ZAMBEZI RIVER AUTHORITY

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Partner and Client Satisfaction Baseline Survey

2023

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Partner and Client Satisfaction Baseline Survey

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DISCLAIMER

The findings, discussions and conclusions presented in this Report are those of Kasek Consultants (KC), the Managing Consultant contracted by the Zambezi River Authority (the Authority), the Principal. In preparing this Report, every effort was made to provide the most up-to-date, correct and clearly expressed information possible.

ACKNOWLEDGMENTS

EXECUTIVE SUMMARY

INTRODUCTION

This Report presents the results of the Zambezi River Authority (the Authority) Partner and Client Satisfaction Baseline Survey (PCSBS) for 2023. The PCSBS is a key output under Key Result Area Three (KRA 3 - Corporate Support Service) of the Authority's 2020-2024 Corporate Strategy which seeks to foster improved Corporate Governance and Compliance, Organisational Performance, Efficient and Cost-Effective Procurement Processes, Service Delivery Processes and Client Satisfaction. This survey was undertaken to determine the level of satisfaction with a view to achieve positive and productive relationships with the Authority's stakeholders, particularly Partners and Clients, in fulfilment of the Authority's mandate.

OBJECTIVES OF SURVEY

Overall Objective

The principal objective of the survey was to carry out a Partner and Client Satisfaction Baseline Survey (determining the Partner and Client Satisfaction Index) which will be used, in the future, to develop a Partnership Relationship Management Framework and to review the Authority's Stakeholder Service Charter.

Specific Objectives

The specific objectives of the Partner and Client Satisfaction Survey are shown below:

01 To determine Partners and Clients perceptions of the extent to which the Authority meets their expectations in terms of delivering on its mandate and service provision.

02 To establish the effectiveness of information dissemination with regards to nurturing the trust relationship between the Authority and its Partners and Clients.

SPECIFIC OBJECTIVES

03 To ascertain the visibility of the Authority's brand and appreciation of its functions.

04 To develop the Authority's Partner and Client Satisfaction Index for continuous improvement.

RESEARCH METHODOLOGY

Conceptual Frameworks

To achieve the survey objectives, the consultancy team designed two Conceptual Frameworks: the Partners and Clients Conceptual Framework and the Partners and Clients Brand Equity Conceptual Framework. The Partners and Clients Conceptual Framework was informed by the Authority's Integrated Results Based Management (IRBM) aligned 2020-2024 Corporate Strategy, the Service Quality (SERVQUAL) Model and the Service Performance (SERVPERF) Model (Goumairi, Aoula, and Ben Souda, 2020 and Jonkisz, Karniej, Krasowska, 2021). The Partners and Clients Brand Equity Conceptual Framework was informed by the Authority's 2020-2024 Corporate Strategy and current literature.

The Partners and Clients Conceptual Framework consists of eight (8) dimensions, five (5) of which (*empathy, assurance, responsiveness, reliability and location*) were adapted from the SERVQUAL and SERVPERF frameworks while the other three (3) (*information communication infrastructure & equipment, integrity, and inclusivity & gender*) were adopted from the Authority's Integrated Results Based Management (IRBM) aligned 2020-2024 Corporate Strategy. The Partners and Clients Brand Equity Conceptual Framework consists of four (4) dimensions (*brand awareness, brand image, perceived quality and brand loyalty*) in line with relevant literature (Keller, 2018 and Raut, Pawar, Brito and Sisodia, 2019) and the Authority's Integrated Results Based Management (IRBM) aligned 2020-2024 Corporate Strategy.

Sampling and Research Instruments

A sample size of 88 was calculated, based on a scientific sampling approach, from the targeted population of the Authority's Partners and Clients. This sample size was distributed across all the key groups of Partners and Clients. Interviews were conducted with key Government Ministries' officials, Power Utilities, and selected chiefs (of displaced communities upstream of the Kariba Dam as well as downstream communities). A combination of a probability sampling method (stratified random sampling) and a non-probability sampling method (purposive sampling) was used to select respondents from the major groups of Partners and Clients. Data were gathered from Partners, which included Government Institutions and Regulatory Authorities from both Zambia and Zimbabwe, Service Providers and Development Partners and Clients including ZESCO Ltd and Zimbabwe Power Company (ZPC), Institutions that obtain data from the Authority, Riparian Communities, and other Stakeholders. Structured and researcher-administered pre-tested questionnaires targeting Partners and Clients were used to this end.

Cut-off Points for Satisfaction and Brand Equity Indices

Throughout the Report, Likert Scale items and ranges shown in the table below were used to comment on both Partner and Client Satisfaction Index (PCSI) and Partner and Client Brand Equity Index (PCBEI). All the questions/items for the derivation of indices were measured on a five-point Likert scale. For each variable/dimension/all dimensions, a mean was derived and the index is estimated by:

$$Index = \frac{Average\ Score}{5} \times 100$$

Satisfaction					
Likert Scale Code	1	2	3	4	5
Likert Scale Value	Extremely Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Extremely Satisfied
PCSI	0% to ≤20%	20% to ≤40%	40% to ≤60%	60% to ≤80%	80%-≤100%
Brand Equity					
Likert Scale Value	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
PCBEI	0% to ≤20%	20% to ≤40%	40% to ≤60%	60% to ≤80%	80% to ≤100%

Based on the table above, the Partner and Client Satisfaction and Brand Equity threshold was 61%. As such an index greater than 60% indicates that the respondent is satisfied or agreed that the Authority has a healthy brand and above 80% extremely satisfied or strongly agree that the Authority has a healthy brand.

FINDINGS

Complaints collection by the Authority

Complaints collection assessed whether the Authority received complaints from Partners and Clients. The findings show that 58% of the Partners and Clients indicated that their complaints were collected or received by the Authority. More specifically, all (100%) of the Downstream Operators, 83% of Riparian Communities, 75% of Border Agents, 71% of Local Authorities and Community-Based Organisations (CBOs), 67% of Media Organisations and 64% of Utility Undertakings had submitted complaints to the Authority. However, 67% of Security Agents indicated that they had not been afforded an opportunity by the Authority to air their grievances. Survey findings show that, in terms of the complaints collection mechanisms, the highest proportion of complaints was being submitted via email (33.3%) and letters (22.8%) while the lowest proportion was collected through suggestion boxes (7%).

Effectiveness of Information Dissemination

The survey results reveal that the Authority is effective in the dissemination of information, nurturing the relationship of trust between the Authority and its Partners and Clients, as evidenced by a high satisfaction index of 84% for the *Information communication infrastructure and equipment* dimension. This satisfaction score is considerably higher than the minimum Partner and Client Satisfaction threshold of 61% (based on the Likert Scale analysis in the table above which illustrates that a figure greater than 60% indicates that the respondent is satisfied). Furthermore,

the findings show that the Authority was disseminating information about water levels, water allocation, dam safety and monitoring, Kariba Dam Rehabilitation Project (KDRP) operations, Zambezi Valley Development Fund (ZVDF) operations and Zambezi River Authority financials. Partners and Clients were satisfied with the format (dashboards and full reports) of the information they received, and that they received it timeously.

Partner and Client Satisfaction Index

The overall Partner and Client Satisfaction Index (PCSI) was 81%. The PCSI was above the minimum client satisfaction threshold level of 61% (based on the Likert Scale analysis in the table above which illustrates that a figure greater than 80% indicates that the respondent is extremely satisfied). To further buttress this assertion, the American Customer Satisfaction Index (ACSI) measures Government agencies, companies, industries, and other sectors satisfaction indices annually. In 2023, the Government Agency Benchmark according to the ACSI was 68.2% (ACSI, 2023).

In this context, one may conclude that the Authority's Partners and Clients were extremely satisfied with the Authority's services. Across all dimensions and variables of service quality used in the survey, the Authority Partners and Clients were extremely satisfied with the *responsiveness (82%)* and *information communication technology and equipment (82%)* dimensions and variables within the dimensions. However, the Authority's Partners and Clients were least satisfied with two dimensions: *reliability (80%)*, and *inclusivity and gender (80%)*. A disaggregation of the PCSI revealed that Partners and Clients were extremely satisfied with the services from the Authority resulting in an overall satisfaction index of 81%.

Brand Equity Index

The overall Partners and Clients Brand Equity Index (PCBEI) was 77%. The PCBEI was above the minimum Partners and Clients brand equity threshold level of 61%, implying that the Authority's brand is perceived positively by its Partners and Clients. Across all dimensions and variables of brand equity used in the survey, the dimension most favourably ranked by Partners and Clients was the *perceived quality (79%)* dimension and its variables and the least ranked was the *brand loyalty (76%)* dimension and its variables. A disaggregation of the overall PCBEI revealed that Clients (78%) were more positive than Partners (77%) in terms of how they perceived the Authority as a healthy brand.

CONCLUSION

In conclusion, all categories of Partners and Clients were generally satisfied with the Authority's services, although there is room for the Authority to increase Partner's and Client's satisfaction and even exceed their expectations. With regards to the overall Partner and Client Satisfaction Index, it can be concluded that Partners and Clients were extremely satisfied considering that the PCSI was not only above the minimum Partners and Clients Satisfaction threshold of 61% but also above 80%. Where brand equity is concerned, it can be concluded that the Authority is a positively perceived brand, as evidenced by a high overall PCBEI, which was above the minimum Partners and Clients brand equity threshold of 61%.

RECOMMENDATIONS

The main recommendations, based on the perceptions of Partners and Clients, for the Authority to improve service delivery are that it:

i.   Continues producing detailed and well-researched reports that improve decision making.

ii.   Actively engages stakeholders on social media platforms as this is the new normal of communicating in the 21st Century. This will effectively disseminate information quickly in a short period. In addition, the Authority needs to provide more information on the website so that stakeholders may read on their own and understand ZRA operations.

iii.   Continues employing local people in community based projects implemented by the Authority (ZVDF projects), which brings a sense of ownership to community projects, and results in community satisfaction.

iv.   Improves the management of meetings, which is key, by speeding up the dissemination of minutes before the next meeting, for example.

v.   Places proper signage along the roads to its offices in Lusaka and Harare, as it is difficult to reach them. Furthermore, the signage on the Zambian border side showing where the Authority offices are in Siavonga, should be in English or a Zambian language.

vi.   Ensures that the Authority's staff members sign the register when they cross the border such that there is proper accountability for their movement.

vii.   Invests more in equipment for direct rain forecasts and the preservation of the catchment areas for purposes of sustainability, as people are encroaching on them.

viii.   Manages relationships with contractors to ensure the smooth completion of projects.

ix.   Adopts innovations, goes paperless, and identifies innovative technology in the energy sector around the world and assisting in its adoption by Zambia and Zimbabwe.

x.   Ensures that community development issues are addressed equally for affected communities in both countries.

The main recommendations for the Authority to improve the brand equity are that it:

xi.   Continues to regularly sensitise communities, mostly those in low-lying areas, in case of emergencies.

xii.   Continues engaging stakeholders, in terms of how it does its projects and invites relevant stakeholders (e.g., Environmental Management Agency, Zimbabwe National Water Authority, Zambia Environmental Management Agency, Water Resources Management Authority, etc.) when there is a new project to be implemented.

xiii.   Continues to improve on Corporate Social Responsibility activities such as community training, restoration of degraded areas, infrastructure development, etc. In addition, the Authority could engage with officers in the communities, who could facilitate awareness campaigns as they are willing to work with the Authority. Furthermore, visibility could be improved by sharing information communication materials about the Authority's mandate.

xiv.   Continues implementing community-led projects that address community problems.

xv.   Hedges ideas from international meetings attended to improve local communities, making it an international brand. As such, stakeholders will not hesitate to recommend the Authority to other people or stakeholders.

xvi.   Becomes more visible on social media (X, Facebook, and WhatsApp), carries out campaigns to raise awareness about the Authority, its mandate, safety issues and engages more with displaced communities. This will result in speedier and more effective dissemination of information. The Authority could also provide more information on its website so that stakeholders read for themselves about and understand the Authority operations.

xvii.   Places posters on major roads leading to community projects that it implemented so as to improve brand visibility. Furthermore, the posters could be placed on the actual project sites.

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DEFINITIONS AND ABBREVIATIONS

DEFINITION OF TERMS

The Authority - Zambezi River Authority, hereinafter referred to as the Authority.

The Consultant – Kasek Consultants, hereinafter referred to as the Consultant.

Client - a person, organisation or institution/company seeking professional support/service from another person or institution or company. In this baseline survey, clients are the Power Utilities, ZESCO Limited and Zimbabwe Power Company (ZPC), which obtain services from the Authority.

Partner - a partner is a person, entity or community that has some kind of alliance with another person or entity. In this survey, partners include government institutions and representatives and regulatory authorities for both countries (Zambia and Zimbabwe), Service Providers, development/cooperating partners, media, River Basin organisations and Riparian Communities.

LIST OF ABBREVIATIONS

AG	Attorney General	**SERVPERF**	Service Performance
EMA	Environmental Management Agency	**SPSS**	Statistical Package for Social Sciences
IRBM	Integrated Results Based Management	**ToRs**	Terms of Reference
KC	Kasek Consultants Pvt Ltd	**WARMA**	Water Resources Management Authority
KDRP	Kariba Dam Rehabilitation Project	**ZEMA**	Zambia Environmental Management Agency
KHPC	Kariba Hydro Power Company	**ZESA**	Zimbabwe Electricity Supply Authority
KIIs	Key Informant Interviews		
KRA	Key Result Area	**ZESCO**	ZESCO Limited
ODK	Open Data Kit	**ZIMRA**	Zimbabwe Revenue Authority
PCBEI	Partner and Client Brand Equity Index	**ZINWA**	Zimbabwe National Water Authority
PCSI	Partner and Client Satisfaction Index	**ZPC**	Zimbabwe Power Company
PCSBS	Partner and Client Satisfaction Baseline Survey	**ZRA**	Zambia Revenue Authority
		ZVDF	Zambezi Valley Development Fund
SERVQUAL	Service Quality		

STYLE OF REFERENCING

The Consultant used the Harvard Style of Referencing in this Report.

INTRODUCTION

The Zambezi River Authority's Integrated Results Based Management (IRBM) aligned 2020-2024 Corporate Strategy points out Key Results Areas (KRAs) that will bring the vision of the Zambezi River Authority (hereinafter referred to as the Authority) to realization. The Partner and Client Satisfaction Baseline Survey is a key output under KRA 3 (Corporate Support Service) of the 2020-2024 Corporate Strategy, which aims to foster improved Corporate Governance and Compliance, Organisational Performance, Efficient and Cost-Effective Procurement Processes, Service Delivery Processes and Client Satisfaction. This is with a view to achieving positive and productive relationships with the Authority's stakeholders, Partners and Clients in fulfillment of the Authority's mandate.

Customer satisfaction has become a critical success factor and a key performance indicator. Customer satisfaction surveys are essential tools with which organisations measure and understand their customers' level of satisfaction with their products, services, and their overall experience (Keiningham et al., 2021 and Homburg et al., 2017). These surveys provide valuable insights into customers' opinions, preferences, and expectations, allowing businesses to make data-driven decisions and improve their services (Fornell et al., 2016).

A modern management or Board of Directors like that of the Authority should be inspired by its Partners' and Clients' attitudes and perceptions of its operations, therefore knowing and anticipating their future expectations is of paramount importance in achieving management objectives. It is important to note that the current dynamic environment is constantly causing changes in the needs and preferences of Partners and Clients. For instance, they now have higher expectations in terms of the quality of service they get from the Authority. These changes require that the Authority improves its service delivery and adopts a more holistic approach to satisfy the needs of Partners and Clients. Against this backdrop, the Authority needs to determine the service delivery aspects that increase the satisfaction of its Partners and Clients and areas for improvement by setting the benchmark based on the outcome of the Baseline Survey. Investigating Partner and Client perceptions regarding services provided by the Authority helps to identify service delivery gaps and suggest recommendations to close them.

The report presents the Partner and Client Satisfaction Baseline Survey findings (Partner and Client Satisfaction Index) and ascertains the level of visibility and appreciation the Authority's brand enjoys (Brand Equity Index).

These surveys provide valuable insights into customers' opinions, preferences, and expectations, allowing businesses to make data-driven decisions and improve their services (Fornell et al., 2016).

The Baseline Survey was necessitated by the Authority's need to have a comprehensive insight of the pre- and post- behaviour of Partners and Clients required to improve its service delivery. Its findings will provide a basis for developing the Partner Relationship Management Framework and to review its Stakeholder Service Charter. Partners and Clients are satisfied when the service provider meets or exceeds their expectations and the opposite is true when their expectations are not met. Accordingly, the Partner and Client Baseline Survey sets the benchmark level of Partner and Client (dis)satisfaction with the services provided by the Authority.

1.1. BACKGROUND OF THE AUTHORITY'S BASELINE SURVEY

The Zambezi River Authority ('the Authority') was established as a body corporate on 1st October 1987 by parallel legislation in the Parliaments of Zambia and Zimbabwe (Contracting States). This development followed the reconstitution of the Central African Power Corporation under the Zambezi River Authority Acts (Acts No. 17 and 19 respectively). The Authority is jointly owned by the Governments of the Republics of Zambia and Zimbabwe in equal proportions and is mandated to manage the Kariba Complex and the stretch of the Zambezi River (from Kazungula to Luangwa in Zambia and Kazungula to Kanyemba in Zimbabwe), which forms part of a common border between the two Contracting States.

The Authority is governed by the Zambezi River Authority Acts, Chapters 467 and [20:23] for Zambia and Zimbabwe respectively. The other legislations and guidelines referred to – the Zambezi River Authority Agreement; the United Nations Convention on International Water Courses; The Southern African Development Community (SADC) Revised Protocol on Shared Water Courses; The Zambezi Watercourse Commission Agreement; United Nations

2030 Sustainable Development Agenda Goal No. 6; Water Resource Management Authority (No. 21 of 2011); the Environmental Management Act, 2011 (No.12 of 2011); the Wildlife Act No. 14 of 2015; the Zimbabwe National Water Authority Act [Chapter 20:25]; the Environmental Management Act (Chapter 20:27) – Zimbabwe; the Parks and Wildlife Act [Chapter 20:14] – Zimbabwe; and World Meteorological Organisation Guidelines – provide either benchmarks, standards or have a bearing on Authority's functions and/or operations.

