

REG Annual Customer Satisfaction Survey Report (2025–2026)

Administrative Survey Report and Data Analysis

1. Executive Summary

This report presents the findings of the Rwanda Energy Group (REG) Annual Customer Satisfaction Survey for the 2025–2026 fiscal year. The survey was undertaken to obtain structured feedback from customers on their awareness of REG and its services, accessibility and timeliness of service delivery, knowledge of customer rights and obligations, satisfaction and dissatisfaction with services, and awareness of channels for raising complaints or service-related issues. The findings provide management with evidence on areas in which customer service is performing well and areas requiring targeted improvement.

Key Performance Highlights:

- **High Brand Awareness:** 99.95% of respondents know REG, and 99.70% are aware of the core electricity services provided.
- **Service Quality Satisfaction:** Over 94.8% of surveyed customers rate REG's service quality as 'Excellent' (71.6%) or 'Very Good' (23.2%).
- **Customer Service Accessibility:** 96.16% confirmed they can easily and timely acquire services, while 97.90% possess contact details for complaint resolution.
- **Customer Concerns and Improvement Needs:** 6.39% of respondents reported dissatisfaction with services. This result should be treated as an important management signal for identifying the causes of dissatisfaction, strengthening problem resolution, and improving consistency of service delivery across branches.

1.1 Purpose and Rationale

Customer satisfaction is an important management measure for REG because the quality, accessibility, timeliness and responsiveness of customer-facing services directly influence public confidence in the organization. The annual survey was therefore conducted to provide REG with systematic, customer-based evidence on how its services are experienced at branch level and to complement routine operational information with the views of customers.

The feedback is intended to support management decision-making, service improvement, customer-care planning, communication and accountability. In particular, the findings can be used to identify service areas that require corrective action, strengthen customer

information and awareness, improve complaint-resolution mechanisms, recognize practices that are working well, and inform future customer-service interventions at both Hub and branch level. The survey also provides a baseline against which subsequent customer-satisfaction results can be compared.

1.2 Survey Objectives

The main objective of the survey was to assess the level of customer satisfaction with REG services and to generate evidence for continuous improvement. The specific objectives were to:

- Assess customer awareness of REG and the services it provides;
- Assess whether customers understand the requirements for accessing REG services;
- Assess the accessibility and timeliness of services;
- Determine customers' awareness of their rights and obligations;
- Measure the level of dissatisfaction reported by customers;
- Assess awareness of telephone contacts used for complaints and service-related issues; and
- Assess customers' overall rating of service quality at REG branches.

1.3 Survey Coverage and Respondents

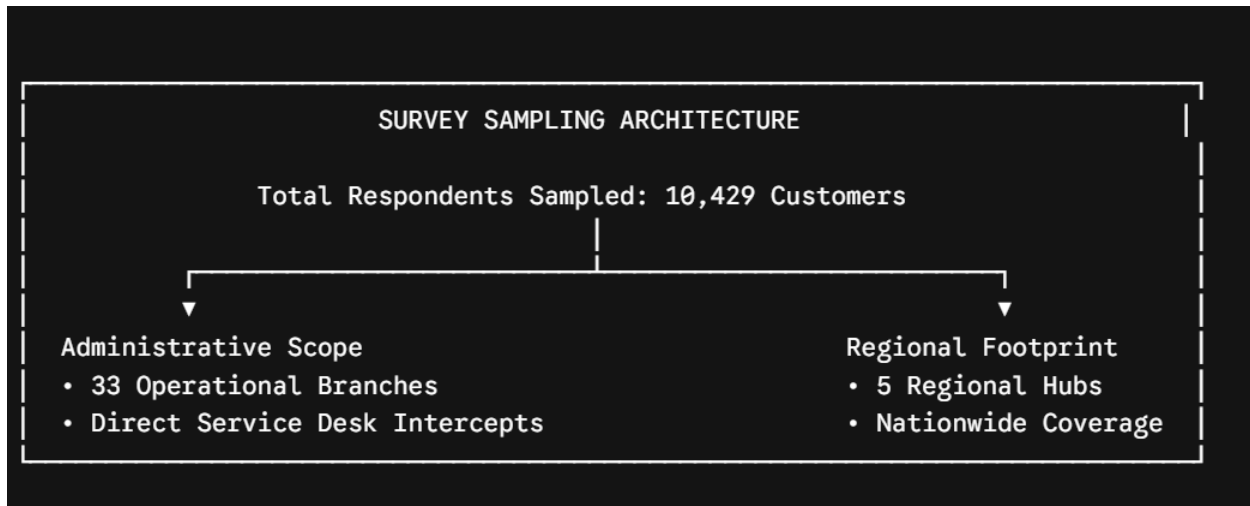
The annual survey covered all five REG administrative Hubs and 33 REG branches nationwide. A total of 10,429 customer respondents are reflected in the branch-level respondent dataset. In addition, 20,826 service-quality rating entries are reported for the five-point service-quality assessment. These two figures are presented separately because they represent different units of analysis in the source data.

