



“Every single resident of Hargeisa city has permanent access to clean, affordable and safe water.”

Capacity Development for Enhanced Water Services
Delivery for Hargeisa Water Agency
(CapDEWASH)

4/15/2025

WOP Project under EU WOP Programme

CUSTOMER SATISFACTION SURVEY 2025
FINAL REPORT

Prepared by: HWA Management and staff



In partnership with: NWSC-External Services



In cooperation with: UN Habitat-GWOPA



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Acronyms

Abbreviation

In full

CapDEWASH	Capacity Development for Enhanced Water Service Delivery for Hargeisa Water Agency
GWOPA	Global Water Operators' Partnerships Alliance
WOP	Water Operator Partnership
UN-Habitat	United Nations-Habitat
EU	European Union
NWSC	National Water and Sewerage Corporation
HWA	Hargeisa Water Agency
CSS	Customer Satisfaction Survey
CSI	Customer Satisfaction Index

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Executive summary

The Customer Satisfaction Survey was carried out as part the “Customer Relations Thematic Area” of the WOP Project aimed at understanding the level of satisfaction customers derive from the various service attributes from the Hargeisa Water Agency (HWA).

This report details the findings of the Customer Satisfaction Survey (CSS) that was conducted in March, 2025 in HWA through both the face to face and the telephonic interviews by the survey assistants with the help of a questionnaire (Appendix 5.1). The survey was conducted in 5 districts of Somaliland such as (Axmed dhagax, Maxamuud haybe, Gacan libaax, 26 June, Kood Buur) and the customer responses were captured directly into a data entry excel sheet. Basing on the information from 1,350 randomly sampled customers, a total of 1,246 response rate was obtained.

The interview process covered two aspects which are ‘customer priorities’ and ‘customer satisfaction’. Fifteen attributes were covered on a scale of 1 to 5 to be enable proper computation of the Customer Satisfaction Index (CSI) which is a key performance indicator (KPI) for measuring customer satisfaction level in a given CSS.

The CSI was computed as an average score of all the satisfaction attributes multiplied by 100%. And the results indicate that Hargeisa Water Agency (HWA) obtained an **overall CSI value of 70%**; this shows an increase of **13%** compared to the previous CSI value of **57%** for the year 2023.

1.0 Introduction

1.1 Preamble

Hargeisa Water Agency (HWA) - the Project Beneficiary in Partnership with National water & Sewerage Corporation (NWSC) - the Lead Partner is currently implementing a Water Operator Partnership (WOP) following An Agreement of Cooperation signed between UN-Habitat and NWSC-Uganda to implement the WOP project under the EU WOP Program.

1.2 Objectives of the customer satisfaction survey

This customer satisfaction survey was conducted with an underlying aim of improving service delivery in Hargeisa Water Agency (HWA). The survey also aimed at ascertaining customer feedback and suggestions as a means of identifying service gaps in HWA as a whole.

The specific objectives of the survey included:

- ❖ Establish the customer satisfaction index (CSI) for HWA as a whole
- ❖ Identify customer complaints, service delivery gaps and barriers that hinder efficient customer service in the 5 districts of Hargeisa.
- ❖ Determine the importance customers attach to various attributes i.e. technical and customer service aspects of HWA services (i.e. determine customer priorities);
- ❖ Prepare and deliver a comprehensive report detailing the methodology and findings.
- ❖ Propose recommendations/suggestions that will assist HWA to enhance and improve customer satisfaction.

1.3 Report layout

This report details the outcomes of the Customer Satisfaction Survey that was conducted in March, 2025 and it is organised in the following manner;

In section 1 is the introduction, preamble, objectives of the CSS. Section 2 provides a detailed account of the methodology that was used in the survey. This section also focuses on the data collection method, survey scope/coverage, sampling procedure including survey administration and data management as well as analysis processes. Contained in section 3 are the findings of the survey from all the five districts that make up Hargeisa, as well as the customer Satisfaction Index. Section 4 provides the conclusions and recommendations and lastly but not least Section 5 which carries the appendices.

2.0 Methodological orientation

This section provides a detailed account of the approach that was employed while undertaking the survey exercise. This particularly relates to how the Customer Satisfaction Survey was conducted including the methods of data

collection, number of respondents involved and how they were selected, the data compilation and analysis processes.