Under the IRBM – aligned Corporate Strategy, the Authority has the following Key Result Areas:

1. Dam, Water Resources and Environmental Management – improved water allocation accuracy and integrity/ safety of the Kariba Dam and reservoir,

2. Projects Management Services – increased water storage volume on the Zambezi River Basin, increased access to social amenities in Riparian Communities, safety and reliability of the Kariba Dam, and diversification of sources of energy,

3. Corporate Support Services – improved Corporate Governance and compliance, organisational performance, efficient and cost-effective procurement processes, service delivery processes, and client satisfaction, and

4. Financial Resources, Mobilisation and Accountability – improved financial performance.

1.2. TERMS OF REFERENCE AND OBJECTIVES

As outlined in the Terms of Reference (ToRs), the Zambezi River Authority sought to undertake a Baseline Survey to gather information on the

level of Partner and Client satisfaction with the Authority's services. The Consultant was expected to carry out the survey, develop a satisfaction index, prepare analytical reports on the survey and its findings, and present the findings and recommendations to the Zambezi River Authority and other key stakeholders.

1.2.1. Overall Objective

The main objective of this assignment was to carry out a Partner and Client Satisfaction Baseline Survey and to determine the Partner and Client Satisfaction Index.

1.2.1.1 Specific Objectives

The specific objectives of the Baseline Survey were as follows:

i. To determine Partner and Client perceptions regarding the extent to which the Authority meets their expectations in terms of delivering on its mandate and service provision.

ii. To establish the effectiveness of information dissemination in nurturing the relationship of trust between the Authority and its Partners and Clients.

iii. To ascertain the level of visibility of the Authority's brand and appreciation of its functions.

iv. To develop the Authority's Partner and Client Satisfaction Index to ensure continuous improvement.

1.2.2. Scope of the Survey

This Baseline Survey covered two countries, Zambia and Zimbabwe, and the major groups of Partners and Clients, namely:

National Electricity undertakings (ZESCO Ltd, Zimbabwe Electricity Supply Authority Holdings and its subsidiary, the Zimbabwe Power Company); the Governments of both Zambia and Zimbabwe and their respective Ministries of Energy, Finance, Environment and Water; the Riparian communities (represented by Traditional Leaders - Chiefs); Members of Parliament from the Parliaments of Zambia (Southern Province in Zambia) and Zimbabwe (Mashonaland West) respectively; Revenue Authorities; Environmental Management Authorities, other Water Resources Authorities; Media, Security Agencies and Border Authorities; Tourism Agencies, Contractors and Suppliers; Professional Associations; Financial Institutions and Regional and International Water Bodies (River Basin Organisations).

1.2.3. Significance of the Survey

This Baseline Survey was significant in that it yielded findings that will serve as a mechanism to identify and prioritise service improvement areas and provide a benchmark upon which future improvements in service delivery in the Authority shall be evaluated. The Baseline Survey will also be used, in the future, to develop a Partner Relationship Management Framework and to revise the Stakeholder Service Charter for the Authority, which will help to devise appropriate strategies for closing the gaps identified in service delivery.

STUDY METHODOLOGY

2.1. THE AUTHORITY PARTNER AND CLIENT SATISFACTION CONCEPTUAL FRAMEWORK AND PARTNER AND CLIENT BRAND EQUITY CONCEPTUAL FRAMEWORK

The Partner and Client Satisfaction Conceptual Framework was informed by the service quality (SERVQUAL) and service performance (SERVPERF) models (Goumairi, Aoula, and Ben Souda, 2020 and Jonkisz, Karniej, Krasowska 2021). On the other hand, the Partner and Client Brand Equity Conceptual Framework was informed by current literature (Keller, 2018 and Raut, Pawar, Brito and Sisodia, 2019) underpinned by the Customer Based Brand Equity (CBBE) models which were developed for the study.

2.1.1. The Authority Partner and Client Satisfaction Conceptual Framework

The conceptual model for this Baseline Survey assumed that Partner and Client satisfaction is affected by six dimensions of service quality i.e., location, tangibles, empathy, assurance, responsiveness, and reliability (Figure 1). With the exception of the location dimension, the other five dimensions (tangibles, empathy, assurance, responsiveness, and reliability) in this model were adapted from the SERVQUAL and SERVPERF frameworks (Cronin & Taylor, 1994; Parasuraman, Zeithaml & Berry, 1988; Nigerian Communications Commission, 2012; Goumairi, Aoula, and Ben Souda, 2020; Jonkisz, Karniej, Krasowska, 2021), which are internationally recognised models in measuring service quality and customer satisfaction. Three additional dimensions were added to correspond with the nature of services offered by the Authority (Friedrich, Schlauderer, and Overhage, 2019 and Zambezi River Authority IRBM 2020-2024), namely: Information Communication Infrastructure and Equipment; Gender and Inclusivity, and Integrity, thereby customising the Authority's conceptual framework to include eight (8) dimensions used in determining the Authority's Partner and Client Satisfaction Index (PCSI).

Figure 1: The Authority's Partner and Client Satisfaction Conceptual Framework
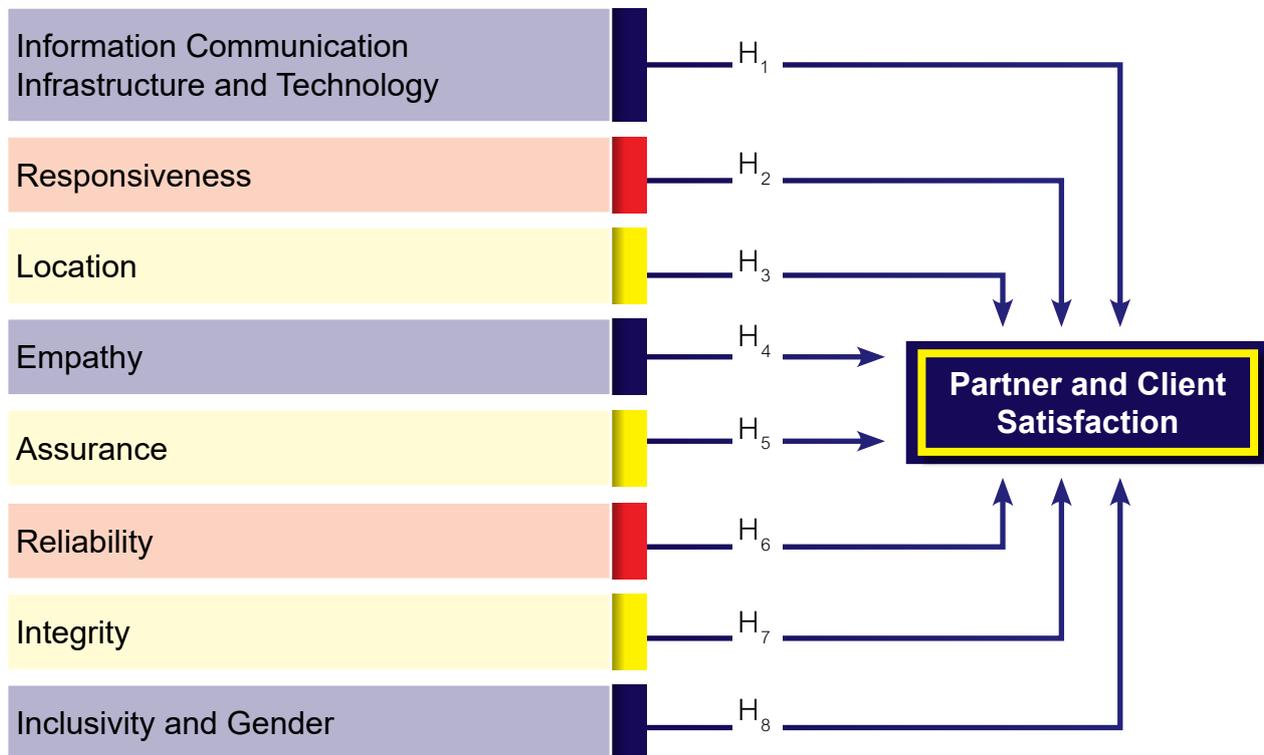
Source: Adapted from Parasuraman, Zeithaml & Berry (1988), Goumairi, Aoula, and Ben Souda (2020) and Jonkisz, Karniej, Krasowska (2021)

Within the context of this Baseline Survey, the model's dimensions are explained as follows:

Information Communication Infrastructure and Equipment – This dimension measured Partner and Client satisfaction based on how the Authority communicated, its medium of communication, infrastructure, equipment, and personnel. The conceptual model assumed that information, communication, infrastructure and equipment factors affected Partner and Client satisfaction in the context of the available means of communication.

Responsiveness – The dimension measured the willingness of the Authority to listen to its Partners and Clients and to respond promptly to their concerns. In this survey, it was assumed that responsiveness influences the degree of Partner and Client satisfaction with the Authority's service delivery.

Assurance – This dimension measured the degree to which employees inspire trust and confidence in the Authority through their knowledge, courtesy, ethics and professionalism. The conceptual framework assumed that assurance affects the level of Partner and Client satisfaction with the Authority.

Empathy – This dimension measured the extent to which service staff valued Partners and Clients and gave them personalised attention. In this survey, it was assumed that empathy influences the level of Partner and Client satisfaction with the Authority.

Reliability – The reliability dimension measured the ability to deliver the promised services reliably and accurately. The conceptual model argued that reliability affects the level of Partner and Client satisfaction with the Authority.

Location – This dimension measured the level of ease with which Partners and Clients can access the Authority's offices. It is assumed that location influences Partner and Client satisfaction with the services delivered by the Authority.

Integrity – This dimension measured the Authority's honesty and consistency when relating to its Partners and Clients and how the issues of corruption and disputes are handled. It is assumed that integrity influences Partner and Client satisfaction with the services delivered by the Authority.

Inclusivity and Gender – This dimension measured the extent to which the Authority provides equal access to opportunities and resources for Partners and Clients who might otherwise be excluded or marginalised. In this survey, gender is spotlighted. It is assumed that inclusivity, particularly gender inclusivity, has a bearing on Partner and Client satisfaction.

The conceptual framework can alternatively be expressed through the following unweighted ($PCSI_u$) and weighted ($PCSI_w$) equations:

$$PCSI = k_1 D_1 + k_2 D_2 + k_3 D_3 + k_4 D_4 + k_5 D_5 + k_6 D_6 + k_7 D_7 + k_8 D_8$$

$$PCSI_U = \left[\frac{1}{8}\sum_{i=1}^{xi}(ICIE_1) + \frac{1}{8}\sum_{i=1}^{xi}(RES_1) + \frac{1}{8}\sum_{i=1}^{xi}(AS_1) + \frac{1}{8}\sum_{i=1}^{xi}(EM_1) \right.$$
$$\left. + \frac{1}{8}\sum_{i=1}^{xi}(REL_1) + \frac{1}{8}\sum_{i=1}^{xi}(LO_1) + \frac{1}{8}\sum_{i=1}^{xi}(IN_1) + \frac{1}{8}\sum_{i=1}^{xi}(IG_1) \right]$$

$$PCSI_W = \left[\frac{K_1}{8}\sum_{i=1}^{7}(ICIE_1) + \frac{K_2}{8}\sum_{i=1}^{8}(RES_1) + \frac{K_3}{8}\sum_{i=1}^{5}(AS_1) + \frac{K_4}{8}\sum_{i=1}^{4}(EM_1) \right.$$
$$\left. + \frac{K_5}{8}\sum_{i=1}^{4}(REL_1) + \frac{K_6}{8}\sum_{i=1}^{7}(LO_1) + \frac{K_7}{8}\sum_{i=1}^{7}(IN_1) + \frac{K_8}{8}\sum_{i=1}^{8}(IG_1) \right]$$

Where $\mathbf{D_1}, \mathbf{D_2}, \dots \mathbf{D_8}$, are dimensions

$\mathbf{k_1, k_2 \dots k_8}$ are weights

PCSI is the Partner and Client Satisfaction Index

PCSI$_u$ is the Unweighted Partner and Client Satisfaction Index

PCPI$_w$ is the Weighted Partner and Client Satisfaction Index

ICIE is Information Communication Infrastructure and Equipment

RES is Responsiveness

AS is Assurance

EM is Empathy

REL is Reliability

LO is Location

IN is Integrity

IG is Inclusivity and Gender

To calculate the index, the Consultant used the above-mentioned formula to quantify the level of satisfaction in the form of an index. Likert Scale questions were used to determine the perceptions of Partners and Clients about the Authority's services. This is the standard practice used in literature in determining the satisfaction index (Nigerian Communications Commission, 2012; Purcrea, Gheorghe, and Petrescu, 2013; Goumairi, Aoula, and Ben Souda, 2020; and Jonkisz, Karniej, Krasowska, 2021). In this survey, the formula used to determine the Partner and Client Satisfaction Index is the most appropriate as it is informed by the SERVQUAL and SERVPERF frameworks.

2.1.2. The Authority Partner and Client Brand Equity Conceptual Framework

To meet the objective *"To ascertain the level of visibility of the Authority's brand and appreciation of its functions"*, the Consultant designed a brand equity conceptual framework, comprising four dimensions – brand awareness, brand image, perceived quality and brand loyalty – in order to measure the brand situation or health of the Authority. This conceptual model is comprehensive because it extends beyond the brand awareness and brand image dimensions that were specified in the survey's objectives. It is underpinned by the Customer Based Brand Equity (CBBE) model (Keller, 2018), which argues that brand equity is measured by collecting and analysing consumer views on the brand. Keller argues that CBBE is the differential effect that brand knowledge has on consumer response to the marketing of that brand (Figure 2).

Figure 2: The Authority Partner and Client Brand Equity Conceptual Framework
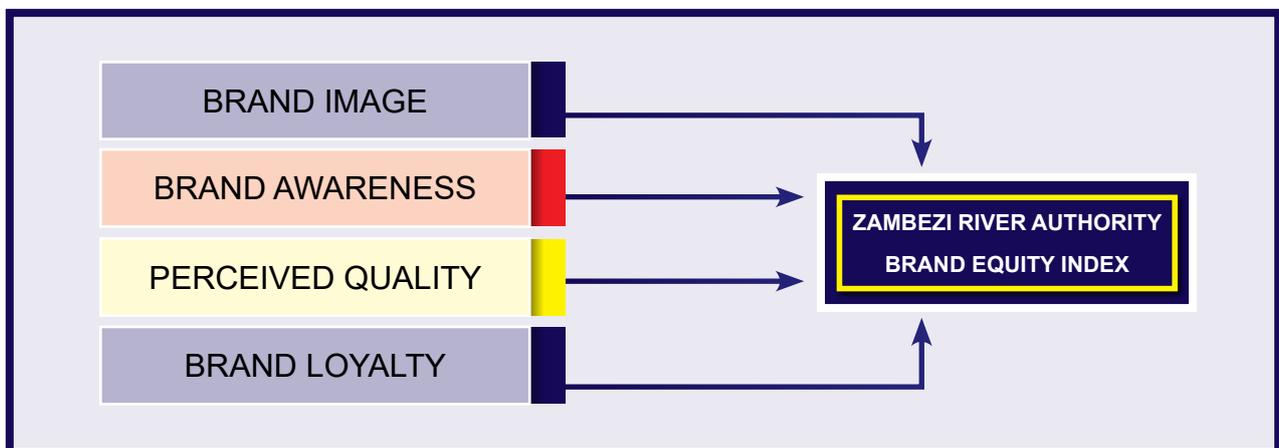
Source: adapted from Keller (2018) and Raut, Pawar, Brito and Sisodia (2019)

Within the context of this Baseline Survey, the model's dimensions are explained as follows:

Brand awareness – measured the extent to which Partners and Clients were aware or had knowledge of, and could easily recall, the brand in question, in this case, that of the Authority.

Brand image – is concerned with how the Authority and its service were perceived by Partners and Clients in comparison to other authorities and their products.

Perceived quality – is not the actual service or product quality but Clients' (the Power Utilities) perceptions as to how well a product meets their expectations. The concept of perceived quality echoes that of service quality, as defined in the customer satisfaction conceptual framework above.

Brand loyalty – is the faithfulness, confidence, or devotion that Partners and Clients have for a service or supplier, in this case, the Authority.

The conceptual framework is alternatively expressed by the following equation:

$$PCBEI = k_1 D_1 + k_2 D_2 + k_3 D_3 + k_4 D_4$$

$$PCBEI_U = \left[\frac{1}{4} \sum_{i=1}^{xi} (BRA_1) + \frac{1}{4} \sum_{i=1}^{xi} (BRI_1) + \frac{1}{4} \sum_{i=1}^{xi} (PQ_1) + \frac{1}{4} \sum_{i=1}^{xi} (BRL_1) \right]$$

$$PCBEI_W = \left[\frac{K_1}{4} \sum_{i=1}^{5} (BRA_1) + \frac{K_2}{4} \sum_{i=1}^{4} (BRI_1) + \frac{K_3}{4} \sum_{i=1}^{4} (PQ_1) + \frac{K_4}{4} \sum_{i=1}^{4} (BRL_1) \right]$$

Where $D_1, D_2, \ldots D_4$, are dimensions

$k_1, k_2 \ldots k_4$ are weights

PCBEI is the Partners' and Clients' Brand Equity Index

PCBEI$_u$ is the Unweighted Partners' and Clients' Brand Equity Index

PCPI$_w$ is the Weighted Partners' and Clients' Brand Equity Index

BRA is Brand Awareness

PQ is Perceived Quality

BRL is Brand Loyalty

2.2. SAMPLING METHOD AND SAMPLE SIZE

A combination of the probability sampling method (stratified random sampling) and non-probability sampling (purposive sampling) were used to select respondents from the key groups of Partners and Clients. Stratified sampling is a statistical sampling technique used to ensure that a representative sample is drawn from a population by dividing the population into homogeneous subgroups called strata and then selecting samples from each stratum proportionally or non-proportionally (Chun-Qing Li, Wei Yang 2023). Stratified sampling was used because the sampling frame for Partners and Clients provided by the Authority was in different categories. Purposive sampling is a non-probability sampling technique where researchers deliberately select participants based on specific criteria relevant to the research objective (Palinkas, Horwitz, Green, Wisdom, Duan and Hoagwood, 2015). Purposive sampling was selected to draw insights from specific Partners and Clients.

Due to cost and time constraints, it was not possible to enumerate every element of the population, which is the reason why a sample was selected. A sample refers to a subset of the population and should be representative of the population. The sample size is influenced by several factors,

including the purpose of the study, population size, the level of precision, the level of confidence or risk and the degree of variability in the attributes being measured. The estimation formula for the sample size is given by the UN Department of Economic and Social Affairs (2008):

$$n = \left(\frac{fz^2\widehat{P}(1-\widehat{P})}{e^2 + \dfrac{z^2\widehat{P}(1-\widehat{P})}{N}} \right) / r$$

Where

- n is the parameter calculated and the sample size in terms of the number of respondents selected;

- N is the population size and for this study, $N = 100$ for Clients, $N = 160$ for Partners.