1.4 Sampling and Data Collection Approach

To ensure an administrative, objective, and statistically robust representation of REG's entire customer base, the survey employed **Random Sampling** across all operational touchpoints.

- **Method:** Respondents were selected at random upon visiting any of the 33 REG branch customer care desks across the country during regular business operating hours.
- **Justification for Random Sampling:** Random selection minimizes selection bias and guarantees that every customer seeking service—regardless of demographic background, consumption class, or transaction type—has an equal probability of participating. This technique provides an unbiased, cross-sectional reflection of daily customer experiences across all regional hubs.

- **Sample Size & Coverage:** A total of **10,429 customer respondents** were successfully surveyed across **33 branches** organized into **5 administrative regional Hubs** (Eastern, Kigali, Northern, Southern, and Western Hubs).



1.5 Survey Instrument and Data Analysis

The survey instrument consisted of structured questions covering the seven core customer indicators, together with an overall service-quality rating using a five-point scale from “Excellent” to “Poor”.

Responses were summarized using frequency counts and percentages. For the Yes/No/Not Sure indicators, percentages were calculated from valid responses, while blank or missing responses were tracked separately. Service-quality ratings were summarized by category and further disaggregated by Hub and branch to identify differences in customer experience across service points.

The analysis therefore combines descriptive statistics, counts, percentages and distributions with branch- and Hub-level comparisons. This approach is appropriate for an administrative customer-satisfaction survey because it enables management to identify both overall performance patterns and locations where targeted follow-up may be required. The source report does not specify a particular statistical software package; therefore, no software is named here unless the data-processing record confirms it.

1.6 Use of Findings and Reporting Principles

The findings should be interpreted as management information for service improvement rather than as a standalone measure of all customer experiences. High satisfaction results should be sustained and replicated, while negative, uncertain and blank responses should be examined to understand their underlying causes. Hub and branch results should be used to guide targeted interventions, and future surveys should apply a consistent methodology to support reliable year-to-year comparison.

2. Survey Questions and Customer Responses

The table below presents customer responses across the seven core indicators. For each indicator, the report shows the number and percentage of Yes, No and Not Sure responses. Blank entries are retained separately to preserve transparency regarding missing or unanswered responses. The results provide the basis for assessing customer awareness, access, satisfaction and complaint-handling awareness.

Survey Question	YES (n)	YES (%)	NO (n)	NO (%)	NOT SURE (n)	NOT SURE (%)
Do you know REG?	10,392	99.95%	2	0.02%	3	0.03%
Do you know services offered by REG?	10,348	99.70%	13	0.13%	18	0.17%
Do you know the requirements to acquire services from REG?	10,242	98.88%	47	0.45%	69	0.67%
Do you easily get REG services and are they timely?	9,894	96.16%	324	3.15%	71	0.69%
Do you know your rights and obligations as REG customer?	9,725	94.74%	181	1.76%	359	3.50%
Do you have any dissatisfaction on the services offered by REG?	657	6.39%	9,394	91.30%	238	2.31%
Do you know telephone contacts to use in case you have	10,073	97.90%	105	1.02%	111	1.08%

a
complaint/issue?

