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DAKAR - SENEGAL

**CUSTOMER SERVICE PLAN
CSP**

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GLOSSAIRE

ACEP	<i>Agence de Credit pour L'Entreprise Privee</i>
ADECOR	<i>Appui a l'Auto-Developpement des collectivites Rurales</i>
AGADA	<i>Agir Autrement pour le Developpement en Afrique</i>
ASBEF	<i>Association pour le Bien Etre familial</i>
ASC	<i>Association Sportive et Culturelle</i>
BASICS	<i>Basics Support for Institutionalizing Child Survival</i>
BM	<i>Banque Mondiale</i>
BNR	<i>Bureau National du Recensement</i>
CAP	<i>Connaissances, Attitudes et Pratiques</i>
CAT	<i>Cross Cutting and target oppo tunities</i>
CCPP	<i>Comite Consultatif pour le Partenariat et la Participation</i>
CHU	<i>Centre Hospitalier et Universitaire</i>
CID	<i>Consortium for International Development</i>
CIVG	<i>Comite Intervillageois de Gestion de l'Eau</i>
CMW	<i>Cabinet Mayoro WADE</i>
CNCAS	<i>Caisse Nationale de Credit Agricole du Senegal</i>
CNCR	<i>Comite National de Concertation des Ruraux</i>
CONGAD	<i>Conseil des ONG d'Appui au Developpement</i>
CORD	<i>Coordination des Organisations Rurales du Departement de Bignona</i>
CSE	<i>Centre de Suivi Ecologique</i>
CSP	<i>Customer Service Plan</i>
CVG	<i>Comite villageois de gestion</i>

CIVG	<i>Comite Intervillageois de Gestion</i>
DHSP	<i>Direction de l'Hygiene et de la Sante Publique</i>
EBA	<i>Entreprises a Base Agricole</i>
ENDSS	<i>Ecole Nationale de Developpement sanitaire et Social</i>
EPS	<i>Education pour la Sante</i>
FADEGBA	<i>Federation des Associations de Developpement Communautaire du Balantacounda</i>
FONGS	<i>Federation des ONG du Senegal</i>
FORMACTION	<i>Promotion du monde rural par la Formation a l'action et par l'action</i>
IEC	<i>Information, Education, Formation</i>
IRA	<i>Inspection Regionale de l'Agriculture</i>
IREF	<i>Inspection Regionale des Eaux et Forêts</i>
ISRA	<i>Institut Senegalais de Recherches Agricoles</i>
MFR	<i>Maison Familiale Rurale</i>
MEFP	<i>Ministere de l'Economie, des Finances et du Plan</i>
MSPAS	<i>Ministere de la Sante Publique et de l'Action Sociale</i>
MSH	<i>Management Science for health</i>
MST	<i>Maladies Sexuellement Transmissibles</i>
ONG	<i>Organisations Non Gouvernementales</i>
OP	<i>Organisations Paysannes</i>
PEFP	<i>Ministere de l'Economie, des Finances et du Plan</i>
PNA	<i>Pharmacie Nationale d'Approvisionnement</i>
PNLS	<i>Programme National de Lutte contre le Sida</i>
PNPF	<i>Programme National de Planification Familiale</i>
RM	<i>Region Medicale</i>

<i>SANAS</i>	<i>Service Alimentation et Nutrition Appliquee au Senegal</i>
<i>SANFAM</i>	<i>Sante de la Famille</i>
<i>SECID</i>	<i>Consortium du Sud-Est pour le Developpement International</i>
<i>SIDA</i>	<i>Syndrôme immunodefictaire Acquis</i>
<i>SIG</i>	<i>Systeme d'Information Geographique</i>
<i>SOMARC</i>	<i>Social Marketing Condoms</i>
<i>UGP</i>	<i>Unite de Gestion du Projet</i>
<i>USAID</i>	<i>United States Agency for International Development</i>
<i>« 7 a »</i>	<i>Appui a l'Autopromotion des Adultes Appliquee a l'Action par alternance et en Alternative</i>

INTRODUCTION

The Customer Service Plan (CSP) is prepared within the general framework of the re-engineering process which USAID/Senegal adopted a year ago. The objective of the Plan is to improve the quality of services provided by the agency in order to meet the satisfaction of final customers. The re-engineering process is a departure from past approaches and a search for efficacy and efficiency in the implementation of activities while focusing on results impacts. As such, a couple of key values and concepts were developed:

- Working towards achieving results,
- Team work (between USAID and its partners)
- «Responsibilization» of teams, and
- Clients participation for the sustainability of results

A certain number of management tools such as the «results framework» and the «results package» were adopted by various USAID/Senegal strategic teams. The CSP is therefore, one of the tools used to supervise USAID activities. Its main objectives are to monitor and to evaluate final customers' satisfaction. It allows the identification and the analysis of the various links among customers and to ensure that only programs which are conducive to the achievement of strategic objectives will be provided to customers effectively, efficiently, sustainably and with a maximum of customers' participation.

For a greater participation, clients' and partners' positions must be specified and each must be given the possibility to choose and to negotiate the type and quality of products and services which will be provided to them. In order to be understood and accepted by all actors, the CSP also takes into account both the Senegalese people's vision and USAID financial management requirements.

The CSP is conceived in such a way that it can allow, at each implementation phase (planning, execution, monitoring/evaluation), to reach customer and to assess their satisfaction level as well as to get the necessary feed-back which then will be integrated into the set of activities planned. It is paramount to USAID/Senegal to have an information basis on which to assess the quality of services provided as well as the potential solutions which could be undertaken for a continuous improvement of the quality of those services.

The CSP, as conceived by USAID/Senegal, is both a participatory and iterative document. It provides a framework to seek and ensure full customers' participation in the planning, execution, monitoring and evaluation of services or programs not only on technical grounds, but also, with respect to administrative and financial methods and procedures. For this, performance norms for a quality service delivery are defined with USAID/Senegal partners and customers. These norms are based on the idea that, being the one who pays for the service, the customer is therefore the king and the service provider has a responsibility towards him/her (accountability). The price to pay may be financial, in kind or simply linked to

a change in behaviour. The CSP takes into account and draws lessons from past experiences while allowing to analyze customers satisfaction.

The preparation modalities of the Plan were therefore centred around the participatory approach. The various meetings held with customers and partners, as well as the regional workshops which were held after those meetings, have offered opportunities to discuss issues related to stakeholder satisfaction with respect to current activities and program results, as well as the means of improving the quality of services. Discussions and focus groups have taken into account the various types of customers and partners USAID is dealing with. According to the decision making level, gender and age, customers have made it clear how their satisfaction could be met within the framework of USAID/Senegal service delivery. For each service provided, concerned customers are identified and their satisfaction norms internalized according to gender and other factors such as geographical area and living conditions.

The present document is an essential working tool for USAID strategic teams, as well as for their partners and clients. It is the result of a collective undertaking in which has included rural and urban populations, administrative agents, NGO's, USAID members and other international co-operation bodies working in Senegal.

The different documents were all discussed and validated with members of the Consultative Committee for Partnership and Participation (CCPP) created during the CSP preparation process. Based on its iterative feature which is one of the key principles of the CSP continuous improvement process, the Plan will be adjusted regularly and lessons learned will be applied from activities such as services progress as well as from customers' feed-back.

The Plan is conceived to reach the highest number of actors possible.

The first part deals with the **rationale of the Plan preparation** and goes on to the presentation of **USAID/Senegal strategic objectives teams**. **The types of services provided and the improvement opportunity areas** are presented in the second and third parts. The fourth part of the document deals with the **CSP principles and norms** while in the fifth part **the means needed to met customers' satisfaction** are indicated. The two final parts deal with feed-back issues (monitoring and reporting mechanisms) as well as the Plan diffusion procedures.