- z^2 is the statistic that defines the level of confidence desired and the recommended statistic is 95%, which gives a z value of 1.96.

- $\widehat{P}$ is an estimate of a key indicator to be measured by the survey. Since there was no information on previous studies relating to Partner and Client Satisfaction Surveys, the study used $\widehat{P} = 0.5$

- r is a multiplier to account for the anticipated rate of non-response. A high response rate was assumed and r=0.95.

- e is the margin of error and the recommended margin of error is 5%.

- f is the sample design effect, *deff*. The recommended design effect is between 1 and 2. The survey involved the two countries (Zimbabwe and Zambia) and the Authority had 18 categories of stakeholders in both countries. Using a design effect of 1.2 and incorporating the 18 categories, the resulting design effect was f=1.2*18=21.6. Since population sizes for Partners and Clients of the Authority were low, a design effect and domain of 1 was used.

Having inputted the above parameters, the resulting sample size was 88 and the distribution was as shown in Table 1.

Table 1: Sample sizes for Partners and Clients

Sampling frame		Respondents	Physical/ Online	The Authority guide on number of respondents
1	**National Electricity undertakings**	**ZESCO Ltd –Lusaka, Zambia**	Physical	10
		i. Managing Director/General Manager - ZESCO		
		ii. Director – Power Generation		
		iii. Projects Manager		
		iv. Finance Director		
		v. Power Station Manager Siavonga, Zambia		
		ZESA Holdings- Harare, Zimbabwe		
		i. Managing Director – ZPC		
		ii. Director – Power Generation		
		iii. Projects Manager		
		iv. Finance Director		
		v. KSBPS Station Manager (**Kariba, Zimbabwe**)		

Sampling frame		Respondents	Physical/ Online	The Authority guide on number of respondents
2	Governments of Zambia and Zimbabwe	**Ministry of Energy and Power Development – Harare, Zimbabwe** -Board Co-Chairperson -Chief Director **Ministry of Energy - (Lusaka, Zambia)** -Board Chairperson/ PS Energy **Ministry of Finance and National Planning - Lusaka, Zambia** -Permanent Secretary **Ministry of Finance and Investment Promotion Harare, Zimbabwe** -Chief Economist **Ministry of Water Development and Sanitation, Zambia** -Permanent Secretary -Chief Director **Ministry of Lands, Agriculture, Fisheries, Water and Rural Development, Zimbabwe** -Chief Director **Ministry of Green Economy and Environment, Zambia** -Permanent Secretary -Chief Director **Ministry of Environment, Climate and Wildlife, Zimbabwe** -Chief Director **Attorney General's Office Harare, Zimbabwe** **Attorney General's Office Lusaka, Zambia**	Physical	10

Sampling frame	Respondents	Physical/ Online	The Authority guide on number of respondents
3	**Riparian communities (represented by Traditional Leaders Chiefs, Headmen and Village heads)**	Sample of 4 in Zimbabwe and 4 in Zambia	8
	HRH Chief Msampakaruma – Siakobvu, Zimbabwe		
	HRH Chief Mola – Siakobvu, Zimbabwe		
	HRH Chief Shana – Jambezi, Zimbabwe		
	HRH Chief Dandawa – Hurungwe, Zimbabwe.	Physical visit	
	HRH Chief Mukuni – Livingstone, Zambia		
	HRH Chief Simamba – Siavonga, Zambia		
	HRH Chief Chipepo – Chirundu, Zambia		
	HRH Chief Mpuka – Luangwa Zambia		
4	**Revenue Authorities**	**Zambia Revenue Authority (ZRA)**	Online	2
	Station Manager		
	Zimbabwe Revenue Authority (ZIMRA)		
	Station Manager		
5	**Environmental Authorities**	**Environmental Management Agency (EMA) Harare- Zimbabwe)**	Physical	2
	-Director Environmental Protection		
	Zambia Environmental Management Agency (ZEMA) Lusaka, Zambia		
	-Technical Assistant to the Director General		

Sampling frame		Respondents	Physical/Online	The Authority guide on number of respondents
6	**Water Resources Organisations**	**Water Resources Management Authority (WARMA) Lusaka – Zambia** -Director General -Director Engineering & Hydrological Services **Zimbabwe National Water Authority (ZINWA)** **Harare, Zimbabwe** -Director General -Director of Engineering & Hydrological Services	Physical Visit	2
7	**Media**	SUN FM RADIO AND TV The Zambian Star Newspaper ZNBC Bloomberg Sly Media Productions Xinhua News Agency Times of Zambia Business Times The Neighbourhood Scoop Chronicle/Zimpapers	Online	10

Sampling frame	Respondents	Physical/Online	The Authority guide on number of respondents
8	**Security Agencies & Border Authorities**	Physical	8
	Chairperson of JOC		
	Zambian National Army – Siavonga, Zambia		
	Zambia Police – Siavonga, Zambia		
	Zimbabwean National Army Kariba, Zimbabwe		
	Zimbabwean Republic Police Kariba, Zimbabwe		
	Officer in Charge		
	Department of Immigration – Siavonga, Zambia		
	Officer in Charge		
	Department of Immigration – Kariba, Zimbabwe		
	Station Manager		
	Disaster Management and Mitigation Unit – Siavonga, Zambia		
	District Commissioner		
	Civil Protection Unit – Kariba, Zimbabwe		
	District Development Coordinator		

Sampling frame		Respondents	Physical/ Online	The Authority guide on number of respondents
9	Contractors and Suppliers	1. **Contractors and Consultants for Kariba Dam Rehabilitation Project (SA & Europe)** Razel Bec – Project Manager GE/Freyssinet Consortium Stucky/Gruner Team leader – Stucky/Gruner 2. **Operational Suppliers, Contractors and consultants (Europe, Zambia and Zimbabwe)** Tractebel – Chief Engineer 3. **Suppliers and contractors for Zambezi Valley Development Fund (Zambia & Zimbabwe)** -Director/managers	Online	6
10	Tourism agencies	**Zambia National Tourism Board** Kariba officer **Zimbabwe Tourism Authority** Siavonga officer	Online	2

	Sampling frame	Respondents	Physical/ Online	The Authority guide on number of respondents
11	**Civil Society Organisations and Community Based Organisations**	**Tony Waite Organisation** Executive Director **Pasaka Trust** Executive Director **Women in Mission** Executive Director **Namumu Orphanage** Executive Director **All based in Siavonga and Kariba**	Online	4
12	**Financial Institutions**	**World Bank** Zambia World Bank Country Office European Development Fund **European Union –** National Authorising officer **AfDB** Zambia African Development Bank Country Office **ZICB -** Zambia Industrial Commercial Bank Relationship Manager **CBZ Kariba –** Branch Manager Kariba	Online	6

Sampling frame		Respondents	Physical/ Online	The Authority guide on number of respondents
13	**Regional and International Water Bodies** River Basin Organisations	**Zambezi Water Commission** ZAMCOM Executive Secretary	Online	2
14	**Academic and Research Institutions**	**University of Zambia (UNZA)** – Siavonga Kariba Research Station Manager **University of Zimbabwe (UZ)** – Kariba Research Station Manager	Online	2
15	**Downstream Dam Operators**	**Hidroelectrica de Cahora Bassa (HCB)** - Managing Director/General Manager - Director – Power Generation	Online	2
16	**Wildlife Authorities**	**Zambia Wildlife Authority** Senior Area Manager – Siavonga **Zimbabwe Parks and Wildlife Management Authority (ZIMPARKS)** Senior Area Manager – Kariba	Online	2
17	**Professional Associations**	**Engineering Institute of Zambia** Deputy Registrar – EIZ **Zimbabwe Institute of Engineers** Membership Services and Training Officer – ZIE	Online	2

Sampling frame		Respondents	Physical/ Online	The Authority guide on number of respondents
18	**Local Author- ities**	i. DDC – Hurungwe Rural District Council, Zimbabwe ii. DDC – Kariba Rural District Council, Zimbabwe iii. DDC – Hwange Rural District Council, Zimbabwe iv. DDC – Kanyemba Rural District Council v. DC – Siavonga Town Council, Zambia vi. DC – Chirundu Town Council, Zambia vii. DC – Gwembe Town Council, Zambia viii. DC – Sinazongwe Town Council, Zambia ix. DC – Livingstone Council	Physical	10
19	**Legislature in Zambia and Zimbabwe**	Parliament of Zambia Member of Parliament – Siavonga District Parliament of Zimbabwe Member of Parliament – Kariba District	Physical	2
TOTAL				**88**

A sample size of 88 was determined by both the Consultant and the Authority during two project inception meetings, based on the scientific sampling approach, drawn from the targeted Partners and Clients based on the sampling frame as stated in Section 4.0 of the Terms of Reference.

2.3. STRUCTURE OF QUESTIONNAIRES AND INTERVIEW GUIDE

On the one hand, structured questionnaires were developed and administered to gather data from Partners and Clients.

i.   Partners − focused on the Government institutions and Regulatory Authorities in both countries (Zambia and Zimbabwe), as well as Service Providers and development partners/cooperating partners.

ii.   Clients − include ZESCO Ltd and ZPC Ltd, institutions that obtain data from the Authority, Riparian Communities and other stakeholders.

On the other hand, a semi-structured interview guide was developed to collect detailed information from Key Ministries, Management of Power Utilities, and selected Chiefs (of displaced communities upstream of the Kariba Dam as well as downstream communities). Below is the description of the structure and contents of the questionnaires and interview guide.

2.3.1. Questionnaires for Partners and Clients

The questionnaire (see Research Tools) for Partners and Clients contained three sections. Section A consisted of closed-ended demographic questions, Section B covered Partner and Client satisfaction and experience in specific service areas, the challenges and recommendations to improve service delivery and Section C assessed Partner and Client perceptions of the visibility of the Authority's brand, as well as challenges and recommendations.

The service delivery dimensions of the Partner and Client questions were anchored on a 5-point Likert Scale ranging from 1 (representing Strongly Dissatisfied) to 5 (representing Strongly Satisfied). The Partner and Client Brand Equity dimensions questions were anchored on a 5-point Likert Scale ranging from 1 (representing Strongly Disagree) to 5 (representing Strongly Agree). The open-ended questions sought to get respondents to expand on points that they thought were important and needed further clarification, especially on challenges and recommendations relating to both Partner and Client satisfaction and the Authority's Brand Equity.

For qualitative analysis, the conceptual framework proposed by the Consultant guided the development of the semi-structured Interview Guide covering 12 main preconceived themes, which were the eight (8) dimensions relating to Partner and Client satisfaction and four (4) dimensions relating to Brand Equity.

2.3.2. Questionnaire Approval by the Authority and Digitisation

The questionnaire was digitised, that is, transformed into forms that made it possible for it to be uploaded to mobile devices or tablets with an open-source software suite called Open Data Kit (ODK), which allowed for the gathering of data in real-time. The tablets were used to collect data for the survey and the ODK software enabled researchers to send completed questionnaires to a central server. ODK software further enabled the recording of the exact Geographic Positioning

System (GPS) coordinates of the places where data was collected, and this was a critical aspect in quality control of the survey when compared to paper-based surveys.

2.4. TRAINING OF THE RESEARCH TEAM ON DATA COLLECTION

Research team members were trained on how to collect data using the approved questionnaires. The training entailed taking the team members through the questionnaire, research ethics, data collection using mobile devices and interview guide administration. This process was also another opportunity for validation, as variables were interrogated.

2.5. PRE-TESTING OF QUESTIONNAIRES

Following the training, all team members pre-tested the questionnaires on one Partner/Client online using a web-based approach as it was difficult to carry out physical visits. The pre-test helped to remove irrelevant questions and merge related questions. The exercise resulted in more refined instruments, which were subsequently used in the main study.

2.5.1. Reliability of the Questionnaires

The study used Cronbach's Alpha as a measure of internal consistency (reliability) check for the questionnaire. Cronbach's Alpha assesses the extent to which a set of variables in a questionnaire consistently measures the same construct or concept (Burk and Sival, 2018). Table 2 shows that the overall Cronbach's Alpha was 0.946 for Partner and Client Satisfaction and 0.958 for Brand Equity. These extremely high scores were above the minimum threshold of 0.7 (Bujang, Omar and Baharum, 2018). This implies that the instrument used in the Baseline Survey was reliable.

Table 2: Reliability of the questionnaire

Dimension	Cronbach's Alpha
Partner and Client Satisfaction	
Location	0.872
Reliability	0.879
Information Communication Infrastructure and Equipment	0.888
Responsiveness	0.918
Assurance	0.807
Empathy	0.936
Integrity	0.891
Inclusivity and Gender	0.907
Overall	0.946
Brand Equity	
Brand Awareness	0.800
Brand Image	0.893
Perceived Quality	0.907
Brand Loyalty	0.874
Overall	0.958

Note that the higher overall alphas are a result of a higher sample size and more question items. The larger the sample size, the more representative dimensions and values, which accounts for the high alpha values.

2.6. DATA COLLECTION METHODS

The survey used a mixed method, combining both quantitative and qualitative methodologies. Quantitative data was collected using questionnaires administered to target stakeholders. The use of structured questionnaires helped to quantify the perceptions of Partners and Clients, their levels of satisfaction and the extent of brand visibility. It was also useful in determining Partner and Client satisfaction and brand equity indices. On the other hand, using the qualitative methodology through a semi-structured interview guide was instrumental in exploring the views of selected stakeholders i.e. Key Ministries, Power Utilities, and selected Chiefs (of displaced communities upstream of the Kariba Dam as well as downstream communities).

2.7. FIELDWORK QUALITY CONTROL PROCEDURES

The research team interviewed the targeted respondents together to ascertain and capture all the experts' areas of focus. The Lead Consultant and the Data Manager supervised all team members. The research team confirmed survey protocols in fieldwork routing and respondent selection procedures as specified in the sampling framework. Monitoring of fieldwork was also synchronised with the cross-checking of the completed interviews.

2.8. DATA CLEANING AND ANALYSIS

After data collection, quantitative data was cleaned and analysed using the Statistical Package for Social Sciences (SPSS Version 23). Qualitative data from in-depth interviews was transcribed and analysed using Atlas ti.

2.9. LIMITATIONS

The limitations were encountered before fieldwork was undertaken (administrative issues) and during fieldwork. The following were some of the challenges encountered:

2.9.1. Delays in Processes

In some instances, the Authority took time to approve stages of implementation of the contract. This resulted in delays in terms of progress.

2.9.2. Highly Sensitive and Busy Respondents

Most of the targeted respondents occupied highly sensitive and public officers. Booking appointments with them was sometimes difficult and this delayed the completion of the fieldwork.

2.9.3. Navigation of Community Roads

The road network was difficult to navigate, posing challenges, especially in reaching the target respondents (Chiefs) in Riparian Communities.

FINDINGS

3.1. INTRODUCTION

This section presents the results from the Baseline Survey on Partner and Client satisfaction with service delivery and brand equity.

3.2. RESPONSE RATES

PHYSICAL	ONLINE	OVERALL
96%	**45%**	**73%**
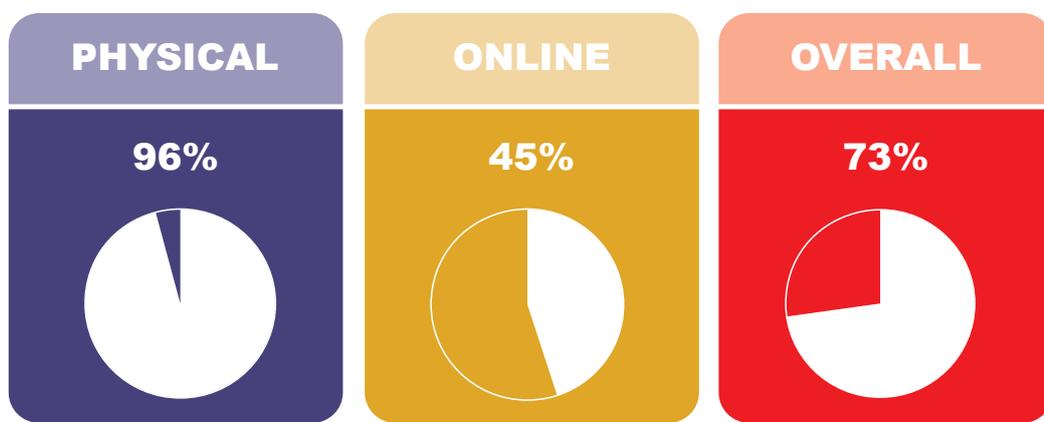
Table 3 shows response rates for Partners and Clients disaggregated by the method used to reach the stakeholders. The response rates were high enough to eliminate non-response bias because response rates of 50% for most studies are ideal (National Research Council, 2013; Dillman, Smyth and Christian, 2014 and Saunders et al., 2019:302-305). This implies that inferences about the population can be made using sample results from this study.

Table 3: Response rates for Partners and Clients

Client	Target Sample	Achieved	Response Rate
Online	40	18	45%
Physical	48	46	96%
Overall	88	64	73%

3.3. DEMOGRAPHICS OF RESPONDENTS

This section presents information about the frequency distribution of respondents, the frequency of interaction of respondents with the Authority, communication media being used by the Authority in communicating with Partners and Clients, access to the Authority's services by Partners and Clients, complaints collection, awareness of dam safety issues, Kariba Dam Emergency Response Plan and rainfall patterns.

3.3.1. Distribution of Partners and Clients

Results in Table 4 show the distribution of Partners and Clients. This table illustrates that different types of Partners and Clients were reached, making the sample representative of the population.

Table 4: Distribution of Partners and Clients

Type of Client/Partner	Number of Respondents	Percentage
Government	12	19%
National Utility Undertakings	11	17%
Local Authorities and CBOs	7	11%
Contractors and Service Providers	5	8%
Financiers	2	3%
Environmental and Water Authorities	7	11%
Media	6	9%
Downstream Operators	1	2%
Security Agents	3	5%
Border Agents	4	6%
Riparian Communities	6	9%
Total	64	100%

3.3.2. Frequency of Interaction with the Authority

Table 5 shows the frequency of interaction of Partners and Clients with the Authority. The results show that most Partners and Clients interact frequently (more than 10 times per year) with the Authority.

