritime field | 55            | 28.2% |
| Co-ordinate Search and Rescue efforts in partnership with other stakeholders         | 54            | 27.7% |
| Development of Maritime regulations  | 51            | 26.2% |
| To advise Government on the implementation of international conventions and treaties | 46            | 23.6% |
| Licensing of ship agents & cargo consolidators                                       | 46            | 23.6% |
| Registration of shipping line  | 41            | 21.0% |
| Registration of ship agents  | 37            | 19.0% |
| Issuance of Continuous Discharge Certificate (CDC)                                   | 31            | 15.9% |
| Replacement of mutilated/ filled up/ expired Continuous Discharge Certificate (CDC)  | 30            | 15.4% |
| Crew listing and endorsement of vessel articles                                      | 25            | 12.8% |
| Maritime Transport Logistics (MTL)   | 25            | 12.8% |
| Regulate inland waterways shipping   | 24            | 12.3% |
| Discharge flag and port state responsibilities in an efficient and effective manner  | 23            | 11.8% |
| Replacement of lost Continuous Discharge Certificate (CDC)                           | 21            | 10.8% |

|   |    |      |
|---|----|------|
| Develop, coordinate and manage national oil spill contingency plan for both coastal and inland waters | 17 | 8.7% |
| Provision of information on seaborne trade produced quarterly   | 14 | 7.2% |
| Conduct investigations into maritime casualties including wreck                                       | 13 | 6.7% |
| Intervention in disputes involving seafarers and ship owners  | 10 | 5.1% |
| Other   | 6  | 3.1% |
| Curricula approval  | 3  | 1.5% |

### 3.2.2 Sources of information about KMA

Most participants learnt about KMA through trade fairs exhibitions and open days, while the least common route to learning about KMA was the radio (Figure 6)

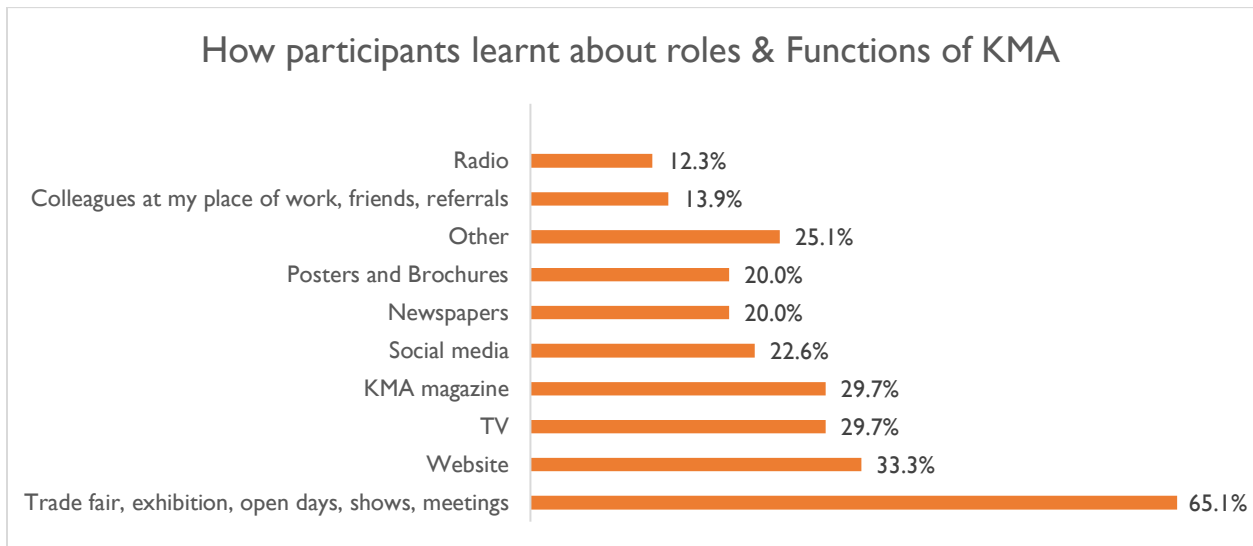


Figure 6: How participants learnt about KMA

The participants that had learnt about KMA through social media, mostly used Facebook, Twitter and the KMA website as captured in Figure 7.

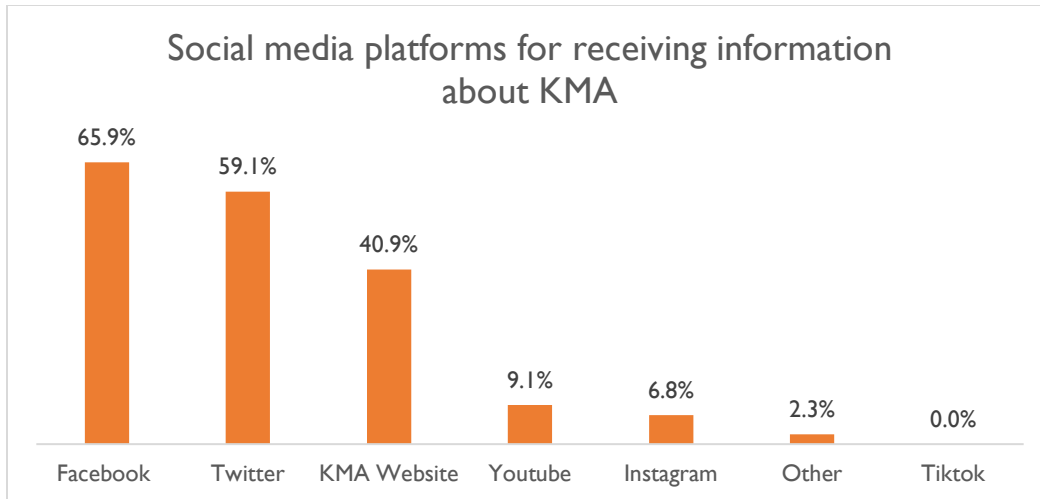


Figure 7: Social media platforms used to learn about KMA

### 3.2.3 Familiarity with KMA's core functions

More than half of the respondents were *very familiar* with three of KMA's core functions namely Coordinate Search and Rescue efforts in partnership with other stakeholders, Vessel inspection and licensing of vessels and Inspection of safety equipment. On the other hand, more than half of the respondents were *familiar* with six of these core functions. Table 4 summarizes the level of customer familiarity with the KMA functions.

Table 4: Respondents' level of familiarity with KMA's core functions

| Core function   | Level of familiarity |       |               |       |               |       |
|---|----------------------|-------|---------------|-------|---------------|-------|
|   | Familiar             |       | Not Familiar  |       | Very Familiar |       |
|   | Freq, (n=207)        | %     | Freq, (n=207) | %     | Freq, (n=207) | %     |
| To co-ordinate the implementation of policies relating to maritime affairs                                | 115                  | 55.6% | 18            | 8.7%  | 74            | 35.7% |
| To advise Government on the implementation of international conventions and treaties                      | 97                   | 46.9% | 46            | 22.2% | 64            | 30.9% |
| Undertake and coordinate research, investigations, and surveys in the maritime field                      | 94                   | 45.4% | 44            | 21.3% | 69            | 33.3% |
| Discharge flag and port state responsibilities in an efficient and effective manner                       | 84                   | 40.6% | 77            | 37.2% | 46            | 22.2% |
| Develop, coordinate and manage the national oil spill contingency plan for both coastal and inland waters | 87                   | 42.0% | 66            | 31.9% | 54            | 26.1% |
| Issuance of Continuous Discharge Certificate (CDC)  | 99                   | 47.8% | 47            | 22.7% | 61            | 29.5% |
| Replacement of mutilated/ filled up/ expired Continuous Discharge Certificate (CDC)                       | 103                  | 49.8% | 56            | 27.0% | 48            | 23.2% |
| Crew listing and endorsement of vessel articles   | 87                   | 42.0% | 52            | 25.1% | 68            | 32.9% |
| Replacement of lost Continuous Discharge Certificate (CDC)  | 98                   | 47.3% | 62            | 30.0% | 47            | 22.7% |
| Co-ordinate Search and Rescue efforts in partnership with other stakeholders                              | 79                   | 38.1% | 19            | 9.2%  | 109           | 52.7% |
| Licensing of ship agents & cargo consolidators  | 116                  | 56.1% | 16            | 7.7%  | 75            | 36.2% |
| Registration of shipping line   | 102                  | 49.3% | 24            | 11.6% | 81            | 29.1% |
| Registration of ship agents   | 98                   | 47.3% | 30            | 14.5% | 79            | 38.2% |
| Vessel inspection and licensing of vessels  | 89                   | 43.0% | 6             | 2.9%  | 112           | 54.1% |

|   |     |       |    |       |     |       |
|---|-----|-------|----|-------|-----|-------|
| Inspection of safety equipment                                  | 90  | 43.5% | 4  | 1.9%  | 113 | 54.6% |
| Curricula approval  | 94  | 45.4% | 72 | 34.8% | 41  | 19.8% |
| Intervention in disputes involving seafarers and ship owners    | 123 | 59.4% | 28 | 13.5% | 56  | 27.1% |
| Conduct investigations into maritime casualties including wreck | 109 | 52.7% | 31 | 15.0% | 67  | 32.3% |
| Regulate inland waterways shipping                              | 105 | 50.7% | 38 | 18.4% | 64  | 30.9% |
| Maritime Transport Logistics (MTL)                              | 103 | 49.8% | 40 | 19.3% | 64  | 30.9% |
| Provision of information on seaborne trade produced quarterly   | 98  | 47.3% | 68 | 32.9% | 41  | 19.8% |
| Development of Maritime regulations                             | 121 | 58.4% | 20 | 9.7%  | 66  | 31.9% |

