Title Page

MARKETING QUALITY SERVICES: (A CASE STUDY OF NATIONAL ELECTRIC POWER AUTHORITY (NEPA), DALA DISTRICT, KANO)

BY

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DEDICATION

This study is dedicated to my late Mother, my Father, my beloved wife and our son, KING.

DECLARATION

To my knowledge, a project of this kind has not been written previously in any application for a higher degree of Ahmadu Bello University or any institution.

The project is purely the result of my initiative and creativity, and I hereby declare that it has been written by myself.

All quotations, sources of information and assistance towards the project are duly acknowledged.



Yusuf Karik

May, 1997.

CERTIFICATION

This project entitled "**MARKETING QUALITY SERVICES: A CASE STUDY OF NATIONAL ELECTRIC POWER AUTHORITY(NEPA) DALA DISTRICT KANO**" by Yusuf Karik meets the regulations governing the award of the Masters of Business Administration Degree of Ahmadu Bello University, Zaria and is approved for its contribution to knowledge.

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KASIM IBRA.

ABSTRACT

It is generally believed that the quality of services of National Electric Power Authority falls below expectation. This study is carried out to examine the quality of these services and the reason(s) that hinders the organisation (NEPA) from meeting the electricity requirement of the country in general which is a major impediment to industrial and economic development.

Therefore, any meaningful attempt towards achieving economic development in the country must first of all find ways and means to tackle the problem of inadequate power supply.

This study therefore examines the activities of National Electric Power Authority, Dala District, Kano and its efforts to tackle the unstable power supply which has negatively affected her customers.

The need for stable power supply in the country in general cannot be overemphasized. There is an urgent need to have power supply at all times. This will bring about customer satisfaction and an overall improvement in the economic development of the country which will in turn lead to rise in the standard of living in the country.

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CHAPTER ONE

1.1 INTRODUCTION

Marketing has become an increasingly important activity within an organisation especially in recent times. This could be due to the realization on the part of management that the firms' profits and its very survival are inevitably tied to the satisfaction of the consumer's wants and needs. It has been the belief of most people that until the consumer derives final utility, there are really no products or services, there are only raw materials. The marketing view looks at the business as directed towards the satisfaction of customer wants.

Marketing is a desirable force that should surround the entire organisation. It should enter into the thinking and behaviour of all decision makers regardless of their level within the organisation and their functional areas. When this thinking pervades the organisation, such organisation is said to be adopting the marketing concept. The marketing concept as a philosophy adopts the view that the primary purpose of any organisation is to serve customers at a profit. Even though non-business organisations may not seek profit, they have goals by which they measure their success just as other organisations do in the other form. Organisations that employ the marketing concept attempts to determine the needs of consumers they plan to sell to. After the needs are determined, products or services are designed to fulfil the needs of the consumers. Marketers then proceed to formulate the various marketing strategies intended to appeal to the target consumers.

The organisation goes about achieving its market oriented strategies through an effective use of its marketing mix variables. These variables include:

1. The product or service which has to be right in terms of meeting consumer requirements in every aspect as much as is commercially possible.
2. The price which must be acceptable to the consumers as being representative of value for the product they purchase.

3. The promotion which includes all elements concerned with planned marketing communication, advertising and the management of personal selling.

4. Distribution which include all strategies, channels systems and selection.

Studies on marketing have revealed that a marketer's success depends importantly on adequate knowledge of his markets and his products or services and more specifically on his skills in effecting ownership transfer.

Historically, the study of marketing emphasised the purchase and sale of physical goods in the private sector of the economy. Today, the situation is different in that marketing expertise is now also highly valued by Managers of service organisations. In the public and non-profit sectors too, there is wide spread interest in developing a stronger marketing orientation. The development cannot be otherwise since all organisations perform two basic functions. They produce goods, services or an idea and they market it. This is true of all firms whatever their size. Whether they are large organisations like NEPA or small enterprises. In a business enterprise, marketing generates the revenue that the financial people manage and the production people use in creating products or services. Hence, the challenge facing marketing is to generate those revenue by satisfying customer's wants at a profit and in a socially responsible manner.

Through the production and marketing of goods, service or ideas organisations satisfy a commitment to society, to their customers, and to their owners.

Therefore, any organisation be it private or public responsible for rendering services must ensure its quality as well as effective distribution system that will satisfy the customers. Quality in this case refers to meeting agreed requirements of the customer, now and in the future.

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1.2 STATEMENT OF PROBLEM

The marketing of any product or service is not devoid of problems. The marketing of electricity is no exception. The supply of electricity is far from meeting the agreed requirements of consumers. They get irregular supply of electricity despite management's and government's effort to improve the situation.

It is on record that consumers spend days in blackout as a result of minor unrectified faults. This is not healthy for the organisation. We also have situations in which the entire nation is left in blackout for hours as a result of system failure. This is highly unhealthy. There are also instances whereby certain areas in a town or city are supplied low voltage which can hardly start a fluorescent tube. This is also unhealthy.

The supply of electricity has been inefficient and the deterioration in the services of NEPA has not only put dissatisfaction in the minds of customers, but also, the uncertainty the customers have as to whether the organisation will be able to meet their future demand of electricity.

Aside from the seeming deterioration in the quality of NEPA services, customers regularly complain of failure of the organisation to distribute to them the right bills at the right time. These complaints borders on crazy bills and long period of estimation which leads to high charges. This study will therefore seek to explain this situation.

1.3 OBJECTIVE OF THE STUDY

This study intends to examine the marketing operations of electricity supply. It is also to look at the efforts being made by the organisation to satisfy the needs of the customers with regards to providing quality services and billing them appropriately.

The objectives of the study among others include:

1. To find out what has been responsible for irregular supply of electricity throughout the country.
2. To find out the extent at which consumers of electricity have been responding to the call by the organisation in order to meet their obligations.
3. To identify the problems the organisation is facing towards its efforts to satisfy her customers electricity needs.
4. To make recommendations on how the organisation can improve over its present and future services so that it can be able to satisfy the need of numerous electricity consumers.

1.4 JUSTIFICATION FOR THE STUDY

This study is an attempt to evaluate the marketing operations of NEPA with respect to customer satisfaction. It is hoped that the findings of this study will help the organisation in developing marketing policies towards satisfying electricity consumers. In addition, consumers of electricity will find this study useful because it would expose to them the numerous problems confronting the organisation.

1.5 SCOPE OF THE STUDY

The study is focused on the marketing activities in National Electric Power Authority (NEPA) Dala District, Kano. The historical background of NEPA in general and Dala District in particular would be covered. Problems militating against the provision of quality marketing services in the district would be discussed and suggestions for the achievements of efficient services would also be proffered.

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1.6 METHODOLOGY FOR THE STUDY

The study intends to use both primary and secondary sources of obtaining data. The primary sources include questionnaires, interviews and discussions. Some selected NEPA staff (senior & junior) and a sample of residential, commercial and industrial consumers were engaged in order to obtain the primary data.

The secondary data is obtained by studying existing materials within and outside the organisation. These include text books, magazines, journals, seminar papers and national dailies.

1.7 LIMITATION OF THE STUDY

Any research work is bound to face some degree of problems. This study is limited to the marketing operations in the area of electricity supply.

Another limiting factor is the time the project is expected to be presented as well as the financial constraints. Questionnaire and discussions with individuals and organisations were the main tools through which data was obtained. The researcher had no control over the respondents. As such, they were left free to respond the way they liked.

However, adequate effort was made which rendered the effect of the limitations less effective thereby giving guarantee to the objectivity of the research's findings.

1.8 DEFINITION OF RELEVANT TERMS

The following terms will be defined for proper understanding of the study.

Product: Product refers to the output of any process. It can consist of a tangible good, a service or information or some combination of the three.

Market: Market is a conglomeration of buyers, with a set of similar needs and problems and sellers of products and services that are close or distant substitutes of one another. The market is characterised by the suppliers competing with one another to satisfy the needs of the buyers.

System: A system is an integrated set of inter-connection task, processes or activities that enable operatives responsible for the tasks to achieve their goals simultaneously. The accomplishment of such goals enable the unit within which the system operates to achieve a predetermined set of objectives. A system always provides as part of its out put, deliverable, which is either a product, a service or information or a combination of the three.

Marketing: Marketing refers to the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy individual and organisational objectives.

Quality: Quality refers to the totality of features and characters of the product or service that bears on its ability to satisfy stated or implied needs. Quality can also be defined as fitness for purpose of use.

Service: Services are those separately identifiable, essentially intangible activities that provide want satisfaction, and that are not necessarily tied to the sale of a product or another service.

Distribution: It is the process of stepping down high electricity voltage to smaller voltages for easy consumptions by different categories of consumers.

Vandalisation: It is the act of damaging or destroying public property intentionally.