Table 5: Frequency of Interaction with the Authority

Type of Client/Partner	Percent/Count	Frequency of interaction with the Authority in 2023				Total
		Once	2-5 Times	6-10 Times	More than 10 times	
Government	Percent	17%	17%		67%	100%
	Count	2	2		8	12
National Utility Undertakings	Percent				100%	100%
	Count				11	11
Local Authorities and CBOs	Percent	14%	14%	29%	43%	100%
	Count	1	1	2	3	7
Contractors and Service Providers	Percent				100%	100%
	Count				5	5
Financiers	Percent				100%	100%
	Count				2	2
Environmental and Water Authorities	Percent	14%	14%		71%	100%
	Count	1	1		5	7
Media	Percent		50%	17%	33%	100%
	Count		3	1	2	6
Downstream Operators	Percent		100%			100%
	Count		1			1
Security Agents	Percent	33%	33%		33%	100%
	Count	1	1		1	3
Border Agents	Percent	25%	25%		50%	100%
	Count	1	1		2	4

Type of Client/Partner	Percent/Count	Frequency of interaction with the Authority in 2023				Total
		Once	2-5 Times	6-10 Times	More than 10 times	
Riparian Communities	Percent		17%		83%	100%
	Count		1		5	6
Overall	Percent	9%	17%	5%	69%	100%
	Count	6	11	3	44	64

One of the respondents indicated that "The Authority gives information we need daily", while another said, "The service I require daily is coming to me, it's fair." One of the power utilities was quoted as saying, "There are constant communications between the Authority and us whereby our production plans are also discussed." These sentiments are evidence that the Authority frequently interacts with some of its Partners and Clients and buttress the finding that 69% of the respondents indicated that they interacted with the Authority 10 times or more during the year.

3.3.3. Communication Media used by the Authority

As regards communication media being used by the Authority to interact with Partners and Clients, Table 6 shows that the Authority mostly communicated with Partners and Clients using emails (28.7%). Interviews with some Partners and Clients showed that the Authority's communication was mostly official and the email attachments mostly contained formal letters/memos on official letterheads to targeted recipients. Emails were being used to relay information swiftly rather than distributing printed letters or memos. Furthermore, 21% of the Partners and Clients stated that the Authority used the telephone, 15.9% used printed documents while 15.3% used WhatsApp for communication. Table 6 shows results of the communication media used by the Authority.

Table 6: Communication Media Used by the Authority in Communication

Communication Media	Responses	
	Number	Percentage
Print	25	15.9%
Radio/TV	1	0.6%
Telephone	33	21.0%
Email	45	28.7%
X (Twitter)	6	3.8%
WhatsApp	24	15.3%
Facebook	5	3.2%
Other	18	11.5%
Total	157	100.0%

Government Ministries, State-Owned Enterprises and Authorities indicated that they preferred the use of emails, telephone and print media − they required official documentation for filing. It was noted that the Authority was active on social media such as X (formerly known as Twitter), Facebook, and YouTube. However, only a few Partners and Clients seemed to be accessing communication from the Authority through X and Facebook. This observed low usage of X was supported by the fact that the Authority has relatively few followers on X as shown in Figure 3.

Figure 3: The Authority's X page

While the Authority was active on Facebook and a significant following (Figure 4), it seemed Partners and Clients were not using the platform to access information from the Authority. Perhaps the Authority should encourage them to regularly visit its Facebook page for information.

Figure 4: The Authority's Facebook page
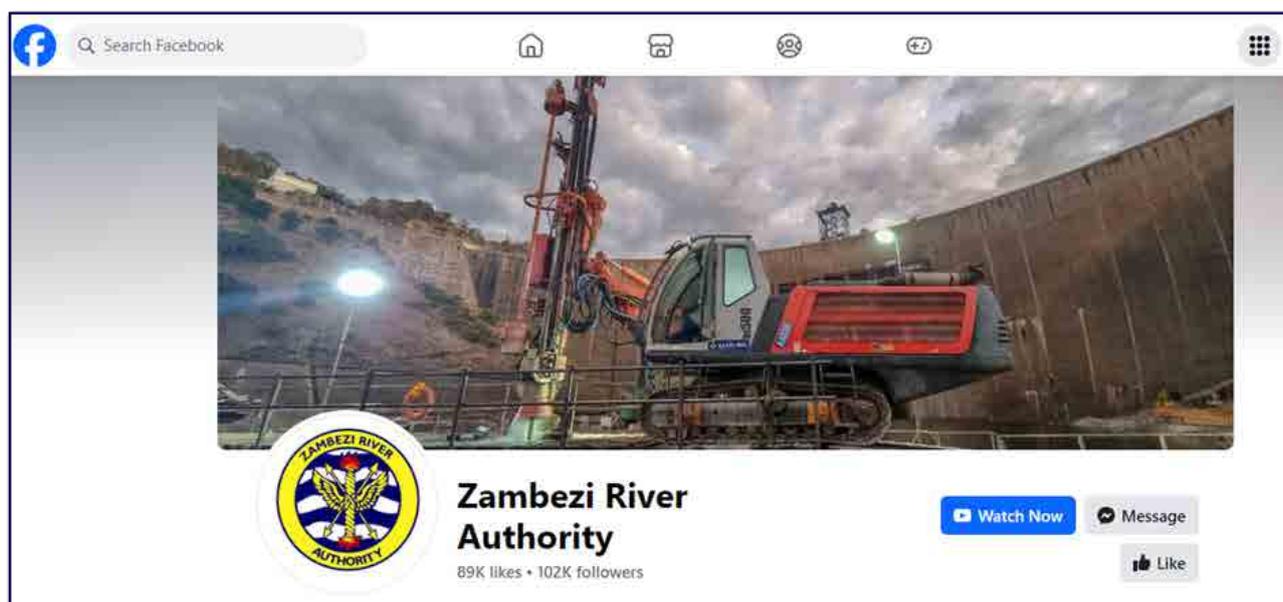
It was observed that the Authority had a YouTube (Figure 5) page, but the content on the page was not up to date.

Figure 5: The Authority's YouTube page
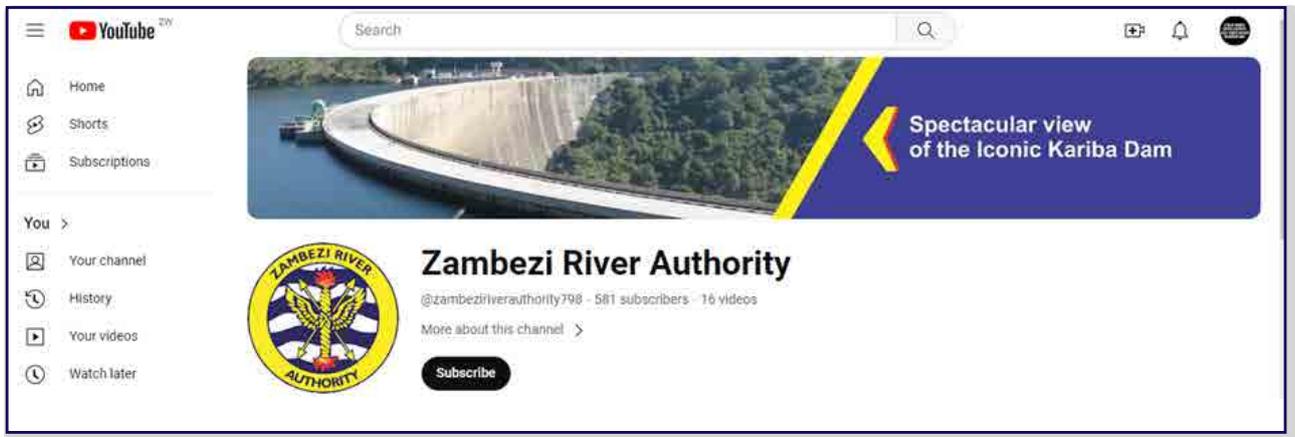
3.3.4. Access to the Authority's Services

Figure 6 illustrates the methods through which Partners and Clients accessed the Authority's services. The majority (61%) of the respondents interviewed indicated that they accessed the services both physically and online and a small proportion accessed services either physically or online while almost equal proportions accessed services either physically or online (19% and 20% respectively).

Figure 6: Access to the Authority's Services

	Physical	Online	Both
TOTAL	19%	20%	61%
Riparian Communities	83%		17%
Boarder	50%		50%
Security Agents	33%		67%
Downstream Operators			100%
Media		67%	33%
Environmental and Water Authorities	14%	14%	71%
Financiers		50%	50%
Contractors and service providers			100%
Local Authorities and CBOs	29%		71%
National Utility undertakings		46%	54%
Government	8%	17%	75%
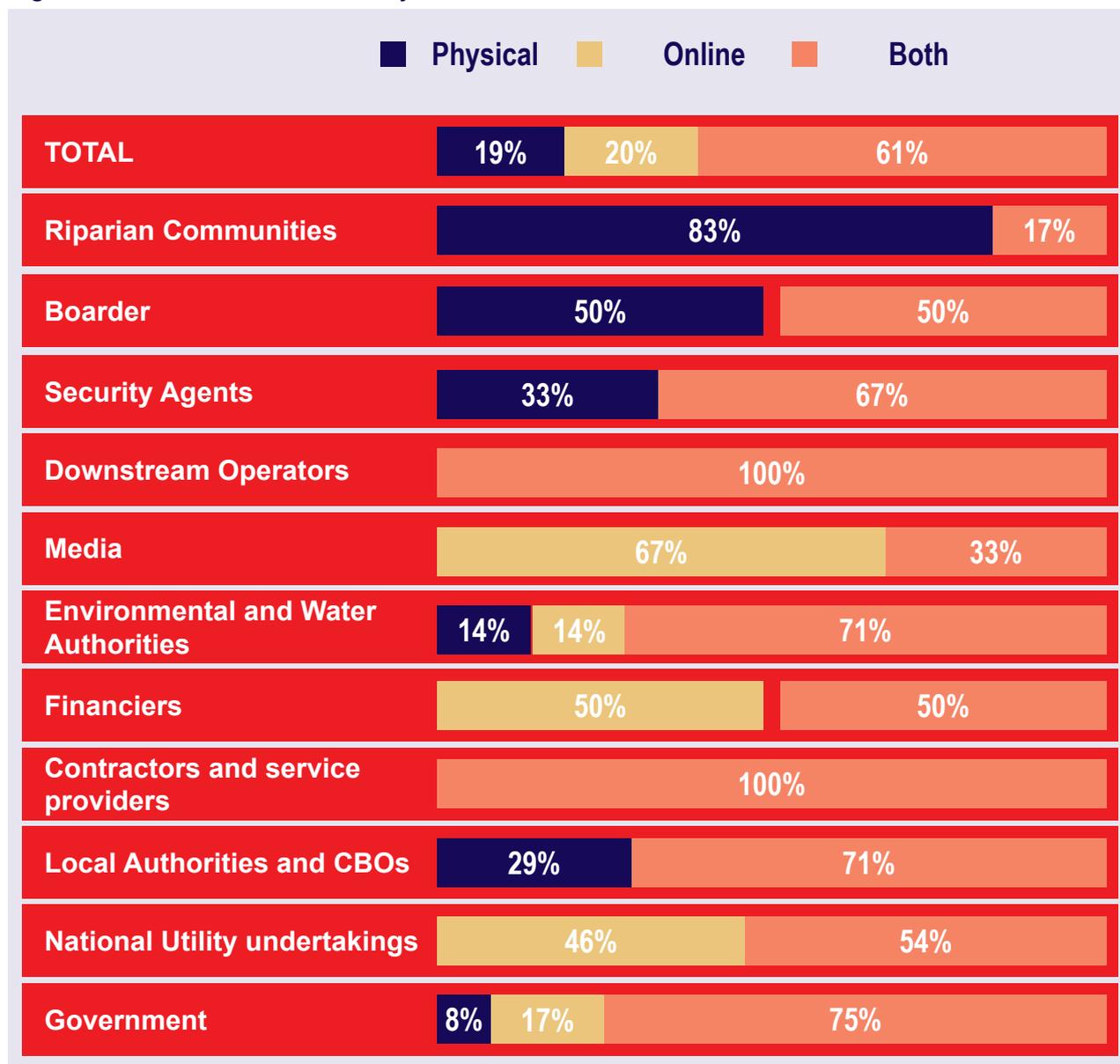
Important to note are the Riparian communities (83%), which accessed the Authority's services physically, for the most part, and the media houses (67%) who mostly accessed the services online.

3.3.5. Partner and Client Complaints Collection by the Authority

The complaints collection dimension assessed whether the Authority received complaints from Partners and Clients. Fifty-eight percent (58%) of them indicated that their complaints were being collected by the Authority (Table 7). Different Partners and Clients surveyed had submitted their complaints to the Authority: Downstream Operators (100%), Riparian Communities (83%), Border Agents (75%), Local Authorities and CBOs (71%), Media (67%) and Utility Undertakings (64%). However, 67% of the Security Agents indicated that they were not afforded an opportunity by the Authority to air their grievances.

Table 7: Partner and Client Complaints Collection by the Authority

Type of Client/Partner	Does the Authority collect your complaints?			Total
	Yes	No	Don't know	
Government	33%	33%	33%	100%
National Utility Undertakings	64%	18%	18%	100%
Local Authorities and CBOs	71%		29%	100%
Contractors and Service Providers	60%	40%		100%
Financiers	50%		50%	100%
Environmental and Water Authorities	43%	43%	14%	100%
Media	67%		33%	100%
Downstream Operators	100%			100%
Security Agents	33%	67%		100%
Border Agents	75%		25%	100%
Riparian Communities	83%		17%	100%
Total	58%	20%	22%	100%

Table 8 shows the results relating to how the complaints were collected.

Table 8: How Partners and Clients Complaints were Submitted to the Authority

How complaints are collected	Responses	
	Number	Percentage
Suggestion box	4	7.0%
Email	19	33.3%
WhatsApp	9	15.8%
Letter	13	22.8%
Other	12	21.1%
Total	57	100.0%

Table 8 further reveals that complaints were submitted through emails (33.3%), letters (22.8%), WhatsApp (15.8%), suggestion boxes (7%) and other forms (21.1%). A further examination of other forms revealed that the complaints were also collected during meetings. As one of the respondents stated, "… *we put our complaints during the meetings we have with the Authority. Some of the complaints are resolved in the meetings and some would be resolved later*". Some of the concerns raised by Partners and Clients about the complaints-gathering mechanisms included:

- It is difficult to lodge complaints as there is no platform to do so – Border Agent
- We fear to lodge complaints – National utility undertaking
- Can't lodge complaints at the offices – Chief in Zimbabwe
- Complaints were never attended to as expected – Contractor
- No office in Siavonga to lodge complaints – Security Agent
- They did not respond to my complaint – Chief in Zimbabwe
- The Authority should do something which allows people to give their complaints with no fear – Security Agent
- We don't have knowledge on how to lodge our complaints – Chief in Zambia
- Delays on feedback on complaints – Contractor

- They reply late when you complain about something – Contractor
- They don't look into our complaints at all – Chief in Zimbabwe
- Changes in the scoping are not timely resolved and as contractors we don't know how to proceed – Contractor
- No platform for complaints maybe because of the nature of interaction – Attorney General in Zimbabwe

3.3.6. Awareness of Dam Safety Issues

Figure 7 shows that most of the Partners and Clients were aware of dam safety issues as follows: National Utility Undertakings (100%), Contractors and Service Providers (100%), Downstream Operators (100%) And Riparian Communities (100%). However, worrying responses came from Border Agents, with 75% showing they were not aware of dam safety issues, while 50% of the Media and Financiers were also not aware of them.

Figure 7: Partner and Client Awareness of Dam Safety Issues

	Yes	No
TOTAL	23%	77%
Riparian Communities		100%
Boarder Agents	75%	25%
Security Agents	33%	67%
Downstream Operators		100%
Media	50%	50%
Environmental and Water Authorities	29%	71%
Financiers	50%	50%
Contractors and service providers		100%
Local Authorities and CBOs	29%	71%
National Utility undertakings		100%
Government	25%	75%

3.3.7. Awareness of Kariba Dam Emergency Response Plan

Table 9 indicates the level of awareness among target respondents regarding the Kariba Dam emergency response plan.

Table 9: Awareness of Kariba Dam Emergency Response Plan

Type of Client/Partner	Are you aware of the Kariba Dam Emergency Response Plan?		Total
	No	**Yes**	
Government	17%	83%	100%
National Utility Undertakings	18%	82%	100%
Local Authorities and CBOs	43%	57%	100%
Contractors and Service Providers		100%	100%
Financiers	50%	50%	100%
Environmental and Water Authorities	29%	71%	100%
Media	83%	17%	100%
Downstream Operators		100%	100%
Security Agents	67%	33%	100%
Border Agents	75%	25%	100%
Riparian Communities	33%	67%	100%
Total	34%	66%	100%

Table 9 shows that most (66%) Partners and Clients were aware of the Kariba Dam Emergency Response Plan as follows: Contractors and Service Providers (100%), Downstream Operators (100%), Government (83%), National Utility Undertakings (82%) and Riparian Communities (67%). However, some Partners and Clients were not aware of the Emergency Response Plan as follows: Media (83%), Border Agents (75%) And Security Agents (67%). It is therefore critical that the Authority sensitises these Partners and Clients about the plan.

