

2016 CLIENT SATISFACTION SURVEY REPORT: Analysis, Key Findings & Recommendations



Commission on Human Rights and Administrative Justice (CHRAJ)

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EXECUTIVE SUMMARY

This report provides a descriptive analysis of the highlights of the 2016 Client Satisfaction Survey conducted by Commission on Human Rights and Administrative Justice on its primary clients regarding the services the Commission renders. The survey is on a pilot basis and planned to be replicated as a quarterly activity in the headquarters, regional and district offices of the Commission nationwide.

The Commission's client survey falls under the purview of the Monitoring and Evaluation Unit's 2016 Annual Work Plan (AWP) of providing technical support in Monitoring and Evaluation (M&E) to enhance the commission's service delivery performance through the development of data gathering tools to monitor and analyse feedback on clients' satisfaction to identify gaps and weaknesses. The survey is to serve as an instrument of accountability for the commission to 'consult' with clients on their experiences with its service delivery in terms of their awareness of this service, its efficiency- timeliness, effectiveness- intended impact, and quality as to how well its services meets clients' needs.

Thus, the main aim of this survey is to produce a reliable set of findings on the state of the Commission's service delivery performance among its clients at the head office; and provide a baseline data to a) identify important clientele service needs and gaps, b) measure comparison for subsequent surveys to evaluate impact of commitments to service and delivery standards and c) to inform the public and stakeholders of the services the Commission renders.

The survey questionnaire was developed through a participatory and inclusive process. Departmental and Unit heads, as well as selected senior officers were consulted in a two-day validation workshop to provide inputs and feedback on the questionnaire. The questionnaire was then pre-tested randomly on ten (10) clients and amended as necessary before administering it on respondents, who were randomly selected from the clients that assessed the Commission's services during the **period** from July to October, 2016.

The sample survey covered a total of 120 sampled respondents, whose purpose of visit during the survey period included; complaint and/or enquiry related; attending meetings, working visits, supply of goods or service provision.

Nonetheless, while the survey is an important step to gaining understanding of CHRAJ, regarding its public service delivery, its relevance and use depends on how the findings and report is utilized by the Commission. The survey can act as a further step for future survey discourse. The limitation of this survey can form the basis of subsequent studies, answering questions and following upon issues that were not under the scope of this study.

Overall Satisfaction Ratings

The survey provided impressive results in general, that, clients at the head office continue to be satisfied with CHRAJ's performance. The table below presents the overall satisfaction level of clients with the Commission's services under 4 thematic areas and rated each, in percentage measure. Comparatively, over 60 percent (62.5%) of all surveyed respondents indicated they were satisfied with the level of professionalism and courtesy of staff. A rating for satisfaction level was also relatively higher for the quality of services the Commission provided (56.7%). The timeliness of service rendered was also rated a higher satisfaction level of 53.3%; whilst respondent's satisfaction results on awareness about CHRAJ's services also indicated a higher rating of 55%.

It thus, appears reasonable to conclude that the Commission's clients view the services they receive favourably as indicated in Table 1.

Table 1 Key Findings

Thematic Area	Overall Satisfaction
Overall professionalism and courtesy of staff	62.5%
Overall quality of services	56.7%
Overall timeliness of service	53.3%
Overall awareness about services	55.0%

The findings of the survey observed that there is considerably lack of awareness among Ghanaians living in Accra about the Commission, and the services it renders. The public's awareness of CHRAJ as an institution for promoting and protecting human rights,

administrative justice and anti-corruption is quite deficient. Thus, suggest for efforts to be directed towards enhancing the visibility of CHRAJ with regards to the services it offers.

Highlights of Data Analysis

1. Sex Ratio of Clients

The estimated results on sex ratio indicate that out of a total of 120 sampled respondents, 90 (75%) were males, whereas 30 (25%) were females. This indicates that male clients engaged with the Commission than females during the survey period. The tabular representation is presented below in Table 2.