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CHAPTER TWO

LITERATURE REVIEW

2.0 MARKETING

As in the case of any subject matter, definitions are not always easy to formulate. This is certainly true in the case of marketing. Due to the continuing exposure to advertising and personal selling, most people think of marketing as synonymous with selling and promotion. That is, someone is always trying to sell something. Ironically, selling is one of several functions that marketing perform and often not the most important.

The American Marketing Association, the International Professional Association in the Marketing discipline, attempted to standardize marketing terminology by defining marketing as:

> "the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods and services to create exchanges that satisfy individual and organisation objectives."[1]

The definition is comprehensive in that it conceptualizes marketing activities as permeating all organisational functions be they nonprofit organisations or profit oriented business.

Nevertheless, the most expressive, all encompassing, yet short definition of modern marketing by William J. Stanton (Fundamentals of Marketing) views marketing as:

"The creation and delivery of standard of living to society."[2]

2.1.1 THE MARKETING CONCEPT

The marketing concept is a philosophy of business that states that the customer's wants-satisfaction is the economic and social justification for a firm's existence. Consequently, all company activities must be devoted to finding out what the customers want and then satisfy those wants at a profit over the longrun.

According to Kotler, Philip (1991), the marketing concept starts by determining customer's needs and wants and then attempts to have the company develop products or services to satisfy the customer. Therefore, the first step management must take to implement the marketing concept is to establish an information system that allows the firm to learn about customer's needs and to use that information internally to create satisfying products or services.[3]

2.1.2 THE MARKETING MIX

Marketing Mix is the term that is used to describe the combination of the four inputs that constitute the core of a company's marketing system. The product, the price structure, the promotional activities, and the distribution system. These ingredients are inter-related and each of them contains countless variables. Ultimately from the multitude of variables, management must select the combination that will best adapt to the environment. That is, management is seeking the mix that will lead to the optimal synergistic results.

2.1.2.1 PRODUCT STRATEGY

The product is usually the most basic element in the Marketing Mix. All subsequent decisions for other elements in the mix depend on the type of product being offered. In Marketing, anything capable of satisfying a consumer want or need is called a product. Product could be a physical object, a service, a place, an idea or even a personality. Managing the product ingredient includes planning and developing the right products and/or services to be marketed by the Company.

The product strategy comprises decisions about package, design, branding, trademarks, warranties, guarantees, product life-cycle and the development of new products. It also considers that satisfaction of all consumers needs in relation to the goods or service, marketing must assure that products and services provide maximum benefits to customers and that they are compatible with customer needs.

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2.1.2.2 PRICE STRATEGY

One of the most difficult areas of marketing decision making deals with the methods of setting profitable and justified prices. Price is one of the most crucial elements in Marketing Strategy. Pricing decision directly affect every element of the marketing mix. In pricing, management must determine the right base price for its products. He must then establish policies concerning discounts, freight payment, and many other price-related variables. Prices must be set to reflect the value of benefits provided. They must select pricing strategies that maximise the present value of revenue streams across all segments of the total market.

2.1.2.3 PROMOTION STRATEGY

Marketing management communicates with its target market through promotional strategy. The promotion mix includes advertising, personal selling, public relations and sales promotion. Promotion is an ingredient used to inform, persuade, and remind consumers of the benefits provided by the firm's products and services. The various aspects of promotion strategy must be blended together for the organisation to communicate effectively with the market place.

2.3.4 DISTRIBUTION STRATEGY (Place of Distribution)

Distribution strategy deals with the physical distribution of goods and the selection of marketing channels through which the products will reach the right market at the right time and also develop a distribution system for physically handling and transporting the products through these channels. Marketing channels involve retailers, wholesalers, and other channel intermediaries.

The total package forms the marketing-mix the blending of the four strategy elements of marketing decision making to satisfy chosen consumer segment. The four fold classification (4Ps) is useful in study and analysis but it is the total package, or mix that determines the degree of marketing success.[4]

2.1.3 MARKETING PLANNING

In simple English, planning is drawing from the past to decide in the present what to do in the future. Or deciding now what we are going to do later, when and how we are going to do it, and who will do it.

Planning also may be viewed as an extension of input-output theory. Once management forcasts its desired output, that is, sets goals then through careful planning it can determine what input factors will be needed to attain that goal.

The concept of planning is not new. However, market and economic conditions in recent years have led to a better understanding of the need for and value of formal planning. Truly, any success that management has in increasing the profitability of marketing operations depends in large part upon the nature of its marketing planning. Formal planning is one of the most effective management tools available for reducing risks.

Marketing Planning involves setting goals and strategies for the marketing effort in the firm. This planning would include the development of long-range programs for the major ingredients in the marketing mix - the product, the distribution system, the pricing structure, and the promotional activities. Planning in all these areas must be done concurrently and must be carefully coordinated, because each element in the mix interacts with every other element.

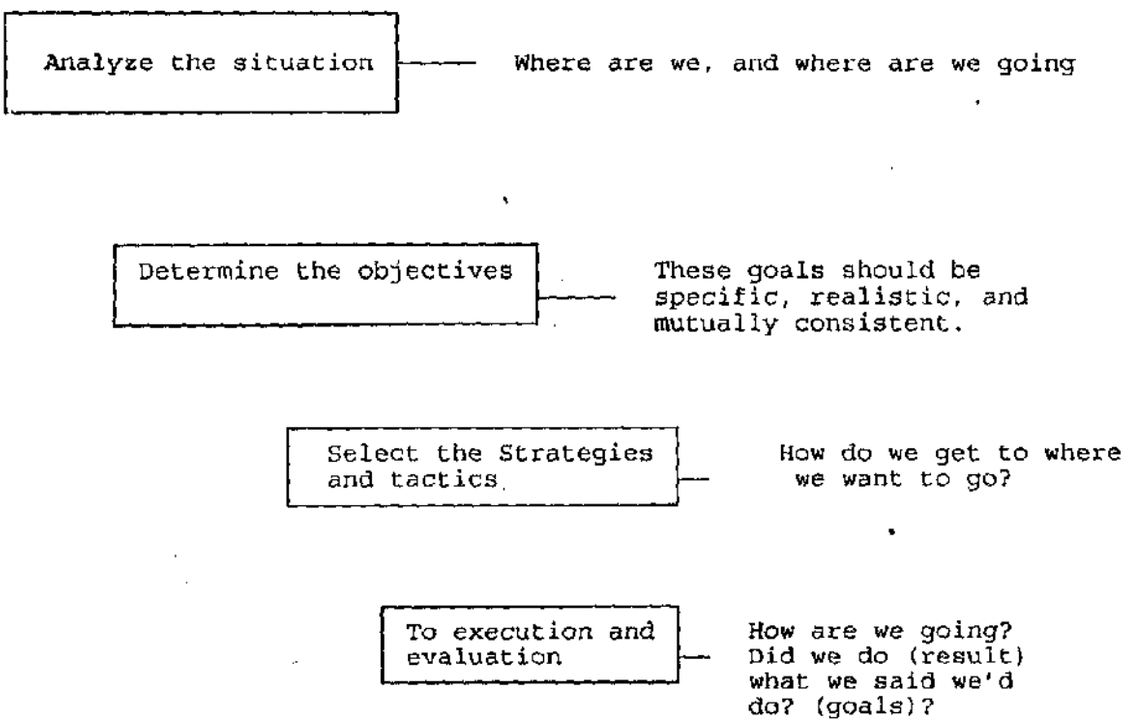
Planning may cover long or short periods of time. Long-range planning for 3, 5, 10 or even 25 years usually involves top management and special planning staff. It deals with broad, company wide issues such as plant, market, or product expansion. Short-term planning typically covers a period of 1 year or less and it is the responsibility of lower and middle-echelon executives. It involves such issues as planning next year's advertising campaign, making merchandise buying plans in a store, or setting sales quotas for a sales force.

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The annual marketing plan is one part, or one time segment, of the ongoing marketing planning process. It is a master plan covering a year's marketing operations. More attention can be devoted to tactical details in the annual plan than is feasible in long-range planning.

2.1.3.1 THE PLANNING PROCESS

The planning process in diagram in Fig.1.1. The first is the situation analysis, in this stage, management makes a thorough analysis of the company's existing situation - its markets, its competition, the product, the distribution channels, and the promotional programs.



The process continues with management determining the firm's objectives. Then the appropriate strategies and tactics are selected to reach these goals. Periodically, the operating results should be evaluated. Each marketing plan that emerges as a final result of this process should appear in detailed written form.

The cornerstone of successful marketing planning in a firm is the measurement and forecasting of market demand. The key figure needed is the sales forecast, because it is the basis for all budgeting and all operations in the firm.

2.1.4 MARKET SEGMENTATION

Market segmentation is the process by which Marketers divide potential customers into smaller groups that seek similar benefits from a product. Benefits may be in product service, appearance, price, place of distribution or social acceptability. The goal is to isolate groups that prefer certain features and then to design a marketing plan for that specific group of customers. Market segmentation is the essential first-step in the pursuit of a market niche.