### 3.2.4 KMA's educational advertisements

Most respondents (71%) stated that they had watched or listened to KMA's educational advertisements on radio/TV (Figure 8), and more than 90% thought that the TV/Radio helped them learn more about KMA and maritime issues (Table 5). Those that did not feel the advertisement was useful, felt that they were very brief.

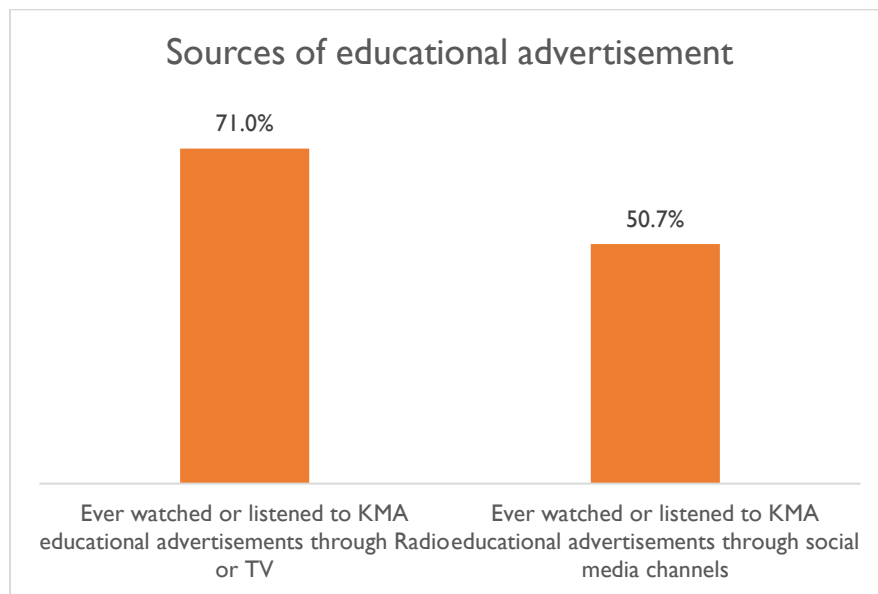


Figure 8: Sources of educational advertisement by KMA

Table 5: Proportion of respondents who stated that tv/radio or social media helped them learn more about KMA and maritime issues

| Effectiveness of communication channels   | Freq, (n=207) | %     |
|---|---------------|-------|
| Educational advertisements on TV or radio helped them learn more about KMA and Maritime issues  | 140           | 95.2% |
| Educational advertisements on social media helped them learn more about KMA and Maritime issues | 98            | 93.3% |

Most participants agreed/strongly agreed that educational advertisements and documentaries on mass media and on social media were helpful to them, and more of these agreed about the benefits rather than the entertainment value, as shown in table 6.

Table 6: Assessment of educational advertisements on specific issues

| Assessment of educational advertisements on specific issues (n=172) | Agree/ Strongly agree |              | Disagree |       | Strongly Disagree |       | Neither agree nor disagree |       |
|---|-----------------------|--------------|----------|-------|-------------------|-------|----------------------------|-------|
|   | Freq.                 | %            | Freq.    | %     | Freq.             | %     | Freq.                      | %     |
| Helps me learn more about KMA and maritime issues                   | 166                   | <b>96.5%</b> | 5        | 2.9%  | 0                 | 0.0%  | 1                          | 0.6%  |
| Helps me learn about the services offered by KMA                    | 166                   | <b>96.5%</b> | 4        | 2.3%  | 0                 | 0.0%  | 2                          | 1.2%  |
| Helps me learn about maritime safety issues and precautions         | 165                   | <b>95.9%</b> | 6        | 3.5%  | 0                 | 0.0%  | 1                          | 0.6%  |
| Helps me learn about marine environment protection                  | 163                   | <b>94.8%</b> | 6        | 3.5%  | 1                 | 0.6%  | 2                          | 1.2%  |
| Makes me want to practice maritime safety guidelines                | 160                   | <b>93.0%</b> | 10       | 5.8%  | 1                 | 0.6%  | 1                          | 0.6%  |
| Helps me know how to contact KMA for help or assistance             | 156                   | <b>90.7%</b> | 11       | 6.4%  | 0                 | 0.0%  | 5                          | 2.9%  |
| Makes me ask for a life jacket when I get on to boats               | 155                   | <b>90.1%</b> | 13       | 7.6%  | 2                 | 1.2%  | 2                          | 1.2%  |
| Makes me get on to boats with life jackets only                     | 155                   | <b>90.1%</b> | 13       | 7.6%  | 2                 | 1.2%  | 2                          | 1.2%  |
| Makes me ask questions about KMA and maritime issues                | 150                   | <b>87.2%</b> | 18       | 10.5% | 0                 | 0.0%  | 4                          | 2.3%  |
| Makes me want to visit KMA offices for inquiries                    | 149                   | <b>86.6%</b> | 16       | 9.3%  | 2                 | 1.2%  | 5                          | 2.9%  |
| Entertains and is interesting                                       | 138                   | <b>80.7%</b> | 10       | 5.9%  | 2                 | 1.2%  | 21                         | 12.3% |
| Does not help me at all   | 29                    | <b>16.9%</b> | 65       | 37.8% | 72                | 41.9% | 6                          | 3.5%  |

Most respondents (47%) preferred Facebook as the social media platform for receiving KMAs educational advertisements and documentaries (Figure 9), while 72% thought that KMA has made a reasonable effort to make customers understand its roles and functions (Figure 9)

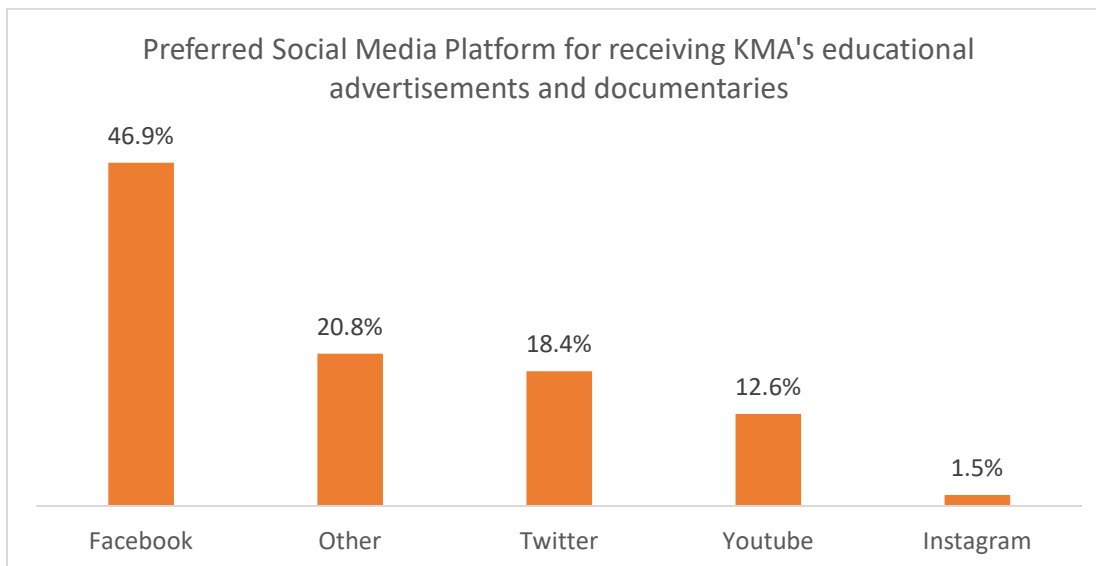


Figure 9: Preferred Social Media Platform for receiving KMA's educational advertisements and documentaries