Table 2 Sex of Clients

Sex of Client	Frequency	Percent
Male	90	75%
Female	30	25%
Total	120	100%

2. How Clients became aware of CHRAJ

When asked how respondents became aware of CHRAJ, the survey's analysis based on ranking of nine possible sources indicated, 31(25.8%) of respondents became aware through a friend or a relation; 22(18.3%) through an NGO/ FBO/ CSO; whilst 14(11.7%) of respondents indicated, through a public education programme organised by the Commission. 13(10.8%) said through a Radio broadcast, whereas 9(7.5%) indicated they read about the commission in the newspapers. 17(14.2%) indicated in school/ college/ university; 7(5.8%) said by word of mouth; 6(5.0%) through a television programme, whilst 1(0.8%) responded through the internet as noted in Table 3.

Table 3 Distribution of how Clients became aware of CHRAJ

Awareness	Frequency	Percent
Friend or Relation's contact	31	25.8%
Public Education organised by CHRAJ	14	11.7%
Programmes by Schools, Colleges and University	17	14.2%
Word of Mouth	7	5.8%
NGOs/FBOs/CSOs	22	18.3%
Radio	13	10.8%
Newspaper	9	7.5%
Television	6	5.0%
Internet	1	0.8%
Total	120	100%

From Table 3, it is indicative that in the quest of the Commission to evaluate how visible it has been to the general public, quite a significant number of respondents by percentages became aware about the commission through a friend and/or relation's contact; whilst the least got the information through the internet. Interestingly, CHRAJ's effort in making itself visible through public education programmes organised received a low level of response, (9.8%) of the total percentage. The survey thus, suggests the need for the commission to heighten its effort in publicising itself through public education; in the print media, on radio, television as well as frequently updating its website.

3. Department/Unit Clients made Contact with

Responding to departments and/or units that the respondents' contacted during their individual visits to the Commission, a total of 120 respondents indicated that their initial contact beyond the front desk was generally with; the Complaints Unit comprising, 28(23.3%) of the total percentage and, with the Legal Registry 17(14.2%). Whereas, 13 clients, representing 10.8 percent of respondents both indicated that they contacted the Commissioners' offices and the Public Education Department respectively; Ten (10) respondents, representing 10 percent of total responses both indicated, they went to the Anti-Corruption department and the Administration/ Human Resource departments respectively. Monitoring and Evaluation Unit as well as the Women and Children's Unit both recorded 5 visits each, representing a percentage score of 4.2% whilst, 3 clients (2.5%) reported they both visited the Public Relations Unit, Accounts and/or Audit department.

When asked to indicate other departments and/or units visited, 2 (1.7%) respondents each, out of a total of 6 indicated that, they visited the Information Technology (IT), Procurement, or Investigations Units. One respondent (0.8%) however, mentioned the Stores unit. The full results on departments and/ or units visited are reported in Tables 4 and 5.

Table 4 Distribution of department /Unit Clients make contact with

Department/Unit	Frequency	Percent
Commissioner's Office	13	10.8%
Human Resource/Administration	12	10.0%
Anti-Corruption	12	10.0%
Public Education /Research	13	10.8%
Complaints	28	23.3%
Legal Registry	17	14.2%
Women and Children	5	4.2%
Public Relations	3	2.5%
Audit/Accounts	3	2.5%
Programmes /M&E	5	4.2%
Other(please specify)	9	7.5%
Total	120	100%

Table 5 Other Department/Unit Clients made contact with

Department/Unit	Frequency	Percent
IT	2	28.6%
Investigations	2	28.6%
Procurement	2	28.6%
Stores	1	14.3%
Total	7	100%

Based on the results recorded, the finding of the survey concludes that, the most contacted department and/ or Units during the survey period were the Complaint and Registry units. The implication of these recordings as evidenced from the analysis may be, because of the nature of the mandate of CHRAJ- an investigative body.

4. Time taken for Clients to be attended to

Timeliness is among the key components of assessing performance of service providers. Thus in reference to time taken for clients to be attended to, 44 respondents (36.7%) rated time taken for clients to be attended to during their visits as within 10 minutes; 41(34.2%) said they were attended to within 20 minutes whilst a total of 13 (10.8%) respondents indicated within 30 minutes; 8(6.7%) responded within 40 minutes whereas 13 (10.8%) rated the time as over an hour for them to be attended to. One (1) respondent, representing 0.8 per cent gave no response. This is presented in Table 6 below.