Market segmentation has three major advantages:

1. The organisation can develop a marketing mix that does a better job of satisfying the newly identified small range of customer needs. All customers are not the same. They desire different features from a product and weigh the importance of price differently. A single generic product cannot meet as many customers needs; as one which is specifically designed for a particular market segment. Segmentation makes it possible to produce specific products that provide desired benefits to groups of customers.
2. Segmentation lead to more efficient promotions and distribution, thereby reducing costs. Media usage patterns differ among market segments. Older consumers watch more news programming on television than younger consumers. Highly educated consumers read more literary and news magazines than do those with only high school education. Men watch more

sporting events on television than do women.

Numbers of readers, viewers or radio listeners are the key factors in determining advertising costs. Promotions in low-distribution publications or low-rated programs may be more efficient if the targeted segment uses those types of media frequently. Segmentation allows firms to circumvent the high cost of communicating with an entire population; instead they need to reach only the targeted segment.

Per subscriber costs of advertising in trade magazines and journals are often high compared to publications for general readership, but, especially for industrial goods, cost per targeted customer may be substantially lower.

The same logic holds for distribution. When the purchasing, pattern preferences of a market segment are known, distribution can be narrowed to those channels of targeted customers.

3. Segmentation reduces Competitive pressure:

Mass market products may not supply certain small segments, or alternatively, may not be supplying products with optimal benefits for individual segments. By designing a product specifically for a market segment, a firm can differentiate its products from competing brands and build a level of competitive immunity.

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2.1.4.1 BASIS OF SEGMENTATION:

Effective segmentation has two important features: it isolates needs on which groups strongly differ and it isolates needs that can be fulfilled by adjusting variables in the marketing mix.

Firms frequently divided markets geographically. A firm may discover that customers in a certain geographical area generally purchase its products in specialty stores, whereas customers in other geographical ares buy in department stores, a geographical division may represent a true segmentation - one based on purchasing patterns.

Socio demographic segmentation groups customers according to differences in objectively measurables such as age, sex, income, job status, family size, and education levels. Differences in these variables often correlate with specific needs, buying habits and media usage patterns.

Psychographic represent a second category of segmentation variables. Psychographic categorize people by personality profiles, habits, and psychological needs. Knowledge of these Psychological characteristics can lead to product modifications or to innovations in all elements of the marketing mix. Customers who tend to be brand loyal seldom respond to price cutting; customers who have strong need for peer acceptance respond to image-based advertising; impulsive customers respond to in-store displays; and packaging and place of distribution can be critical for self-conscious buyers of intimate products such as condoms or medicines.

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LIMITS OF SEGMENTATION

It is possible to isolate segments of a market that are simply too small to pursue profitably. Some early ventures into the natural food market failed for this reason. A few customers can be very loyal, but not enough are willing to pay the higher prices implied by low production levels, natural ingredients, and the

avoidance of preservatives. In general, the goal in segmentation is to isolate segments that desire specific features from a product and still provide a large enough scale that the market can be supplied at an acceptable cost.

A firm must also recognise that it cannot pursue every segment which it isolates. Configuring products and developing distinct marketing plans for each segment is costly, and no firm can expect to have competitive advantage with all segments. Firms must assess their own strengths and pursue those markets were they have real competitive advantage.

2.1.5 PRODUCT POSITIONING

Positioning refers to the act of creating an overall perception or impression for a brand, relative to other brands. The firm tries to differentiate its products from the competition by developing a consistent "image" for the product. This image can be based on any of the benefits a product provides. Styling features, quality, peer acceptability, brand identity, product attractiveness and service are common dimensions used to differentiate a product.

Product positioning is the compliment to market segmentation. While segmentation looks at the demand side where the goal is to isolate key variables which distinguish groups of buyers, positioning looks at the supply side. When customers perceive one firms product to provide more meaningful benefits than a competitor's products, the firm has acquired some degree of pricing leverage. Customers generally prefer products that provide more benefits and more are willing to pay more for them. Successful position also provides distribution leverage. Retailers want to carry products which customers request.

2.2 QUALITY

"There are two qualities in the World, efficiency and inefficiency; and only two sorts of people; the efficient and the inefficient."

- George Bernard Shaw

"Quality is a race without a finish line."

- David Kearn

The word quality in the ordinary meaning of the word implies subjective judgement. Quality like beauty is in the eye of the beholder. What is considered by one person to be of good quality could be considered by another to be of poor quality and vice versa. In the context of Total Quality Assurance or Total Quality Management, however, quality has a precise meaning. It is defined as "The totality of features and characters of a product or service that bears on its ability to satisfy stated or implied needs."[5]

In addition to the above standard definition given by the international organisation for standardisation based in Geneva Switzerland, many writers and quality Gurus have given their own definitions of quality. For instance, Joseph Juran defines quality as "Fitness for purpose of Use."[6] While Philip Crosby(1986) says "quality means conformance."[7] Adedeji Badura and Babatunde Ayeni (1989) in the book Practitioners' Guide to Quality and process improvement give the following system-oriented definition of quality.

"Quality refers to an equilibrium level of functionality possessed by a product or service based on the producers' capability and the customer's needs.[8]

The producers' capability according to Baditu and Ayeni is defined "by the aggregate capabilities of the people, machine, and other production facilities available to the producer." The customers' needs they further say are defined "by a combination of what the customer wants, what the customer needs and what the customer favours." Each component of the producers' capability and the customers needs may be viewed as a sub system of the overall quality management.

Dr. Armand V. Feigenbaum is the best known advocate of a total system approach to quality. A Total Quality system is defined as:

> "The agreed company wide and plant wide operating structure, documented in effective, integrated technical and managerial procedures, for guiding the coordinated actions of the people, the machines and the information of the company and plant in the best and most practical ways to assure customer quality satisfaction and economical costs of quality."[9]

Quality is in essence a way of managing the organisation and has now become a way of modern management.

While many definitions have been proposed, most can be summarised by one of the following two statements:

1. Conformance to specification - Quality is defined by the relative absence of defect.
2. Meeting customers requirements - Quality is measured by the degree of customer satisfaction with a product(service) characteristics and features.

Buzzell and Gale(1987) distinguish between relative perceived quality and "conformance" quality which is the traditional way quality is normally thought of. Relative perceived quality is different and demands an entirely new perspective - one that calls for viewing quality externally, from the customer's perspective, rather than internally, from quality assurance point of view. Adherence to conformance quality and relative quality is the essence and at the heart of the Total Quality Movement.[10]

Quality is a term that is very common. In a day-to-day conversation, if something needs to be classified as being `superior', it is often said to be of "good quality." Commodities that possess attributes that make them special are also considered to be `quality' commodities, as against the run-of-the mill items that are ordinary or `inferior' as opposed to the former.

Quality, for a product or a service has two aspects, both of which together make for an appropriate definition of the term. The first relates to the features and attributes of the product or service. These ensure that the product (for convenience we will consider that the term `product' also includes services) meets the needs of its users. The second aspect concerns the absence of deficiencies in the product.

The users of products - generally called customers, are satisfied by a product only if it meets their expectations through its attributes.

Product satisfaction, has to do with the extent to which features and attributes contribute toward making the product worthwhile for the customer. product dissatisfaction has to do with the deficiencies that arise in a product owing to non-conformance to desired specifications or degradation due to storage, for

instance. Deficiencies in products give rise to customer complaints.

Problems in quality can therefore be a consequence of either the attributes falling short of the customers' expectations or the features possessing some deficiency. Successful organisations that are engaged in serving the society, need to be conscious of both these aspects if they intend to consistently keep their customers, and keep them from complaining.

The manner in which an enterprise serves its customers tells upon its long-term success, then the concern for quality has to be `total' and cannot be confined to those `experts' who have traditionally been a part of the quality control function. The entire enterprise has to be driven by a concern for the customer, and managers at all levels have got to take charge of this total company-wide desire to produce quality.

TOTAL QUALITY: According to Crosby Philip B.(1988), "Total quality is performance superior in delighting customers. The means used are people, committed to employing organisational resources to provide value to customers, by doing the right things, right the first time, every time."[11]

The definition contains some important phraseology, which we need to look at in detail.

Phase I: Performance Superior - This refers to the fact that an organization that is on the path of total quality has got to strive toward being the "best in industry". This is possible by providing value to customers that far exceeds that provided by the competitors. By continuously striving towards this goals, organizations are able to remain trim and responsive to changes in customer requirements, technology and

any other environmental factors that have bearing on its ability to provide its customers the desired value.

Phase II: Delighting customers - Today's customers are a kind who would not be happy if a firm simply meets their expectations. Besides, the rate at which competing firms copy a product feature that may have excellent organisations have got to continuously think of new ways of providing value. It therefore benefits firms if they can anticipate their customers' requirements and strive to exceed them. This not only delights customers, it also provides firms with advantages that take time for the others to emulate, since they have a head-start in figuring out what their customers seek.

Phase III: Provide value - Value is defend as the ratio between quality and cost.