1 THE RATIONAL FOR THE CSP OF USAID/SENEGAL

The re-engineering process which USAID/Senegal has adopted (as a laboratory experiment) is designed to improve the agency's quality of service delivery in Senegal with the efficacy considered more typical of the private sector. The CSP, which is the working tool for reaching customers' satisfaction, is based on the re-engineering principles mentioned in the introduction chapter, and USAID/Senegal values and finally, on current strategic objectives

1.1 USAID/Senegal statement values

The following stated values are the foundation of the CSP

- We seek to promote team work within a participatory and open framework
- We mutually respect each other, we respect individual creativity and differences, we encourage innovation and rigor
- We are working in teams in order to produce high quality results within deadlines
- We expect each employee to also fully profit from the unique chance provided by USAID/Senegal for his/her own professional well-being and betterment
- We pledge to contribute to the sustainable prosperity of the Senegalese people and to help them to be in charge of their own destiny

1.2 Strategic objectives

The current strategy is built around four major objectives

a) Strategic objective N° 1 (SO1) Family Size control

The three main intermediary results defined in the context of this objective are

- Increased access to maternity and child health, family planning, Sexually Transmitted diseases and anti VIH-AIDS Services
- Increased demand for the above services
- Improved quality of those services

It has been suggested that the scope of the interventions be enlarged to include training needs, new policies on marriage and of alleviation poverty

b) Strategic objectives n° 2 and 3 Increased agricultural productivity in zones with reliable rainfall via sustainable natural resources management

In the re-engineering framework, the « increased agricultural productivity » strategic objective (SO N°2) and the one dealing with « Increased value for arboriculture (SO N° 3) were put together in order to form the strategic objective « Increased agricultural productivity in reliable rain-fall zones via a sustainable natural resources management (NRM) » This

objective deals with agriculture and NRM issues in regions where rainfall is higher than 400 mm. This objective is managed by ANR teams who also define the major orientations and by SOT 2 who serves as facilitator for the implementation of activities.

The two results packages are as follows:

- Applied research in Agriculture and Natural Resources Management, and
- Training and diffusion of agricultural and NRM technologies

c) Strategic Objective N° 4 (SO4) Increased market liberalization

Activities developed within the framework of this objective (including the liberalisation of marketing channels for rice and the assistance provided to the bank sector) have permitted the attainment of targeted results and to reallocate team members to other types of activities.

d) Crosscutting and Target Opportunity (CAT) General objectives and opportunities

Activities generated under this objective are managed by the CAT team. They consisted of providing support to objectives n° 1, 2 and 4. They include also democratisation, good governance, training, institutional support to the private sector and credit.

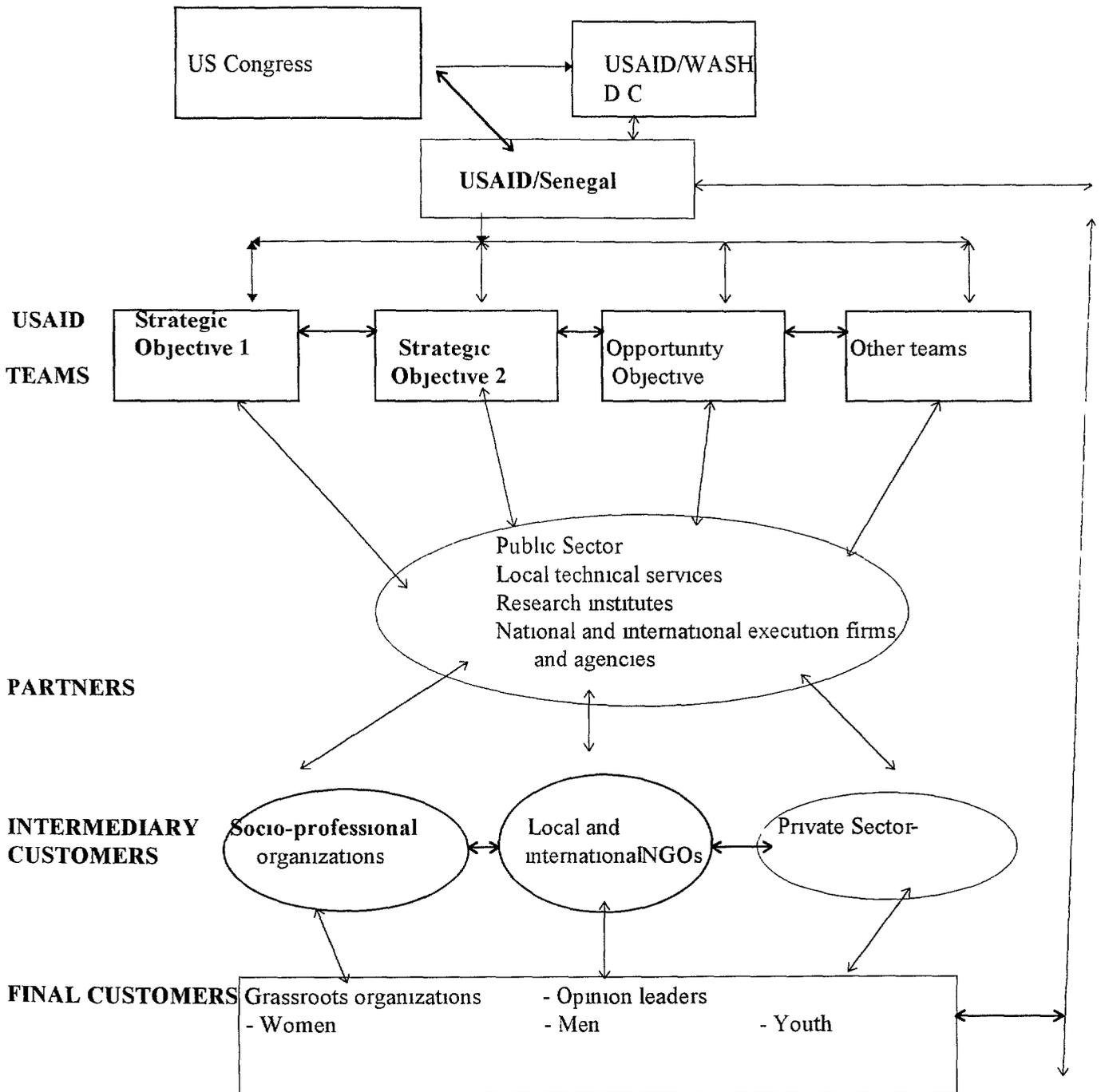
The general objectives are:

- long term training or intern training destined to agents from technical ministries, and
- Providing assistance to NGOs including development and institutional support

2 USAID/SENEGAL SERVICES PROVIDED, PARTNERS AND CUSTOMERS

Under its on-going programs and activities USAID/Senegal seeks to reach and satisfy, in various domains, different types of partners and customers scattered throughout the national territory

Graphic n° 1 Services Flux illustration



Customer Service Plan

2 1 Identification of services, customers and partners

The census of customers and partners, taken into account directly or indirectly in the implementation of activities has provided for a classification according to the following types