Table 6 Distribution on how long it took for clients to be attended to

Duration	Frequency	Percent
0-10 minutes	45	37.5%
10-20 minutes	41	34.2%
20-30 minutes	13	10.8%
30-40 minutes	8	6.7%
Over an hour	13	10.8%
Total	120	100%

In conclusion, considering the time the commission spends in attending to its clients, suggests an impressive overall time-rating response of less than 20 minutes. This is indicative that out of a total frequency of a 120 respondents, a majority number of clients (86) were attended to, within the shortest possible time. Nonetheless, the observation that a significantly 10.8% of clients spent over an hour following up on complaints suggest for further investigations.

5. Purpose of Visit

In reference to purpose of visit, the analysis from the survey suggests generally with the Legal Registry 33(27.5%) to follow-up on the status of their complaint, and to the Complaints Unit 26(21.7%) to lodge a complaint. Aside lodging of complaint and to following up on cases as indicated above, a significant number of clients 21(17.5%) indicated that, they were on the premises to either attend a meeting or a programme. 16 respondents, representing (13.3%) reported they were embarking on a working visit whilst a significant number of 10(8.3%) reported their visit was for personal reasons. 7(5.8%) said to contact the Public Relations unit, whilst, 6(5.0%) indicated to provide a service. One person (0.8%) said the visit was to supply goods. The data is represented in Table 7 below.

Table 7 Distribution of the Purpose of Visit

Purpose	Frequency	Percent
Lodge a complaint	26	21.7%
Follow-up on a pending complaint	33	27.5%
Public/ Media Relations	7	5.8%
Attend a meeting/ programme	21	17.5%
Working visit	16	13.3%
Supply goods	1	0.8%
Provide a service	6	5.0%
Other (personal reasons)	10	8.3%
Total	120	100%

Conclusions drawn, based on the analysis suggest that, a majority (50%) of respondents of the survey visited the commission during the period to either lodge a complaint or follow-up on an existing complaint. Even though, attending a meeting and on working visit also had a significant rating, the analysis seems to suggest that CHRAJ's clientele base is mostly complaint related. The survey thus suggest that, the commission's efforts in enhancing its image as a complaint handling institution has been duly achieved since a greater percentage of respondents indicated a positive response.

6. COMPLAINT RELATED VISIT

Table 8 If visit was complaint-related, was it addressed?

Complaint-related	Frequency	Percent
Yes	77	64.2%
No	43	35.8%
Total	120	100%

Results from a follow-up question to probe whether respondents received a relief if their visits were complaint-related (lodge a complaint or follow-up on an existing complaint) indicated that out of a sample size of 120 respondents, 77 respondents representing 64.2 percent responded in the affirmative whereas, 43 respondents who represented 35.8 percent responded in the negative.

6. b Reasons Clients complaint were not addressed

Out of the 43(35.8%) respondents that said (No), 28 provided reasons including; following up on a pending case 23(82.1%); complaint was outside the jurisdiction of CHRAJ three respondents (10.7%); 1(3.6%) respondent said complaint time-frame had elapsed whilst 1(3.6%) reported complaint had been referred to another institution of jurisdiction as presented in Table 9 below.

Table 9 Status of Complaint

Status	Frequency	Percent
Follow up on a pending case	23	82.1%
Complaint said to be outside the jurisdiction of CHRAJ	3	10.7%
Complaint time has elapsed	1	3.6%
Complaint referred to another institution of jurisdiction	1	3.6%
Total	28	100%

Analysis of the results showed, majority of respondents were following up on pending complaints. To the survey, this seems to suggest delay in complaint handling processes. Additionally, the survey found that, out of the 120 respondents surveyed, the data recorded as presented below in Table 9, accounted for 28 responses, indicating a missing variable of 15 responses in this field. The fall-out in data, the survey suggests, is as a result of the question being optional and open-ended. Nonetheless, a further analysis of the outcome of this data suggest for further investigations on the fifteen missing variables.