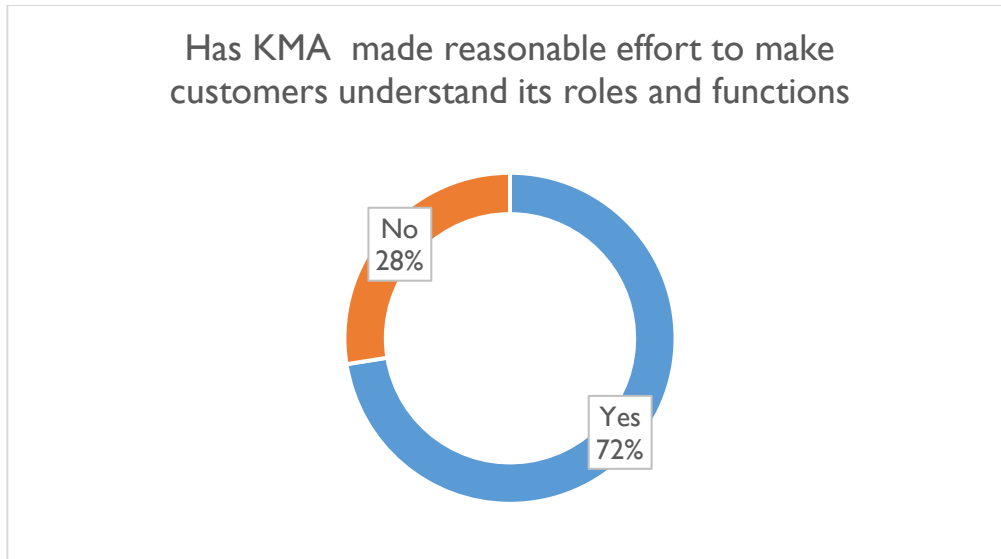


Figure 10: Proportion of respondents who agreed that KMA has made a reasonable effort to make customers understand its roles and function

Concerning suggestions for KMA's information and sharing, respondents were of the view that the frequency of information through various media should be increased, engage more stakeholders in the process of information sharing, and make the information user-friendly using local languages where possible and feasible. Additionally, some respondents felt that face-to-face information sharing was also potentially beneficial.

### 3.3 Interactions with KMA

#### 3.3.1 Service level interaction with KMA

More than 60% of respondents had sought services from KMA within three months of the interviews, with about a third of those that sought services within 3 months seeking official services, as shown in figures 10 and 11. It appears from figure 11, that those that sought services six or more months before the interviews went to seek "other" services.

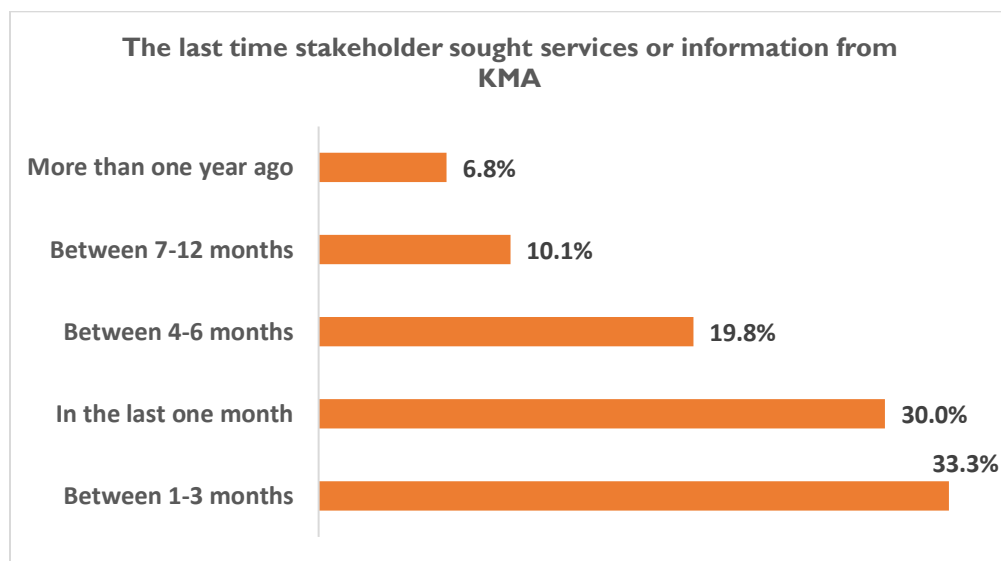


Figure 11: The most recent period respondents sought information or services from KMA

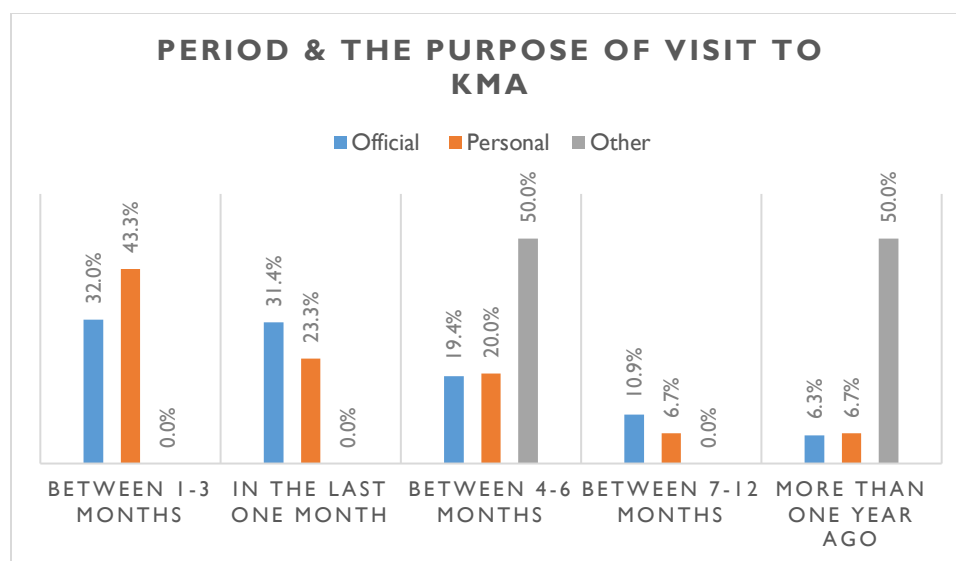


Figure 12: Type of service(s) sought by the period of the last visit

More than half of respondents sought products and services during their last visit, about 13% went to provide services while less than 3% made such visits to lodge complaints (Table 7). Similarly, most of those that visited KMA frequently sought services and products as shown in Table 8.

Table 7: Main reason for visiting KMA during the last visit

| The main reason for visiting KMA |            |             |
|----------------------------------|------------|-------------|
|                                  | Freq.      | Percent     |
| To seek services/products        | 110        | 53.1%       |
| Capacity building                | 40         | 19.2%       |
| Provide service/goods/products   | 28         | 13.5%       |
| To seek advice                   | 12         | 5.9%        |
| Other reason                     | 12         | 5.9%        |
| To lodge a complaint             | 5          | 2.4%        |
| <b>Total</b>                     | <b>207</b> | <b>100%</b> |

Table 8: Frequency of visits to KMA by main reason for seeking services

| What was the main reason for visiting KMA | How often do you seek the service(s)/Products |             |           |             |           |             |           |             |
|---|---|-------------|-----------|-------------|-----------|-------------|-----------|-------------|
|   | Always  |             | Often     |             | Sometimes |             | Rarely    |             |
|   | Freq.   | Percent     | Freq.     | Percent     | Freq.     | Percent     | Freq.     | Percent     |
| To seek services/products                 | 47  | 75.8%       | 18        | 52.9%       | 21        | 35.0%       | 24        | 47.1%       |
| Capacity building                         | 4   | 6.5%        | 3         | 8.8%        | 26        | 43.3%       | 7         | 13.7%       |
| Provide service/goods/products            | 9   | 14.5%       | 8         | 23.6%       | 4         | 6.7%        | 7         | 13.7%       |
| To seek advice                            | 0   | 0.0%        | 3         | 8.8%        | 2         | 3.3%        | 7         | 13.7%       |
| Other reason                              | 0   | 0.0%        | 0         | 0.0%        | 7         | 11.7%       | 5         | 9.8%        |
| To lodge a complaint                      | 2   | 3.2%        | 2         | 5.9%        | 0         | 0.0%        | 1         | 2.0%        |
| <b>Total</b>                              | <b>62</b>                                     | <b>100%</b> | <b>34</b> | <b>100%</b> | <b>60</b> | <b>100%</b> | <b>51</b> | <b>100%</b> |

### 3.3.2 Methods for contacting KMA

The primary method for contacting KMA appears to be physical visits with SMS and postal mail being the least used (Figure 12).