Thus, Value = $\frac{\text{Quality}}{\text{Cost}}$

If a customer is to perceive that the product or service that he buys provides him value, then the quality of the good relative to the cost incurred by the customers must be higher than that of competitors. The cost incurred by a customer could be the price, or even the life cycle cost, depending on the product.

Phase IV - Doing the right Things - This phase emphasizes the importance of ensuring that only those things be done in the organisation that add value to the final output. All else is wasted effort. Many firms do "things well, and they seem efficient, but since the things they do add no value from the point of view of customers, they are not effective. Both efficiency and effectiveness contribute to total quality.

Phase V - Right the First Time - This suggests that organisations have to refine their processes to a point where the output that is provided to the customer is exactly as planned, without errors of any kind. Beside, the product should have become ready for the customer not as a consequence of rework or segregation, but on account of the process itself being in a state of control.

The core of a total quality organisation can be described in just one, simple phrase: "Everyone is vehemently committed to serving their respective customers."

Being customer oriented implies that an organisation is clear about who its customers are at a every level and stage of the process, and armed with this information, energetically strives to provide more and more value to them. The process of adding value involves tasks performed by every member of the organisation. These are not just confine to those actions that directly contribute to the product or the service that the end customers receive , but extends to the entire range of activities that make for superior products and services along the value-adding chain.

A `product' in the context of total quality is the output of any process. It can consist of a tangible good, a service or information, or some combination of the three. Tangible goods are physical things that may be delivered by a process and would include, for instance, automobiles or pencils. Services usually include work that is done for someone else, while information which is essentially processed data, could be in the form of manual report or the form of Computer Software. We would use the term goods, interchangeable with both information and services, since what applies to goods applies to services and information as well.

Furthermore, when referring to a product, we would tacitly assume that we are referring to products in any form.

Products usually possess `product features', which are certain properties associated with them, that make them useful to customers. Product features exhibit a hierarchy with the final product as required by the ultimate user, forming to top-most level. Beneath it, in different levels are the features that have to be `built-in' or met in the upstream processes responsible for the creation of the product.

A `process' is defined as a series of planned transformations of certain inputs into outputs. The inputs are often referred to as causes or conditions, and the outputs as outcomes. A process is useful from the standpoint of the customer if it adds value to the inputs, and makes the outcome more desirable. The value addition can take place in the form of.

1. Time Value implying the output is available when required.
2. Place Value indicating that the output is provided in the manner, and with the attributes as required.

From the stand point of total quality, a process outcome, even if used by internal customers is as useful as one that serves external customers. Furthermore, all processes provide a link in the customer-supplier chain, and relate with one another in a manner that provides support and impetus to the attainment of the organisation's objectives.

SERVICE QUALITY: Service quality excellence has become the most recent `buzz' phrase in management circles and the strategic objectives of many major firms. Adopting service quality as a basis for a business strategy is an attractive

option for companies finding it increasingly difficult to compete on the basis of price or technology alone, or for any company willing to make the long-term commitment needed to create a service-oriented culture.

It is an attractive option because the long-term commitment to create the appropriate culture can pay off in the form of an even long-term sustainable advantage over the competition. Unlike most strategies, a strategy based on excellent service quality is nearly impossible to imitate or reproduce. Service quality converts a company from an anonymous object into a familiar face. A good service company has a personality in its customer's eyes and every good service company has a personality which is unique and different from any other.

Because service quality is difficult to imitate, a company with good service is less open to attacks by competitors. Even when competitor(s) finally do arrive, customers resists change. Customers loyalty is based as much on sentimental attachment and habit, as on objective evaluations of the price/quality ratio. Most customers who have already experienced good service with company will not want to take the risk of experiencing bad service with a new company within certain limits, they will be willing to pay a slightly superior price for a guarantee of good service.

A customer is satisfied if his expectations are met. Knowing what the customers' expectations are, permits a company to create a desirable service 'package'. We talk about creating a service package because a service represents a combination of different offerings to the customer.

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Woe betide the company that promises what it can't or doesn't intend to provide. Besides losing the customer, it gives him a wonderful opportunity to tell others how he was misled. On the average, studies show that, a customer will tell elevev (11) people about a bad service experienced.

For service quality, work relations are an important issue, because they are generally mirrored in employee's relationships with their customers. An employee who is rude with his fellow workers is likely to be rude with customers as well.

2.2.0 BACKGROUND TO THE QUALITY MOVEMENT, STANDARDS, AWARDS AND PRIZES

2.2.1 BACKGROUND TO THE QUALITY MOVEMENT

The Quality Guru, Feigenbaum has identified quality as "the single most important force in organisations success and growth."[12] According to Badaru and Ayeni, "the quality of products and services will be one common basis for the trade communication in the global village. Companies and countries must recognise the trend and refocus their efforts." John C. Marous, Chairman of Westinghouse Electric, in 1990 told a "Quest for Excellence" conference in Washington D. C. that, "total quality is the absolute answer to all our problems, professionally and personally, in this country.[13]

How and where did the quality movement all being? Let us attempt at answering that question with another question. Which country makes the best cars, motorcycles, cameras, television sets, videos, watches, to mention a few. The answer is: Japan. It is generally known that the quality movement started in Japan and this has helped them to achieve world economic dominance with a relatively

short period of 40 years, from the end of the World War II in 1945. The emergence of Japan as an economic leader has had a profound effect on the quality revolution.

Dr. Willaim Edwards Deming laid the foundation for the quality movement that started in Japan. The Japanese enthusiastically adopted and methodically implemented Denning's Philosophies to improve the quality of their products and services. The Japanese approach to quality is single, straight forward and effective. It is the simplicity of the approach that makes it understandable and workable in any organisation. In a Japanes production environment, quality is viewed as a bottom-up, top-down and lateral integration of function. In Japan quality refers not only of product or service but also of after-sales service, quality of management, the organisation itself and the human being. The drive and motivation for quality improvement is one of Japan's major export to the rest of the World. In 1961, Juran, one of the World's quality Gurus, pointed out that the Japanese attention to quality improvement would be the impetus that would take them to the top of the world market. The key to the success of Japan in the world market lies in the multilateral approach to quality management. The approach covers the following elements:

1. Avenues for identifying, analysing and correcting mistakes are put in place.
2. Each employee is given the basic tools needed for the quality improvement efforts.
4. Attitude of pride in workmanship is encouraged throughout the organisation.
5. Each employee is empowered to preside over the quality issues affecting his or her job.

6. Each employee exhibits a sense of responsibility for the products or services he or she generates.

Japan's success has established the yardstick by which all quality improvement measures will be measured throughout the world. Japanese quality improvement and management improvement models are now being widely adopted all over the world. Most of the basic tools that the Japanese used to study and improve quality originated from Western organisations. In late 1990s, Western Companies began to recognise and accept the fact that Japanese success in the World Market place was as a result of the high quality products and services offered by Japan. Western organisations that originally ignored Deming's philosophies are now searching to find out how Japan turned the philosophies into pragmatic production approaches. Awareness of the Japanese approach to quality led American industries to begin to focus attention on the quality management and statistical techniques now being disseminated throughout numerous publications.

2.2.2.1 QUALITY STANDARD

The Japanese initiated the quality revolution in the 1950s and the Americans and Western Europe joined the movement in the 1970s. Today, the quality movement is gathering momentum world wide as companies and countries jostle for competitive advantage. The striving for better quality world wide has led to the need for unified international quality standards. The international organisation for standardisation (ISO) in Geneva, Switzerland is the organisation charged with developing quality standards internationally. The agency is composed of the national standard bodies of 91 countries. Nigeria is one of these countries. The

agency has prepared the quality standard known as ISO 9000. The standards were first published in 1987. They were developed to help companies effectively document the quality system's elements required to maintain an efficient product or service. They are also not specific to any industry, product or service. ISO 9000 is a set of individual but related international standards on quality management and quality assurance. The five individual standards that make up the ISO 9000 series are:

ISO 9000 - This is the road map that provides guidelines for selecting and using ISo 9001, Iso 9002, Iso 9003 and Iso 9004. A supplementary publication, Iso 1802, provides quality related definitions. Iso 9000 is titled: Quality Management and Quality Assurance Standards: Guidelines for use.

Iso 9001 - This standard presents a comprehensive model for quality assurance for design, manufacturing, installation and servicing systems.

Iso 9002 - This presents a model for quality assurance in production and installation.

Iso 9003 - This presents a model for quality assurance in final inspection and test.

Iso 9004 - This provide guidelines to users in the process of developing in house systems.

The Iso 9000 series standards define the minimum requirements a supplier must meet to assure its customers that they are receiving high quality products. Companies that are certified and registered as meeting Iso standards will be perceived as viable suppliers to their customers. This has had a major impact on

companies around the world. Through Iso 9000 standard businesses can now be evaluated consistently and uniformly.