2 1 1 Strategic Objective Team n° 1

Table n°1 SOT N° 1 Channel of customers

Activities	Services Provided	Contact point for service delivery	Partners	Intermediary Customers	Final customers
Maternity and child health care	<ul style="list-style-type: none"> - Family planning - Rehydration from diarrhea - growth check - nutritional recovery - provision of contraceptives - Political and social dialogue - family planning - pre-birth medical check - assisted delivery - Information education and communication (IEC) 	<ul style="list-style-type: none"> - FPNP - Regional health centres - Medical district - SANA - Egos 	<ul style="list-style-type: none"> - FNUAP - WB - UNICEF - Ministry of decentralisation - Ministry for Women and Child - FPNP - Regional and district level teams - MSH - BASICS - ASBEF - SANFAM - SOMARC - PNA - SANA - EPS - US Co-operation agencies 	<ul style="list-style-type: none"> - FPNP - Regional and district level teams - MSH - BASICS - SANFAM - SOMARC - PNA - SANA - EPS - US Co-operation agencies 	<ul style="list-style-type: none"> - Women of mature age - Children between 0 and 5 years of age - Men and youngsters
sexually transmitted diseases and AIDS	<ul style="list-style-type: none"> HIV epidemiological control - STD tests - Provision of preservatives - Political and social dialogue 	<ul style="list-style-type: none"> - PNLS - Dantec Hospital - Regional medical centres (Kaolack, Ziguinchor, Dakar Thies) 	<ul style="list-style-type: none"> - PNLS - Regional and district level teams - EPS 	<ul style="list-style-type: none"> - JAMRA - AIDSCAP - NGO - ASC - GPF 	<ul style="list-style-type: none"> - Prostitutes - Youngsters - Military men - Road men - Students - General public
	Information Education and Communication (IEC)		European Union GTZ BM, OMS, ACDI, ENDA, PNUD		
* Institutional support	Training of health professionals Health Centres	FPNP PNLS NGO	Health development institute	Regional and district higher staff teams	Health personnel

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	equipment Financial support		ENDSS CHU Dantec DHSP PNLS PSH AID/CAP	Senegalese and US NGOs	
Monitoring and Evaluation	Monitoring Health and population surveys Operational research KAP studies Co-ordination meeting Joint reviews	DHSP USAID BNR FPNP PNLS NGO	DHSP BNR RM Health committees	Private firms NGO Regional and district higher staff members	Program managers
* Policy dialogue	Development of the Rapid model Study tours Sensibilisation of parliament members and religious people	MSAS USAID MEFP AIDS Service Association of imams	Donors Health network Population network STD/AIDS network Countries with proven experiences (Indonesia Egypt Tunisia)	Ministries	Opinion leaders (religious and political)
Adminis- tration	Negotiation with the Government Review and approval of technical and administrative documents Management of travel plans Annual reports Co-ordination and consultation with other development partners Support for other USAID offices	Strategic Objective Team N° 1			Activity implementation partners Other USAID teams USAID Headwater

Customer Service Plan

2 1 2 Strategic Objective Team N° 2

Table N° 2 SOT N° 2 channel of customers

Activities	Services provided	Contact points	Partners	Intermediary customers	Final customers
Natural resources Based Agricultural Research	Institutional support Development of appropriate agricultural and NRN technologies	ISRA CID Field demonstration for producers	WB CID Agricultural Service	NGOs (RODALE WINROCK OSDIL Sahel 2000	ISRA OP Producers
Water management in the south	Construction of hydro-agricultural works Training Extension Institutional support	Management Unit in Ziguinchor Monitoring technical committee (MTC) Monitoring National committee (MNC)	Agri-cultural Service Ministry of Water Resources Senagrosol M WADE Cabinet DGRH IRA FED/PMR	NGO 7A Traming ADECOR AGADA	CVG CIVG Rice Producers
Kaolack Agricultural Enterprise Development (KAED)	Training and technical assistance Women promotion Extension of NRM technologies Credit Equipment and infrastructure	Africare Management Unit of Kaolack	AFRICARE MA M WADE IREF IRA ISRA CNCAS ACEP NGO	EBA	EBA members Farmers in Project neighbouring villages
Community Based Natural Resources Management	Support to Rural Communities Policy identification Environmental monitoring	Project Management Unit in Dakar	PEPN Ministry of Interior Decentralisation SECID CSE Agricultural Service NGO Peace Corps	Rural Communities Management committees Sub committees	Village Associations

2 1 3 Opportunity and General Objectives Team (OGOT)

Table n° 3 OGOT's channel of customers

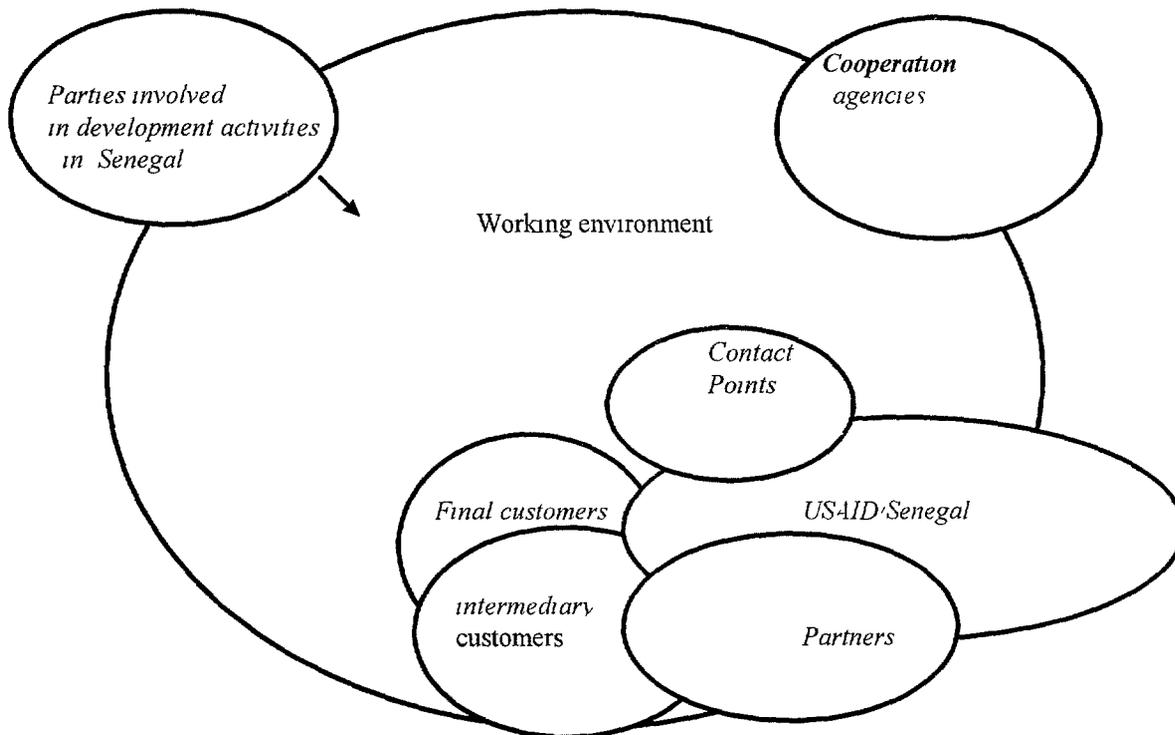
Activities	Services provided	Contact points	Partners	Interme-diary customers	Final customers
NGO s support Program	funding of diversified and integrated activities initiated by grassroots organisations Institutional support to NGO s Support to NGO and consortiums	NGO supporting Unit	Ministry of Woman child and Family CONGAD FONGS CNCR New transcentury Foundation MEFP	NGO New transcentury Foundation	Grassroots population village groups Deve-lopment NGO s Farmers associa-tions
Human Develop-ment support Program	Long term training Technical training Seminars conferences and workshops Short term training Study tours	Human development support project CAT	Ministry of Moder-nisation Office for scholarships		Ministry agents (agri-culture health etc) NGO agents Private sector agents
Assistance Support to other teams	Human resource development	CAT		SOT 1 SOT 2	Adminis-tration agents
Assistance Program	Assistance in democratization and good governance				

2 2 Analysis of customer linkages

In general, grassroots organizations and management serve as contact points for many final customer categories. They are generally located the village level but can also be located at higher levels. Federations of producer groups and health committees are among those. For many of these, it is often easier to measure customers' satisfaction directly in relation with intermediary customers. In the health sector for instance, if the final customer is the patient, it will be easier to monitor customers' satisfaction using health committees as a proxy.