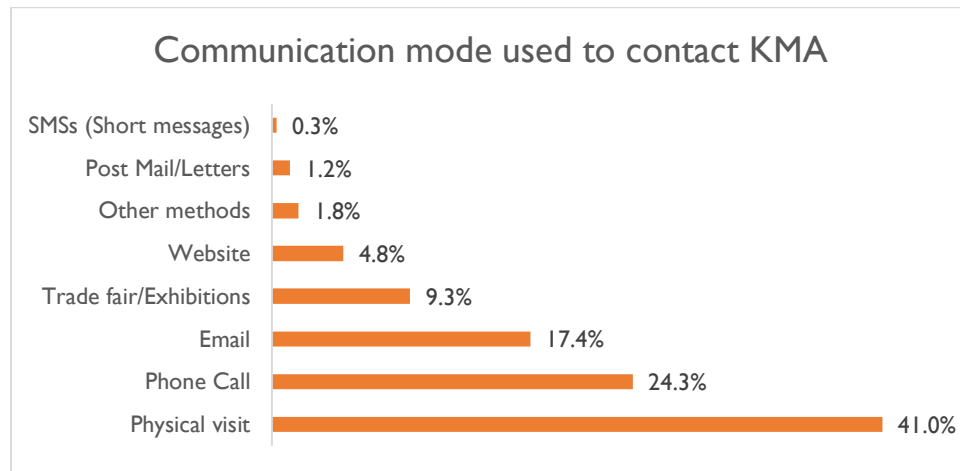


Figure 13: Mode of communication used to contact KMA during the last visit

## 3.4 Customers' Level of Satisfaction

### 3.4.1 Service quality on Tangibles, Reliability, Responsiveness, Assurance and Empathy

KMA customers rated their satisfaction in five domains, each domain containing a set of questions. Tangibles related to comfort, space, ambience, adequacy of personnel and availability of communication materials in KMA offices. Reliability related to KMA capacity to perform reliably and effectively in each of the areas within its mandate. Responsiveness related to KMA's timeliness and accessibility of staff in handling customer demands. Assurance related to staff knowledge and capacity of staff to provide quality services, while empathy related to the quality of customer relations. The summaries of the five-pillars of service quality offered in KMA were rescaled on a scale ranging between 0-100 for ease of comparison. The assurance score was acceptable (SI=73.4), KMA passed the score in tangibility (SI=63.9) while the staff was empathetic (SI=62.9). However, responsiveness rated very poorly overall (SI=8) while the customers felt that KMA was average in its capacity to conduct its mandate effectively and reliably (SI=54.3) as captured in table 8.

Table 9: Summaries of the five pillars of service quality offered in KMA were rescaled on a scale ranging between 0-100 for ease of comparison.

| Domain               | Responses | Mean | Std. Dev |
|----------------------|-----------|------|----------|
| Tangible score       | 207       | 63.9 | 16.8     |
| Reliability score    | 207       | 54.3 | 10.9     |
| Responsiveness score | 207       | 8.0  | 15.5     |
| Assurance score      | 207       | 73.4 | 17.9     |
| Empathy score        | 207       | 62.9 | 19.1     |

Empathy and assurance had high loadings on factor 1, further confirming the areas of satisfactory performance by the agency on the two aspects while tangibles, reliability and responsiveness had low loadings indicating areas that need improvement (Table 9).

Table 10: Factor loadings for the five service domains

| Variable | Factor1 | Factor2 | Factor3 | Factor4 | Uniqueness |
|----------|---------|---------|---------|---------|------------|
|----------|---------|---------|---------|---------|------------|

|                       |               |         |         |         |        |
|-----------------------|---------------|---------|---------|---------|--------|
| <b>Tangibles</b>      | 0.2685        | 0.275   | -0.2316 | -0.0725 | 0.7934 |
| <b>Reliability</b>    | 0.1887        | 0.1953  | -0.156  | 0.15    | 0.8794 |
| <b>Responsiveness</b> | 0.0048        | 0.2698  | 0.2831  | 0.0575  | 0.8437 |
| <b>Assurance</b>      | <b>0.7662</b> | -0.2656 | -0.0165 | 0.0647  | 0.3379 |
| <b>Empathy</b>        | <b>0.8384</b> | 0.1092  | 0.1227  | -0.07   | 0.2652 |

Figure 15 shows the correlation between service quality score and its respective five dimensions. From the result, empathy and assurance emerged as the main drivers of the observed service quality, while the responsiveness of the departments to their customers when offering services contributed the least to the observed service quality score.

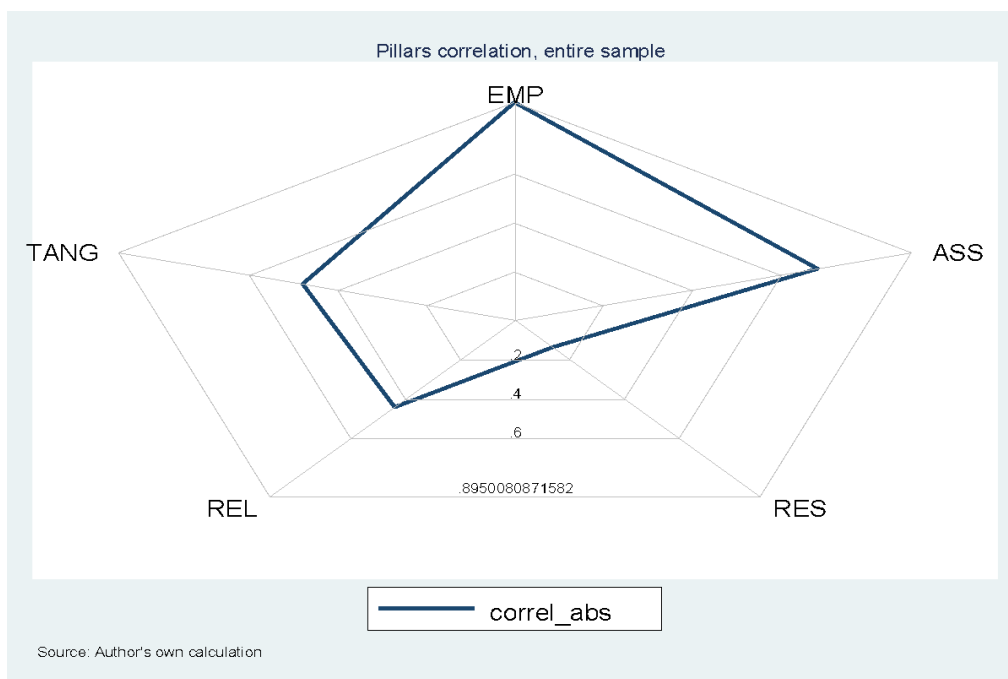


Figure 14: Correlation of service quality with its respective pillars

The areas that require improvement under tangibles are parking area, adequacy of personnel to carry out the agency's mandate and communication materials for awareness creation enabling it to carry out its mandate while for reliability are inspection of safety equipment, registration of ship agents, vessel inspection and licensing of vessels, replacement of lost Continuous Discharge Certificate (CDC), crew listing and endorsement of vessel articles, openness in sharing internship opportunities at KMA, openness in sharing job opportunities at KMA and friendliness of KMA website (user-friendly/easy to navigate and understand). The factor loadings for Tangibles, Reliability, Responsiveness, Assurance and Empathy are in annexes 1,2, 3,4 and 5 respectively

### 3.4.2 Overall Customer Satisfaction with KMA Services

The customers' satisfaction stood at **67.7** for the KMA services. The Office of the Director General registered the highest satisfaction score (**SI=75.1**), followed by ICT (**SI=72.7**), Public Relations and Customer service (**SI=71.1**), while the procurement and

supplies department had the comparatively lower satisfaction index of 51.4 far below the overall satisfaction score as summarized in the 10.

Table 11: Level of customer satisfaction by department

| Department   | Freq | Satisfaction index |
|--|------|--------------------|
| Office of the Director General   | 31   | 75.1               |
| ICT  | 5    | 72.7               |
| Public Relations & Customer Service  | 44   | 71.1               |
| Maritime Safety Department   | 67   | 68.3               |
| Registrar of seafarers Office section                                      | 14   | 68.2               |
| Commercial Shipping Department   | 45   | 67.2               |
| Human Resource   | 9    | 67.1               |
| Marine Environment Section   | 20   | 65.7               |
| Regional Maritime Rescue Coordination Centre section                       | 16   | 63.3               |
| Legal Department   | 13   | 62.5               |
| Finance  | 12   | 60.2               |
| Procurement & Supplies Department  | 30   | 51.4               |
| Internal Audit   | ***  | ***                |
| <b>Overall satisfaction score</b>  |      | <b>67.7</b>        |
| Note: ***- no respondent had interacted with the internal audit department |      |                    |

Unsurprisingly, about two-thirds of the customers *that have interacted with KMA for less than one year* felt that things have not changed since they started partnering with KMA, given that 12 months may not be sufficient time to notice any significant changes -unless organisations undergo radical overhauls. On the other hand, most respondents that had interacted with KMA for more than 12 months, feel that things are slightly better. More than half of those with more than 10 years of interaction with KMA felt that things are better since they started partnering with KMA (Table 11).