2.1 Customer Satisfaction Survey Context

HWA customers expect the Agency to provide services, which not only meet specific standards but are also of high quality. In this context, the customer satisfaction survey is a key performance indicator for assessing whether or not the services, which the Agency provides, meet and/or exceed the expectations of the customers. Customer Satisfaction Index (CSI) is realized when the 'customer-defined attributes' of HWA services are met or exceeded, where falling short of the expectations creates dissatisfaction.

The survey evaluated the satisfaction level for each service attribute as was indicated in the survey questionnaire. By so doing, we gauged and determined the performance of the Agency in relation to the priorities of the customers. The shortfalls indicate the areas where improvement need to be refocused in order to meet the aspirations of the customers.

The service attributes that were included in the survey questionnaire are detailed below.

1. Supply reliability
2. Water Pressure
3. Water Quality
4. Accuracy of water bills
5. Response time to Enquiries
6. Resolution time of Complaints
7. New connection time
8. General Customer Care
9. Bill Payment Convenience
10. Information updates about our Services
11. Office Ambience and cleanliness
12. Ease accessibility of our offices

13. Call center services
14. New on-line payment services (*9222#)
15. General service delivery of the Agency

2.2 Data collection method

The survey was conducted using quantitative research methods of sampling, data collection & analysis. A questionnaire was used to collect information as well as obtaining the Customer Satisfaction Index (CSI). The questionnaire was divided into two (2) parts, that is, section A and Section B. The first part (Section A) focused on customer priorities and it specifically aimed at establishing the importance which customers attach to various aspects of HWA services. The second part (Section B) was centred on customer satisfaction and the intention was to find out the level of satisfaction with respect to NWSC services by the customers.

Each of the two (2) sections had a total of 15 objective questions. Noteworthy is that the 15 objective questions in sections A and B were the same. Nonetheless, the entire questionnaire had a total number of 15 questions (see *the survey questionnaire in the appendix 5.1*). For each of the sections, that is, Section A and Section B, the customer rated the 'customer priorities' and 'customer satisfaction' attributes on a scale of 1 to 5 (scale 1 was the lowest while 5 was the highest). Scores of 4 and 5 were considered high while those between 1 and 2 were considered low. At the end of each of the two sections, provision was made for the customers to give in any comments and constructive feedback that could be central in enhancing the delivery of services in respect to customer priorities' and 'customer satisfaction'.

The questionnaire was administered and responses clarified on spot through face-to-face Interviews and the telephonic interviews come in later for some customers that were left out in the face to face approach. This aimed at reviewing weaknesses and identifying the strategic priority areas to help address the Customer Service weakness and gaps and this representative sample helped to gauge and determine the performance of various attributes in relation to Customer Priorities. The questionnaire was translated in local language (Bengali) for easy communication between the interviewer and the respondents.

2.3 Changes in the survey questionnaire

There was an increase in the questionnaire, where the previous questionnaire had 13 questions and a scale of 1 to 7 while the current questionnaire had a total of 15 questions each (see a copy of the survey questionnaire in the appendix). The customers rated the 'customer satisfaction' attributes on a scale of 1 to 5 (scale 1 was the lowest while five (5) was the highest). Scores of four (4) and five (5) were considered high while those between 1 and 3 were considered low. At the end of the questionnaire, a provision was given for the customers to give in any comments and constructive feedback that could be central in enhancing the delivery of services in respect to customer priorities' and 'customer satisfaction'.

However, the questionnaire will be revised and scaled down in the next Customer Survey exercise in order to get unbiased and accurate customer feedback from HWA customers.

2.4 Survey scope/coverage

Hargeisa Water Agency (HWA) operates in 5 Districts and the Customer Satisfaction Survey was conducted in all these operational Districts of HWA which includes Axmed dhagax, Maxamuud haybe, Gacan libaax, 26 June, Kood Buur. This ensured that all the Districts were effectively represented in the survey as customers in each district were randomly selected for the survey.