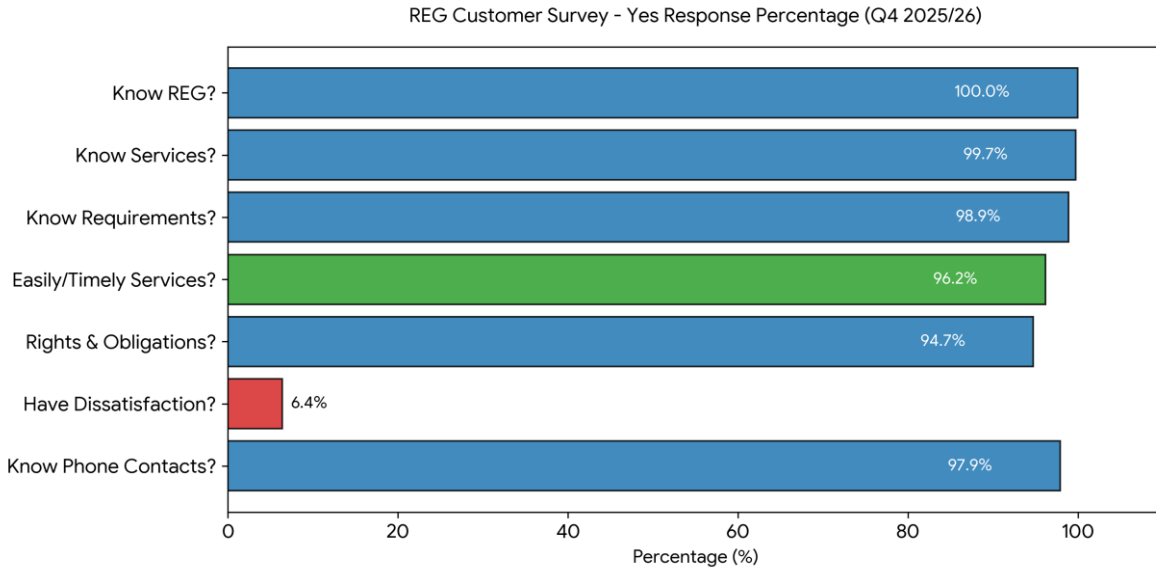


Figure 1: Yes Response Rates Across Key Customer Indicators

3. Overall Customer Service Quality Ratings

Customers evaluated REG's service delivery using a five-point scale ranging from 'Excellent' to 'Poor'. The source dataset reports 20,826 service-quality evaluation entries. Of these, 14,930 (71.58%) were rated Excellent and 4,832 (23.17%) Very Good, giving a combined Excellent/Very Good share of 94.75%. The results indicate a strong overall perception of service quality, while the smaller Good, Fair and Poor categories remain important for identifying opportunities for improvement.

Rating Category	Total Responses (Count)	Percentage Share (%)
Excellent	14,930	71.58%
Very Good	4,832	23.17%
Good	940	4.51%
Fair	30	0.14%
Poor	2	0.01%

Blank	124	0.59%
Not Sure	0	0.00%

Overall Customer Service Quality Ratings Breakdown

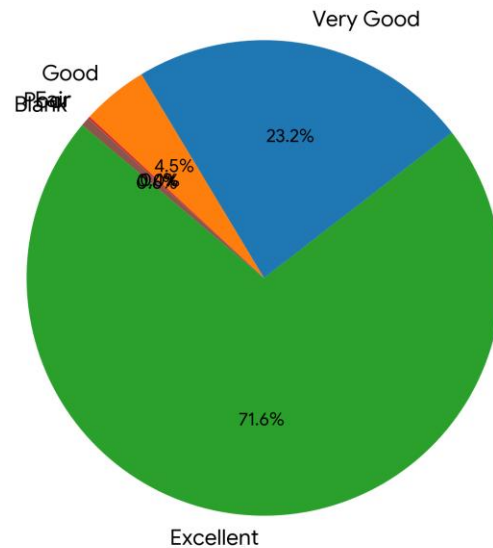


Figure 2: Distribution of Customer Ratings

3.1 Interpretation of Customer Satisfaction Results

The survey results show very high awareness of REG and its services, with 99.95% of respondents indicating that they know REG and 99.70% indicating that they know the services offered. Awareness of service requirements is also high at 98.88%. These results suggest that customer information and organizational visibility are strong areas that should be maintained.