Therefore, the analysis of links and boundaries between different types of customers, partners and USAID (See above the links between customers) allows to better take into account customers' satisfaction with respect to the services provided. Depending on the channel used to deliver services, one must be able to analyze relationships between Farmers' organizations (FO), NGOs and Grassroots customers.

Graphic °2 A model diagram for the analysis of customers channel



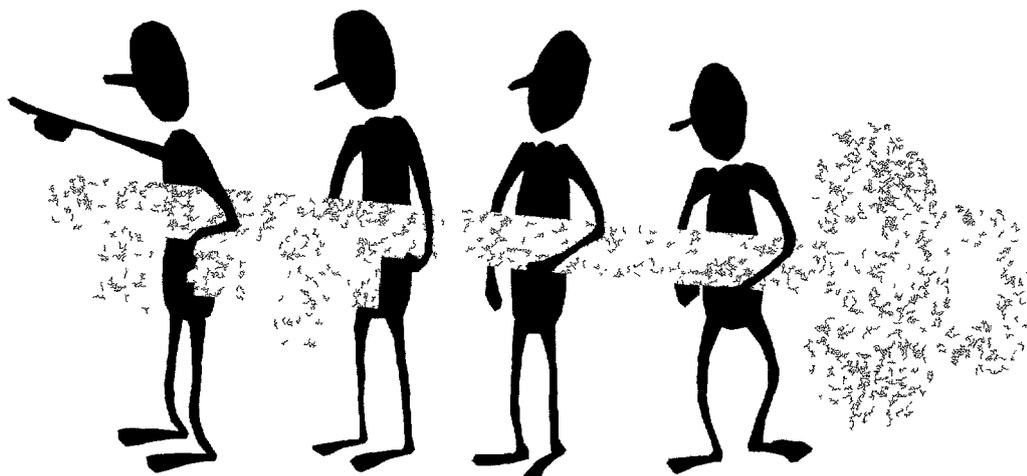
The use of tools as the Venn Diagram allows to establish a complete list of customers for each team and to analyze the nature of their relationship. The goal of this type of analysis is to have a better understanding of the environment through which services are provided as well as to get final customers feedback.

Customer Service Plan

For example, due to the impact opinion leaders have on customers' behaviour and attitudes towards adoption, their relationship with actors of any given channel will be considered in particular

The same can be said about women who are called upon only to satisfy the donor's requirement while they seldom take part in decision making or management activities. The CSP analyzes the modalities for greater women involvement in the implementation of activities. Youth groups training and involvement in activities must also be fostered. It is therefore paramount to identify ways by means of which one can ensure their effective participation.

**The analysis of links among various customers
(customers partners intermediary customers USAID Senegal Government)
allows to better take into account final
customer satisfaction**



3 REQUIREMENTS FOR IMPROVEMENT

The application of the concept « Customers » requires not only a change in values, attitudes and behaviours of all actors but also, a certain capacity to judge the quality and the adequacy of the service provided in light of the need felt by grassroots customers. This is obviously one of the major stakes USAID/Senegal will have to face in its relationship with customers. For these customers, it will be necessary to improve the nature of their dynamic relations with USAID in order to meet the required satisfaction conditions. To this end, the improvement opportunities we identified are

3.1 Changes in attitudes and behaviours

- For USAID increase partner and customer negotiating possibilities according to host country rules and principles, clarify the purpose of the support provided to Senegal, soften administrative and financial procedures,
- For partners Respect commitment and adopt work principles conducive to the satisfaction of targeted customers,
- For grassroots customers Develop capacity to judge the quality and adequacy of services provided and to identify felt needs, transparency was mentioned by grassroots customers of the «project d'Appui» when talking about their relations with intermediary NGOs. The term «customer» infers a certain quality of service and a reporting responsibility for which service providers are responsible, it is a departure from the former wait-and-see behaviour of customers

3.2 Training

To be able to appreciate and judge the quality of services provided to them, it is necessary for customers to have certain management skills and other technical capacities however, they must be well organised first. For this, knowledge should be transferred via appropriate customer training programs which can lead to their autonomy and to the sustainability of undertake activities

Furthermore, and given the fact that grassroots customers are not always the ones who ask directly for services, it is necessary do training assisting clients to better play their roles in the definition process of service quality norms and to be able to use the means available for voicing their concerns if they are not satisfied, i.e., if their expectations are not met. Juridical information on rights and responsibilities of each party involved should be made available. For the implementation of activities per se, the understanding of the current juridical and legislative context needs improvements

3.3 Development of activities based on locally felt needs

In order to guarantee the sustainability and perpetuity of activities, most partners and clients believe that it is necessary to build upon priorities set by grassroots associations with the

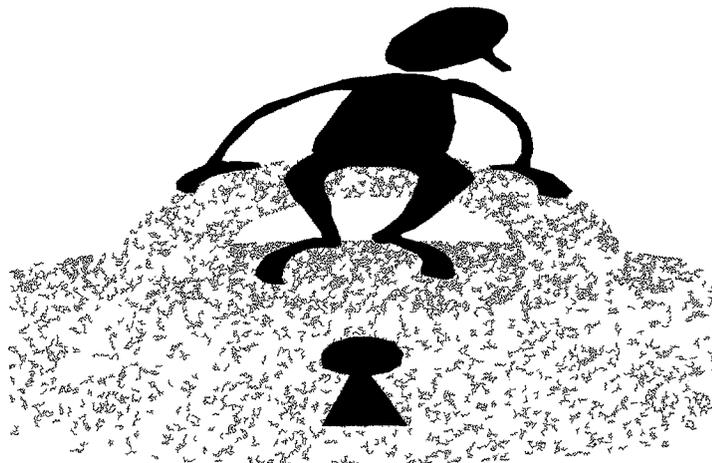
assistance of decentralised technical services In other words, it is necessary to promote grassroots planning activities, collective management dynamics and the use of Participatory Diagnostic (PD) techniques

3 4 Long term perspective support

According to representants of local organisations, the support provided should have long term objectives in order to be sustainable Furthermore, one should come out with a system which can allow to stop or end activities when all required conditions are not met When activities are terminated, procedures to rechannel funds to grassroots customers must be negotiated

The search of well adapted and satisfactory solutions

Of Development problems is the first step of CSP



4 PRINCIPLES AND NORMS OF THE USAID/SENEGAL CSP

4.1 Principles

The CSP builds upon a whole set of principles which were identified by all actor involved in the implementation of USAID activities. These principles should serve as the basis upon which different activities are planned and implemented.