2.5 Sampling and survey administration

The sample was selected using an auto-sample size calculator to determining sample size for Hargeisa Water Agency. Given the total number of active customers served by HWA (30,420) and assuming a 99% confidence interval and a ± 5 percent margin of error, the sample size derived was **1,350**. Despite this, the overall response rate on which the CSI is based was **1,246** customers.

HWA serves customers distributed across 5 Districts of Hargeisa which includes Axmed dhagax, Maxamuud haybe, Gacan libaax, 26 June, Kood Buu. These Districts are heterogeneous in such a way that they have different characteristics say environmentally, socially or economically. However, within the different Districts there is homogeneity with the communities almost similar within the different Districts. This therefore means that to have all customers and

communities represented in the data sample, stratified random sampling was the best method to be used.

Stratified random sampling is a method of sampling that involves the division of HWA customers into smaller groups known as strata (Districts) based on members' shared attributes or characteristics after which customers are randomly selected from each stratum. All the 5 Districts were represented and each customer stood a chance of being selected for the survey.

The Survey was administered/conducted through both face-to-face and telephone interviews with a random sampled customers for a period of 14 days by the survey assistants. The survey questionnaire with findings was then completed. The information filled in the questionnaire was strictly provided by the customers/respondents. Noteworthy is that whenever the selected customer/respondent was unavailable to take part in the survey, another customer/respondent based on the consultants discretion would be selected. In some scenarios, the consultant carried out physical visits to the customers/respondents to carry out face-to-face interviews while those that were hard reach physically were called and observations on the levels of service being provided by HWA were made.

2.6 Data management and analysis

The data contained in the completed/filled survey questionnaires was entered in an excel spreadsheet. Specifically, it was the ratings (1 to 5) which express the levels of satisfaction of the customer to Districts a specific attribute/variable that was captured in the excel spreadsheet. Key aspects were captured from the customer satisfaction, which is called Customer Satisfaction Index (CSI). To establish the performance of HWA in relation to customer satisfaction of the customers/respondents, average ratings of 'satisfaction' were obtained. Subsequently, the results were plotted on a bar graph showing how customers' priorities 'are satisfied or not'. The shortfalls in specific areas denote that there is 'space' or need for improvement, while the areas where the expectations of the customers have been met indicate the need to maintain the same levels of service provision.

To arrive at the CSI, average scores for each Satisfaction attribute were obtained and the average satisfaction scores for all attributes are expressed as a percentage of the highest rank. That is, CSI

$$= (\text{average of } S \text{ for all service attributes} / \text{highest rank}) \times 100\%$$

3.0 Customer Satisfaction Survey results

This section details the outcomes of the customer satisfaction survey. This were based on the findings from a total of 1,350 randomly selected customers that were interviewed from the 5 Districts of Hargeisa.

3.1 CSS response rate

Response rate indicates the number of customers who in reality participated in the survey. The sample size of the survey was 1,350 customers with active accounts. However, the actual total number of customers who participated in the survey were 1,246. Thus obtaining an overall response rate of 92%.

3.2 HWA performance matrix

The performance matrix provides the overall picture of the performance of the agency based on the rating of each service attribute by the customers. The rating was on a scale of 1-5. To arrive at the performance Matrix, averages scores for each service attribute under 'importance' and 'satisfaction' variables were obtained and subsequently plotted on the same bar graph. The shortfalls and gaps between the 'importance' and 'satisfaction' attributes are indicative of the areas where the agency does not meet the expectations of the customers. At the same time, the shortfalls show such areas that have potential for improvement. The overall performance matrix which details the importance that customers attach to the service attributes and satisfaction levels are indicated in Figure 1 below.