At the same time, the results identify areas requiring continued attention. Although 96.16% reported that they easily obtain REG services and that services are timely, 3.15% answered No and 0.69% were Not Sure. Awareness of customer rights and obligations was comparatively lower, with 94.74% answering Yes, indicating a need for continued customer education. In addition, 6.39% reported dissatisfaction with services. This should be treated not simply as a percentage to be minimized, but as a pool of customer feedback requiring further analysis of the specific service issues, branches and circumstances involved.

The 97.90% awareness of telephone contacts for complaints or issues is encouraging. However, the remaining customers who do not know or are unsure of the appropriate contact channels represent an important communication gap because effective complaint handling depends on customers knowing where and how to seek assistance.

4. Survey Distribution by Hub and Branch Performance

The service-quality data was disaggregated across the five administrative Hubs and 33 branches to examine geographic and branch-level patterns. The Hub table should be read as a distribution of service-quality evaluation entries rather than a count of unique customer respondents. This distinction is important because the report separately records 10,429 respondent records and 20,826 service-quality evaluation entries.

Hub Name	Total Respondents	Proportion of Total (%)
Eastern	2,006	9.62%
Kigali	3,689	17.69%
North	915	4.39%
South	2,130	10.21%
Western	12,118	58.10%

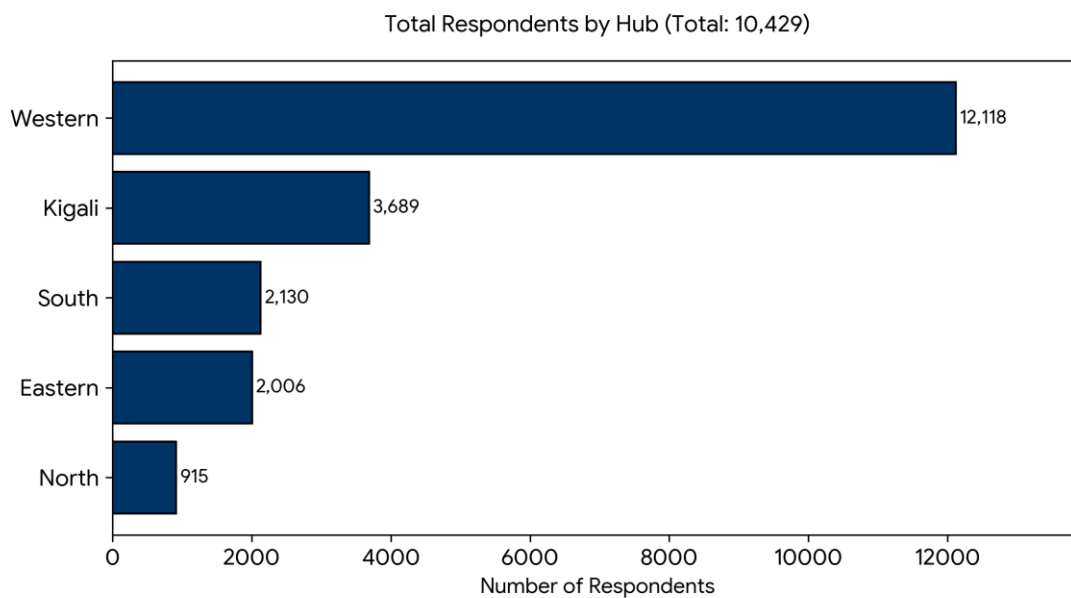


Figure 3: Distribution of Service-Quality Evaluation Entries by Regional Hub

Detailed Branch Level Service Ratings Summary:

Hub	Branch	Excellent	Very Good	Good	Fair	Poor	Blank	Total
Eastern	GATSIBO	278	19	5	0	0	0	302
Eastern	KAYONZA	3	0	0	0	0	0	3
Eastern	KIREHE	20	51	25	2	0	0	98
Eastern	NGOMA	199	11	0	0	0	5	215
Eastern	NYAGATARE	1,169	10	0	0	0	6	1,185
Eastern	RWAMAGANA	189	11	0	0	0	3	203
Kigali	BUGESERA	394	6	0	0	0	3	403
Kigali	JABANA	400	319	144	1	1	1	866
Kigali	KACYIRU	0	143	6	0	0	1	150
Kigali	KANOMBE	411	0	0	0	0	0	411
Kigali	KICUKIRO	360	10	2	0	0	0	372
Kigali	NYARUGENGE	317	71	12	0	0	0	400
Kigali	REMERA	251	6	0	0	0	3	260
Kigali	KAMONYI	524	0	0	0	0	4	528
Kigali	GICUMBI	44	26	11	5	0	4	90
Kigali	RULINDO	127	61	19	0	0	2	209
North	BURERA	39	5	0	0	0	1	45
North	GAKENKE	158	36	0	0	0	0	194
North	MUSANZE	44	65	21	0	0	0	130
North	NGORORERO	199	2	0	0	0	0	201
North	NYABIHU	47	279	2	0	0	1	329