7. ENQUIRY-RELATED VISIT

When asked how long it took for respondents enquiry-related issues to be addressed, out of a total of 53 respondents who visited the Commission to make various enquiries, a significant number, 38 respondents representing 31.7 per cent of total responses rated the duration as within a day. Four respondents, representing 3.3 percent said they were attended to within 2-3 days whilst two respondents, representing 1.7 per cent said within 3-4 days. A total of nine respondents representing 7.5 per cent however indicated it took more than a week for their enquiry to be addressed. Table 9 provides the breakdown.

Table 9 Distribution of how long did it took for clients enquiry to be addressed

Response	Frequency	Percent
Within a day	38	71.7%
Between 2-3 days	4	7.5%
Between 3-4 days	2	3.85
More than a week	9	17%
Total	53	100%

Considering the duration CHRAJ assigns to addressing enquiries of clients' indicates from the analysis, an impressive rating response of within a day. This shows that, out of a total frequency of respondents, a majority number of clients (38) were attended to within the shortest possible time.

8. RATING OF CHRAJ SERVICES

Clients were asked to rate the services of the Commission per the following indicators;

- Quality of Service
- Professionalism of services provided
- Timeliness of services provided
- Awareness of this service

8.1. QUALITY OF SERVICE PROVIDED BY CHRAJ

Table 10 shows how respondents rated CHRAJ by the quality of services provided. Out of a total of 120 responses, 25(20.8%) reported they are very satisfied with CHRAJ's effort to provide them with quality services. A significant number of 68 respondents (56.7%) rated the service received as satisfactory whilst 18(15.0%) rated it fairly satisfactory. Only 8(6.7%) reported they were dissatisfied with the quality of service provided by CHRAJ. The results are shown below in Table 10.

Table 10 Quality of Services provided

Response	Frequency	Percent
Dissatisfied	8	6.7%
Fairly satisfied	8	15.0%
Satisfied	68	56.7%
Very satisfied	26	21.6%
Total	120	100%

This analysis is indicative that, the quality of services respondents received from CHRAJ during the period of the survey indicates a good rating.

PROFESSIONALISM AND COURTESY OF STAFF

Rating the professionalism and courtesy manner of the commission staff towards its clients indicate an impressive response rating of the period during the survey. Findings show in a pictorial presentation of below (Table 8.2) that out of a total of 120 respondents to this questionnaire item, 28(24.1%) said very satisfactory, whilst a significant number 75(62.5%) in terms of percentages rating indicated the rating as satisfactory. 14(11.7%) rated this item as fairly satisfactory. Nonetheless only 2(1.7%) said it was un-satisfactory.

Table 8.2 Professionalism and Courtesy of staff

Professionalism	Frequency	Percent
Un-satisfactory	2	1.7%
Fairly satisfactory	14	11.7%
Satisfactory	75	62.5%
Very satisfactory	29	24.1%
Total	120	100%

Conclusions drawn from the graphical representation of data ratings the professionalism, and courteous manner of staff, towards respondents whilst assessing CHRAJ services indicated a significantly, very good response.

TIMELINESS OF SERVICES PROVIDED

Table 8.3 shows how respondents rated the timeliness of services provided by CHRAJ. Out of total of 120 respondents, 21 (17.5%) rated the promptness with which services are provided at CHRAJ as very satisfied. Additionally, 54(53.3%) rated it satisfactory, 21(17.5%) fairly satisfactory and 14(11.7%) un-satisfactory.

Table 8.3 Timeliness of services provided

Timeliness	Frequency	Percent
Un-satisfactory	14	11.7%
Fairly satisfactory	21	17.5%
Satisfactory	54	53.3%
Very satisfactory	21	17.5%
Total	120	100%

Implications of analysis, for Table 8.3 indicate that, for the period of the survey, CHRAJ offered a good service to clients in terms of prompt delivery. The survey nonetheless, suggest for the commission to critically consider addressing this concern.

AWARENESS ABOUT THE SERVICE

Table.8.4 shows how respondents rated awareness about the services provided by CHRAJ. Out of the total number of 120 responses, 34 respondents representing 28.3 percent rated their awareness about the commission services as very satisfactory. A significant number of 66(55.0%) rated their awareness as satisfactory. 15 respondents who represented 12.5 percent of total responses gave CHRAJ a fairly satisfactory rating whilst five respondents(4.2%) rated the commission's services as unsatisfactory.