Nigeria has formally adopted the Iso 9000 standards series; products and services are certified to the Nigerian Industrial Standard (NIS) Product Quality Mark, administered by the Standard Organisation of Nigeria (SON). Products or service that maintain their quality for upto 5, and 10 years respectively are awarded the "silver" and "Gold" version of the NIS Mark.

2.2.3 QUALITY AWARDS AND PRIZES

To create awareness, reduce resistance and challenge organisations to aim at higher quality, countries and international agencies and organisations institute prizes for companies and individuals as a means of recognition. In Japan, the Deming prize was established in 1951 to commemorate the friendship and achievements of Deming. It consists of two different awards, the Deming Prize and the prize for application, which were awarded to individuals or companies after examination by the Deming Prize Committee. This committee is not governmental. The award is considered to be the most distinguished quality control award and there are many companies who make the prize their first goal in their efforts for the promotion of quality control.

In the United States, the Malcolm Baldrige National Quality Award (MBNQA) is the most coveted prize. The award was established by congress and was signed into law by president Ronald Reagan on August 20, 1987 as the Malcolm Baldrige National Quality Award Improvement Act. The award was set

up by the US department of Commerce in memory of the late commerce secretary, Malcolm Baldrige who did a lot to promote quality awareness in US industry. It cites as its purpose to "promote quality awareness, to recognize quality achievement of US Companies and to publicized successful strategies." Put in simple terms, the award is designed to honour the companies that have shown the greatest commitment to quality improvement and management.

The awards are given in three categories: Manufacturing, Service and Small business. No more than two awards per category can be awarded per year. The awards are managed by the US National Institute of Standards and Technology, an agency of the US Commerce Department's Technology Administration. The private sector is also actively involved in the award process.

The award examination items and scoring criteria form a comprehensive base for measuring a quality improvement process. The general examination categories are as follows:

1. Leadership
2. Information and Analysis
3. Strategic Quality Planning
4. Human Resources Utilization
5. Quality Assurance of Products and Services
6. Results from Quality Assurance of Products and services.
7. Customer Satisfaction

In 1988, the award's first year, 66 American Companies applied for awards that were eventually won by motorola, westing house and Global metallurgical. The

awards contain some excellent criteria for measuring the status of quality improvement efforts. Badiru and Ayeni(1993) report that in just a few years MBNQA has become an important agent for transforming company attitudes towards quality from complacency to renewed enthusiasm.

Also in the US the Ishikawa Medal (named after professor Kaoru Ishikawa, the "Father of Quality Circles" is awarded to companies for achievement of outstanding leadership in Advancing the Human Aspects of Quality by the ASQC instituted in 1993, the Eastman Chemical Company, a subsidiary of Eastman Kodak, became the first company to win the award that year.[14]

Outside the US, The Deming Prize and the Nihon Keizai press prize are awarded in Japan. Also in Japan, the highest decoration presented to non-Japanese citizens is the Second Order of the Sacred Treasure by the Emperor of Japan. So far only W. Edwards Deming and Joseph M. Juran have been decorated for their contribution to the Japanese Quality revolution.

Internationally, the International Quality Europe Award' which highlights Europe's prevailing focus on quality, is gaining wide acceptance from all over the world. Two of the awards for the 1991 competition held in Madrid, Spain, went to two Nigerian Companies, Obokun Bola Dara Nigeria Limited, and South Coast Development Company Limited.

2.2.4 THE QUALITY GURUS, THEIR IDEAS AND TEACHINGS

Professor Tony Bendell writing in the Department of Trade and Industry (DTI) booklet, the quality Gurus: What can they do for your company? says,

quoting Roget, that "a guru is a goodman, a wise man and teacher." A Quality Guru, according to Bendell, should be all these, and moreover a "Charismatic individual whose concept and approach to quality within business and possibly life generally, has made a major and last impact.[15]

According to Bendell, three clear groups of Quality Gurus can be identified covering the period since World War II. These are:

1. The early Americans who took the message to the Japanese. They include William Edwards Deming, Joseph M. Juran and Armand V. Feigenbaum (Early 1950s).
2. The Japanese who developed new concepts in response to the Americans' messages. They include Kauru Ishikawa, Genichi Taguchi and Shigeo Shingo (late 50s upward).
3. The new Western wave of Gurus who following Japanese industrial success, have given rise to increased quality awareness in the West. They include Philip B. Crosby, Tom Peters, Clause Moller. (1970-1980s).

Below are the messages of some individual Quality Control Gurus.

WILLIAM EDWARDS DEMING

Together with Joseph Juran, W. Edwards Dening is generally recognised as the father of Total quality movement. He was decorated with the Second Order of the Sacred Treasure, the highest award given to a non-Japanese citizen by the Emperor of Japan in 1960, for his contribution to the Japanese Quality Revolution.

Here are Deming's 14 Points for Management:

1. Create constancy of Purpose to improve product and service.

2. Adopt new philosophy for new economic age by management learning responsibilities and taking leadership for change.

3. Cease dependence on inspection to achieve quality; eliminate the need for mass inspection by building quality into the product.

4. End awarding business on price; instead minimise total cost and move towards single suppliers for items.

5. Improve constantly and forever the system of production and service to improve.

6. Institute training on the job.

7. Institute leadership; supervision should be to help do a better job; overhaul supervision of management and production workers.

8. Drive out fear so that all may work effectively for the organisation.

9. Break down barriers between departments; research, design, sales and production must work together to foresee problems in production.

10. Eliminate Slogans, exhortations and numerical targets for the workforce, such as `Zero defects' or new productivity levels. Such exhortations are diversory as the bulk of the problems belong to the system and beyond the power of the workforce.

11. Eliminate quotas or work standards, and management by objectives or numerical goals; substitute leadership.

12. Remove barriers that rob people of their right to pride of workmanship; hourly workers, management and engineering, eliminate annual or merit rating and management by objective.

13. Institute a vigorous education and self improvement programme.

14. Put everybody in the company to work to accomplish the transformation.

In addition to the 14 point management plan Deming also identifies 7 impediments to achieving quality transformation. These he calls Deadly Disease. Some of them are:

1. A lack of Constancy of Purpose
2. Emphasis on Short-term profits
3. Evaluation of performance, merit rating and manual review
4. Mobility of Management
5. Management by use only of visible figures, with little or no consideration of unknown or unknowable figures.

Demings identifies the obstacles that he sees in addition to these diseases as a range of attitudes which can get in the way of the necessary transformation e.g. 'Hope for instant pudding' or our quality control department takes care of all our problems of quality'. He advocates action based on a seven point plan.

Deming's 7 Point Action Plan

1. Management Struggles over the 14 Points, deadly Diseases and Obstacles and agrees meaning and plans direction.
2. Management take pride and develops courage for the new direction.
3. Management explains to the people in the company why change is necessary.
4. Divide every company activity into stages, identifying the customer of each stage as the next stage. Continual improvement of methods should take at

each state and stages should work together towards quality.

5. Start as soon and as quickly as possible to construct an organisation to guide continual quality improvement. Deming advocates the Deming or Shew Hart cycle as a helpful procedure for improvement of any stage.

6. Everyone can take part in a team to improve the input and output of any stage.

7. Embark on construction of organisation for quality. (Deming sees this as requiring the participation of knowledgeable statisticians).

Recently, Deming appears to have attempted a summary of his 60 years' experience. This he calls the system of profound knowledge. It describes four interrelated parts.

1. Appreciation for a system

This emphasises the need for managers to understand the relationships between functions and activities. Every one should understand that the longterm aim is for everybody to gain-employees, shareholders, customers, suppliers and the environment. Failure to accomplish the aim causes loss to everybody in the system.

2. Knowledge of statistical theory

This includes knowledge about variation, process capability, control charts, interactions and loss function. All these need to be understood to accomplish effective leadership, and team work.

3. Theory of Knowledge

All plans require prediction based on past experience. An example of

success cannot be successfully copied unless the theory is understood.

4. Knowledge of Psychology

It is necessary to understand human interactions. Differences between people must be used for optimisation by leaders. Please have intrinsic motivation to succeed in many areas. Extrinsic motivators in employment may smother intrinsic motivation. These include pay rises and performance grading, although these are sometime viewed as a way out for managers.

JOSEPH M. JURAN

Like Deming, Juran was also decorated with the second order of the sacred treasure by the Emperor of Japan. Intrinsic in Juran's message is the belief that quality does not happen by accident as part of the quality trilogy of quality planning, quality control and quality improvement. He summarises the planning aspects in his `Quality Planning Road Map consisting of the following steps:

1. Identify who are the customers.
2. Determine the needs of those customers
3. Translate those needs into our own language
4. Develop a product that can respond to those needs.
5. Optimise the product features so as to meet our needs as well as customer needs
6. Develop a process which is able to produce the product or service
7. Optimise the process
8. Prove that the process can produce the product under operating conditions.
9. Transfer to operations.