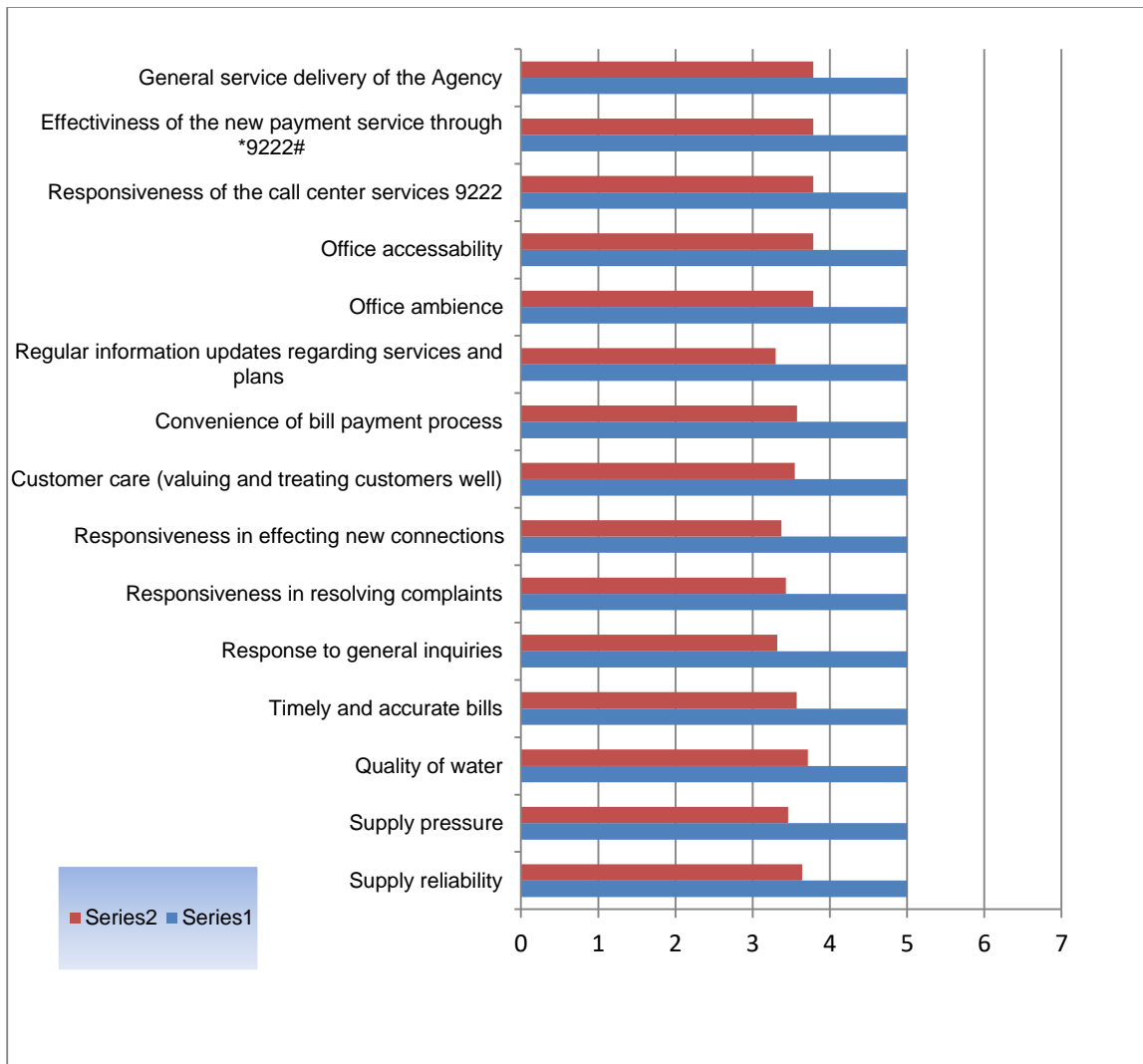


FIGURE 1: HWA PERFORMANCE MATRIX

The results in table 1 above indicate that customers generally perceive HWA service attributes as important. Although there are slight differences, all the 'importance' attributes scored within a range of 4.5, meaning that they are important (the importance level is represented by the Blue bar on the graph in the figure above).

The satisfaction results indicate that HWA customers are not fully satisfied with all the services provided. The service attributes obtained an average satisfaction score of 3.8 out of the maximum score of 5. Customers were least satisfied with services regarding: response to general inquiries (3.3), resolution of customer

complaints (3.4) and supply pressure (3.5). On the other hand, customers were better satisfied with office ambience (3.8), office accessibility (3.8) and new payment service through *9222# (3.8). On average, the Agency still has a lot of room for improvement in all the service attributes for effective customer service and customer delight. (The satisfaction level is represented by the red bar on the graph in the figure above).