Table 8.4 Awareness about the Service

Professionalism	Frequency	Percent
Un-satisfactory	5	4.2%
Fairly satisfactory	15	12.5%
Satisfactory	66	55.0%
Very satisfactory	34	28.3%
Total	120	100%

Conclusions from analysis of respondents' overall ratings of their awareness about CHRAJ services indicate a good response. This, notwithstanding suggest for CHRAJ to intensify its visibility strategy of creating awareness about its existence.

9. COMMENTS AND/OR RECOMMENDATIONS TO IMPROVE SERVICE DELIVERY

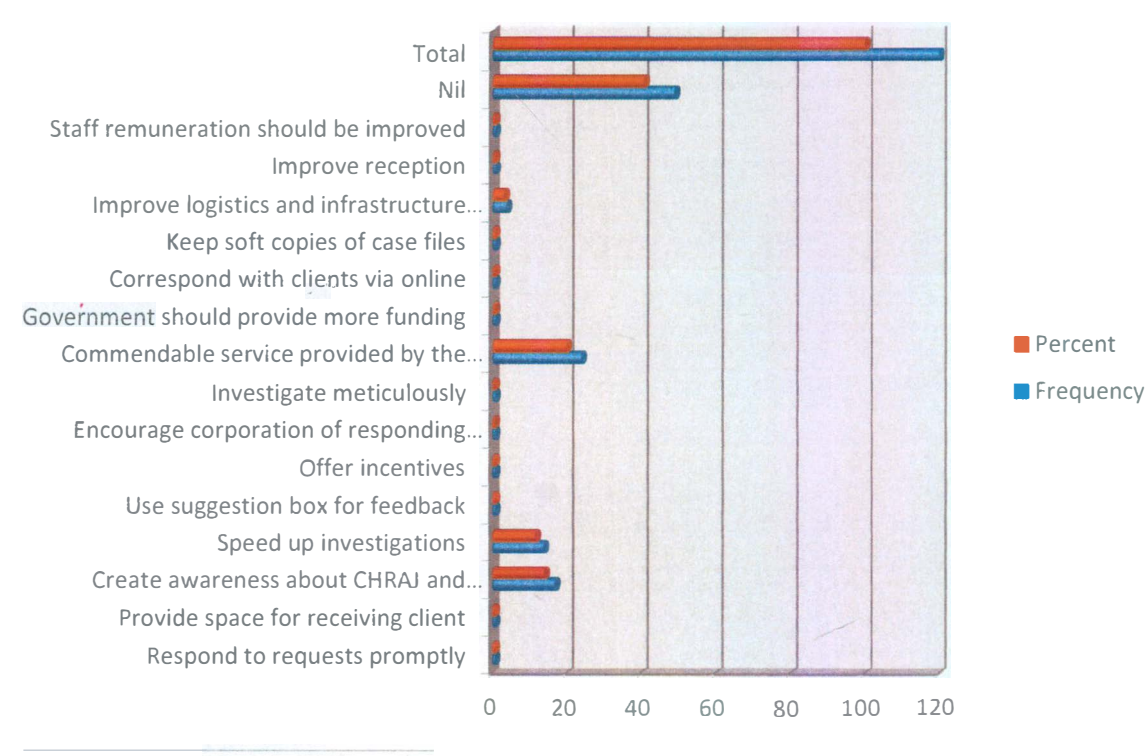
Listed below are the various comments and recommendations provided by clients for the survey:

1. Respond to requests promptly
2. Provide space for receiving clients
3. Create awareness about CHRAJ and sensitize the public on its functions
4. Speed up investigations
5. Use suggestion box for feed-back
6. Offer incentives for witnesses to cases
7. Encourage corporation of responding parting
8. Conduct investigations meticulously
9. Commendable service provided by the Commission
10. Government should provide more funding to support CHRAJ
11. **Correspond** with clients via online
12. Keep soft copies of case files
13. Improve logistics and infrastructure nationwide e.g. internet connectivity
14. Improve reception & washroom areas
15. Staff remuneration should be improved as motivation

A pictorial presentation of the various comments and recommendations provided by clients for the survey is shown in the chart below. Out of the 120 respondents, interestingly

about forty (40) respondents did not provide any comment or recommendation. Impressively however, out of about 80 clients who did, over 40 commended the Commission for its service delivery. Less than 20 clients implored the Commission to speed up its investigation process and also increase its awareness nationwide.