North	RUBAVU	16	0	0	0	0	0	16
South	GISAGARA	110	49	1	0	0	0	160
South	NYARUGURU	288	43	21	7	0	0	359
South	HUYE	161	104	2	0	0	0	267
South	MUHANGA	34	219	109	0	0	13	375
South	NYAMAGABE	56	380	65	0	0	0	501
South	NYANZA	183	65	12	0	0	0	260
South	RUHANGO	142	54	9	0	0	3	208
Western	KARONGI	64	52	1	0	0	0	117
Western	NYAMASHEKE	359	161	2	0	0	4	526
Western	RUSIZI	406	32	0	0	0	8	446
Western	RUTSIRO	473	126	1	0	0	0	600
Western	GRAND TOTAL	7,465	2,416	470	15	1	62	10,429

4.1 Data Quality and Reporting Note

Before final administrative approval and publication, the Hub-distribution totals should be reconciled. The Hub table currently totals 20,858 entries, while the overall service-quality rating table reports 20,826 evaluation entries. This 32-entry difference should be checked against the source dataset and corrected or explained in the final signed version. The report should also retain the distinction between unique customer respondents and service-quality evaluation entries throughout the document.

5. Strategic Recommendations

1. Strengthen customer awareness of rights and obligations. The 94.74% Yes response is positive, but the 1.76% No and 3.50% Not Sure responses indicate that some customers still lack complete knowledge of their rights and responsibilities. REG should strengthen targeted customer education through branches, customer-care points, social media, local

radio, SMS and other established communication channels. The content should use simple, practical explanations of customer rights, obligations, service requirements and available support channels.

2. Establish a structured follow-up mechanism for dissatisfied customers. The 6.39% dissatisfaction rate should trigger further analysis rather than being treated only as an aggregate indicator. REG should identify the main causes of dissatisfaction, categorize complaints by service issue, and review patterns by branch and Hub. Where recurring issues are identified, responsible units should develop corrective actions, assign ownership and monitor implementation. A subsequent survey should assess whether the interventions have reduced the identified causes of dissatisfaction.
3. Strengthen visibility and accessibility of complaint channels. Although 97.90% of respondents know the telephone contacts to use for complaints or issues, the remaining 2.10% represent customers who may face difficulty accessing support. REG should continue displaying complaint contacts prominently at branches and customer-care points and include them consistently in customer-facing communication materials. The effectiveness of these channels should also be monitored through response time, resolution rate and recurring complaint trends.
4. Standardize and replicate effective branch practices. Branch-level results should be reviewed regularly to identify branches demonstrating strong customer-service performance and practices that can be replicated elsewhere. REG should document effective practices, share them across Hubs, and provide targeted support to branches recording relatively lower ratings. This should be accompanied by periodic coaching, customer-service refresher sessions and management follow-up.
5. Continue customer communication and engagement. The very high awareness of REG and its services should be sustained through regular, clear and timely customer communication. Particular attention should be given to service requirements, rights and obligations, complaint channels and other information that enables customers to access services effectively.

5.1 Conclusion

The 2025–2026 Customer Satisfaction Survey provides REG with useful evidence on customer awareness, accessibility, service quality and complaint-channel awareness across its five Hubs and 33 branches. Overall results indicate strong customer awareness and a high level of positive service-quality ratings. Nevertheless, the findings also demonstrate the need for continued attention to customer rights and obligations, dissatisfaction drivers, complaint-channel visibility and consistency of service experience across branches. The value of the survey will ultimately depend on how effectively the findings are translated into specific, monitored and measurable service-improvement actions.

END