3.3.8. Awareness of Rainfall Patterns

Figure 8: Partner and Client Awareness of Rainfall Pattern Issues

	Yes	No
TOTAL	17%	83%
Riparian Communities	17%	83%
Boarder Agents	75%	25%
Security Agents	67%	33%
Downstream Operators		100%
Media	17%	83%
Environmental and Water Authorities	14%	86%
Financiers		100%
Contractors and service providers		100%
Local Authorities and CBOs	29%	71%
National Utility undertakings		100%
Government	8%	92%
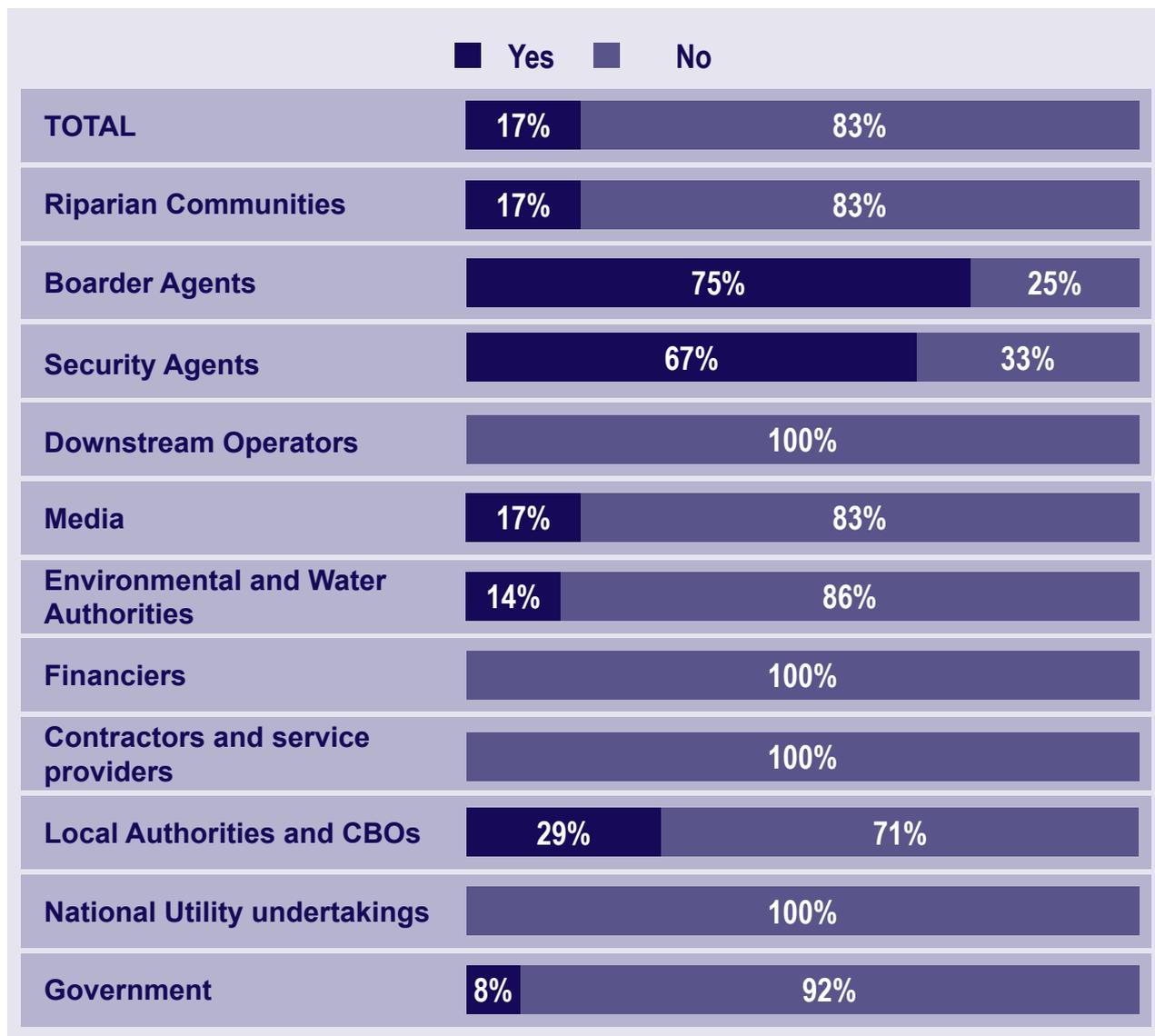
Figure 8 shows that most Partners and Clients were aware of issues relating to rainfall patterns as follows: Contractors and Service Providers (100%), Downstream Operators (100%), National Utility Undertakings (100%), Financiers (100%) and Government (92%). However, Border Agents (75%) and Security Agents (67%) seemed not to be aware of changes in rainfall patterns.

3.4. OPERATIONAL INFORMATION FOR PARTNERS AND CLIENTS

This section provides specific information on how different Partners and Clients interact with the Authority. These Partners and Clients are categorised as follows: (i) Government, Power Utilities, Environmental Authorities, Local Authorities and Downstream Operators, (ii) Contractors and Service Providers, (iii) Media, (iv) Financiers, (v) Dam Security and Border Agents and (vi) Riparian Communities.

3.4.1. Government, Power Utilities, Environmental Authorities, Local Authorities and Downstream Operators

3.4.1.1 Type of Information Received

Table 10 shows the type of information received from the Authority by Partners and Clients. The information received was about water allocation, water levels, dam safety and monitoring, Kariba Dam Rehabilitation project operations, Zambezi Valley Development Fund operations, Zambezi River Authority financials and other types of information as they were required. A high proportion (73%) of Partners and Clients received information about water levels. However, the proportion of Partners and Clients who received other forms of information was rather low. For this reason, the Authority is encouraged to improve on the dissemination of information to Partners and Clients.

Table 10: Type of Information Received by Partners and Clients

Type of Information received	Responses		Percentage of Cases	Received Information Timeously		Preferred Information	
	N	Percentage		No	Yes	D	R
Water allocation	34	18%	53%	0%	100%	29%	71%
Water levels	47	25%	73%	4%	96%	29%	71%
Dam Safety and Monitoring	34	18%	53%	5%	95%	24%	76%
Kariba Dam Rehabilitation Project (KDRP) Operations	35	19%	55%	5%	95%	22%	78%
Zambezi Valley Development Fund (ZVDF) Operations	18	10%	28%	0%	100%	27%	73%
Zambezi River Authority Financials	9	5%	14%	17%	83%	0%	100%
Other	11	6%	17%	20%	80%	20%	80%

Key: D- Dashboard/Infographic; R- Full Report

The results in Table 10 reveal that the Partners and Clients received the information timeously. The preferred format of information was mainly detailed reports, although some Partners and Clients preferred dashboards/infographics. As one of the respondents stated: *"…very informative information for decision making"* and another respondent indicated that *"…We receive daily information for daily planning purposes"*. However, some respondents had negative perceptions about how they received information. One of them, for example, complained that *"…The information is bulky, for daily it should be dashboard information and monthly provide the full reports"*.

3.4.1.2 Operations on the Projects

Table 11 shows how Partners and Clients perceived the Authority's progress in terms of ongoing projects.

Table 11: How the Partners and Clients Perceive the Authority's Project Operations

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know	Total
I am confident that the Kariba Dam Spillway and Plunge Pool Rehabilitation projects will be successfully completed.	3%	3%	5%	57%	19%	14%	100%
The Zambezi River Authority highly depends on consulting firms and project supervisors to manage the Kariba Development Rehabilitation Project (KDRP)	8%	3%	5%	57%	14%	14%	100%
The Kariba Development Rehabilitation Project (KDRP) has contributed to direct and indirect job creation in Siavonga (Zambia) and Kariba (Zimbabwe)	3%	0%	3%	66%	23%	6%	100%

The results show that the Partners and Clients were confident that the Kariba Dam Spillway and Plunge Pool Rehabilitation projects would be completed. This is evidence that they feel that the Authority is a reliable institution in terms of how it does its work. In addition, the Authority is said to be following best practices as it depends on consulting firms and project supervisors to manage the Kariba Development Rehabilitation Project (KDRP) as these have the expertise required.

The Authority is also contributing positively to employment for both countries, as respondents agreed that the Kariba Development Rehabilitation Project (KDRP) has contributed to direct and indirect job creation in Siavonga (Zambia) and Kariba (Zimbabwe). One of the respondents had this to say, *"… they employ directly for the specified post from both countries as per agreement on post sharing, and hire some of the labourers and short contract workers from the communities of both countries on an equal basis"*. This is also supported by one of the respondents, who said, *"…recruitment on projects being done from local communities is from both countries"*.

Some of the sentiments from Partners and Clients about direct and indirect job creation from the KDRP include:

- Hire experts, but the only challenge is that the project management's practice is not up to the level expected.

- It is prescribed that the Authority should employ people from both countries, Zimbabwe and Zambia.

- Recruitment on projects being done from local communities.

- They considered both countries sharing the Dam for job creation.

- The local communities are being employed in the various projects.

- There are people who are employed in the rehabilitation projects.

- There are projects that are going on and these projects are being managed by people who are employed by the Authority, for example, dam rehabilitation works.

- They employ local communities in projects, which is so helpful.

- They subcontract companies from outside the country, therefore specialised skills are outsourced from outside Siavonga and not all employees are locally based.

- They employ people, even in their projects, a lot of locals are employed.

3.4.2. Contractors and Service Providers

Table 12 shows that all the contractors and Service Providers (60% agree and 40% strongly agree) understood the Authority's mandate. However, the majority (60%) of contractors disagreed that the Authority complies with contractual obligations. This is supported by the sentiments of one contractor, who said, "…*the Authority is not abiding by the contractual obligations, we are being delayed by changes being made*".

Table 12: Perceptions for Contractors and Service Providers on the Mandate, Compliance and Scope of Work

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
I understand the Authority's mandate	0%	0%	0%	60%	40%	100%
The Authority complies with contractual obligations.	0%	60%	0%	40%	0%	100%
The Kariba Development Rehabilitation Project's Scope is clearly defined	0%	0%	0%	100%	0%	100%

In terms of the scope of work, all the contractors agreed that the scope of the Kariba Development Rehabilitation Project is clearly defined. This reflects that the Authority has experts who clearly understand the scope of work on projects. However, variations in projects were experienced and this affected progress, which contractors were not happy with. The sentiments from one of the

contractors showed that the variation affected the planning and completion of the project work, reflected in the statement: "…*Variation orders on the Plunge pool construction has affected our planning. Remember, we have the team on the ground working on the projects*".

3.4.3. Media

Table 13 shows that the media used the information from the Authority to influence the public's perceptions about the Authority's projects and its mandate. The media plays a critical role in ensuring the success of public awareness campaigns for the Authority. The media also acts as a watchdog to protect public and stakeholder interests and raise awareness about malpractices. All the respondents from the media agreed that they received information from the Authority timeously and the information was comprehensible. They also applauded the easy accessibility of the information from the Authority's personnel and the website. This implies that the Authority has an effective and efficient way of disseminating the information.

Table 13: Media Interaction with the Authority

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
The media acts as a watchdog to protect public and stakeholder interests and raise awareness about malpractices	20%	0%	0%	20%	60%	100%
The media can influence the public's perceptions regarding various Authority's projects and its mandate	0%	0%	0%	67%	33%	100%
The media plays a critical role in ensuring the success of public awareness campaigns	0%	0%	0%	50%	50%	100%
I receive information from the Authority timeously	0%	0%	0%	83%	17%	100%
I understand the information from the Authority	0%	0%	0%	50%	50%	100%
Information about the Authority is easily accessible	0%	0%	17%	67%	17%	100%
I rarely report on the Authority because the organisation disseminates information that is too technical for me to understand	33%	67%	0%	0%	0%	100%
I rarely report on the Authority because the organisation's mandate and the energy and water resources sector are not newsworthy	67%	33%	0%	0%	0%	100%

The respondents disagreed that the energy and water resource sectors were not newsworthy and the information was too technical to understand. This implies that the information shared by the Authority is newsworthy material as corporations and individuals are concerned about the electricity supply generated from the hydro-power stations (Kariba North- ZESCO Ltd and Kariba South-ZPC). The fact that it is not technical reflects that the Authority is disseminating information that can be understood by the media and news can be written using this information.

3.4.4. Financiers

Table 14 shows that all the financiers agreed that the Authority had adequate financial, project and procurement management skills. This implies that the Authority was managing its operations effectively as these were critical skills. This gave the financiers confidence that the financial resources provided to the Authority were efficiently used. The financiers disagreed that it was difficult to get information from the Authority as the organisation was bureaucratic. In addition, they agreed that the Authority complied with contractual obligations.

<table>
<tr><td colspan="7">Table 14: Financier's Interaction with the Authority</td></tr>
<tr><th>Item</th><th>Strongly Disagree</th><th>Disagree</th><th>Neutral</th><th>Agree</th><th>Strongly Agree</th><th>Total</th></tr>
<tr><td>The Authority has latitude to make autonomous decisions</td><td>0%</td><td>0%</td><td>100%</td><td>0%</td><td>0%</td><td>100%</td></tr>
<tr><td>The Authority is facing liquidity constraints</td><td>0%</td><td>0%</td><td>50%</td><td>50%</td><td>0%</td><td>100%</td></tr>
<tr><td>The Authority has adequate project management skills</td><td>0%</td><td>0%</td><td>0%</td><td>100%</td><td>0%</td><td>100%</td></tr>
<tr><td>The Authority has adequate financial management skills</td><td>0%</td><td>0%</td><td>0%</td><td>100%</td><td>0%</td><td>100%</td></tr>
<tr><td>The Authority has adequate procurement management skills</td><td>0%</td><td>0%</td><td>0%</td><td>100%</td><td>0%</td><td>100%</td></tr>
<tr><td>The Authority complies with contractual obligations.</td><td>0%</td><td>0%</td><td>0%</td><td>50%</td><td>50%</td><td>100%</td></tr>
<tr><td>I am confident that the financial resources provided to the Authority are satisfactorily utilised</td><td>0%</td><td>0%</td><td>0%</td><td>100%</td><td>0%</td><td>100%</td></tr>
<tr><td>The Authority's financial records are transparent</td><td>0%</td><td>0%</td><td>50%</td><td>50%</td><td>0%</td><td>100%</td></tr>
<tr><td>My organisation does not place undue pressure on the Authority to accept the financial advice it provides</td><td>0%</td><td>0%</td><td>0%</td><td>50%</td><td>50%</td><td>100%</td></tr>
<tr><td>It is difficult to get information from the Authority as the organisation is bureaucratic</td><td>0%</td><td>100%</td><td>0%</td><td>0%</td><td>0%</td><td>100%</td></tr>
</table>

The financiers' perceptions were divided on the issue of the Authority's financial records being transparent and the Authority facing liquidity constraints, with 50% being neutral and 50% agreeing. The financiers were not sure if the Authority had the latitude to make autonomous decisions.

A further assessment of financial compliance issues relating to the Authority was carried out and the results are shown in Table 15. These results indicate that the Authority was fully complying with Good Practice Note (GPN), Environment and Social Governance (ESG) and Generally Accepted Accounting Principles (GAAP). This demonstrates that the Authority was following proper reporting and accounting standards, as expected.

Table 15: Financial Compliance Issues relating to the Authority

Item	Non-complaint	Compliant	Total
Good Practice Note (GPN)	0%	100%	100%
Environmental and Social Governance (ESG)	0%	100%	100%
Generally Accepted Accounting Principles (GAAP)	0%	100%	100%

3.4.5. Dam Security and Border Agents

Table 16 shows that 100% of Security Agents agreed that they were aware of their duty to prevent infrastructure sabotage and that they could also be found guilty of infrastructure sabotage through acts of negligence such as uncontrolled disposal of waste. In addition, the Security Agents agreed that they have to play their role, especially when called upon to assist during rescue operations.

Table 16: Role of Dam Security and Border Agents

Item for Security and Border Agents	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Security Agents						
It is my duty to prevent infrastructure sabotage at my duty station	0%	0%	0%	33%	67%	100%
Infrastructure sabotage is not limited to external threats, I can also be found guilty of infrastructure sabotage through acts of negligence such as uncontrolled disposal of waste	0%	0%	0%	67%	33%	100%
I understand that I may be called upon to assist during rescue operations	0%	0%	0%	33%	67%	100%
Border Agents						
It is my duty to assist in facilitating the easy passage of employees, consultants, contractors, goods and services	25%	0%	0%	50%	25%	100%

Table 16 also shows that the majority (75%) of Border Agents agreed that it was their duty to assist in facilitating the easy passage of employees, consultants, contractors, goods and services from both countries. Such an arrangement is critical for the Authority as it eliminates delays.

3.4.6. Riparian Communities

Table 17 shows that all the respondents surveyed confirmed that the Authority drilled boreholes or established water reticulation systems in their communities. The majority (75%) of respondents confirmed that the Authority developed infrastructure (health centres, roads, classroom blocks, etc) in their communities. Half (50%) of the respondents confirmed that the Authority installed grinding mills in their communities. Only 17% of the respondents confirmed that the Authority assisted in the development of income generation projects.

Table 17: The Authority's Community Identified Projects

Item	Yes	No
Drilled borehole or established water reticulation system	100%	0%
Developed infrastructure (Health centres, roads, classroom blocks, etc)	75%	25%
Installed a grinding mill	50%	50%
Income-generation projects	17%	83%

Respondents revealed that the communities were generally satisfied with the work being done by the Authority there. Some of the sentiments expressed by the Riparian Communities about the Authority's ZVDP are shown below:

Figure 9: The Authority's Community Projects
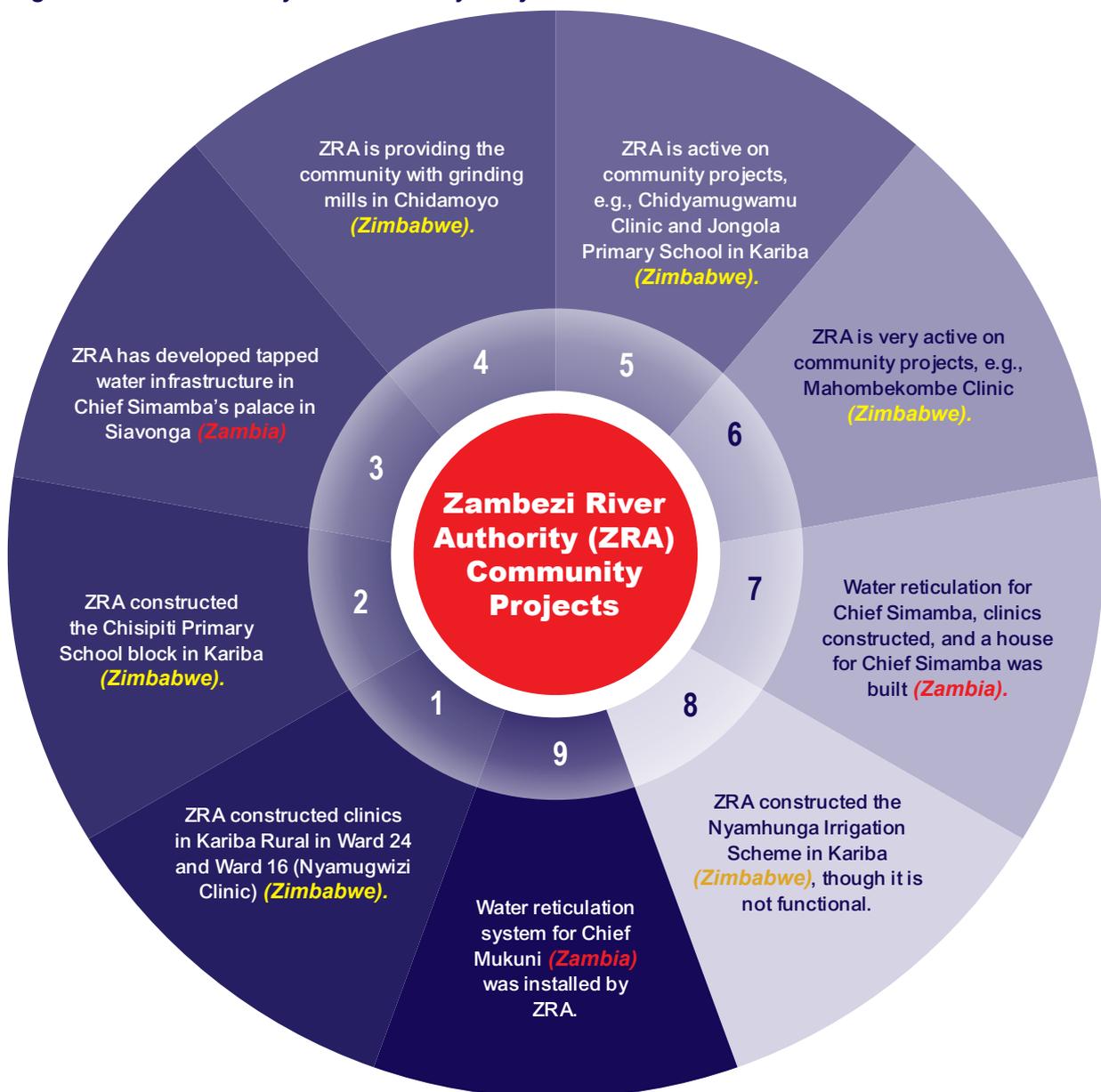
Over and above these, the Authority is participating fully in terms of traditional ceremonies such as rain-making ceremonies within the communities. Participation takes the form of providing basic materials and money to facilitate the ceremonies. The respondents also noted that the Authority participates where there is a need, such as the payment of medical bills, and provision of transport, among others. However, the survey results reveal that the respondents were of the view that the Authority or ZVDF cannot address all the community's problems, as shown in Table 18.