Table 12: Respondent perception of change by length of interaction with KMA

| To what extent have things changed since you started partnering with KMA | Period of association with KMA |       |                     |       |                    |       |                    |       |
|--|--------------------------------|-------|---------------------|-------|--------------------|-------|--------------------|-------|
|  | Less than 1 year               |       | Between 1 - 4 Years |       | Between 5-10 years |       | More than 10 Years |       |
|  | Freq.                          | %     | Freq.               | %     | Freq.              | %     | Freq.              | %     |
| Better   | 1                              | 5.0%  | 9                   | 13.2% | 24                 | 36.3% | 30                 | 56.6% |
| Not changed  | 13                             | 65.0% | 14                  | 20.6% | 4                  | 6.1%  | 3                  | 5.6%  |
| Slightly better  | 6                              | 30.0% | 45                  | 66.2% | 38                 | 57.6% | 18                 | 34.0% |
| Slightly worse   | 0                              | 0.0%  | 0                   | 0.0%  | 0                  | 0.0%  | 2                  | 3.8%  |
| <b>Total</b>   | 20                             | 100%  | 68                  | 100%  | 60                 | 100%  | 51                 | 100%  |

## 4.0 Recommendations

Based on the findings it is suggested that:

- 1) More robust communication and education be instituted to improve awareness about KMA's core functions.
- 2) Increase transparency in the procurement and supplies department specifically in the award of tenders and feedback to the bidders.
- 3) Improve responsiveness by the provision of accurate and reliable information, as well as quality services promptly.
- 4) Pay more attention to the specific areas of weakness within reliability and tangibles. Issues of personnel may be easier to address through redistribution, while communication can be addressed as (i) is being addressed. Reliability domain

issues relate to a) efficiency and b) transparency and addressing staff redistribution and reallocation may increase efficiency, while transparency has to do with staff attitude change.

## 5.0 References

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## Annexes

### Annex 1: Factor loadings for Tangibles

Table 13: Factor loadings for Tangibles

| <b>Variable</b>                | <b>Factor1</b> | <b>Factor2</b> |
|--------------------------------|----------------|----------------|
| <b>Has good reception area</b> | 0.8572         | 0.1614         |
| <b>Has good waiting lounge</b> | 0.8220         | 0.1629         |
| <b>Has neat offices</b>        | 0.7997         | -0.4072        |

|   |        |         |
|---|--------|---------|
| <b>Has good buildings</b>   | 0.6937 | -0.2289 |
| <b>Has enough parking area</b>  | 0.4266 | 0.0800  |
| <b>Based in a good surrounding environment</b>  | 0.5768 | -0.1002 |
| <b>KMA has adequate personnel to carry out its mandate</b>  | 0.4154 | 0.4273  |
| <b>KMA has adequate communication materials for awareness creation enabling it to carry out its mandate</b> | 0.2800 | 0.2082  |

## Annex 2: Factor loadings for Reliability

Table 14: Factor loadings for Reliability

| Variable | Factor1 | Factor2 | Factor3 | Factor4 | Factor5 | Factor6 | Factor7 | Factor8 | Factor9 | Uniqueness |
|----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|------------|
| q28_24.  | 0.7714  | -0.0737 | 0.1953  | -0.3094 | -0.2617 | -0.1292 | -0.0187 | 0.0457  | 0.0457  | -0.012     |
| q28_22.  | 0.7345  | -0.4278 | -0.0983 | -0.1027 | -0.2316 | -0.0211 | -0.052  | -0.192  | -0.192  | 0.0108     |
| q28_26.  | 0.7124  | -0.382  | -0.3071 | -0.1003 | -0.1338 | -0.1583 | -0.1495 | 0.0853  | 0.0853  | -0.0182    |
| q28_19.  | 0.6988  | -0.2484 | -0.2953 | 0.2612  | 0.1707  | -0.0953 | 0.0396  | 0.2116  | 0.2116  | 0.0101     |
| q28_23.  | 0.686   | -0.4769 | 0.146   | 0.0059  | -0.2855 | 0.0123  | -0.172  | -0.2507 | -0.2507 | -0.0324    |
| q28_30.  | 0.6814  | -0.0923 | 0.2899  | -0.1096 | -0.055  | -0.0905 | 0.0559  | -0.1382 | -0.1382 | 0.0146     |
| q28_21.  | 0.6805  | -0.2154 | -0.2275 | -0.2596 | -0.0733 | 0.3551  | -0.0419 | 0.0789  | 0.0789  | 0.0662     |
| q28_20.  | 0.6795  | -0.1508 | -0.087  | 0.3404  | -0.1029 | 0.0069  | 0.15    | 0.2181  | 0.2181  | 0.1022     |
| q28_7.   | 0.6476  | 0.2312  | 0.1134  | 0.1964  | 0.0695  | -0.3774 | 0.3849  | 0.0875  | 0.0875  | 0.0185     |
| q28_5.   | 0.6125  | 0.268   | -0.027  | -0.2328 | 0.3788  | -0.1746 | -0.2747 | -0.0348 | -0.0348 | 0.0034     |
| q28_17.  | 0.6068  | -0.2694 | -0.2101 | 0.3938  | -0.1209 | 0.0016  | -0.1253 | 0.0947  | 0.0947  | 0.0727     |
| q28_25.  | 0.6034  | -0.2092 | -0.2234 | -0.3693 | -0.1572 | -0.0597 | -0.0872 | 0.1348  | 0.1348  | 0.0951     |
| q28_16.  | 0.5872  | 0.1878  | 0.1001  | -0.2071 | 0.078   | 0.1217  | 0.2094  | 0.3112  | 0.3112  | 0.1498     |
| q28_4.   | 0.5823  | -0.116  | 0.2704  | -0.2041 | 0.5082  | -0.2429 | -0.0178 | -0.2471 | -0.2471 | -0.0208    |
| q28_3.   | 0.5724  | -0.1073 | -0.2462 | -0.0057 | 0.3529  | 0.1568  | -0.1059 | -0.4505 | -0.4505 | -0.0023    |
| q28_18.  | 0.5687  | -0.2029 | -0.3372 | 0.3723  | 0.1055  | -0.1209 | -0.0614 | 0.2402  | 0.2402  | 0.1194     |
| q28_27.  | 0.554   | 0.0888  | 0.3133  | 0.0215  | 0.0813  | -0.0728 | -0.2043 | 0.2615  | 0.2615  | 0.0482     |
| q28_6.   | 0.5392  | 0.2997  | 0.0788  | 0.1414  | 0.3438  | -0.3102 | 0.1601  | 0.0191  | 0.0191  | 0.1727     |

|         |        |         |         |         |         |         |         |         |         |         |
|---------|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| q28_1.  | 0.5232 | -0.1357 | -0.1343 | 0.1707  | 0.1739  | 0.2833  | 0.2899  | -0.1429 | -0.1429 | 0.2561  |
| q28_2.  | 0.5051 | -0.0893 | -0.1898 | -0.0361 | 0.2868  | 0.3542  | 0.3953  | -0.2167 | -0.2167 | 0.086   |
| q28_10. | 0.5041 | 0.4214  | -0.0534 | -0.0161 | -0.3355 | 0.1299  | 0.1637  | 0.0899  | 0.0899  | 0.1086  |
| q28_11. | 0.4977 | 0.4344  | -0.0646 | -0.3631 | -0.0725 | 0.3895  | -0.1521 | 0.0855  | 0.0855  | 0.0004  |
| q28_12. | 0.4949 | 0.4135  | 0.1522  | 0.3563  | 0.1473  | 0.2677  | -0.3441 | 0.0477  | 0.0477  | -0.0144 |
| q28_15. | 0.4693 | 0.2458  | 0.0792  | -0.3469 | -0.4014 | -0.3571 | 0.2074  | -0.1945 | -0.1945 | 0.0732  |
| q28_13. | 0.4604 | 0.6158  | -0.0483 | 0.0826  | -0.0544 | -0.0599 | -0.3003 | -0.2194 | -0.2194 | 0.0962  |
| q28_14. | 0.4249 | 0.5398  | -0.0384 | 0.2179  | -0.0531 | -0.11   | -0.278  | -0.0497 | -0.0497 | 0.0978  |
| q28_9.  | 0.4118 | 0.5786  | 0.0138  | 0.2826  | -0.3707 | 0.1751  | 0.1356  | -0.1034 | -0.1034 | 0.0762  |
| q28_8.  | 0.3947 | 0.3969  | -0.0176 | -0.0874 | 0.0466  | 0.1579  | 0.2945  | -0.0519 | -0.0519 | 0.2666  |
| q28_29. | 0.3264 | -0.281  | 0.82    | 0.1987  | -0.0528 | 0.0431  | 0.0934  | 0.0088  | 0.0088  | -0.0195 |
| q28_28. | 0.2787 | -0.3165 | 0.6913  | 0.2911  | -0.0701 | 0.291   | -0.0987 | -0.0667 | -0.0667 | 0.0244  |
| q28_31. | 0.2001 | -0.0275 | 0.3047  | -0.4606 | 0.3078  | 0.1887  | -0.0429 | 0.3972  | 0.3972  | 0.2043  |