According to Juran, the mission of his recent work is:

1. Creating an awareness of the quality crises of the 1980s.
2. Establishing a new approach to quality planning, and training.
3. Assisting companies to re-plan existing processes avoiding quality deficiencies.
4. Establishing mastery within companies over the quality planning process thus avoiding the creation of new chronic problems.

Juran's formula for result is:

1. Establish specific goals to be reached
2. Establish plans for reaching the goals
3. Assign clear responsibility for meeting the goals
4. Base the rewards on results achieved.

ARMAND V. FEIGENBAUM

Feigembaum's message is in the form of ten crucial benchmarks for total quality success. These are:

1. Quality is a company wide process
2. Quality is what the customer says it is
3. Quality and cost are a sum, not a difference
4. Quality requires both individual and team zealotry
5. Quality is a way of managing
6. Quality and innovation are mutually dependent
7. Quality is an ethic
8. Quality requires continuous improvement

9. Quality is the most cost-effective, least capital-intensive route to productivity

10. Quality is implemented with a total system connected with customers and suppliers.

KAORU ISHIKAWA

Ishikawa sees company-wide quality control movement as implying that quality does not only mean the quality of product, but also of after sale service, quality of management, the company itself and the human being. This has the effect that:

1. Product quality is improved and becomes uniform.
   Defects are reduced.
2. Reliability of goods is improved
3. Cost is reduced
4. Quantity of production is increased, and it becomes possible to make rational production schedules.
5. Wasteful work and rework are reduced
6. Technique is established and improved
7. Expenses for inspection and testing are reduced
8. The sales market is enlarged
9. Better relationships are established between departments
10. False data and reports are reduced
11. Discussion are carried out more freely and democratically
12. Meetings are operated more freely
13. Repairs and installation of equipment and facilities are done more rationally

14. Human relations improved.

PHILIP B. CROSBY

Crosby's Quality improvement process is based upon the four Absolutes of Quality Management

1. Quality is defined as conformance to requirements not as `godness' nor `elegance'.
2. The system for causing quality is prevention, not appraisal
3. The performance standard must be Zero defects, not `that is close enough'.
4. The measurement of quality is the price of non-conformance, not indices.

The 14 steps to quality improvement are the way that the quality improvement process is implemented in an organisation. They are a management tool which evolved out of a conviction that the absolute should be defined, understood, and communicated in a practical manner to every member of the organisation:

1. Make it clear that management is committed to quality
2. Form quality improvement teams with senior representatives from each department.
3. Measure processes to determine where current and potential quality problems lie.
4. Evaluate the cost of quality and explain its use as a management tool.
5. Raise the quality awareness and personal concern of all employees.
6. Take actions to correct problems identified through previous steps.
7. Establish progress monitoring for the improvement process.

8. Train supervisors to actively carry out their part of the quality improvement programme.

9. Hold a zero defects day to let every one realise that there has been a change and to reaffirm management commitment.

10. Encourage individuals to establish improvement goals for themselves and their groups.

11. Encourage employees to communicate to management the obstacles they face in attaining their improvement goals.

12. Recognise and appreciate those who participate.

13. Establish quality councils to communicate on a regular basis.

14. Do it all over again to emphasise that the quality improvement programme never ends.

Cosby later enunciated five new characteristics essential to becoming and eternally successful organisation.

1. People routinely do things right the first time.

2. Change is anticipated and used to advantage.

3. Growth is consistent and profitable.

4. New Products and services appear when needed.

5. Everyone is happy to work there.

TOM PETERS

Tom Peters is probably best known for his customer orientation. Concerning customer responsiveness, he describes twelve attributes or traits of a quality revolution.

The twelve traits are:

1. Management obsession with quality

   This stresses the importance of practical action to back up the emotional commitment.

2. Passionate systems

   Failure is invariably due to passion without system, or system without passion, Peter believes. Both are necessary and an ideology is important whether based on Gurus or not.

3. Measurement of quality: This should begin at the onset of the programme, should be displayed, and should be carried out by the participants.

4. Quality is Rewarded: Quality based incentives compensation can cause an early break through in top management's attitude.

5. Every one is trained for quality: Every person in the organisation should be extensively trained. Instruction in cause and effect analysis, statistical process control, and group interaction should be given to all.

6. Multifunction Team: Quality cycles (QC) or Gross functional Teams (CFT) such as Error Cause Removal or Corrective Action Teams should be introduced. Based on his experience, Peters favours Cross functional teams.

7. Small is Beautiful: There is no such thing as a small improvement. There is significance in the fact that a change has occurred.

8. Parallel organisation structure devoted to quality improvement: This describes the creation of shadow quality teams and emphasises that it is a route through which hourly paid worker can progress.

9. Every one is involved: Suppliers especially, but distributors and customers too must be part of the organisation's quality process. Joint improvement teams may be formed.

10. When quality goes up, cost go down: Quality improvement is the primary source of cost reduction. The elementary force at work is simplification of design, process or procedures.

11. Quality improvement is a never-ending journey. All quality is relative. Each day, each product or service is getting relatively better or worse, but never stands still.

12. Create endless `Hawthorne' effect: This is the antidote to the 12-18 month doldrums. New goals, new themes, new events are the antidote.

CLAUS MOLLER

Moller sees Personal Quality (PQ) as the basis of all other types of quality. He identifies two standards of Personal Quality: the ideal performance level (IP) and the actual performance level (AP). Improving the performance development of the individual lead to increased competence in the three vital areas of productivity, relations and quality.

Moller present twelve rules to help improve the actual performance level (AP).

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These are:

1. Set personal quality goals
2. Establish your own personal quality account
3. Check how satisfied others are with your efforts

4. Regard the next link as a valued customer

5. Avoid errors

6. Perform tasks more effectively

7. Utilise resources well

8. Be committed

9. Learn to finish what you start-strengthen yourself discipline

10. Control your stress

11. Be ethical-maintain your integrity

12. Demand quality.

Concerning company quality, Moller identifies 17 hallmarks of a quality company. These are:

1. Focus on quality development

   Quality development is just as much as part of company life as budgets and accounts

2. Management visibility strives to meet the high standards the programme sets for efficiency and human relations.

3. Satisfied customer/users: They remain loyal to the company.

4. Committed employees: Employees thrive. Turnover and absenteeism are below normal.

5. Longterm development: The company invests more in long-term quality development than in short-term profits.

6. Clearly defined quality goals: Quality goals for all areas clearly defined. Results are publicised.

7. Quality performance rewarded: Quality performance is rewarded visibly, and is a prerequisite for promotion.

8. Quality control perceived positively: Quality control is not perceived as a sign of distrust, but rather as a means to develop and maintain quality.

9. Next person in work process is a valued customer. No link\person in the chain should suffer because of mistakes made by others.

10. Investment in personal training and development: Employees are the company's most important resource.

11. Prevention/reduction of mistakes: Sizeable investments are made to prevent and limit mistakes.

12. Appropriate decision Level: The level of decision-making is placed no higher in the organisation than necessary.

13. Direct route to end users: Products and services are produced and delivered by the most direct method available.

14. Emphasis on both technical and human quality.

15. Company action directed towards customer needs. Meeting the customer needs is reflected in all company actions.

16. Ongoing Value Analysis: Work which does not create `value' is dropped.

17. Company recognition of its role in society: The company assumes its role in contributing to society.

2.2.5.7 SOME UNIFYING PRINCIPLES AND CONCEPTS

After reviewing the works of the Quality Gurus for the period 1940-19991, Professor Tony Bendell made the following Seven Point summary of their message:

1. Management Commitment and employees awareness are essential from the early stages for implementing Total Quality Management (TQM). Deming's Philosophy, Peters' Top twelve Traits, Crosby's Zero defects and Moller's Personal Quality are possibly the most useful for encouraging this attitudes.
2. The awareness should be backed up by facts and figures. Planning and data collection are important. Costs of quality can be used to measure the progress of improvement and Juran is perhaps the Guru who has made the most impact in this area, although Crosby has also contributed.
3. Total Quality management programmes normally employ teamwork to facilitate improved communication and problem-solving. Cross-functional teams are particularly advocated widely by Peters and Crosby, and can be very successful if other Total Quality Management is in place.
4. Simple tools for Problem solving and improvement such as Ishikawa methods should be learned and used by all employees.
5. Tools also include more technical tools to control industrial design and manufacturing.
6. Management tools should be studied to achieve quality. These include Crosby's zero defect approach, and the concepts of company wide quality and total quality associated with Ishikawa and Feigenbaum.
7. In order to move from an inspection to a prevention culture characteristic of TQM, emphasis is normally placed on the identification of internal customers and suppliers. This implies that understanding is necessary to meet the external customers' requirement. This customer focus is probably

emphasised most strongly by Juran, Grosby (internal customer). Peters and Deming's recent teachings (external customer).