- ➔ Respect priorities as set by grassroots customers. This principle is a pre-condition for the sustainability and perpetuity of any given activity. It fosters customers' collaboration during the implementation of activities.
- ➔ Make sure that grassroots customers will be the center of the entire process leading to the implementation of activities. USAID will work with them while fully taking into account their perceptions, their logic and level of understanding. Responsibilities must be shared all along the process, from diagnostics to results. This sharing of responsibilities will, of course, derive from a process of negotiation.
- ➔ Negotiate implementation modalities with customers (with intermediary customers in particular), including a written statement about each party's responsibilities. Issues which must be negotiated include the contribution of each co-management structure, the necessary adjustments identified during the execution phase, modalities for a progressive retreat of the supporting body.
- ➔ Recognize skills and the know-how of the various partners and develop customers' institutional and managerial capacities using appropriate training programs. This learning process implies having a good grasp on customer and partner conditions. For this, it is necessary for USAID and its partners to make a trip to the given zone (neighbourhood, village, working place, ...).
- ➔ Reinforce local governing mechanisms by organizing customers, providing the information needed for better decision making, and creating means of communication which they can use to express their needs and satisfaction.
- ➔ Advertise USAID operation principles and rules among the various partners. This advertisement must also include domains in which USAID is active.
- ➔ Teams use a diversity of observation viewpoints as well as diverse ways to measure client satisfaction.

4.2 Norms

These are the means used to assess various actors compliance with principles. In addition to customer service key norms such as reliability, courtesy, assurance and fellowship feelings among teams, the CSP includes the following norms:

- ➔ Customer commitment and sense of responsibility. To obtain a formal commitment (financial, moral or linked to a change in behaviour or attitude) from intermediary customers by empowering them during the implementation of activities. This commitment

will help them keep in mind the price they have incurred and to be more demanding about the quality of services provided to them

- Creation of a judicial and institutional framework which defines recovery responsibilities and conditions for certain types of fundings. The document describing such norms should be made available at the beginning of any given activity
- Reliability of data. The monitoring plan should be based upon a good understanding of the targeted customers through a system management, monitoring and follow-through on the quality of services offered. This knowledge must be relatively precise and progressive according to the level of progress in each customer group's attitudes, behaviours, motivations, expectations and needs. It is done through such approaches as polls, informal and formal surveys of customer focus groups
- Establishing a communication system with customers. A communication system will be put into place and sessions held regularly to listen and exchange ideas regarding improvements needed for the success of activities. Within the context of such a system, teams will pledge to fully respond to customer and partner requests
- Release, in a timely manner, funds allocated to activities and make sure suppliers will be paid on time (short delay)
- Existence of a plan based on customer needs and expected levels of satisfaction. Strategic diagnostic before implementing any activity allows one to assess the means of customers, as well as their capacity for action, the type of support they need and the manner in which they are going to implement the different activities according to their pre-set needs
- Validation by the population. Results of service quality surveys will have to be validated by grassroots customers before diffusion

5 MEANS FOR MEASURING AND MONITORING CUSTOMER SATISFACTION

5.1 Methodological framework for measuring customers' satisfaction

Depending on the situation, any of the following techniques can be used to measure customer satisfaction informal surveys, participatory polls, focus groups Each technique will determine how customer satisfaction and compliance with quality norms will be assessed by the team

The following table describes the method and identifies actors who will be involved

Table n° 4 Means for measuring and monitoring customers' satisfaction Method and actors

MEASUREMENT TOOLS	METHOD	ACTORS INVOLVED
Polls and surveys	Representative sampling of USAID customers	Customers Team members Partners
Group meeting listening and exchange session	Monitoring visits with a guide from customer satisfaction Focus groups (Men, women, youth)	Those benefiting directly from activities Health management Committees, Agricultural enterprises, village and inter-village committees
Participatory surveys	Flux diagrams, Farmers workshop classification according to priorities focusing on services and quality	Those who are in charge of the activity
Joint Committees	all actors exchange information about their level of satisfaction as well as on improvement measures	Customers and partners involved in the implementation of activities
analysis of correspondences and reports	Analysis grid for measurement customer satisfaction level	Intermediary customers
Field visits	guide for interviews of customers satisfaction Focus groups Semi-structured interviews	Final customers

5 2 Present and potential means of measurement and frequency

Various means of measure are presently being used to assess results and the impact of activities implemented by USAID. These means may both serve to measure the satisfaction of customers. For this, it is important for all actors to internalise customer satisfaction monitoring and evaluation tasks in their daily activities. For each strategic objective team, present and potential means of measurement are presented in the following tables.

5 2 1 Strategic Objective Team n° 1

Table n° 5 SO1 means for monitoring and measuring customer satisfaction

Activities undertaken and services provided	Customer satisfaction monitoring and measurement means	Frequency
Maternity and child health care (Family Planning, recovery for diarrhoea disease, growth control, nutritional status recovery, provision of contraceptive devices, policy and social dialogue, IEC)	Operational research guided by the results of surveys on population and health status made during the diagnostic phase	Every two years
	PM and FP KOP studies	Every 18 months
	Co-ordination meetings to assess constraints and performances as well as to get feedback on satisfaction levels	Quarterly
	Joint review meetings to assess constraints and performances and to get feedback on satisfaction degree levels	Annually
	Monitoring	Each semester
Sexually transmitted diseases and AIDS (VIH epidemiological control, STD track down, provision of contraceptives, policy and social dialogue, IEC) Institutional support (Training of health professionals, Health centres equipment, budgetary support)	Surveys and polls based on SIG	Each semester
	SIG to be implemented	
	Health KAP studies included questions about satisfaction degree levels	Every 18 months
	Specific studies to assess customer satisfaction related to various services provided	Every 12 months
	co-ordination meetings to assess constraints and performances as well as the satisfaction degree level of partners	Every 6 months

5 2 2 Strategic Objective Team N° 2

Table n° 6 SO2 means for monitoring and measuring customer satisfaction

Activities undertaken and services provided	Customer satisfaction monitoring and measurement means	Frequency
<p>Kaolack Agricultural Enterprise Development (KAED) (Training and technical assistance, Women and development, Extension of NRM technologies , credit, equipment and infrastructures)</p>	<p>Opinion polls with ABE to assess how needs and satisfaction norms taken into account Indirect measurement of satisfaction (proxies) such as -Increase in ABE income - Increase in number of ABE members - Capacity to replicate activities - Adoption level of technologies promoted</p>	<p>Annually at level off all ABE of 2 years of age at level of all ABE of one year of age At the end of the revolving funds 3 months before the end of program</p>
<p>Water Management in the southern region (Construction of hydra-agricultural walls, training and extension, institutional support to services and NGO or privates)</p>	<p>Focus group workshops with CVG, CIVG to get direct feedback on performance and satisfaction Use 1996 Households survey data specific to PROGES zone with questions focusing on satisfaction level resulting from services provided Indirect measures using proxies Saline soil reclamation levels Increase in rice production Number of farmers reach by extension packages</p>	<p>Annually Three months before end of program At the end of each crop season</p>
<p>Community Based Natural Resources Management</p>	<p>Focus group workshops with Rural community based management committees to get direct feedback on performance and satisfaction Use of data from household surveys NRM KAP studies undertaken in the different ecological zones (see 1996 data) Management Plans MARF</p>	<p>Every three month Annually</p>

Customer Service Plan

	<p>Proxies</p> <p>level of financial contribution of management committees</p> <p>Financial contribution of management committees</p> <p>level of understanding of various NRM technologies</p> <p>level of adoption of NRM activities</p>	<p>Every 6 months</p>
<p>Natural Resource Based Agricultural Research (NRBAR) (Institutional support, development of appropriate agricultural and NRM technologies)</p>	<p>Site visits to get direct feedback one level of technologies application</p> <p>opinion polls of technology users on performance and satisfaction obtained</p> <p>Indirect measures (proxies)</p> <p>level of adoption technologies</p> <p>Increase in production and/or yield due to the use of technologies</p> <p>concerting with ISRA staffs about the appropriation level of the research system</p> <p>consulting with researchers about institutional and scientific support provided to ISRA</p>	<p>Annually</p> <p>Every 2 years</p> <p>Every 18 months</p> <p>Per semester</p> <p>Annually</p>