Table 15: Key for variables in table 11

|  |
|--|
| q28_24. Timely processing of quotations  |
| q28_22. Tendering process – fairness in prequalification of suppliers  |
| q28_26. Transparency and fairness in the disposal of assets  |
| q28_19. Regulating inland waterways shipping   |
| q28_23. Fairness in processing and award of tenders  |
| q28_30. Reliable in the development of maritime regulations  |
| q28_21. Provision of information on seaborne trade produced quarterly  |
| q28_20. Maritime Transport Logistics (MTL)   |
| q28_7. Replacement of mutilated/ filled up/ expired Continuous Discharge Certificate (CDC)                               |
| q28_5. Developing, coordinating, and managing the national oil spill contingency plan for both coastal and inland waters |
| q28_17. Intervention in disputes involving seafarers and ship owners   |
| q28_25. Timely processing payment to suppliers   |
| q28_16. Curricula approval   |
| q28_4. Discharging flag and port state responsibilities efficiently and effectively                                      |
| q28_3. Undertaking and coordinating research, investigations, and surveys in the maritime field                          |
| q28_18. Conducting investigations into maritime casualties including wreck   |
| q28_27. Timely billing of clients  |
| q28_6. Issuance of Continuous Discharge Certificate (CDC)  |
| q28_1. Coordinating the implementation of policies relating to maritime affairs  |
| q28_2. Advising Government on the implementation of international conventions and treaties                               |
| q28_10. Co-ordinating Search and Rescue efforts in partnership with other stakeholders                                   |

|  |
|--|
| q28_11. Licensing of ship agents & cargo consolidators               |
| q28_12. Registration of shipping line                                |
| q28_15. Inspection of safety equipment                               |
| q28_13. Registration of ship agents                                  |
| q28_14. Vessel inspection and licensing of vessels                   |
| q28_9. Replacement of lost Continuous Discharge Certificate (CDC)    |
| q28_8. Crew listing and endorsement of vessel articles               |
| q28_29. Openness in sharing internship opportunities at KMA          |
| q28_28. Openness in sharing job opportunities at KMA                 |
| q28_31. KMA website is user-friendly/easy to navigate and understand |

### Annex 3: Factor Loadings for Responsiveness

Table 16: Factor Loadings for Responsiveness

| Variable   | Factor1 | Factor2 | Uniqueness |
|--|---------|---------|------------|
| <b>Timeliness in delivery of services</b>                                  | 0.6732  | 0.0941  | 0.538      |
| <b>Response time in attending to customers' queries/ complaints/emails</b> | 0.7809  | -0.0009 | 0.3902     |
| <b>Easy accessibility of KMA staff</b>                                     | 0.6861  | -0.0913 | 0.521      |

### Annex 4: Factor Loadings for Assurance

Table 17: Factor Loadings for Assurance

| Variable  | Factor1 | Factor2 | Uniqueness |
|---|---------|---------|------------|
| <b>Employees at KMA are knowledgeable about what they do</b>      | 0.7051  | 0.0908  | 0.4946     |
| <b>Employees at KMA provide accurate and reliable information</b> | 0.8940  | -0.0127 | 0.2006     |
| <b>Employees at KMA provide quality services</b>                  | 0.8651  | -0.0609 | 0.2479     |

### Annex 5: Factor Loadings for Empathy

Table 18: Factor Loadings for Empathy

| Variable  | Factor1 | Factor2 | Uniqueness |
|---|---------|---------|------------|
| The language used by KMA employees is appropriate | 0.654   | 0.0731  | 0.5669     |
| KMA staff can resolve problems                    | 0.7416  | -0.0043 | 0.45       |

|                             |       |         |        |
|-----------------------------|-------|---------|--------|
| KMA employees are courteous | 0.684 | -0.0652 | 0.5279 |
|-----------------------------|-------|---------|--------|

## Annex 6: KMA Customer Satisfaction Questionnaire

### Background

This is a customer satisfaction survey that is being conducted by **Artful Eyes Productions Limited** on behalf of the Kenya Maritime Authority (KMA). Artful Eyes Productions Limited is an independent research and communication agency procured by KMA to conduct the customer satisfaction survey.

The survey aims **to establish KMA's customer satisfaction level and identify ways of improving service delivery**. The interview will take approximately twenty minutes and we encourage you to provide your honest opinion. Everything you say will be strictly confidential and the results will be analyzed and reported collectively. This means that what you say will not be attributed to you in any way.

**[Interviewer: Obtain verbal consent then proceed with the interview]**

A. Name of respondent \_\_\_\_\_

B. Name of Organization \_\_\_\_\_

#### 1. County *(Single response)*

1. Mombasa
2. Kwale
3. Kilifi
4. Malindi
5. Lamu
6. Kisumu
7. Homabay
8. Siaya
9. Baringo
10. Turkana
11. Naivasha
12. Busia
13. Migori
14. Nairobi
15. Regional/International

#### 2. Which of the following stakeholders do you belong to? *(To be completed by the research assistant based on the provided list of respondents)*

1. GOK & Line Ministries/Parastatals

2. Port Charter Community
3. Private sector
4. Research Institutions
5. Education, Training Institutions (Maritime) and prospective maritime institutions
6. International bodies; International Maritime Organization (IMO)& Donor Agencies
7. Service Providers/suppliers
8. Civil Society and lobby groups
9. Labour organizations
10. Kenyan people (Kenyan public and the Hinterland)
11. Regional and global stakeholders (PMAESA, ISCOS, NTCCA, OSMAG, OGEFREM)
12. Boat owners
13. Boat operators/Coxswains
14. Seafarers
15. Seafarers' Placement Agencies
16. Beach Management Units (BMUs)
17. Shipping agencies, associations, and organizations; freight companies
18. Media

3. Age (*Capture complete years – cannot be less than 18 years*)

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4. Gender (*Single response*)

- 0 Male
- 1 Female

5. Highest level of Education (*Single response*)

1. O-level
2. Form 4-level
3. Certificate
4. Diploma
5. Bachelors
6. P.G Diploma
7. Masters
8. PhD
9. Other, specify \_\_\_\_\_

6. What is your occupation? \_\_\_\_\_

**Awareness about KMA**

7. Are you aware of Kenya Maritime Authority (KMA)?

0. NO  1. YES

*If NO, end the interview*

8. Have you ever sought any product/service offered by KMA?

0. NO  1. YES

*If NO, end the interview*

9. Can you identify KMA's logo?

0. NO  1. YES

10. Are you aware of KMA's roles and functions?

0. NO  1. YES

*If NO skip to 13*

11. What are the roles and functions of KMA?

**Multiple responses. Do not read out the responses.**

1. To coordinate the implementation of policies relating to maritime affairs
2. To advise Government on the implementation of international conventions and treaties
3. Undertake and coordinate research, investigations, and surveys in the maritime field
4. Discharge flag and port state responsibilities in an efficient and effective manner
5. Develop, coordinate and manage national oil spill contingency plan for both coastal and inland waters
6. Issuance of Continuous Discharge Certificate (CDC)
7. Replacement of mutilated/ filled up/ expired Continuous Discharge Certificate (CDC)
8. Crew listing and endorsement of vessel articles
9. Replacement of lost Continuous Discharge Certificate (CDC)
10. Co-ordinate Search and Rescue efforts in partnership with other stakeholders
11. Licensing of ship agents & cargo consolidators
12. Registration of shipping line
13. Registration of ship agents
14. Vessel inspection and licensing of vessels
15. Inspection of safety equipment
16. Curricula approval
17. Intervention in disputes involving seafarers and ship owners
18. Conduct investigations into maritime casualties including wreck
19. Regulate inland waterways shipping
20. Maritime Transport Logistics (MTL)
21. Provision of information on seaborne trade produced quarterly
22. Development of Maritime regulations
23. Other, specify \_\_\_\_\_
24. Don't know → **Skip to 13**

12a. How did you get to learn about the roles and functions of KMA?