3.3 Customer Satisfaction Index

The Customer Satisfaction Index (CSI) is an indicator which measures how the services provided by the Agency meet or surpass the expectations of the customers. HWA provides a range of service attributes to its customers. It is these diverse service attributes that were weighed to obtain the weighted satisfaction score and thus the Customer Satisfaction Index. Table 1 below shows the Customer Satisfaction Index of the 15 service attributes that contribute to customer satisfaction in HWA.

Table 1: HWA Customer Satisfaction Index (CSI)

#	Parameter	Average Importance Score	Average Satisfaction Score	Importance Weighting Factors	Weighted Satisfaction Scores
1	Supply reliability	5.0	3.6	1.0	3.6
2	Supply pressure	5.0	3.5	1.0	3.5
3	Quality of water	5.0	3.7	1.0	3.7
4	Timely and accurate bills	5.0	3.6	1.0	3.6
5	Response to general inquiries	5.0	3.3	1.0	3.3
6	Responsiveness in resolving complaints	5.0	3.4	1.0	3.4
7	Responsiveness in effecting new connections	5.0	3.4	1.0	3.4
8	Customer care (valuing and treating customers)	5.0	3.5	1.0	3.5
9	Convenience of bill payment process	5.0	3.6	1.0	3.6
10	Regular information updates regarding service	5.0	3.3	1.0	3.3
11	Office ambience	5.0	3.8	1.0	3.8
12	Office accessibility	5.0	3.8	1.0	3.8
13	Responsiveness of the call center services	5.0	3.8	1.0	3.8
14	Effectiveness of the new payment services	5.0	3.8	1.0	3.8
15	General service delivery of the Agency	5.0	3.8	1.0	3.8
	Average	5.0	3.5	CSI value	70%

The table above shows that Hargeisa Water Agency (HWA) obtained the Customer Satisfaction Index (CSI) value of **70%** as at March 2025. All attributes

were taken as priority. The average satisfaction across all parameters is 3.5 which can still be improved.

3.4 Key Opportunities for Improvement HWA service delivery

During the process of developing the Customer Service Improvement Plan a number of areas have been identified as key opportunities for improvement among which include:

- Improving the Reliability, Visibility and Accessibility of services delivery
- Increasing awareness of the HWA and its services
- Developing a better understanding of the HWA customers and their expectations and needs
- Improving the Complaint Capturing, Tracking and timeliness of resolutions.
- Equipping employees with the necessary tools to provide effective service provision
- Maximizing the benefits of technology to support effective and efficient service provision
- Developing an organizational culture and systems that value, reinforce and continuously improve customer service.

3.5 Observations and Recommendations

One of the major objectives of the customer survey is to identify and record customer feedback as a means of identifying areas where HWA has improved or declined with regards to service delivery. It is also important for the Agency to come up with measures to address the challenges and concerns raised by customers. Below are the key areas of improvement as derived from the survey and recommendations towards the customer feedback to enhance service delivery;

- Irregular information updates on the Agency's services and plans was one of the concerns raised by customers in the survey there is a need improve on the methods being used as well as sensitising the public before implementing a given program. Customers should be provided with timely and reliable information and practices in terms of cause, estimated resolution time period, areas likely to be affected and any other relevant information beforehand.

- Unreliable water supply; This was also among the many complaints that were raised by HWA customers, therefore it needs to be addressed as soon as possible,
- Poor complaints resolution; some customer also were dissatisfied by the way complaints were resolved by the Agency as some complaints were delayed. Therefore an effective register and track resolution of all customer complaints should be adhered to, to ensure that all complaints are promptly resolved and feedback is given at each case.
- Inaccurate bills was among the registered complaint by some customers of the Agency across the districts. Therefore, this calls for a monthly Meter Reading Audits, Meter Servicing and resolution of Meter Reading Exceptions prior to Billing to re-assure billing accuracy.
- Poor customer care has been a frequent complaint raised in the surveys. Therefore retraining frontline staff and establishment of monitoring mechanisms to address the issue in the Agency is paramount.
- Stakeholder Engagement Policy and Strategy is lacking as some customers indicated that they hardly get information on the operations of Agency in their localities. There are opportunities in collaborative involvement of stakeholders like local leaders in activities like road grading, excavations and pipe laying as it ensures continuous water supply. It is therefore recommended that HWA should regularly engage with stakeholders at the National and District local levels and disseminate information regarding HWA's ongoing and planned activities aimed at improving service delivery.
- The issue of water quality has to be prioritized as a big concern by customers in many areas and it has a huge bearing on HWA business growth, sustainability and continuity in service delivery. It is paramount that the water delivered to the customers' meets the recommended health standards at all times and this goes a long way to address the dirty water issue.
- HWA customer data base requires a regular update. Periodic programs need to be put in place with the aim of updating customer details in the database and ensure capturing of the right customer information as many