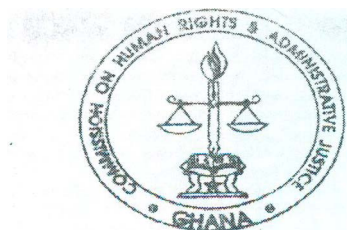
Chart 1: Frequency distribution of comments and recommendations



10. CONCLUSIONS AND RECOMMENDATIONS

It is evident from the client satisfaction survey that in general, the Commission received commendation on the quality of its performance in service to the public. Its staff members were also generally lauded for professionalism and promptness in attending to concerns of clients. More however, remains to be done in the areas of speeding up investigation processes and increasing its public awareness as suggested by respondents. This suggests for CHRAJ to be more proactive in being visible by intensifying its public education mandate through sensitization and awareness creation programmes in both print media and television broadcasts as well as updating its website.

Appendix I:



CLIENT SERVICE SATISFACTION QUESTIONNAIRE

Serial No. ____

Date: ____

Introduction:

As the Commissioner of [CHRAJ], I thank you for granting us the opportunity to serve you. In order to improve upon our services, we implore you to frankly state your impression on our services rendered. The Commission appreciates your time and is committed to meeting your expectations.

[COMMISSIONER]

Questions directed at Clients (Head Office)

1. Sex of Client a. Male ☐ b. Female ☐

2. How did you become aware of CHRAJ?

Code	Visibility	Mark with x in the space below
1.	Friend/ Relation's or Associates contact	
2.	Public education programme organized by CHRAJ	
3.	School/ College/ University	
4.	Word-of-mouth	
5.	NGO/ CSO/ FBO	
6.	Radio	
7.	Newspapers	
8.	Television	
9.	Internet	
10.	Other (Please Specify)	

3. Which Department/ Unit did you make contact with?

Code	Department / Unit	Mark with x in the space below
1.	Commissioners' Office	
2.	Human Resource /Administration Department	
3.	Anti-Corruption Department	
4.	Public Education / Research Department	
5.	Complaints Unit	
6.	Legal Registry	
7.	Women & Children's Unit	
8.	Public Relations Unit	
9.	Audit /Accounts Department	
7.	Programmes Coordination /M&E Unit	
8.	Other (Please Specify)	

4. How long did it take for you to be attended to?

Code	Duration	Mark with x in the space below
1.	0 – 10 minutes	
2.	10 –20 minutes	
3.	20 –30 minutes	
4.	30 – 40 minutes	
5.	Over an hour	

5. Purpose of visit?

Code	Purpose	Mark with x in the space below
1.	Lodge a complaint	
2.	Follow-up on a pending Complaint	
3.	Public/ Media Relations	
4.	Attend a meeting/ programme	
5.	Working visit	
6.	Supply goods	
7.	Provide a service	
8.	Other (Please Specify)	

6. If your visit was Complaint-related, was it addressed? Yes / No**If No, please provide reason (s)**

Code	Complaint-related	Mark with x in the space below
1.	Complaint was outside the jurisdiction of CHRAJ	
2.	Complaint's time-frame had elapsed	
3.	Insufficient evidence in complaint	
4.	Complaint transferred/ referred to another jurisdiction	

7. If enquiry-related, how long did it take for it to be addressed?

Code	Enquiry-related	Mark with x in the space below
1.	Within a day	
2.	Between 2-3 days	
3.	Between 4-5 days	
4.	More than a week	

8. How will you rate your satisfaction with the following aspects of our services?

Code	Service satisfaction	Mark with x in the space below
1.	Quality of services provided	
2.	Professionalism and courtesy of staff	
3.	Timeliness of services provided	
4.	Awareness of this service	

Please, provide your comments or recommendations to improve our service.

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Thank You for Your Time and Feedback