Table 18: Community Response to the Authority/ZVDF Solving Problems

Do you think that the Authority/ ZVDF can solve all the Community's problems?	Number of respondents	Percent
No	3	50%
Yes	3	50%
Total	6	100%

Table 18 further shows that half (50%) of the respondents accepted that the Authority/ZVDF cannot solve all the community's problems. As such, the Authority should prioritise critical problems or issues within the community first.

3.5. SATISFACTION LEVELS

This subsection presents the results of a Baseline Survey on Partner and Client satisfaction with services from the Authority. The level of satisfaction of the Partners and Clients is shown in Table 19.

Table 19: Overall Rating of Partner and Client Satisfaction

Type of Client/ Partner	How do you rate your level of satisfaction with the Authority's services based on the following scale:						Total
	Extremely Dissatisfied	Dissatisfied	Neither Dissatisfied nor Satisfied	Satisfied	Extremely Satisfied	Don't know	
Government	8%		8%	75%	8%		100%
National Utility Undertakings				82%	18%		100%
Local Authorities and CBOs				71%	29%		100%
Contractors and Service Providers		60%		40%			100%
Financiers				50%	50%		100%
Environmental and Water Authorities				57%	29%	14%	100%
Media				100%			100%
Downstream Operators				100%			100%
Security Agents		33%		33%	33%		100%
Border Agents				100%			100%
Riparian Communities				100%			100%
Total	2%	6%	2%	75%	14%	2%	100%

The majority of respondents (75% satisfied and14% extremely satisfied) were satisfied with services from the Authority. The most satisfied were Riparian communities (100%), Border agents (100%), Downstream Operators (100%), Media (100%), National Utility Undertakings (82% Satisfied and 18% Extremely Satisfied), Local Authorities and CBOs (71% satisfied and 29% extremely satisfied), Government (71% satisfied and 8% extremely satisfied) and Financiers (50% satisfied and 50% extremely satisfied). However, some Partners and Clients were dissatisfied, namely: Contractors and Service Providers (60%) and Security Agents (33%).

The same rating of satisfaction is portrayed using mean scores as reflected in Table 20.

Table 20: Overall Rating Partner and Clients Mean Scores

Type of Client/Partner	Number	Satisfaction	
		Mean	Percentage
Government	12	3.8	75%
National Utility Undertakings	11	4.2	84%
Local Authorities and CBOs	7	4.3	86%
Contractors and Service Providers	5	2.8	56%
Financiers	2	4.5	90%
Environmental and Water Authorities	6	4.3	87%
Media	6	4.0	80%
Downstream Operators	1	4.0	80%
Security Agents	3	3.7	73%
Border Agents	4	4.0	80%
Riparian Communities	6	4.0	80%
Total	63	4.0	79%

The majority of Partners and Clients had average scores above 3.0, showing they were satisfied with services of the Authority. High average scores were recorded for Financiers (4.5), Local Authorities and CBOs (4.3), Environmental and Water Authorities (4.3), National Utility Undertakings (4.2), Riparian Communities (4.0), Border Agents (4.0), Downstream Operators (4.0), and Media (4.0). However, Contractors and Service Providers (2.8) had an average score below the minimum acceptable threshold score of 3.0, showing dissatisfaction with services of the Authority.

3.5.1. Determination of Cut-off points for Satisfaction Indices

Throughout the report, Likert Scale items and ranges shown in Table 21 will be used to comment on Partner and Client Satisfaction Indices (PCSIs). A similar approach of converting Likert Scale numbers into percentages was presented by the Nigerian Communications Commission (2012) and adopted in this study. All the questions/items for the derivation of a PCSI were measured on a five-point Likert Scale. For each variable/dimension/all dimensions, a mean was derived and the PCSI is estimated by:

$$PCSI = \frac{Average\ Score}{5} \times 100$$

Table 21: Interpretation of PCSI Likert Scale

Likert Scale Code	1	2	3	4	5
Likert Scale Value	Extremely Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Extremely Satisfied
CSI	0% to ≤20%	20% to ≤40%	40% to ≤60%	60% to ≤80%	80% to ≤100%

3.5.2. Partner and Client Satisfaction by Dimension and Variable

The overall PCSI was 81% (Table 22), implying that the Partners and Clients were extremely satisfied with the Authority's services.

Table 22: Partner and Client Satisfaction Indices by Dimension and Variable

Dimension and Variables	PCSI
B1.1 Location	**82%**
B1.1.1. Accessibility of the Authority's offices	82%
B1.1.2. Direction signs to and within the Authority's premises	82%
B1.1.3. Cleanliness of the Authority's premises (outside & inside)	83%
B1.1.4. Availability of ablution facilities at the Authority's premises	83%
B1.1.5. Availability of parking space at the Authority's offices	83%
B1.1.6. Office operating hours of the Authority	83%
B1.1.7. Safety/security at the Authority's premises	82%
B1.2 Information Communication Infrastructure and Equipment	**82%**
B1.2.1. Ease of finding the Authority's telephone number	83%
B1.2.2. Ease of finding the Authority's postal and physical address	81%
B1.2.3. Ease of finding the Authority's e-mail address	82%
B1.2.4. Ease of navigation and adequacy of information on the Authority's website	83%
B1.2.5. The Authority provides information that is instrumental in formulating policy guidelines	81%
B1.2.6. I receive the information I require for decision-making timeously	81%
B1.2.7. The Authority's channels for disseminating information to Partners and Clients (WhatsApp, X (Twitter), Facebook, etc).	83%
B1.3 Responsiveness	**82%**
B1.3.1. Reception of Partners and Clients at the Authority's offices	84%
B1.3.2. Telephone manners of the Authority's staff	83%
B1.3.3. Time Authority's staff takes to answer phone	83%
B1.3.4. Time the Authority's staff takes to reply to emails	83%
B1.3.5. Time the Authority's staff takes to respond to queries on social media (WhatsApp, X (Twitter), Facebook)	81%
B1.3.6. Time the Authority's staff takes to provide required service	82%
B1.3.7. Extent to which the Authority's staff welcomes Partner and Client complaints/queries	83%
B1.3.8. Time the Authority's staff takes to respond to and resolve Partner and Client complaints/queries	80%
B1.4 Assurance	**81%**
B1.4.1. Behaviour of the Authority's staff inspires confidence in Partners and Clients	82%
B1.4.2. The Authority's staff is knowledgeable about their job	83%
B1.4.3. The Authority's staff behaves professionally	82%
B1.4.4. The Authority's staff behaves ethically	82%

Dimension and Variables	PCSI
B1.4.5. Ability of the Authority's staff to provide service in the absence of a supervisor	79%
B1.5 Empathy	**81%**
B1.5.1. The Authority's staff has Partner and Client interests at heart	82%
B1.5.2. The Authority's staff recognises individual needs of Partners and Clients	81%
B1.5.3. Friendliness of the Authority's staff	82%
B1.5.4. The Authority staff who serves Partners and Clients are respectful	82%
B1.6. Reliability	**80%**
B1.6.1. Extent to which the Authority fulfils promises made to Partners and Clients	79%
B1.6.2. Extent to which the Authority insists on and keeps error-free Partner and Client records	80%
B1.6.3. Trustworthiness of the Authority's staff	81%
B1.6.4. The Authority's effectiveness in promoting/ensuring the provision of goods/services	80%
B1.7 Integrity	**81%**
B1.7.1. The Authority is effectively executing its mandate	82%
B1.7.2. The Authority's strategy to realise the full potential of the Zambezi River is comprehensive and comprehensible	78%
B1.7.3. The Executive Management Team is capable of guiding the Authority's operations to ensure execution of its mandate	83%
B1.7.4. The Authority has succeeded in optimally utilising the waters of the Zambezi River.	82%
B1.7.5. The policy and legal frameworks capacitate the Authority to deliver on its mandate	78%
B1.7.6. The Authority is a model dam management organisation	82%
B1.7.7. The Authority effectively monitors the utilisation of the water allocated to the National Electricity Undertakings	82%
B1.8 Inclusivity and Gender	**80%**
B1.8.1. The Authority provides adequate and appropriate infrastructure for people with disabilities.	79%
B1.8.2. The Authority's fairness and equitable treatment of people with disabilities.	79%
B1.8.3. The Authority has a disability policy in place.	79%
B1.8.4. The Authority's treatment of both rural, urban and marginalised communities.	81%
B1.8.5. The Authority's consideration of the social demands of the different communities.	81%
B1.8.6. The Authority's treatment of male and female Partners and Clients.	79%
B1.8.7. The Authority protects Partners and Clients from sexual harassment by its employees.	79%
B1.8.8. Systems are in place to encourage the reporting of incidents of sexual harassment by the Authority's employees.	79%
Total	**81%**

At the dimension level, Partners and Clients were satisfied with all eight dimensions of service quality. Clients were extremely satisfied with the *Information Communication Infrastructure & Equipment (82%)* and *Responsiveness (82%)* dimensions, both of which had overall PCSIs above 81%. The clients were least satisfied with the *Inclusivity and Gender* dimension, which had an overall PCSI of 80%. This dimension is the only one with satisfaction scores below the overall PCSI of 81%.

With regards to the variables in Table 22, clients were satisfied, with all variables having satisfaction indices above the cut-off point of 61%. However, in terms of overall PCSI, variables namely: *B1.4.5. Ability of the Authority's staff to provide service in the absence of supervisor* (79%); B1.6.1. *Extent to which the Authority fulfils promises made to Partners and Clients* (79%); B1.7.2. *The Authority's strategy to realise the full potential of the Zambezi River is comprehensive and comprehensible*

(78%); B1.7.5. were below overall score of 81% *The policy and legal framework capacitates the Authority to deliver on its mandate* (78%); and almost all variables under the *Inclusivity and Gender* dimension.

With regards to variable, B1.4.5. Ability of the Authority's staff to provide service in the absence of a supervisor, one of the respondents indicated that *"The Authority management always waits for approval by Committee meetings and these meetings sometimes wait for political approvals, which delay project targets"* and similar sentiments were echoed by another contractor, who said, *"… you wait for more than 6 months before receiving [a] proper feedback on how you are supposed to progress with the project. This is affecting our progress in terms of completion of projects"*.

In terms of variables, B1.6.1. Extent to which the Authority fulfils promises made to Partners and Clients, another disgruntled contractor stated, "The Authority is becoming a bad organisation by failing to abide by contract. It changes specifications in the middle of the contract, and this even results in idle time and they wait for approval". In addition, Riparian communities, especially those in Zimbabwe, were not happy with the way how communities in the two countries are being treated. One of the respondents said, "… comparing palaces, one country has better palaces constructed by the Authority as compared to the other country. This is an unequal treatment of us, as communities displaced in the same way, just like our counterparts". Another respondent echoed this sentiment, stating "… The Authority favours chiefs from one country. They are more focused on improving palaces for chiefs in one country".

In line with the variable, B1.7.5. The policy and legal framework capacitates the Authority to deliver on its mandate, one disgruntled respondent said, *"The Authority has no power to make decisions. This has negatively affected our planning and scheduling of work"*. With regards to the *inclusivity and gender* dimension, respondents had different sentiments, some of which include:

- The Authority's Kariba offices have no elevators, ramps and special toilets for people with disabilities. In terms of the employees, I haven't seen any with disabilities but mainly it is because the nature of most jobs is that they are hazardous to people with disabilities, but people with disabilities can still be employed in less risky areas such as human resources.

- For the disabled, there are elevators at the Authority premises in Lusaka, which can be used by people with physical disabilities, even though there is no a ramp at the offices.

- In terms of gender equality, I am not aware if there is a gender policy but there are both male and female employees in the organisation, which shows gender balance.

- I have not interacted with any disabled Authority employee,

- Gender balance needs to be improved, it's not good in the technical fields.

- The Authority needs to consider gender in employment, especially at management level.

3.5.3. Partner versus Client Satisfaction Disaggregation

Table 23 shows the satisfaction indices for Partners and Clients. Overall, both Partners and Clients were extremely satisfied with the Authority's services. They both had a satisfaction index of 81% which lie in the extremely satisfied category.

Table 23: Partner versus Client Satisfaction Indices by Dimension and Variable

Dimension and Variables	CSI	
	Clients	Partners
B1.1 Location	**80%**	**83%**
B1.1.1. ZRA's offices accessibility	80%	82%
B1.1.2. Direction signs to and within ZRA's premises	80%	82%
B1.1.3. Cleanliness of ZRA's premises (outside & inside)	80%	84%
B1.1.4. Availability of ablution facilities at ZRA's premises	80%	83%
B1.1.5. Availability of parking space at ZRA's offices	80%	83%
B1.1.6. Office operating hours of ZRA	80%	83%
B1.1.7. Safety/security at ZRA's premises	80%	82%
B1.2 Information Communication Infrastructure and Equipment	**85%**	**81%**
B1.2.1. Ease of finding ZRA's telephone	87%	82%
B1.2.2. Ease of finding ZRA's postal and physical address	80%	81%
B1.2.3. Ease of finding ZRA's e-mail address	80%	82%
B1.2.4. Ease of navigation and adequacy of information on ZRA's website	87%	82%
B1.2.5. The ZRA provides information that is instrumental in formulating policy guidelines	87%	80%
B1.2.6. I receive the information I require for decision-making timeously	87%	80%
B1.2.7. ZRA's channels of disseminating information to partners and clients (WhatsApp, X (Twitter), Facebook, etc).	87%	83%
B1.3 Responsiveness	**83%**	**82%**
B1.3.1. Reception of partners and clients at ZRA's offices	87%	84%
B1.3.2. Telephone manners of ZRA's staff	80%	83%
B1.3.3. Time ZRA's staff take to answer phone	80%	83%
B1.3.4. Time ZRA's staff take to reply email	87%	82%
B1.3.5. Time ZRA's staff take to respond to queries on social media (WhatsApp, X (Twitter), Facebook)	87%	80%
B1.3.6. Time ZRA's staff take to provide required service	87%	81%
B1.3.7. Extent to which ZRA's staff welcome partners and clients complaints/queries	80%	83%
B1.3.8. Time ZRA's staff take to respond and resolve partners and clients complaints/queries	80%	80%
B1.4 Assurance	**80%**	**82%**
B1.4.1. Behaviour of ZRA's staff inspires confidence in partners and clients	80%	82%
B1.4.2. ZRA's staff are knowledgeable about their job	80%	83%
B1.4.3. ZRA's staff behave professionally	80%	82%
B1.4.4. ZRA's staff behave ethically	80%	82%
B1.4.5. Ability of ZRA's staff to provide service in the absence of supervisor	80%	79%
B1.5 Empathy	**80%**	**82%**
B1.5.1. ZRA's staff have partners and clients' interests at heart	80%	82%
B1.5.2. ZRA's staff recognise individual needs of partners and clients	80%	81%
B1.5.3. Friendliness of ZRA's staff	80%	82%
B1.5.4. ZRA staff who serve partners and clients are respectful	80%	82%

Dimension and Variables	CSI	
	Clients	Partners
B1.6. Reliability	**83%**	**80%**
B1.6.1. Extent to which ZRA fulfills promises made to partners and clients	87%	78%
B1.6.2. Extent to which ZRA insists on and keeps error-free partners and clients records	87%	79%
B1.6.3. Trustworthiness of ZRA's staff	80%	81%
B1.6.4. ZRA's effectiveness in promoting/ensuring provision of goods/service	80%	80%
B1.7 Integrity	**80%**	**81%**
B1.7.1. The ZRA is effectively executing its mandate	80%	82%
B1.7.2. The ZRA's strategy to realise the full potential of the Zambezi River is comprehensive and comprehensible	80%	78%
B1.7.3. The Executive Management Team is capable of guiding ZRA operations to ensure execution of mandate	80%	84%
B1.7.4. The Zambezi River Authority (ZRA) has succeeded in optimally utilizing the waters of the Zambezi River.	80%	82%
B1.7.5. The policy and legal framework capacitates the ZRA to deliver on its mandate	80%	78%
B1.7.6. The ZRA is a model dam management organisation	73%	83%
B1.7.7. The ZRA effectively monitors the utilisation of the water allocated to the National Electricity Undertakings	87%	81%
B1.8 Inclusivity and Gender	**75%**	**80%**
B1.8.1. The ZRA provides adequate and appropriate infrastructure for people with disabilities.	73%	80%
B1.8.2. ZRA's fairness and equitable treatment of people with disabilities.	73%	80%
B1.8.3. ZRA has a disability policy in place.	73%	80%
B1.8.4. ZRA's treatment for both rural, urban and marginalised communities.	80%	81%
B1.8.5. ZRA's consideration of the social demands for the different communities.	80%	81%
B1.8.6. ZRA treatment of male and female partners and clients.	73%	80%
B1.8.7. ZRA guards' partners and clients from sexual harassment by its employees.	73%	80%
B1.8.8. Systems are in place to encourage reporting incidences of sexual harassment by ZRA employees	73%	80%
Overall CSIs	81%	81%

At the dimension level, Partners were extremely satisfied with six of the eight dimensions of service quality and satisfied with the remaining two dimensions. On the other hand, Clients were extremely satisfied with three of the eight dimensions and satisfied with the remaining dimensions. Furthermore, Partners were more satisfied than Clients in the following dimensions; *location* (83%), *assurance* (82%), *empathy* (82%), *integrity* (81%) *and inclusivity and gender* (80%). Clients were on the other hand more satisfied than Partners in three dimensions namely, *Information Communication Infrastructure & Equipment (82%), Responsiveness (82%)* and *reliability* (83%) which all had overall satisfaction indices above 81%. The Clients were least satisfied with the *Inclusivity and Gender* dimension, which had an overall satisfaction index of 75%.