Ronald M. Furtuna (1992), writing in Total Quality: A Managers Guide for the 1990's Counsels that "quality cannot be copied, there is no step-by-step Cookbook that applies equally to all company situations and cultures"[16]

He however identified what he called "15" cohesive set of principles" which he lists as follows:

1. Customer first orientation.
2. Top management leadership of the quality improvement process
3. Focus on continuous improvement.
4. Respect for employees and their knowledge; employees are actively involved in the improvement process.
5. Reduction of Product and process variation.
6. Provision of ongoing education and training of employees.
7. Familiarity with a statistical way of thinking and the use of statistical methods throughout the organisation.
8. Emphasis on prevention rather than detection .
9. View vendors as long term partners
10. Performance measures that are consistent with the goals of the organisation.
11. Standardisation - the development of and adherence to the best ways to perform a given task.
12. Emphasis of product and service quality are design.
13. Cooperation and involvement of all functions within an organisation.

14. Awareness of the needs of internal customers.

15. Substantial cultural change.

In emphasising the need for total system integration as one of the unifying principles of TQM, William H Davidow and B. Uttal (1989) have this to say, "Though we have tried to simplify the elements of producing outstanding service, and their subsidiary principles, putting them into practice is never simple. On one hand, all the elements hang together. The best infrastructure in the world is little more than a drag on the profits if employees snarl at customers. The most elegant service strategy is so much hot air if it is not based on accurate measurement of customer expectations and corporate service performance. The most inspiring leadership cannot compensate for a product so poorly designed that it breaks down often and it takes forever to fix."[17]

As Aristotle observed, excellence is a habit, an attitude. We believe it is this attitudinal dimension that led Philip Crosby (1989) to say that "people hold the key to quality. Crosby went further to say "Through the years, I have come to realise that there is a lot involved in running a company that has little to do with the content of the management systems. It all has to do with people: if we take care of the customers and the employees, everything else takes care of itself. It is hard to find an organisation that both customers and employees regard with continuous affection and appreciation." Attention to the people therefore is the most fundamental unifying principle in the whole quality management movement.

Excellent companies treat their employees exceptionally well, which is a factor in, and a result of, their success. Robert Haas CEO of Levistraus Associate

thinks employee engagement and satisfaction are fundamental to running a strong business. Speaking to fortune magazine he had this to say, "you have to create an environment where everyone feels like a representative of the organisation. Unless you have people who know what you stand for and what to make every transaction the best, you are going to stub your toe".

2.2.6 MYTHS AND MISCONCEPTIONS

Due to the all embracing nature of TQM and the bewildering variety of approaches, some myths and misconceptions have tended to detract from the subject. Lionel Stebbing (1989) has attempted to dispel some of the myths and misconceptions.

According to Stebbing, quality assurance is not:

1. Quality Control or inspection
2. A super-checking activities
3. Responsible for engineering decisions
4. A massive paper generator
5. A major cost area
6. A Panacea for all ills.

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Stebbing goes on to say that quality assurance is:

1. Cost effective
2. An aid to productivity
3. A means of getting it right, first time, everytime.
4. A good management sense

5. The responsibility of every one.

2.2.7 BARRIERS TO QUALITY

Laura A. Liswood (1991), a one time senior examiner for the Malcolm Baldrige National quality Award and author of the book Serving Them Right,[18] lists 10 barriers to the achievement of quality in an organisation.

Here they are:

1. The difference in people
2. Believing that customers are expendable
3. Unwillingness to pay the price
4. Supervised commitment
5. Listening but not hearing, looking but not seeing
6. Using assembly line principles for service delivery
7. Quality service is hard to define and measure.
8. The protective shield of policies, procedures and protocol.
9. Preoccupation with short term results.
10. Overselling

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Liswood wrote within the context of service industries and acknowledged the above list was not exhaustive.

John Macdonald(1993) of the British Institute of Management in his book Understanding Total Quality Management in a week[19] list 10 reasons why TQM fail. They are:

1. A lack of management commitment
2. A lack of vision and planning
3. A satisfaction with the quick fix
4. The process of change became tool bound
5. The word quality became constraining
6. The culture change and project approach became conflicting.
7. Quality management became bureaucratic.
8. Management did not change its behaviour
9. The people were not really involved
10. A lack of business measurables to measure TQM

Many barriers always stand on the way of quality. Chief among which is the habitual unwillingness of people to change. One aspect of this attitude is the constant view of majority of executives in corporations that their number one problem is finance and not quality. In this context Quality is equated to quality control, which of course is quite different. The aim of Quality is to make quality control superflous. A change in behaviour therefore is the necessary starting point for the implementation of any quality improvement programme.

People always fail to see the causal relationship between quality and all other functions. The first step in the quality programme is to break down all barriers to quality.

2.2.8 LEADERSHIP: THE MAJOR IMPERATIVE FOR QUALITY

Experience companies and non-profit organisations that are implementing total quality show that strong leadership is the single most important prerequisite

for success of the process. The importance of leadership in the Total Quality Management process is underscored by its being placed number one out of the seven examination categories for the Malcolm Baldrige National Quality award, the highest award for quality in the USA.

It is difficult to define leadership but as Warren Bennis (1981) said, like beauty, it is easy to recognise good leadership when you see one. Having tried for many years to defined leadership without much success, Bennis settled for the following:

- The leader is the original, the manager is the copy.
- The leader develops, the manager maintains.
- The leader originates, the manager imitates
- The leader focuses on people, the manager focuses on systems.
- The leadership challenges status quo, the manager accepts it.
- The leader does the right things, the manager does things right.

Leadership as Steven Covey et all (1989, 1994) have observed, is not Management. Leadership is the first creation, while management is the second creation. It is the leader's duty to create shared vision, strengthen, coach, and mentor to help develop the capacities of individuals and teams. It is the leader's duty to build relationships of trust, do long-range planning, scan horizons, look at stockholders needs, study the trends of the market, work on systems, create alignment. The leadership is the organ that spends time doing important things that make the significant difference.[20]

Prominent business writers including Tom Peters and Robert H Weatherman Jr.(1982) now believe that the leader has three key responsibility.

1. Creating an empowering shared vision.
2. Articulating the business mission
3. Cultivating shared values.[21]

According to Convey et al, vision is the ability to see beyond our present reality, to create, to invent what does not, yet exist, to become what we not yet are. It is fueled by the realization of the unique contribution we have the capacity to make the legacy we can leave. It clarifies purpose, gives direction, and empowers us to perform beyond our resources. Shared vision becomes the constitution, the criterion for decision making in the group. It bounds people together. It gives them a sense of unity and purpose that provide great strength in times of challenge.

Convey et al say of the mission as the blue print before the construction; the mental before the physical creation. An empowering mission statement gives meaningful expression to conscience inspired vision and values. Empowering mission statement focus on contribution, on worthwhile purpose that create a collective deep burning "Yes"! They come from the hearts and minds of everyone involved. Empowering organisational mission statement, are as Convey et al say, in harmony with what has come to be called universal mission "to improve the economic well being and quality of life of all stakeholders." Values are the supporting principles that guide the vision unto a successful fulfillment. Values motivate and sustain performance. They constitute the anchor for any employment programme. They guide future actions and give the organisation a reference point

by which to examine past practices.

Below is Quality leadership action steps as suggested in the manual in search of quality by Sue Mckibbin Ph.d(1990).[22]

1. Be a Role Model: Reinforce your Company's quality vision and goals through words and deeds. Remember that associates look to senior management for inspiration, strategic direction and a sense of purpose. Articulate a quality-based vision for the company, then back it up with your actions.

2. Live Quality: Make quality your number one pre-occupation. Think and talk quality day in day out. Whenever there is a choice to be made, ask "What is the best way to assure quality on this?" No compromise or short cuts are allowed. Even it they save time and money in the short-term, they will come back to haunt you later on.

3. Communicate. Encourage two-way communication. Listen to everyone, all the time. Ask questions and encourage honest answers. By keeping your fingers on the pulse of the company, you will be able to quickly spot problems and anticipate opportunities for quality improvement.

4. Remain Flexible. It may seem more natural to keep things predictable and controlled. But that usually gets in the way of productivity and customer satisfaction. Stay flexible even if it feels uncomfortable at times.

5. Facilitate Employee Involvement.

Delegate responsibilities, then step side. Empower associates throughout your organisation - not just those in management positions. Remember that

everyone want to do his best and make significant contributions. Turn that desire into reality.

6. Reward competence with Increase Authority. Encourage decision making at all levels by informed competent individuals and teams. As a leader, consider being less decisive and more supportive. Refrain from second-guessing the work of others.

7. Find Errors in the System.

   Don't blame others if something goes wrong - that is the surest way to stifle initiative and squelch motivation. Instead of pointing the finger at people, identify process improvement alternative so the mistake does not happen again.

8. Coach, Don't Boss.

   Don't be surprised if you do a little backsliding. It is perfectly normal to slip back into "let me tell you what to do" mode. When that happens, just shift gear. Remember, your job is to coach and support and not to boss.

9. Show that you Care

   Make trust, respect and caring your own personal quality benchmarks. Without these three lynch pins, there can be no gains in your company's overall quality. Treat people inside and outside the company this way, and you will be well rewarded.

