



## Scope of Work ASEZA External Customer Satisfaction Survey

<b>SW #</b>	SOW-021-2008
<b>RFP #</b>	RFP-011-2008
<b>Potential candidates:</b>	
<b>Position:</b>	
<b>Local / International:</b>	Local
<b>Maximum Level of Effort:</b>	
<b>Contract Name:</b>	Aqaba Community and Economic Development Program
<b>Contract Number:</b>	
<b>Period of Performance:</b>	Two months

### **AQABA COMMUNITY AND ECONOMIC DEVELOPMENT PROGRAM BACKGROUND**

ACED Program is a five-year program funded by the United States Agency for International Development, benefiting the people and businesses of the Aqaba Special Economic Zone (ASEZ). The program is based in Aqaba city and is composed of activities under three major areas:

- Component 1 will work to strengthen the government institutions and will be working directly with Aqaba Special Economic Zone Authority (ASEZA) and Aqaba Development Corporation (ADC);
- Component 2 will strengthen private sector to become more competitive, through enhancing the capabilities of Micro, Small and Medium Enterprises (MSMEs), and supporting training; and
- Component 3 will be working closely with the local community to develop its capacities and empower NGOs and Community-Based Organizations (CBOs).

### **SUMMARY AND OBJECTIVES OF REQUIRED SERVICES**

ASEZA currently provides services to large and diverse groups of citizens, tourists, investors, and government agencies within Aqaba and Jordan. Presently, ASEZA's customer groups include the general population, retail businesses centered in Aqaba city, new investors, the Aqaba Development Corporation (ADC), government agencies of the Hashemite Kingdom of Jordan (HKJ), NGOs, tourists, and utility companies, among others. Since its creation in 2001, and with continuous support from the United States Agency for International Development (USAID), ASEZA has continually sought to remake itself into a customer-oriented, streamlined organization. This transformation has focused on organizing and energizing strategic planning activities, establishing quality management systems, establishing and continually reworking regulatory functions, and reorganizing public services to better address customer requirements.

A regular feature of ASEZA's administration has been the development of "performance measurement" statistics. One key generator of these statistics has been the conduct of



“customer satisfaction” surveys, usually conducted biennially. Obviously, such surveys’ objectivity is of paramount importance, and independent contractors are essential to assure such objectivity.

In January 2005, ASEZA with the assistance of USAID project AZEM, conducted a survey that reached 1730 “external” customers and 336 “internal” (mostly ASEZA personnel) customers. The primary data collection technique was the use of exit interviews of both kinds of customers in selected offices from each of ASEZA’s five commissions. Data was collected on 15 different indicators for external customers (see list below) and 8 indicators for internal users. A follow up survey was conducted in October, 2006. Comparison of the two surveys shows very modest positive change. (The two reports and the previous questionnaires will be available for the selected contractor).

Sound management practice dictates that ASEZA update its information about “customer satisfaction” in 2008. The results of earlier surveys indicate wide areas for improvement in ASEZA’s management practices. A modest “satisfaction level” of only 57.4% was registered in the 2006 survey. For 2008, ASEZA seeks improvement, and its leaders have established a target of 65% overall satisfaction.

## **SCOPE OF WORK**

The Customer Satisfaction Survey activity entails: identification of customer segments in more detail; listing the types of ASEZA interfaces with customers; categorization of services received by different customer segments; and characterization of quality of services received by various segments. Intended project activity for 2008 encompasses the design, data collection, analysis and reporting of a statistically reliable survey of customer segments, perceptions of ASEZA’s current levels of performance, service performance standards expectations, and service improvement opportunities. In order to be consistent with previous customer satisfaction studies, both the list of directorates and the “satisfaction criteria” will be consistent. However, additional items of information will be added.

**Objectives:** The customer survey will help: (1) to understand the customer segments; (2) to identify problems and issues concerning ASEZA’s performance in the delivery of services to customers; (3) to benchmark ASEZA’s current performance against customer needs, expectations, and demands; (4) to help set performance targets for improving ASEZA’s delivery of services; (5) to identify need for improvement in key ASEZA business processes that deliver those services; and (6) to set baseline performance indicators for the monitoring and assessing how ASEZA is achieving breakthroughs in the delivery of services to their customers. The survey shall provide the basis for a reasonable assessment of the needs and expectations of ASEZA’s customers, as well as measure progress in performance of individual ASEZA directorates that deal with customers.