**Multiple responses. Do not read out the responses.**

1. Social media
2. Trade fair, exhibition, open days, shows, meetings
3. Website
4. Radio
5. TV
6. Newspapers
7. Posters and Brochures
8. Colleagues at my place of work, friends, referrals
9. KMA magazine
10. Other, specify \_\_\_\_\_

12b **If Social media in 12 above**, Specify the social media platform:

**Multiple response. Do not read out the responses.**

1. Facebook
2. Twitter
3. TikTok
4. Instagram
5. YouTube
6. KMA Website
7. Other, specify \_\_\_\_\_

13. How familiar are you with the following KMA's core functions?

|  | Not familiar<br>(1) | Familiar<br>(2) | Very familiar<br>(3) |
|--|---------------------|-----------------|----------------------|
| a. To co-ordinate the implementation of policies relating to maritime affairs                            |                     |                 |                      |
| b. To advise Government on the implementation of international conventions and treaties                  |                     |                 |                      |
| c. Undertake and coordinate research, investigations, and surveys in the maritime field                  |                     |                 |                      |
| d. Discharge flag and port state responsibilities in an efficient and effective manner                   |                     |                 |                      |
| e. Develop, coordinate and manage national oil spill contingency plan for both coastal and inland waters |                     |                 |                      |
| f. Issuance of Continuous Discharge Certificate (CDC)  |                     |                 |                      |
| g. Replacement of mutilated/ filled up/ expired Continuous Discharge Certificate (CDC)                   |                     |                 |                      |
| h. Crew listing and endorsement of vessel articles   |                     |                 |                      |

|   |  |  |  |
|---|--|--|--|
| i. Replacement of lost Continuous Discharge Certificate (CDC)                   |  |  |  |
| j. Co-ordinate Search and Rescue efforts in partnership with other stakeholders |  |  |  |
| k. Licensing of ship agents & cargo consolidators                               |  |  |  |
| l. Registration of shipping line  |  |  |  |
| m. Registration of ship agents  |  |  |  |
| n. Vessel inspection and licensing of vessels                                   |  |  |  |
| o. Inspection of safety equipment   |  |  |  |
| p. Curricula approval   |  |  |  |
| q. Intervention in disputes involving seafarers and ship owners                 |  |  |  |
| r. Conduct investigations into maritime casualties including wreck              |  |  |  |
| s. Regulate inland waterways shipping   |  |  |  |
| t. Maritime Transport Logistics (MTL)   |  |  |  |
| u. Provision of information on seaborne trade produced quarterly                |  |  |  |
| v. Development of maritime regulations  |  |  |  |

14a. Have you ever watched or listened to KMA educational advertisements?

|                | No | Yes |             |
|----------------|----|-----|-------------|
| 1. Radio       | 0  | 1   | } Go to 14b |
| 2. TV          | 0  | 1   |             |
| 3. Facebook    | 0  | 1   | } Go to 14c |
| 4. Twitter     | 0  | 1   |             |
| 5. TikTok      | 0  | 1   |             |
| 6. Instagram   | 0  | 1   |             |
| 7. YouTube     |    |     |             |
| 8. KMA Website | 0  | 1   |             |

**If No to all 14a skip to 14da**

14b. Do you think the educational advertisements on TV or radio helped you learn more about KMA and Maritime issues?

0. NO  1. YES

14b1. If No in 14b, Give a reason \_\_\_\_\_

14c. Do you think the educational advertisements on social media helped you learn more about KMA and Maritime issues?

0. NO  1. YES

14c1. If No in 14c, Give a reason \_\_\_\_\_

14d. Please give your assessment of KMA's educational advertisements and documentaries on TV, Radio, or social media on each of the following. Use a 5-point scale where 5 means STRONGLY AGREE and 1 means STRONGLY DISAGREE.

| Rate KMA educational advertisements and documentaries on TV & Radio here below: | Strongly Disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly Agree | Not Applicable |
|---|-------------------|----------|----------------------------|-------|----------------|----------------|
| a. Helps me learn more about KMA and maritime issues                            | 1                 | 2        | 3                          | 4     | 5              | 6              |
| b. Helps me learn about maritime safety issues and precautions                  | 1                 | 2        | 3                          | 4     | 5              | 6              |
| c. Helps me learn about marine environment protection                           | 1                 | 2        | 3                          | 4     | 5              | 6              |
| d. Helps me know how to contact KMA for help or assistance                      | 1                 | 2        | 3                          | 4     | 5              | 6              |
| e. Entertains and is interesting  | 1                 | 2        | 3                          | 4     | 5              | 6              |
| f. Helps me learn about the services offered by KMA                             | 1                 | 2        | 3                          | 4     | 5              | 6              |
| g. Makes me ask for a life jacket when I get on to boats                        | 1                 | 2        | 3                          | 4     | 5              | 6              |
| h. Makes me get on to boats with life jackets only                              | 1                 | 2        | 3                          | 4     | 5              | 6              |
| i. Makes me want to practice maritime safety guidelines                         | 1                 | 2        | 3                          | 4     | 5              | 6              |
| j. Makes me ask questions about KMA and maritime issues                         | 1                 | 2        | 3                          | 4     | 5              | 6              |
| k. Makes me want to visit KMA offices for inquiries                             | 1                 | 2        | 3                          | 4     | 5              | 6              |
| l. Does not help me at all  | 1                 | 2        | 3                          | 4     | 5              | 6              |

14da. Which is your preferred social media platform for receiving KMA's educational advertisements and documentaries?

1. Facebook
2. Twitter
3. Instagram
4. YouTube
5. TikTok
6. Other, specify \_\_\_\_\_

15. Would you say that KMA has made a reasonable effort to make customers understand its roles and functions?

0. NO  1. YES

16. Any suggestion(s) on how KMA can improve its communications and information sharing (including improvement of the educational advertisements and documentaries to make your experience better)?

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### Interaction with KMA

17. Which departments have you interacted with at KMA? (*Multiple responses*)

|                                   |   |  |    |
|-----------------------------------|---|--|----|
| Office of the Director General    | 1 | Internal Audit                                       | 8  |
| Maritime Safety Department        | 2 | Public Relations & Customer Service                  | 9  |
| Commercial Shipping Department    | 3 | Registrar of seafarers Office section                | 10 |
| Procurement & Supplies Department | 4 | Marine Environment Section                           | 11 |
| Finance                           | 5 | Regional Maritime Rescue Coordination Centre section | 12 |
| ICT                               | 6 | Legal department                                     | 13 |
| Human Resource                    | 7 | Other (specify)                                      | 14 |

18. When was the last time you sought services or information from KMA?

1. In the last month
2. Between 1-3 months ago
3. Between 4-6 months ago
4. Between 7-12 months ago
5. More than one year ago

19. What was the nature of your **last** interaction with KMA? (*Single response*)

1. Official
2. Personal
3. Other, specify \_\_\_\_\_

20. Please give **main** reason for contacting KMA (*Single response*)

1. To seek services/products
2. To seek advice
3. Capacity building
4. To lodge a complaint
5. Compliment KMA
6. Provide service/goods/products
7. Other, specify \_\_\_\_\_

21. How often do you seek the services(s)/products? (*Single response*)

1. Always
2. Often
3. Sometimes
4. Rarely

22. What mode of communication did you use to contact KMA? (*Multiple responses*)

1. Physical visit
2. Phone Call
3. Email
4. Post Mail/Letters
5. SMSs (Short messages)
6. Website
7. Trade fair/Exhibitions
8. Other, specify \_\_\_\_\_

23a. How would you rate your overall level of satisfaction with how KMA served you on a scale of 1 to 5 where 1 is “very dissatisfied” and 5 is “Extremely satisfied”?

PLEASE RATE SATISFACTION WITH EACH OF THE DEPARTMENTS YOU INTERACTED WITH.

|                   |              |                                    |           |                     |
|-------------------|--------------|------------------------------------|-----------|---------------------|
| Very dissatisfied | Dissatisfied | Neither satisfied nor dissatisfied | Satisfied | Extremely satisfied |
| 1                 | 2            | 3                                  | 4         | 5                   |

23b. Please give a reason for rating in 23a (*For each department that was visited/contacted*)

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24a. On a scale of 1 to 5 where 1 is “very poor” and 5 is “Excellent” how would you rate the performance level of KMA in executing its roles?

|           |      |         |      |           |
|-----------|------|---------|------|-----------|
| Very poor | Poor | Average | Good | Excellent |
| 1         | 2    | 3       | 4    | 6         |

24b. Please give a reason for rating in 24a

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25. How long have you been associated with KMA?