With regards to variables in Table 23, Partners were extremely satisfied with more variables than Clients. However, most variables that gave Clients extreme satisfaction had higher satisfaction indices than those for Partners.

3.5.4. Challenges in Satisfying Partners and Clients

Some of the challenges that might have contributed to low satisfaction scores include:

- *Non engagement on meetings and also priority was being given to Chiefs that were geographically located near Kariba e.g., Chief Nyamhunga.*
- *Unequal treatment of Chiefs between the two countries (Zambia and Zimbabwe) e.g., Zambian Chiefs have palaces.*
- *There is a lot of bureaucracy and procrastination, waiting for decisions from higher offices, and that impacts on the project. Most decisions are not made on site.*
- *Sometimes meetings are cancelled or postponed without clear explanation.*
- *Delays in producing minutes and distribution of minutes before the next meetings. The minutes come a day before the meeting and will be in bulk, you cannot read everything and contribute meaningfully in meetings.*
- *Responses on key decisions take time since they will be awaiting government protocols,*
- *The Authority's offices in Zambia are on a very busy road and there is no signage showing where the offices are other than the signage at their offices.*
- *The information shared is daily information but no cumulative monthly information is provided.*
- *The Authority is not communicating to us frequently.*
- *The offices in Zambia are along Cha Cha Cha Road, which is a bit busy and congested.*
- *We don't work with them on day-to-day basis. We have a lot of challenges but they engage only Zambian side, no equal opportunities.*
- *Management of meetings is sometimes disorganised.*
- *The Authority has a big brother kind of attitude.*
- *At times, the public relations department takes time to respond, news agencies prefer prompt responses.*
- *Less joint operations and staff meetings, which I think are important to improve stakeholder's perceptions about the Authority.*
- *Are not represented at local level, especially issues on civil protection issues, which are of urgent matter.*
- *Regulation of financials is a bit harsh on the Zimbabwean side, they are charging us interest on overdue account and it's not applicable to Zambia.*
- *The information shared is daily information but no cumulative monthly information is provided.*
- *The Authority does not provide information about water quality and this ends up damaging equipment. For example, units 1, 2, 5 and 6 For ZPC Kariba power are mostly affected by water quality.*
- *The projects are taking longer than they should have taken and this shows that there are problems.*

3.6. BRAND EQUITY

This subsection presents the results of the Baseline Survey on Partner and Client Brand Equity.

3.6.1. Determination of Cut-off Points for the Brand Equity Index

Throughout this section of the report, Likert Scale items and ranges shown in Table 24 will be used to comment on Partner and Client Brand Equity Indices (PCBEIs). A similar approach of converting Likert Scale numbers into percentages as in the Satisfaction section was adopted in this study. However, there is a difference in the responses as these range from Strongly Disagree to Strongly Agree. All the questions/items for the derivation of a PCBEI were measured on a five-point Likert scale. For each variable/dimension/all dimensions, a mean was derived and the PCBEI is estimated by:

$$PCBEI = \frac{Average\ Score}{5} \times 100$$

Table 24: Interpretation of PCBEI Likert Scale

Likert Scale Code	1	2	3	4	5
Likert Scale Value	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
BEI	0% to ≤20%	20% to ≤40%	40% to ≤60%	60% to ≤80%	80% to ≤100%

3.6.2. Overall Brand Equity Index

The overall PCBEI was 77% (Table 25), implying that the Partners and Clients perceived the Authority to be a healthy or strong brand.

Table 25: Partners and Clients Brand Equity Indices by Dimension and Variable

Dimension and Variables	PCBEI
C1.1 Brand Awareness	**77%**
C1.1.1. I know the Authority very well.	78%
C1.1.2. I am more aware of the Authority compared to other regulatory authorities.	74%
C1.1.3. The Authority is the first one that comes up in my mind when thinking of regulatory authorities.	80%
C1.1.4. Earlier experience with the Authority affected the choice of dealing with regulatory authorities.	74%
C1.1.5. The communication from the Authority is an influencing factor for me.	75%
C1.2 Brand Image	**77%**
C1.2.1. The Authority brand is the one brand I would prefer to use and refer to others.	77%
C1.2.2. I find the Authority unique relative to other regulatory authorities.	76%
C1.2.3. I only have positive things in my mind when thinking of the Authority.	76%
C1.2.4. I can connect to the Authority thanks to its values and commitment.	78%
C1.3 Perceived Quality	**79%**

Dimension and Variables	PCBEI
C1.3.1. I have always had a positive feeling about the Authority's services	79%
C1.3.2. The service from the Authority's employees pleases me.	79%
C1.3.3. The personal relationship with the Authority is good.	80%
C1.3.4. The service given by the Authority has lived up to my expectations.	77%
C1.4 Brand Loyalty	**76%**
C1.4.1. I constantly compare the Authority's services with those of other regulatory authorities.	74%
C1.4.2. The services of the Authority are performed so well compared to other regulatory authorities.	76%
C1.4.3. I feel satisfied with the services that the Authority offers.	77%
C1.4.4. The Authority brand is the one I would prefer to be associated with.	76%
Overall BEI	**77%**

In terms of specific Brand Equity dimensions, all the dimensions exceeded their expectations except for the Brand Loyalty (76%) dimension. The results imply that Partners and Clients generally perceive the Authority to be a strong brand. However, measures must be put in place to enforce brand loyalty among Partners and Clients.

The Brand Awareness dimension measured the extent to which Partners and Clients were aware of and could easily recall the Authority brand. Table 25 shows that the Partner and Client brand awareness sub-indices of variables *C1.1.2. I am more aware of the Authority as compared to other regulatory authorities* (74%), *C1.1.4. Earlier experiences with the Authority affected the choice of dealing with regulatory authorities* (74%), and *C1.1.5. The communication from the Authority is an influencing factor for me* (75%) were below the overall Brand Equity index of 77%. More effort should be exerted in improving these variables, as they have a negative effect on brand awareness.

In terms of the Brand Image dimension, two of the variables, namely: *C1.2.2. I find the Authority unique relative to other regulatory authorities* (76%) and *C1.2.3. I only have positive things in my mind when thinking of the Authority* (76%) were below the overall brand index of 77%. The Brand Loyalty index of 76% is below the overall brand index of 77% (Table 25), implying that Partners and Clients were loyal to the Authority, to some extent.

3.6.3. Partner and Client Brand Equity Disaggregation

The overall Brand Equity Index for Clients was 78% while that of Partners was 77% (Table 26). This implies that the Clients perceived the Authority brand slightly more favourably than Partners.

Table 26: Partners versus Clients Brand Equity Indices by Dimension and Variable

Dimension and Variables	Brand Equity	
	Clients	Partners
C1.1 Brand Awareness	**81%**	**76%**
C1.1.1. I know ZRA very well.	85%	77%
C1.1.2. I am more aware of ZRA compared to other regulatory authorities	76%	74%

Dimension and Variables	Brand Equity	
49	Clients	Partners
C1.1.3. ZRA is the first one that comes up in my mind when thinking of regulatory authorities.	91 %	77%
C1.1.4. Earlier experience with the ZRA affected the choice of dealing with regulatory authorities.	76%	73%
C1.1.5. The communication from the ZRA is an influencing factor for me.	75%	75%
C1.2 Brand Image	**74%**	**77%**
C1.2.1. ZRA brand is the one brand I would prefer to use and refer to others	80%	77%
C1.2.2. I find the ZRA unique relative to other regulatory authorities.	73%	77%
C1.2.3. I only have positive things in my mind when thinking of the ZRA.	73%	76%
C1.2.4. I can connect to the ZRA thanks to the values and commitment.	76%	78%
C1.3 Perceived Quality	**80%**	**79%**
C1.3.1. I have always had a positive feeling about the ZRA services	82%	78%
C1.3.2. The service from the ZRA's employees pleases me.	82%	78%
C1.3.3. The personal relationship with the ZRA is good.	82%	80%
C1.3.4. The service given by ZRA has lived up to my expectation.	75%	78%
C1.4 Brand Loyalty	**75%**	**76%**
C1.4.1. I constantly compare the ZRA's offerings with other regulatory authorities.	75%	74%
C1.4.2. The services of the ZRA are performed so well compared to other regulatory authorities.	75%	76%
C1.4.3. I feel satisfied with the services that ZRA offers.	80%	77%
C1.4.4. This ZRA brand is the one brand I would prefer to be associated with.	73%	77%
Total	**78%**	**77%**

In terms of specific Brand Equity dimensions, Clients perceived the Authority more positively than Partners in the Brand Awareness and Perceived Quality dimensions. On the hand, the Partners perceived Authority more positively in the Brand Loyalty and Brand Image dimensions.

In terms of variables, Clients strongly agreed that the Authority is a strong brand on more variables than Partners. These variables include: C1.1.1. I *know ZRA very well* (85%); C1.1.3. *ZRA is the first one that comes up in my mind when thinking of regulatory authorities* (91 %); C1.3.1. *I have always had a positive feeling about the ZRA services* (82%); C1.3.2. *The service from the ZRA's employees pleases me* (82%); and C1.3.3. *The personal relationship with the ZRA is good* (82%). All the variables for Partners fall within the agreeing range (60 to 80%).

3.6.4. Challenges in Improving Brand Equity

Some of the concerns raised by Partners and Clients that affect the brand of the Authority include:

- The Authority is not visible on the ground in communities; they only visit here and there.

- The offices are in Kariba and Zambia, as such their representation on the ground takes time. Two meetings per year for updates on projects in Livingstone are not enough for the communities.

- The Authority is not visible, brand viability is very poor.

- They are not engaging all stakeholders and communicating effectively.

- Not interacting with us frequently so we do not know them fully.

- Not communicating with all stakeholders; we are not involved in their plans.

- More visibility: once in a while, they should go on radio and address who they are, participate in awareness campaigns in platforms like Zimbabwe Agricultural Show and Zimbabwe International Trade Fair and do the same in Zambia.

- Should do a little of corporate social responsibility for them to improve visibility.

- They need to improve on visibility because the general public is not clear about its role because its works are mistaken as the works of other organisations.

- Improve visibility at lower levels of the community.

- From a corporate social responsibility point of view, they need to do more and have presence inland from both countries such that they are seen everywhere, helping upcoming power development initiatives, to assist installation other than the Zambezi valley, assist in implementing small projects from their expertise.

CONCLUSION

4.1. PARTNER AND CLIENT SATISFACTION

The survey concluded that the Partners and Clients were extremely satisfied with the quality of service being offered by the Authority because of a high overall PCSI of 81%, which was above the minimum Partner and Client Satisfaction threshold of 61%. Partners and Clients were extremely satisfied with the services from the Authority with each having an overall satisfaction index of 81%.

4.2. BRAND EQUITY

The survey concluded that the Authority had a healthy brand as Partners and Clients showed positive perceptions about the Authority, as reflected in a high overall PCBEI of 77%, which was above the minimum Partner and Client Brand Equity threshold of 61%. Clients (78%) were more positive than Partners (77%) in terms of how they perceived the Authority as a healthy brand.

RECOMMENDATIONS

5.1. RECOMMENDATIONS FOR PARTNER AND CLIENT SATISFACTION

The main recommendations, based on the perceptions of the Authority's Partners and Clients with a view to improving service delivery, are that the Authority:

i.   Continues producing detailed and well-researched reports that improve decision making.

ii.   Actively engages stakeholders on social media platforms as this is the new normal of communicating in the 21st Century. This will effectively disseminate information quickly in a short period. In addition, the Authority needs to provide more information on the website so that stakeholders may read on their own and understand the Authority's operations.

iii.   Continues employing local people in community based projects implemented by the Authority (ZVDF projects), which brings a sense of ownership to community projects, and results in community satisfaction.

iv.   Improves the management of meetings, which is key, by speeding up the dissemination of minutes before the next meeting, for example.

v.   Places proper signage along the roads to its offices in Lusaka and Harare, as it is difficult to reach them. Furthermore, the signage on the Zambian border side showing where the Authority offices are in Siavonga, should be in English or a Zambian language.

vi.   Ensures that the Authority's staff members sign the register when they cross the border such that there is proper accountability for their movement.

vii.   Invests more in equipment for direct rain forecast and preservation of the catchment areas for purposes of sustainability as people are encroaching on them.

viii.   Manages relationships with contractors to ensure the smooth completion of projects.

ix.   Adopts innovations, goes paperless, identifying innovative technology in the energy sector around the world and assisting in its adoption by Zambia and Zimbabwe.

x.   Ensures that community development issues are addressed equally for affected communities in both countries.

5.2. RECOMMENDATIONS FOR BRAND EQUITY

The main recommendations from the Partners and Clients, in order for the Authority to improve brand equity, are that it:

i. Continues to regularly sensitise communities, mostly those in low-lying areas, in case of emergencies.

ii. Continues engaging stakeholders, in terms of how it does its projects and regularly invites relevant stakeholders (e.g., Environmental Management Agency, Zimbabwe National Water Authority, Zambia Environmental Management Agency, Water Resources Management Authority, etc.) when there is a new project to be implemented.

iii. Continues to improve on Corporate Social Responsibility activities such as community training, restoration of degraded areas, infrastructure development, etc. In addition, the Authority could engage with officers in the communities, who could facilitate awareness campaigns as they are willing to work with the Authority. Furthermore, visibility could be improved by sharing information communication materials about the Authority's mandate.

iv. Continues implementing community-led projects that address community problems.

v. Hedges ideas from international meetings attended to improve local communities, making it an international brand. As such, stakeholders will not hesitate to recommend the Authority to other people or stakeholders.

vi. Becomes more visible on social media (X, Facebook, and WhatsApp), carries out campaigns to raise awareness about the Authority, its mandate, safety issues and engages more with displaced communities. This will result in speedier and more effective dissemination of information. The Authority could also provide more information on its website so that stakeholders read for themselves about and understand the Authority operations.

vii. Places posters on major roads leading to community projects that it implemented so as to improve brand visibility. The posters could be placed on the actual project sites.

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RESEARCH TOOLS

7.1. QUESTIONNAIRE

Questionnaire for Partners and Clients

QUESTIONNAIRE FOR THE BASELINE SURVEY ON PARTNERS AND CLIENTS SATISFACTION AND BRAND EQUITY FOR ZAMBEZI RIVER AUTORITY (ZRA)

INTRODUCTION

Good Morning/ Afternoon, My name is ………………………………………………….…… and I am representing KC which is conducting a Partner and Client Satisfaction Survey on behalf of Zambezi River Authority (ZRA). ZRA would like to measure the current level of Partner and Client satisfaction with services provided by the organisation to its stakeholders, which will be used, in future, to develop a Partnership Relationship Management Framework and a Partners & Clients Service Charter for the Authority. Your views are confidential and your identity will not be revealed.

The interview should not take more than 30 minutes of your time. Are you willing to participate?

Yes [1]   No   [0]

(If yes proceed otherwise close)

Team Member

Name:………………………………………… Start Time: ……………………………..

Date:……………………… GPS Coordinates:…………………………

City/Town…………………………………………..

Type of interview: Physical [1]   Online [2]

SECTION A: DEMOGRAPHICS

A1.1 Type of Client/Partner

Government   [1]

National utility undertakings   [2]

Local Authorities and CBOs   [3]

Contractors and service providers   [4]

Financiers   [5]

Environmental and water authorities   [6]

Media   [7]

Downstream operators   [8]

Security Agents   [9]

Boarder Agents   [10]

Riparian Communities   [11]

SECTION A1A: GOVERNMENT/NATIONAL UTILITIES UNDERTAKING/WATER & ENVIRONMENTAL AUTHORITIES/LOCAL AUTHORIES &CBOs/DOWNSTREAM OPERATORS

A1.1a Specify the type of information you received from ZRA? (Multiple response)

Information Type	I receive the information I require for decision-making timeously		Preferred communication format. Insert the preferred letter Dashboard/Infographic (D) Full report with qualitative and quantitative analysis (R)	Comments (e.g. If you receive this information, do you understand it?
	Yes	No		
Water allocation				
Water levels				
Dam Safety and Monitoring				
KDRP Operations				
ZVDF Operations				
ZRA Financials				
g. Other:………………………………………………………………………………………				

A1.1b **To what extent do you agree/disagree with the following statements?**

		Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
a.	I am confident that the Kariba Dam Spillway and Plunge Pool Rehabilitation projects will be successfully completed.					
b	The ZRA highly depends on the consulting firms and project supervisor to manage the KDRP					

A1.1b1 The KDRP has contributed to direct and indirect job creation in Siavonga (Zambia) and Kariba (Zimbabwe)

Yes [   ]   No [   ]

A1.1b2 Give reasons for your answer to question **A1.1b1** above: …………………………………
………………………………………………………………………………..…………………………
…………………………………………………

Go to A1.2a

SECTION A1C: CONTRACTORS/SERVICE PROVIDERS

A1.1c To what extent do you agree or disagree with the following statements:

		Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
a	I understand ZRA's mandate					
b	The ZRA complies with contractual obligations.					
c	The KDRP Scope is clearly defined					

Go to A1.2a

SECTION A1D MEDIA

A1.1 d To what extent do you agree/disagree with the following statements

		Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
a.	The media acts as watchdog to protect public and stakeholder interests and raise awareness about malpractice					

		Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
b	The media can influence the public's perceptions regarding various Authority projects and its mandate					
c	The media plays a critical role in ensuring the success of public awareness campaigns					
d	I receive information from ZRA timeously					
e	I understand the information from ZRA					
f	Information about the ZRA is easily accessible					
g	I rarely report on the ZRA because the organization disseminates information that is too technical for me to understand					
h	I rarely report on the ZRA because the organisation's mandate and the energy and water resources sector are not newsworthy					

A1.1 e What do you consider to be a reasonable turn-around time for media responses?