5 2 3 CAT Team

Table n° 7 CAT means monitoring and measuring customer satisfaction

Activities undertaken and services provided	Customer satisfaction monitoring and measurement means	Frequency
Support Program to NGO Provides funding for an array of integrated development activities initiated by grassroots organisations , institutional support to NGO, support to NGO consortium	KAP studies with specific questions on performance and satisfaction degree levels	Every 18 months
	Field visits in order to get direct feed back on customers satisfaction	Every semester
	Consultative meetings with contractors to get customers' feedback	Every 45 days
	joint reviews	Annually
Human Resource Development Assistance Program (long term training technical training , seminars , conferences and workshops , short term interns, study tours)	- Evaluation study of satisfaction levels on a sample of customers and partners involved (satisfaction with respect to programs, institution , conditions provided , reinsertion upon returning to Senegal	At the end each training period
Assistance - Support to other teams (Human resources Development)	Meetings among teams	Monthly
Support for Program support for democracy and good governance	joint reviews	Annually

6 MODALITIES FOR TAKING INTO ACCOUNT CUSTOMER SATISFACTION CONCERNS DURING THE IMPLEMENTATION PHASE OF ACTIVITIES

The above tools for customer satisfaction assessment and verification take into account the various phases of activity implementation (conception, planning, execution, monitoring/evaluation) for the current period as well in terms of the new strategy

6.1 diagnostic of Customer needs

This phase will deal mainly with new services provided to customers and partners. In the course of this step, team members must put emphasis on the use of participatory diagnostic approaches in order to make sure that customer concerns and levels of satisfaction are fully taken into account. During this phase, customers must express their own needs. Their effective participation in synoptic sessions is also important.

The methodological approach will build upon

■ Information collection and analysis

This is achieved in connection with customers via semi-structured interviews, opinion polls, joint sessions to assess the reliability of data collected and the need for complementary information.

■ Synopsis

It facilitates the completion of the information collected and to test its reliability via a validation process conducted with targeted customers.

Tools which can be used are

- Participatory diagnostic of the situation
- Active Method for Participatory Research and Planning
- Goal oriented planning

Facilitators of the different strategic teams will make sure that this phase is conducted in connection with grassroots customers. Such a requirement will constitute an indicator of intermediary customers or even partners' performance.

The approach in its entirety should also refer to communication issues among actors. Such a dialogue and consultative process allows better understanding of each other's mentality and the design activities according to attitudes, felt needs and capacities of the various actors.

6.2 Planning

The completion of this phase is based on the use of different methods such as PRAM, PD as well as of the use of planning charts with key questions (what? who? How? where? when?)

with who ? with what ?) This will be achieved by a team made up of representatives of the various parties involved

The methodological framework will include

■ A prioritization session

This is a workshop during which major actors (local customers), with external assistance, will again analyse their own problems and classify them by order of priority. Decisions made with respect to the implementation of solutions will come out from discussions on what is technically feasible and socially acceptable

■ Hold a session to identify resources available and implementation mechanisms

- identify and assess resources (human, material and financial) necessary to implement monitor and evaluate activities. A particular emphasis should be put on internal resources available and which can be brought about by grassroots customers, and other resources which must be provided by other actors involved in the process
- identify, if need be, other actors who can contribute to the success of future activities
- undertake negotiations concerning the management unit to be put into place and define its working mechanisms, roles and responsibilities of major service providers and establish a list of potential partners and customers

■ Hold a session on establishing time tables

For each activity planned, a time period (duration) must be set consensually. Planning concepts such as short, medium and long terms time periods must be well defined and agreed upon. Strategic team members will make sure the necessary results indicators come out at the end of this process while also addressing

- timely plan activities (Action or working Plan),
- identify the right time to assess results indicators, and
- plan, progressively, the financial or technical assistance withdrawal

The planning of activities must be based on the above norms and achieved according to the needs which were identified during the diagnostic phase, and to each actor's possibilities and constraints in human resources, material and finance

6.3 Execution, Monitoring/evaluation

These two phases are linked together, they should, henceforward, rest upon local people's participation and total assumption of responsibility. This is a key element in the search for customer satisfaction and enabling conditions

Other actors must also take part in the process by providing support, advice or services which can increase the skills of those who are in charge of activities. Assistance can be provided in

the following domains construction of walls, studies, management, technology transfer or any other specific knowledge

For the implementation of more specific programs such as Family Planning or environmental protection activities, *Sensibilisation* campaigns must be conducted in order to trigger changes in the behaviour of the local people and to capture local peoples reactions about activities implemented

Strategic team members will consult with various customers in order to undertake joint field visits and hold meetings

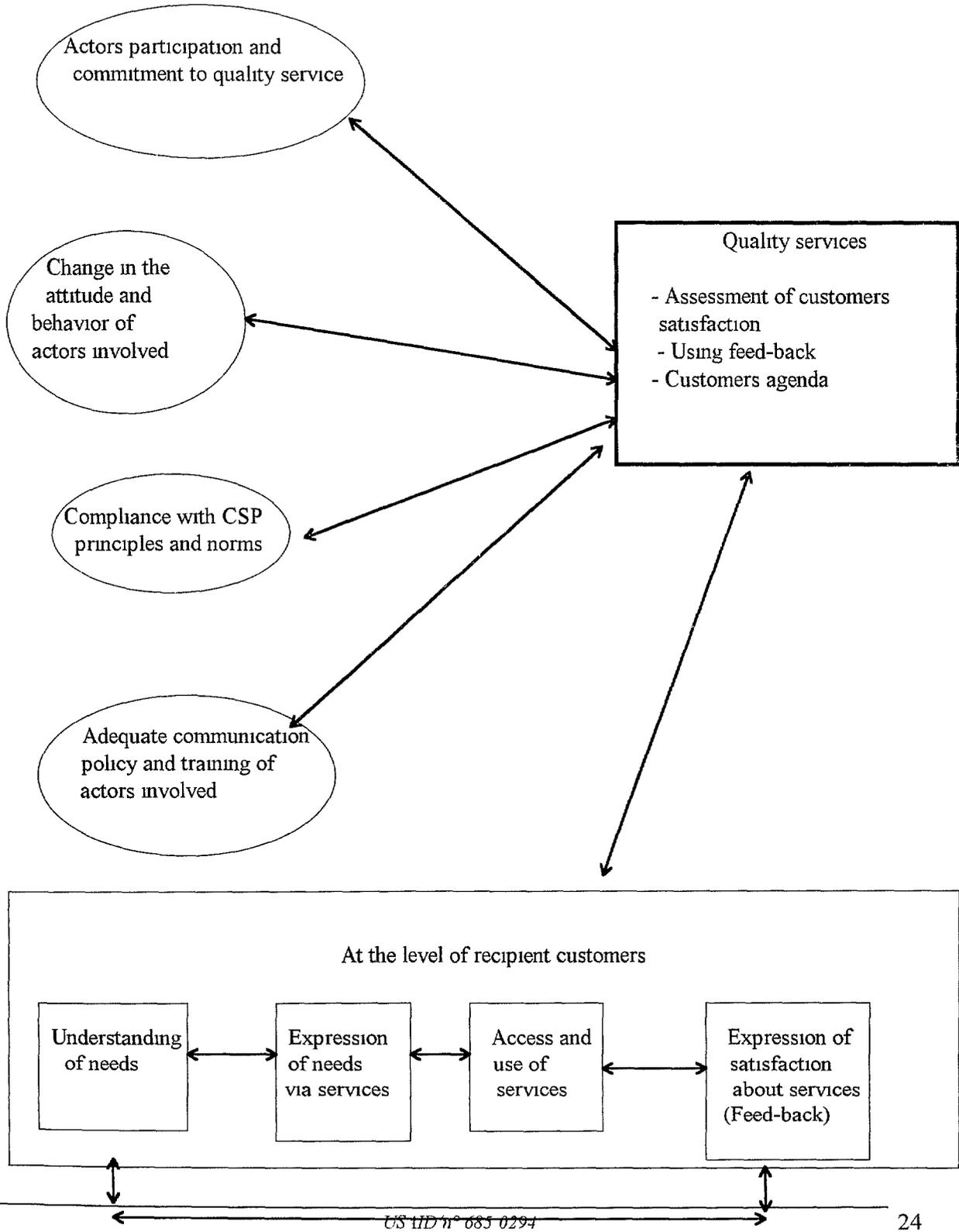
In order to consolidate results obtained from services provided, a monitoring system (monitoring plan) should be established Indicators should be identified by a team made of representants of various actors and most importantly, in connection with grassroots populations This will allow to allow the team to collect and analyze primary data, and to make a comparison Results Vs objectives using each phase's indicators