1. Less than 1 year
2. Between 1-4 years
3. Between 5-10 years
4. More than 10 years

26. To what extent have things changed since you started partnering with KMA?

|       |                |             |                 |        |
|-------|----------------|-------------|-----------------|--------|
| Worse | Slightly worse | Not changed | Slightly better | Better |
| 1     | 2              | 3           | 4               | 6      |

### Tangibles

27. Please give your assessment of the KMA office in your County on each of the following. Use a 5-point scale where 5 means VERY SATISFIED and 1 means VERY DISSATISFIED.

|  | Very Dissatisfied | Dissatisfied | Neither Satisfied nor Dissatisfied | Satisfied | Very Satisfied | Don't Know |
|--|-------------------|--------------|------------------------------------|-----------|----------------|------------|
| a. Has a good reception area               | 1                 | 2            | 3                                  | 4         | 5              | 6          |
| b. Has a good waiting lounge               | 1                 | 2            | 3                                  | 4         | 5              | 6          |
| c. Has neat offices                        | 1                 | 2            | 3                                  | 4         | 5              | 6          |
| d. Has good buildings                      | 1                 | 2            | 3                                  | 4         | 5              | 6          |
| e. Has enough parking area                 | 1                 | 2            | 3                                  | 4         | 5              | 6          |
| f. Based in a good surrounding environment | 1                 | 2            | 3                                  | 4         | 5              | 6          |
| g. KMA has adequate                        | 1                 | 2            | 3                                  | 4         | 5              | 6          |

|  |   |   |   |   |   |   |
|--|---|---|---|---|---|---|
| personnel to carry out its mandate   |   |   |   |   |   |   |
| h. KMA has adequate communication materials (e.g., brochures, magazines, branded materials like thermo flasks, bags, calendars, diaries, notebooks, t-shirts etc.) for awareness creation enabling it to carry out its mandate | 1 | 2 | 3 | 4 | 5 | 6 |

### Reliability

28. Please give your assessment of KMA's ability to perform the following services reliably and accurately. Use a 5-point scale where 5 means EXCELLENT and 1 means VERY POOR.

|   | Very poor | Poor | Average | Good | Excellent | Don't Know |
|---|-----------|------|---------|------|-----------|------------|
| 1. Co-ordinating the implementation of policies relating to maritime affairs                | 1         | 2    | 3       | 4    | 5         | 6          |
| 2. Advising Government on the implementation of international conventions and treaties      | 1         | 2    | 3       | 4    | 5         | 6          |
| 3. Undertaking and coordinating research, investigations, and surveys in the maritime field | 1         | 2    | 3       | 4    | 5         | 6          |
| 4. Discharging flag and port state responsibilities in an efficient and effective manner    | 1         | 2    | 3       | 4    | 5         | 6          |

|  |   |   |   |   |   |   |
|--|---|---|---|---|---|---|
| 5. Developing, coordinating, and managing the national oil spill contingency plan for both coastal and inland waters | 1 | 2 | 3 | 4 | 5 | 6 |
| 6. Issuance of Continuous Discharge Certificate (CDC)  | 1 | 2 | 3 | 4 | 5 | 6 |
| 7. Replacement of mutilated/ filled up/ expired Continuous Discharge Certificate (CDC)                               | 1 | 2 | 3 | 4 | 5 | 6 |
| 8. Crew listing and endorsement of vessel articles   | 1 | 2 | 3 | 4 | 5 | 6 |
| 9. Replacement of lost Continuous Discharge Certificate (CDC)  | 1 | 2 | 3 | 4 | 5 | 6 |
| 10. Co-ordinating Search and Rescue efforts in partnership with other stakeholders                                   | 1 | 2 | 3 | 4 | 5 | 6 |
| 11. Licensing of ship agents & cargo consolidators   | 1 | 2 | 3 | 4 | 5 | 6 |
| 12. Registration of shipping line  | 1 | 2 | 3 | 4 | 5 | 6 |
| 13. Registration of ship agents  | 1 | 2 | 3 | 4 | 5 | 6 |
| 14. Vessel inspection and licensing of vessels   | 1 | 2 | 3 | 4 | 5 | 6 |
| 15. Inspection of safety equipment   | 1 | 2 | 3 | 4 | 5 | 6 |
| 16. Curricula approval   | 1 | 2 | 3 | 4 | 5 | 6 |
| 17. Intervention in disputes involving seafarers and ship owners   | 1 | 2 | 3 | 4 | 5 | 6 |
| 18. Conducting investigations into maritime casualties including wreck   | 1 | 2 | 3 | 4 | 5 | 6 |
| 19. Regulating inland waterways shipping   | 1 | 2 | 3 | 4 | 5 | 6 |
| 20. Maritime Transport Logistics (MTL)   | 1 | 2 | 3 | 4 | 5 | 6 |
| 21. Provision of information on seaborne trade produced quarterly  | 1 | 2 | 3 | 4 | 5 | 6 |
| 22. Tendering process – fairness in prequalification of suppliers  | 1 | 2 | 3 | 4 | 5 | 6 |

|  |   |   |   |   |   |   |
|--|---|---|---|---|---|---|
| 23. Fairness in processing and award of tenders                  | 1 | 2 | 3 | 4 | 5 | 6 |
| 24. Timely processing of quotations                              | 1 | 2 | 3 | 4 | 5 | 6 |
| 25. Timely processing payment to suppliers                       | 1 | 2 | 3 | 4 | 5 | 6 |
| 26. Transparency and fairness in disposal of assets              | 1 | 2 | 3 | 4 | 5 | 6 |
| 27. Timely billing of clients                                    | 1 | 2 | 3 | 4 | 5 | 6 |
| 28. Openness in sharing job opportunities at KMA                 | 1 | 2 | 3 | 4 | 5 | 6 |
| 29. Openness in sharing internship opportunities at KMA          | 1 | 2 | 3 | 4 | 5 | 6 |
| 30. Reliable in the development of maritime regulations          | 1 | 2 | 3 | 4 | 5 | 6 |
| 31. KMA website is user-friendly/easy to navigate and understand | 1 | 2 | 3 | 4 | 5 | 6 |

### Responsiveness

29 Please give your assessment of the performance of KMA on each of the following. Use a 5-point scale where 5 means EXCELLENT and 1 means VERY POOR.

|   | Very poor | Poor | Average | Good | Excellent | Don't Know |
|---|-----------|------|---------|------|-----------|------------|
| a. Timeliness in delivery of services                                 | 1         | 2    | 3       | 4    | 5         | 6          |
| b. Response time in attending to customers' queries/complaints/emails | 1         | 2    | 3       | 4    | 5         | 6          |
| c. Easy accessibility of KMA staff                                    | 1         | 2    | 3       | 4    | 5         | 6          |

30. How long does it take for you to be attended to at KMA?

1. Less than 10 minutes
2. Between 10 and 20 minutes
3. Between 20 and 30 minutes
4. Between 30 and 60 minutes
5. More than 1 hour

**Assurance**

31. Please give your assessment of the performance of KMA on each of the following. Use a 5-point scale where 5 means EXCELLENT and 1 means VERY POOR.

|   | Very poor | Poor | Average | Good | Excellent | Don't Know |
|---|-----------|------|---------|------|-----------|------------|
| a. Employees at KMA are knowledgeable about what they do      | 1         | 2    | 3       | 4    | 5         | 6          |
| b. Employees at KMA provide accurate and reliable information | 1         | 2    | 3       | 4    | 5         | 6          |
| c. Employees at KMA provide quality services                  | 1         | 2    | 3       | 4    | 5         | 6          |

**Empathy**

32. Please give your assessment of the performance of KMA on each of the following. Use a 5-point scale where 5 means EXCELLENT and 1 means VERY POOR.

|  | Very poor | Poor | Average | Good | Excellent | Don't know |
|--|-----------|------|---------|------|-----------|------------|
| a. The language used by KMA employees is appropriate | 1         | 2    | 3       | 4    | 5         | 6          |
| b. KMA staff can resolve problems                    | 1         | 2    | 3       | 4    | 5         | 6          |
| c. KMA employees are courteous                       | 1         | 2    | 3       | 4    | 5         | 6          |

33. Kindly give recommendations on what KMA should do to improve its service delivery.

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34. Any Other Comments

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**THANK YOU FOR TAKING THE TIME TO FILL IN THIS QUESTIONNAIRE**