24 working hours [ ]   48 working hours [ ]

Go to A1.2a

SECTION A1F FINANCIERS

A1.1f To what extent do you agree or disagree with the following statements:

		Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
a	The ZRA has latitude to make autonomous decisions					
b	The ZRA is facing liquidity constraints					
c	The ZRA has adequate project management skills					
d	The ZRA has adequate financial management skills					
e	The ZRA has adequate procurement management skills					
f	The ZRA complies with contractual obligations.					
g	I am confident that the financial resources provided to ZRA are satisfactorily utilised					

		Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
h	ZRA's financial records are transparent					
i	My organisation does not place undue pressure for ZRA to accept the financial advice it provides					
j	It is difficult to get information from the ZRA as the organisation is bureaucratic					

A1.1g The ZRA reports comply with the following standards (tick those relevant for your organization)

Reporting Standard	Compliant	Non-compliant
Good Practice Note (GPN)		
Environmental and Social Governance (ESG)		
Generally Accepted Accounting Principles (GAAP)		
Others		
………………………………………………		
………………………………………………		

Go to A1.2a

SECTION A1H DAM SECURITY AGENTS

A.1.1h To what extent do you agree or disagree with the following statements:

		Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
a	It is my duty to prevent infrastructure sabotage at my duty station					
b	Infrastructure sabotage is not limited to external threat, I can also be found guilty of infrastructure sabotage through acts of negligence such as uncontrolled disposal of waste					
c	I understand that I may be called upon to assist during rescue operations					

A.1.1i I have the following skills that may be critical during an emergency:

Search and rescue   ☐

Diving   ☐

Life Guard   ☐

First Aid   ☐

Fire control   ☐

Other:……………………………………………………………………………

A.1.1j I have the following required equipment that will enable me to carry out my duties effectively:

Radio ☐

Torches ☐

Other:…………………………………………………………………………………………………

Go to A1.2a

SECTION A1K BOARDER AGENTS

A.1.1k To what extent do you agree or disagree with the following statements:

	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
It is my duty to assist in facilitating ease passage of employees, consultants, contractors, goods and services					

Go to A1.2a

SECTION A1L RIPARIAN COMMUNITIES

A1.1l Identify the ZVDF projects that the respondent has benefited from (Multiple response):

Drilled borehole or established water reticulation system ☐

Developed infrastructure (Health centres, roads, classroom blocks ☐

Income-generation projects ☐

Installed a grinding mill ☐

A1.1ma Do you think that ZRA/ ZVDF can solve all the Community's problems?

YES ☐ NO ☐

A1.1mb Give reasons for answers to question **A1.1ma** above:

……
……
………………

Go to A1.2a

SECTION A1.2

A1.2a How frequent have you interacted with ZRA this year?

Once [1]	2-5 Times [2]	6-10 Times [3]	More than 10 times [4]

A1.2b Which of the following communication media are being used by the ZRA to communicate with you? (*Multiple response*)

Print [1] Radio/TV [2]

Telephone [3] Email [4]

| X (Twitter) | [5] | WhatsApp | [6] |
| Facebook | [7] | Other Specify | [8]……………………… |

A1.3a. How do you access ZRA services?

Physically [1]   Online [2]   Both   [3]

A1.3b. How do you rate your level of satisfaction with the ZRA services based on the following scale:

Extremely Dissatisfied (1),   Dissatisfied   (2),   Neither Dissatisfied nor Satisfied (3), Satisfied   (4),   Extremely Satisfied   (5),   Don't know   (9)

A1.4 Does the ZRA gather your complaints?

(i). Yes [1]   (ii). No [2]   (iii). I don't know [3]

A1.5 If you have answered **Yes** in question **A1.4**, how do they gather your complaints?

Suggestion box	[1]	Desk officer	[2]
Email	[3]	WhatsApp	[4]
Facebook	[5]	X (Twitter)	[6]
Letter writing	[7]	Others (please specify) [8]………………………………..

A1.6 Community setup (Please tick one.)   Urban [1]   Rural [2]

A1.7 Are you aware of Dam Safety issues?

YES   ☐   NO   ☐

A1.8 Are you aware of Kariba Dam Emergency Response Plan?

YES   ☐   NO   ☐

A1.9 Are you aware of rainfall pattern issues?

YES   ☐   NO   ☐

A1.10 If you have answered **YES, to A1.7; A1.8; and A1.9** explain how these impact to the communities and the two countries (Zambia and Zimbabwe).

| |

SECTION B: SATISFACTION

Rate your satisfaction with ZRA on each of the following attributes on a scale ranging from Extremely Dissatisfied (1), Dissatisfied (2), Neither Dissatisfied nor Satisfied (3), Satisfied (4), Extremely Satisfied (5), to Don't know (9) (Circle a suitable number against each attribute.) SHOWCARD

1.1 Location							
B1.1.1	ZRA offices accessibility	1	2	3	4	5	9
B1.1.2	Direction signs to and within ZRA's premises	1	2	3	4	5	9
B1.1.3	Cleanliness of ZRA's premises (outside & inside)	1	2	3	4	5	9
B1.1.4	Availability of ablution facilities at ZRA's premises	1	2	3	4	5	9
B1.1.5	Availability of parking space at ZRA's offices	1	2	3	4	5	9
B1.1.6	Office operating hours of ZRA	1	2	3	4	5	9
B1.1.7	Safety/security at ZRA's premises	1	2	3	4	5	9
B1.2 Information Communication Infrastructure and Equipment							
B1.2.1	Ease of finding ZRA's telephone	1	2	3	4	5	9
B1.2.2	Ease of finding ZRA's postal and physical address	1	2	3	4	5	9
B1.2.3	Ease of finding ZRA's e-mail address	1	2	3	4	5	9
B1.2.4	Ease of navigation and adequacy of information on ZRA's website	1	2	3	4	5	9
B1.2.5	The ZRA provides information that is instrumental in formulating policy guidelines	1	2	3	4	5	9
B1.2.6	I receive the information I require for decision-making timeously	1	2	3	4	5	9
B1.2.7	ZRA's channels of disseminating information to partners and clients (WhatsApp, X (Twitter), Facebook, etc).	1	2	3	4	5	9
B1.3 Responsiveness							
B1.3.1	Reception of partners and clients at ZRA's offices	1	2	3	4	5	9
B1.3.2	Telephone manners of ZRA's staff	1	2	3	4	5	9
B1.3.3	Time ZRA's staff take to answer phone	1	2	3	4	5	9
B1.3.4	Time ZRA's staff take to reply email	1	2	3	4	5	9
B1.3.5	Time ZRA's staff take to respond to queries on social media (WhatsApp, X (Twitter), Facebook)	1	2	3	4	5	9
B1.3.6	Time ZRA's staff take to provide required service	1	2	3	4	5	9
B1.3.7	Extent to which ZRA's staff welcome partners and clients complaints/queries	1	2	3	4	5	9
B1.3.8	Time ZRA's staff take to respond and resolve partners and clients complaints/queries	1	2	3	4	5	9
B1.4 Assurance							
B1.4.1	Behaviour of ZRA's staff inspires confidence in partners and clients	1	2	3	4	5	9
B1.4.2	ZRA's staff are knowledgeable about their job	1	2	3	4	5	9
B1.4.3	ZRA's staff behave professionally	1	2	3	4	5	9
B1.4.4	ZRA's staff behave ethically	1	2	3	4	5	9
B1.4.5	Ability of ZRA's staff to provide service in the absence of supervisor	1	2	3	4	5	9
B1.5 Empathy							
B1.5.1	ZRA's staff have partners and clients' interests at heart	1	2	3	4	5	9
B1.5.2	ZRA's staff recognise individual needs of partners and clients	1	2	3	4	5	9
B1.5.3	Friendliness of ZRA's staff	1	2	3	4	5	9
B1.5.4	ZRA staff who serve partners and clients are respectful	1	2	3	4	5	9
B1.6. Reliability							
B1.6.1	Extent to which ZRA fulfils promises made to partners and clients	1	2	3	4	5	9
B1.6.2	Extent to which ZRA insists on and keeps error-free partners and clients records	1	2	3	4	5	9
B1.6.3	Trustworthiness of ZRA's staff	1	2	3	4	5	9
B1.6.4	ZRA's effectiveness in promoting/ensuring provision of goods/service	1	2	3	4	5	9
B1.7 Integrity							

1.1 Location								
B1.7.1	The ZRA is effectively executing its mandate	1	2	3	4	5	9
B1.7.2	The ZRA's strategy to realise the full potential of the Zambezi River is comprehensive and comprehensible	1	2	3	4	5	9
B1.7.3	The Executive Management Team is capable of guiding ZRA operations to ensure execution of mandate	1	2	3	4	5	9
B1.7.4	The Zambezi River Authority (ZRA) has succeeded in optimally utilizing the waters of the Zambezi River.	1	2	3	4	5	9
B1.7.5	The policy and legal framework capacitates the ZRA to deliver on its mandate	1	2	3	4	5	9
B1.7.6	The ZRA is a model dam management organisation	1	2	3	4	5	9
B1.7.7	The ZRA effectively monitors the utilisation of the water allocated to the National Electricity Undertakings	1	2	3	4	5	9
B1.8 Inclusivity and Gender								
B1.8.1	The ZRA provides adequate and appropriate infrastructure for people with disabilities.	1	2	3	4	5	9
B1.8.2	ZRA's fairness and equitable treatment of people with disabilities.	1	2	3	4	5	9
B1.8.3	ZRA has a disability policy in place.	1	2	3	4	5	9
B1.8.4	ZRA's treatment for both rural, urban and marginalised communities.	1	2	3	4	5	9
B1.8.5	ZRA's consideration of the social demands for the different communities.	1	2	3	4	5	9
B1.8.6	ZRA treatment of male and female partners and clients.	1	2	3	4	5	9
B1.8.7	ZRA guards' partners and clients from sexual harassment by its employees.	1	2	3	4	5	9
B1.8.8	Systems are in place to encourage reporting incidences of sexual harassment by ZRA employees	1	2	3	4	5	9

B2.1   What challenges are you facing on accessing or abiding to ZRA's regulations/services?

B2.2   What possible solutions do you propose to improve ZRA's partners and clients satisfaction?

SECTION C: BRAND EQUITY

Rate your brand equity with ZRA on each of the following attributes on a scale ranging from Strongly Disagree (1), Disagree (2), Neither Disagree nor Agree (3), Agree (4), Strongly Agree (5), to Don't know (9) (Circle a suitable number against each attribute.) SHOWCARD

C1.1 Brand Awareness							
C1.1.1	I know ZRA very well.	1	2	3	4	5	9
C1.1.2	I am more aware of ZRA compared to other regulatory authorities	1	2	3	4	5	9
C1.1.3	ZRA is the first one that comes up in my mind when thinking of regulatory authorities.	1	2	3	4	5	9
C1.1.4	Earlier experience with the ZRA affected the choice of dealing with regulatory authorities.	1	2	3	4	5	9
C1.1.5	The communication from the ZRA is an influencing factor for me.	1	2	3	4	5	9
C1.2 Brand Image							
C1.2.1	ZRA brand is the one brand I would prefer to use and refer to others	1	2	3	4	5	9
C1.2.2	I find the ZRA unique relative to other regulatory authorities.	1	2	3	4	5	9
C1.2.3	I only have positive things in my mind when thinking of the ZRA.	1	2	3	4	5	9
C1.2.4	I can connect to the ZRA thanks to the values and commitment.	1	2	3	4	5	9
C1.3 Perceived Quality							
C1.3.1	I have always had a positive feeling about the ZRA services	1	2	3	4	5	9
C1.3.2	The service from the ZRA's employees pleases me.	1	2	3	4	5	9
C1.3.3	The personal relationship with the ZRA is good.	1	2	3	4	5	9
C1.3.4	The service given by ZRA has lived up to my expectation.	1	2	3	4	5	9
C1.4 Brand Behaviour							
C1.4.1	Behaviour of ZRA's staff inspires confidence in me as partner/client.	1	2	3	4	5	9
C1.4.2	Opinions from third-part had a great impact on my appreciation of ZRA.	1	2	3	4	5	9
C1.4.3	I continually seek out information about ZRA and its services/regulations/projects.	1	2	3	4	5	9
C1.4.4	I feel ZRA is the only brand of service I need in terms of regulatory authorities.	1	2	3	4	5	9
C1.4.5	I feel ZRA staff provide service professionally and ethically	1	2	3	4	5	9
C1.5 Brand Loyalty							
C1.5.1	I constantly compare the ZRA's offerings with other regulatory authorities.	1	2	3	4	5	9
C1.5.2	The services of the ZRA are performed so well compared to other regulatory authorities.	1	2	3	4	5	9
C1.5.3	I feel satisfied with the services that ZRA offers.	1	2	3	4	5	9
C1.5.4	This ZRA brand is the one brand I would prefer to be associated with.	1	2	3	4	5	9

C2.1   What are the challenges associated improving ZRA's brand equity/visibility?

C2.2   What possible solutions do you propose to improve ZRA's brand equity?

END OF QUESTIONNAIRE

THANK THE RESPONDENT FOR THEIR TIME AND CLOSE THE INTERVIEW

ENUMERATOR RECORD END TIME (24 HOUR FORMAT)

7.2. INTERVIEW GUIDE

Interview Guide for Partners and Clients Satisfaction

INTERVIEW GUIDE FOR THE BASELINE SURVEY ON PARTNERS AND CLIENTS SATISFACTION AND BRAND EQUITY FOR ZAMBEZI RIVER AUTORITY (ZRA)

INTRODUCTIONS

Good Morning/ Afternoon, My name is …………………………………………………….…… and I am representing KC which is conducting a Partner and Client Satisfaction Survey on behalf of Zambezi River Authority (ZRA). ZRA would like to measure the current level of Partner and Client satisfaction with services provided by the organisation to its stakeholders, which will be used, in future, to develop a Partnership Relationship Management Framework and a Partners & Clients Service Charter for the Authority. May I please take a few minutes of your time to ask a few questions? No answers are wrong or right; all we want is your personal opinion. Your name and what we discuss is confidential. I will not disclose them to anyone. I will be taking short notes during the interview.

The interview should not take more than 30 minutes of your time. Are you willing to participate?

Yes [1]   No   [0]

(If yes proceed otherwise close)

Team Member

 Name of Interviewer:…………………………………………………….......................................

Start Time: …………………………....................................... Date:…………………….................

City/Town…………………………………………………………………………………………….

Physical …………………………………………….................... Online………………………………………

SECTION A: PARTNER AND CLIENT SATISFACTION

1.   What is your role and how do you interact with ZRA?

        …………………………………………………………………………………………………
        …………………………………………………………………………………………………
        …………………………………………………………………………………………………

2.   Are you satisfied with the services offered by ZRA with respect to each of the following? (Multiple response) (Probe why/why not)

a. Water flow Management of Kariba Dam 1].………………………………………....

b. Environmental Management of Zambezi River [2].……………………………….....

c. Emergency Preparedness Program [3]………………………………...........

d. Kariba Dam Rehabilitation Program [4].………………………………..........

e. Dam Safety [5]………………………………...........

f. Hydro-Electric Schemes [6]…………………………...................

g. Procurement and Supply [7]…………………………………........

h. Consultancy Projects [8].…………………………..............

i. Finance Issues [9].……………………...................

j. Payments for service [10].……………………………………

k. Other (Specify)………………….....................   [11].……………………….............

1. Specify the effects of ZRA regulations/services on the following:

a. Water flows (Probe why/why not) …………………………………………………………
………………………………………….…………………………………………………
………………………………………….…………………………………………………
……………………………………………………………

b. Electricity generation (Probe why/why not)

………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………

c. Social and economic life of those in the up/down-stream (Probe why/why not)

………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………

d. Fishing activities (Probe why/why not)

………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………

e. Tourism business activities (Probe why/why not)

………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………

Wildlife management (Probe why/why not)

………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………

River and Dam Environment (Probe why/why not)

……
……
……

1.   Explain how you are satisfied with the following attributes as they relate to ZRA regulation or provision of services.

   a. Location of ZRA offices (Probe why/why not)

……
……
……

   b. Information communication infrastructure and Equipment (Probe why/why not)

……
……
……

   c. Responsiveness of ZRA (Probe why/why not)

……
……
……

   d. Assurance (Probe why/why not)

……
……
……

   e. Empathy (Probe why/why not)

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……
……

   f. Reliability (Probe why/why not)

……
……
……

   g. Governance (Probe why/why not)

……
……
……

   h. Inclusivity and Gender (Probe why/why not)

……
……
……

1. What challenges are you facing on accessing or abiding to ZRA's regulations/services?

……
……
………

2. What possible solutions do you propose to improve ZRA's partners and clients satisfaction?

……
……
………

SECTION B: BRAND EQUITY

1. Does ZRA has a clear Vision? YES   [ ]   NO   [ ]

2. Explain how you are satisfied with the following attributes as they relate to ZRA brand equity.

   a. Brand Awareness (Probe why/why not) …………………………………………………
      …………………………………………………………………………………………………
      …………………………………………………………………………………………………
      ………………………………………………………………………………………………

   b. Brand Image (Probe why/why not)

      …………………………………………………………………………………………………
      …………………………………………………………………………………………………
      ………………………………………………………………………………………………

   c. Perceived quality of service/regulation enforcement (Probe why/why not)

      …………………………………………………………………………………………………
      …………………………………………………………………………………………………
      ………………………………………………………………………………………………

   d. Brand Behaviour (Probe why/why not)

      …………………………………………………………………………………………………
      …………………………………………………………………………………………………
      ………………………………………………………………………………………………

   e. Brand Loyalty (Probe why/why not)

      …………………………………………………………………………………………………
      …………………………………………………………………………………………………
      ………………………………………………………………………………………………

3. What are the challenges associated improving ZRA's brand equity/visibility?

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……
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What possible solutions do you propose to improve ZRA's brand equity?

……
……
…………………………………………………………………………………………….......................

END OF INTERVIEW

THANK THE RESPONDENT FOR THEIR TIME AND CLOSE THE INTERVIEWENUMERATOR RECORD END TIME (24 HOUR FORMAT)

ZAMBEZI RIVER
AUTHORITY

www.zambezira.org