Customers are in a better situation to appreciate the result of activities and to assess the level of satisfaction this has brought to them The most important element during this phase is the capacity of customers to make choices and to measure the satisfaction they got from services provided In such conditions, it is necessary to make sure that the types of information generated by the monitoring system are in a format which can be used by and is accessible to grassroot customers The production of documents in local languages with images are therefore important in the information system if it is to be used by customers to make decisions

More often than in other phases, communication tools will be used in order to establish links between customers and the other actors and to monitor changes in local people's behaviour

Graphic 03 Production and use process of quality services

Actors involved USAIDSenegal, partners intermediary and final customers



7 **MONITORING MECHANISMS AND THE TRANSMISSION OF FEEDBACK**

With the myriad of means that can be used to gather information on customers, many choices can be made depending on costs and the scope of information needs

Information sources and circulation means such as reports, field visit discussions, systematised meetings among various actors are used to get feedback about customers' satisfaction

This feedback will help to systematically establish links between USAID and its customers provided that a good communication system exists

The information gathered will be analyzed and improvement requirements transmitted to decision makers. Appropriate communication tools must be used in densely populated areas in order to get people's opinions on the level of customer satisfaction

The systematized monitoring of customers and their level of satisfaction will be done within each strategic objective team by a person who will be appointed as CSP Facilitator. In connection with intermediary customers and partners, the facilitator will supervise a system for a periodic and regular monitoring of customer satisfaction by means of poll surveys in particular. Such a system must be operationalized in connection with the CCPP in order to assess the level at which customers' satisfaction issues are taken into account

Customers must also be able to report directly on their degree of satisfaction through frequent contacts with the people appointed to monitor the CSP

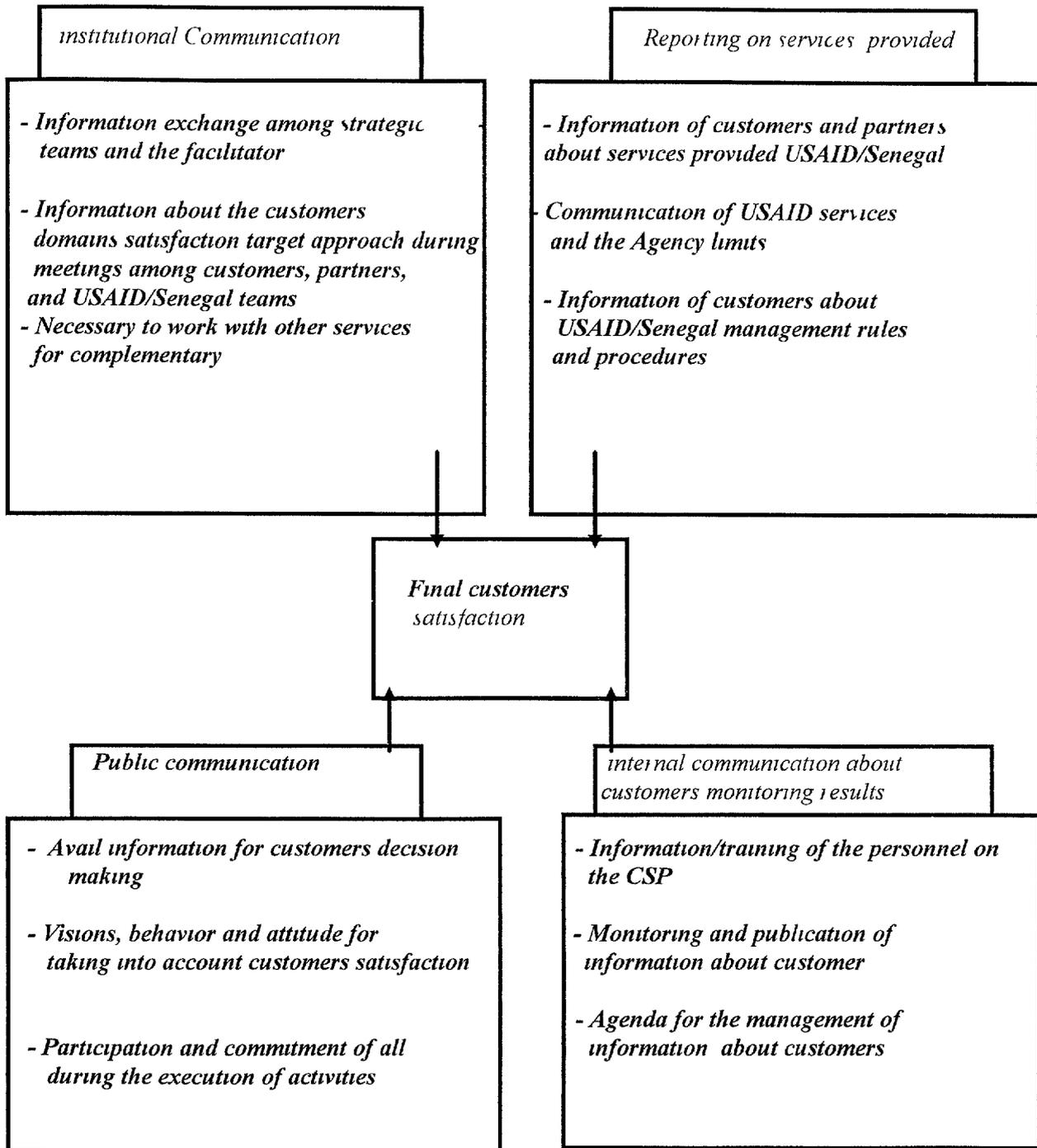
These contacts will be facilitated by the use of an information system at the decision making level

In order to facilitate the transmission of unbiased feedbacks, the means and tools suggested by the CSP are

- a computerized equipment,
- the establishment of a data base,
- the creation of a file for services provided and recipient customers,
- the establishment of a communication system