customers were left out due to unclear contacts and location. Many customers were contacted yet they were no longer using HWA services, some changed their contacts, some had sold their land and relocated to another area while others had wrong numbers.

- In addition to the above, premises occupancy and ownership is dynamic i.e. customers' change premises or sell off their premises. The database updates exercises will ensure that HWA knows the new occupants or owners of the properties where the accounts are located.
- Delayed new connection process; There is need to train and put measures in place to manage customer expectations with regards to expected timelines for getting a new meter and water installation after payment. In this regard, appropriate communication to keep customers aware of proceedings and progress in addressing their concerns is vital.

4.0 Conclusion

The Customer Satisfaction Index (CSI) value of HWA was **70%** as at March 2025. This indicates that HWA customers are relatively satisfied with the services provided since the international acceptable CSI standards range between 70% and 100%. This further indicates an increase of **13%** compared to previous year's CSI value of **57%**.

In addition to the above, given that customers awarded an average score of 3.8 to every 'satisfaction' service attribute, it means that there is room for improvement and the Agency should strive to achieve a score of 5 (very satisfied) in each attribute as well as improving in all service areas, that is, technical and non-technical because none obtained an average score of 5.

There is therefore a need for HWA to address the concerns highlighted in this report in order to improve the CSI performance as well as service experience for the customers.

5.0 Appendices

5.1 Customer Satisfaction Survey Questionnaire



Hargeisa Water Agency (HWA) Customer Satisfaction Survey Questionnaire 2025 (Face to Face Interview)

Questionnaire S/No _____

District No _____

House No _____

Person's Name: _____

Telephone: _____

Interview Date: /February/2025

Interviewer: Please read the following note to each client before starting the questions

Dear Customer, As part of our efforts to provide you with excellent service, the management of the Agency wants to know how you feel about the services we provide. Therefore, we are conducting a study to find out the areas that you want us to improve, since you as customers are the reason for the existence of the Agency. Participating in this study is voluntary and takes 10 minutes. Your opinion is important to us, please know that all the answers you give will be hidden and confidential. Can I start?

These set of 15 questions is intended to find out the customer's level of satisfaction with HWA services. If you do not have an opinion on a particular question or if you feel a particular question does not apply to you, please feel free to let me know.

Key

1. I am not very satisfied

2. I am not satisfied

3. I'm not talking about it

4. I am satisfied

5- I am very satisfied

1. How reliable is the Agency's water supply?

1

2

3

4

5

NA

2. How would you rate the water pressure in your home?

1

2

3

4

5

NA

3. How satisfied are you with the quality of the water you get from the agency?

1

2

3

4

5

NA

4. How accurate are the agency bills delivered each month?

1

2

3

4

5

NA

5 How long does it take for Agency staff to respond to inquiries?

1

2

3

4

5

NA

How long does it take for Water Agency staff to resolve your complaint?

1

2

3

4

5

NA

7. How long does it take for the Agency staff to make a new entry after you complete your file?

1

2

3

4

5

NA

8. How satisfied are you with the level of customer service at the Water Agency?

1

2

3

4

5

NA

9. How easy is it for you to pay your bill?

1

2

3

4

5

NA

10. Do you find out about the Agency's services and plans or stay up to date?

1

2

3

4

5

NA

11. To what extent are you satisfied with the cleanliness of the offices and staff of the Agency?

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ NA

12. How easy are you to get to the Agency's offices?

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ NA

13. How satisfied are you with the call center service 9222 of the Customer Care Unit?

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ NA

14. How satisfied are you with the new payment service *9222#?

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ NA

15. How satisfied are you overall with the services of the Hargeisa Water Agency?

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ NA

Thank you!!