It is intended that this survey will create data that is statistically comparable to the findings of previous two Consumer Satisfaction Surveys (CSSs) for the following nine ASEZA Directorates and the Satisfaction Criteria for 15 indices:



Comm.	Directorate	Satisfaction Criteria (Common to all Directorates)
C & R	Revenue	Clearness of Information Provided by Personnel Employees' Politeness in Treatment of Customers Simplicity of Forms and Procedures Processing Time of Cases or Applications Employee Follow up on Customer Requests Knowledge of Employees Problem Solving, (if applicable) Waiting Time in ASEZA Offices Employee Treatment of all Customers (Fairness, Politeness) Ease & Clarity of IT Systems (if applicable) Reasonableness of Fees Charged Satisfactory Quality of Service Received by ASEZA Customers Responsiveness to Customers' Complaints (if applicable) Availability/Clarity of Laws and Regulations Cleanliness, Lighting, & Comfort of the Public Space
C & R	Customs	
Invest.	Investment	
Invest.	Community Development	
Inf.	Munic. Of Aqaba/City Services	
Inf.	Building Control	
Inf.	Planning & Development	
Inf.	Public Works and Coordination	
Env.	Health	

**Design Parameters:** The contractor will:

- Survey a minimum of 700 customers (350 institutions and 350 heads of households) Respondents will be 21 years or over, and must reflect both genders.
- Survey both registered and unregistered private sector companies, NGOs, citizens, and other public agencies; and
- Design the sample so that representation is stratified at the sectoral level (agriculture, industrial, services, tourism, industry, government), at the enterprise size level (small, medium and large), and geographically (ensuring at least to have representation from Old Town, Sharqia and Al-Rimal neighborhoods) and at the Directorate level as shown in the table above. A statistically-reliable and representative sample size shall be obtained.

**Outputs:** The contractor's report shall summarize and analyze the survey results, and shall at a minimum:

- Describe the time, techniques, and materials used in data collection, including a written methodology for selecting the interview and collection sites;



- Summarize the results on a directorate-by-directorate basis;
- Summarize the results of a satisfaction criteria basis;
- Summarize a ranking of the findings concerning ASEZA customer needs and demands; and
- Prepare recommendations for future survey procedures and suggesting priority action for identified “critical” areas.

Based on the analysis of information obtained, the recommendations will be presented to ASEZA in order to prioritize its needs for implementing change required to better satisfy customer needs.

## **TASKS**

The consultant’s activities will include, but are not limited to:

1. **Background Work:** Review previous ASEZA survey materials, reports, and conclusions.
2. **Survey Design:** Draft work plan, a customer survey, and database specific to external customers and internal users.
  - Identify and list customer segments including institutions and heads of households.
  - Stratify segments by households (including age, gender and geographic location of residence), economic activity, size of enterprises (by number of employees);
  - Draft survey questionnaires and forms in collaboration with ASEZA subject to ACED Program approval;
  - Translate survey materials to Arabic and check language for accuracy and clarity.
3. **Pilot Collection Model:** Design and conduct a dry run (+/- 25 subjects from different venues) to test survey instrument validity and reliability, and make adjustments as required.
3. **Data collection Activity**
  - Conduct data collection through statistically-sound techniques (interviews, distribution/collection of questionnaires), the details of which shall be determined prior to contract execution between the contractor and the ACED Program.
4. **Data analysis:**
  - a. Draft methodology for analysis and explain this to ASEZA and ACED Program personnel
  - b. Train data analyst (if required and justified in contract)
  - c. Analyze and report these results to ASEZA and ACED Program personnel
  - d. Identify causes or explanations for the observed findings, especially anomalous results



5. Final Report to contain:

- a. Executive summary that summarizes its findings (external) and compares them with the results obtained from the past CSSs that were conducted in 2005 and 2006;
- b. Findings of the CSS of 2008 classified by descriptive category, by commission, by directorate, and by geographic location; and
- c. Recommendations.

### **PROJECT WORK PLAN**

The consultant is required to prepare a work plan, outlining the time duration, consultant responsibilities, and the location (on/off site) to be the site of each of the above specified tasks. This work plan will be reviewed and confirmed between the consultant and ACED Program personnel, refined and approved before commencing any work.

### **DELIVERABLES**

1. Project Work plan
2. Design and production of survey materials, questionnaires, and interviews
3. Results of data analysis (Task 4, preferably in MS Excel format) with attached textual responses (MS Word format)
4. Final Report containing summaries of data collection, data analysis, findings (including comparison with previous surveys), and recommendations
5. Presentation of Final Report containing Executive Summary, Findings and Recommendations to the ASEZA Board of Commissioners.

### **TIMING AND DURATION**

The duration to complete this assignment will be performed over two months from the agreed start-up time, which is expected to be in August, 2008.

### **EXPRESSION OF INTEREST**

The consultant shall submit an Expression of Interest including a brief description of the project general design, implementation approach, and a brief description of proposed consultant/ (consultants) in the project.

### **COORDINATION:**

The consultant expert shall report to the ACED Program Chief-of-Party or his designee.