Customer Service Plan

Graphic n °4 *Framework for Monitoring and Reporting customer satisfaction*



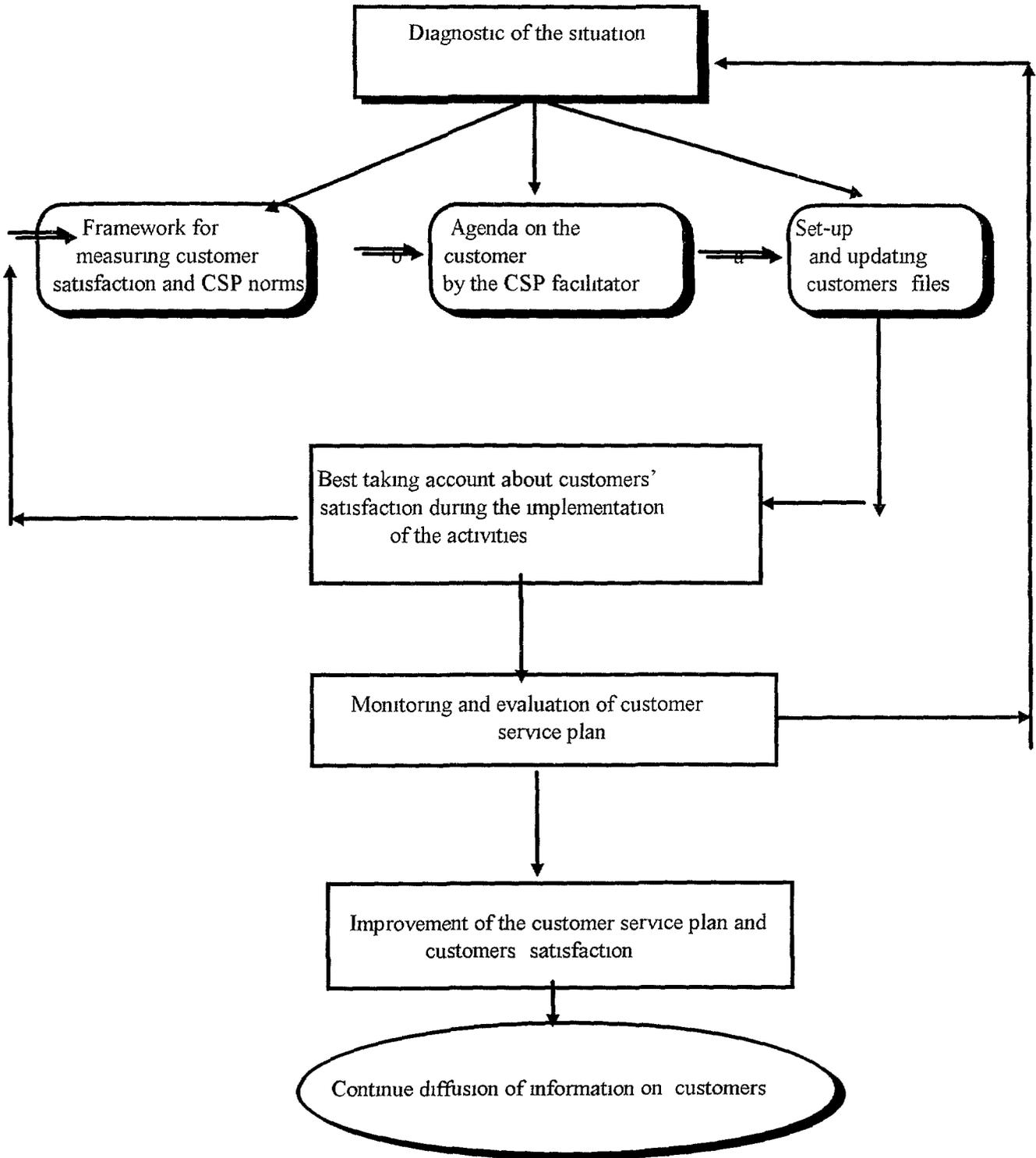
8 CSP DIFFUSION PROCEDURES

The CSP diffusion procedures will include the following stages

- The gathering of people's views, opinions and the analysis of possibilities to create and use an information system on customers and their level of satisfaction
- The use of this information system by all customers and partners in their decision-making, which requires system by all customers and partners in their decision-making, which requires a certain kind of creativity in order to make such system accessible. This requires tools which can be easily used by grassroots customers, thus based upon the use of images and transcriptions into local languages
- A large diffusion of these tools and the use of appropriate communication mechanism which must enable the translation of a willingness to change (as expressed by the people) into concrete actions

In the usage process of the CSP, the management and monitoring system described above will allow users to collect, select, codify and restate various types of data on customers and their satisfaction. The question is, using the continuous monitoring - evaluation system of the CSP, to assess whether the planned activities are still pertinent, i.e., whether they can guarantee the satisfaction of grassroots customers' needs. One should be able to track the progress made on the expected changes in grassroots customer vision and behavior. Through an ongoing revision process, the CSP will generate an important mass of information which will then be used to improve the implementation of activities as well as the content of the plan itself.

Graphic 5 Framework for the monitoring of customers' satisfaction



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Cadre et Paquets Pour Resultats des Equipes USAID

ATTACHMENT I

CSP PREPARATION METHODOLOGY

Preliminary meeting for clarifying expectations, and reviewing documents

Various meetings held with the Director, USAID teams and CCPP members have helped to define USAID activities and to clarify expectations with respect to the CSP

Various documents presented to the consultants were also analyzed in order to have a better understanding of the re-engineering process

Preparation and validation of the working plan and CSP preparation methodology

One of the major principles guiding the CSP preparation methodology is the participation of stockholders and the validation of major documents by the CCPP made of government partners, NGO's et USAID

Data Collection

The methodology which was defined at the outset and was later validated by the CCPP has allowed the contractor to meet and discuss with the various parties involved in promoting USAID activities as well as with other partners working in the same zones. These discussions were conducted on the basis of a check-list focusing on the type of activities, management mechanism, difficulties encountered, development vision and the satisfaction of major needs

The SFPO (success, failures, potentialities and opportunities) and classification was analyzed following different steps: identification, preparation, execution, monitoring, evaluation and means for conducting activities

These types of meetings were held in all regions. In each region, all types of activities undertaken by each SOT were analyzed. During these meetings, activities launched by other development partners such as GTZ (the German Cooperation Agency), FAO, the Netherlands, FIDA, ACDI, the European Union (EU), etc. were also assessed

Data analysis and preparation of workshops

Information analysis helped to draw lessons about USAID interventions during the last few years and to synthesize different recommendations which came out during preliminary data collection. These make the present document

Information exchange workshops

- **Regional workshops**

The sharing of information and results of preliminary data analysis is one of the major participatory principles guiding the methodology. For the entire preparation process, four regional workshops were organized in the following regions:

- in Ziguinchor with USAID partners and customers as well as with other actors working in Ziguinchor and Kolda ,
- in Kaolack with customers from Kaolack, Fatick and Diourbel ,
- in Louga for customers from Saint-Louis and Louga and finally,
- in Thies for customers and partners from Dakar and Thies

These regional workshops have allowed the team to share all information collected on the field during meetings with USAID partners and customers as well as with other partners conducting activities in the areas visited and to discuss and complete data collected during previous phases.

The workshops also have helped participants to formulate concrete recommendations on certain issues such as funding mechanisms, actors role and responsibilities, CSP principles and limits.

- **National workshop**

The substance of the national workshop held in Dakar was drawn from regional workshops conclusions. It also followed the same iterative logic. Most important, this workshop has not only helped to share with regional representatives, USAID and CCPP members the information gathered from the regional workshops, but also helped to deepen the collective thinking on issues deemed paramount to participants. The workshop has particularly helped to improve the mechanisms which can be adopted for a better involvement of local people in all phases of project development. A focus was also put on how to advertise the CSP and to make it work (operational).

Working with USAID teams to make adjustments

Working meetings will be held with different USAID teams in order to get feed-back about possibilities for using the CSP after they have read the draft which will be submitted to them. These meetings will focus on operational issues such as testing the conditions and mechanisms suggested for undertaking on going activities.

Validation by CCPP members and restitution of results to USAID

After getting feed-back on the draft report and defining means to operationalize and advertise the CSP, a validation meeting was held with CSP members.