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2.3 SERVICES

Services may be defined as those separately identifiable, essentially intangible activities that provide want-satisfaction, and that are not necessarily tied to the sale of a product or another service. To produce a service may or may not require the use of tangible goods. However, when such use is required, there is no transfer of the title (permanent ownership) to these tangible goods.

2.3.1 CHARACTERISTICS OF SERVICES

The special nature of services stems from several distinctive characteristics. These characteristics not only create special marketing challenges and opportunities, but they often result in marketing programs that are substantially different from those found in product marketing.

1. Intangibility: Since services are essentially intangible, it is impossible for customers to sample, to tastes, feel, see, hear or smell services before they buy them. This feature of services places some strain on a marketing organisation. The burden falls mainly on a company's promotional program. The sales force must concentrate on the benefits to be derived from the services, rather than emphasizing the services itself.
2. Inseparability: Service often cannot be separated from the person of the seller. Some services must be crated and dispensed simultaneously.
   From a marketing standpoint, inseparability frequently means that direct sale is the only possible channel of distribution, and a seller's services cannot be sold in very many markets.
3. Heterogeneity: It is impossible for a service industry, or even an individual seller of service, to standardize output. Each unit of the service is somewhat different from other units of the same service. It is often difficult to judge the quality of a service. It is particularly difficult to forecast the quality in

advance of buying a service.

The service company should therefore pay particular attention to the product planning stage of its marketing program. From the beginning management must do all it can to ensure consistency of quality.

4. Perishability: Services are highly perishable, and they cannot be stored. Unused electric power is lost for ever. Furthermore, the market for services fluctuates considerably by season, by day of the week and by hour of the day.

2.3.2 ANALYSIS OF MARKETING OF SERVICES:

Market analysis is essentially the same, whether a firm is selling a product or a service. Marketers of services should understand the components of population and income as they affect the market for their services. In addition, they must carefully analyse why their customers want their services and determine whether the several market segments have the same or different buying motives. Also, sellers must determine the buying patterns for their services - when, where, and how do customers buy, who does the buying, and who makes the buying decision. The psychological determinants of buying behaviour - attitudes, perceptions, personality are pertinent in the marketing of services. In like manner, the sociological factors of social-class structure and small-group influences are market determinants for services.

CHAPTER THREE

3.0 HISTORICAL BACKGROUND OF NATIONAL ELECTRIC POWER AUTHORITY (NEPA).

The National Electric Power Authority (NEPA) was established by the Federal Government Decree No.24 of 1972. It was established with the mandate to "maintain an efficient, coordinated and economic system of electricity supply for all parts of the federation."

The history of NEPA could be traced to the development of electric power in 1898 when the first generating plant was installed in Lagos which supplied electricity to the town. The pattern then was in the form of individual generating stations set up at various towns and cities. The generating stations were either handled by the Public Works Department, Native Authority or Municipal Authorities.

The trend however changed in 1950 when the government passed the Electricity Corporation of Nigeria (ECN) Ordinance 15 of 1950 which aimed at integrating power development by bringing the various electricity generating stations under one control for effectiveness and efficiency.

The Electricity Corporation of Nigeria (ECN) then became the statutory body responsible for generating, transmitting, distributing and sales of electricity to all consumers in Nigeria.

In 1962, the Niger Dams Authority (NDA) was established by an Act of Parliament. The act specified that the Niger Dam Authority was to be responsible for the construction and maintenance of the Dams and works on the River Niger

and elsewhere.

The Niger Dams Authority was also to generate electricity by means of water power, improve navigation and promote irrigation and fisheries. The construction of Kainji Dam was carried out by the Niger Dams Authority. The construction work commenced in March 1964 and was completed on schedule in December, 1968.

In September, 1969, the then Federal Military Government decided to merge the Electricity Corporation of Nigeria (ECN) and the Niger Dams Authority (NDA) into a single body. To achieve this, a Canadian Firm of Consultants - "Showmont Limited" was appointed in 1970 to study the technical details and the possibility of making a merger a success. The firm submitted its report in November, 1971.

On 29th June, 1972, the Federal Government promulgated Decree No.24 (which became effective from June 1972). By this Decree, the merger of electricity Corporation of Nigeria and Niger Dam Authority into a single body with the name: National Electricity Power Authority (NEPA) became effective on January 6th, 1973.

FUNCTIONS OF NATIONAL ELECTRICITY POWER AUTHORITY:

1. Generation of electricity
2. Transmission of electricity
3. Distribution of electricity
4. *Sales/Marketing of electricity*

In the light of the above functions, National Electric Power Authority has certain contractual agreement with its customers. Any prospective customer of

NEPA is required to satisfy the following:

1. Completion of specially designed application forms for the connection of electricity. These forms are supplied to the prospective customer(s) free of charge.
2. Payment of necessary fees like connection fees, security deposit, capital contribution, etc.
3. Standard premises for service and metering.
4. All installations in the premises must pass confirmation tests to be conducted by NEPA's officials for safety purposes.
5. Responsible for the internal wiring of the premises as well as the internal maintenance and repairs of internal faults after NEPA's Meter Point.
6. Ensure the security of NEPA's equipment installed in his/her premises.
7. Report faults to the nearest NEPA service Centre. He/She should state the street and possibly the pole number that supplies electricity to his premises.
8. To notify the authority of any breakdown, failure, loss or damage to the meter or any NEPA apparatus installed in his premises. Failure of which may attract penalty.
9. To draw the attention of the authority to lapses in reading meters or any irregularity in bills distribution.
10. To pay electricity bills promptly to avoid disconnection and subsequent penalty.
11. Avoid vandalisation or theft of NEPA equipments and installations.

Otherwise, the culprit would be liable under miscellaneous Decree 20 of 1984.

On the other hand, the National Electric Power Authority has the following obligations to its customers.

1. Provision of steady and reliable power supply.
2. To maintain and repair the Authority's Network.
3. To read all meters in customers premises, bill all the reading taken, distribute the bills to the customers and collect all revenue due to the Authority.

Today, the National Electric Power Authority meets the nation's total maximum energy demand of 2,300 megawatts from a total installed capacity of 6,098 megawatts. There are nine generating stations in the country. Six of these generating stations are thermal while three are hydro.

The thermal stations and their generation capacity are as follows:

(i)	Afam	-	700.9 mw
(ii)	Oji river	-	30 mw
(iii)	Delta	-	820 mw
(iv)	Egbin	-	1,320 mw
(v)	Ijora	-	66 mw
(vi)	Sapale	-	1,020 mw

The hydro power stations at Jebba, Kainji and Shiroro with an installed capacity of 578.4 mw, 760mw and 600 mw respectively.

3.2 ORGANISATIONAL STRUCTURE OF NEPA

The table in Appendix F shows a rough structure of NEPA as an organisation. Greater detail is given to the distribution and marketing sector which the project is more concerned with.

The Corporate headquarters serves as the nerve centre or nucleus of the organisation which has been moved to the Federal Capital Territory Abuja. The Lagos Office serves as a liaison office. The Corporate Headquarters is headed by a Managing Director and Chief Executive.

At the Corporate Headquarters we have the major arms of NEPA system. The Generation, transmission and engineering, the distribution and Marketing, Finance and Administration, Corporate services and Legal Services.

These arms are grouped into four major groups called sectors and each sector is headed by an Executive Director (ED). These sectors are:

1. Generation, Transmission and Engineering Sector
2. Distribution and Marketing sector
3. Corporate Services
4. Finance and Accounts

The Distribution and Marketing Sector is further divided into eight areas called the zones with the Zonal Headquarters located in the following cities.

1. Lagos Zone Lagos
2. Kano Zone Kano
3. Ibadan Zone Ibadan
4. Enugu Zone Enugu

5. Kaduna Zone Kaduna

6. Jos Zone Jos

7. Benin Zone Benin

8. Yola Zone Yola

Each of these zones is headed by a General Manager (Distribution and Marketing).

Each Zone in controlling a number of Districts. The Districts are headed by district Managers (Distribution and Marketing).

3.3 KANO ZONE

Kano Zone is one of the eight zones of the distribution and marketing sector. There are four Districts under Kano Zone. The District are:

1. Dala District
2. Nassarawa District
3. Katsina District
4. Dutse District

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Out of these four districts, Nassarawa and Dala Districts are the largest and are regarded as Grade "A" Districts. They are described as the largest not just in terms of area of coverage but also on the revenue generation. These two districts have their District offices within Kano metropolis with service centres spread in most of the Local Governments in the state.

3.4 DALA DISTRICT

Dala District is one of the four Districts in Kano Zone. This District in turn has three undertaking offices that serve as revenue collection centres and service centres. The undertakings are as follows:

1. City undertaking
2. Zaria Road undertaking
3. Kurna undertaking.

These undertaking offices are headed by undertaking Managers (Distribution and Marketing) Aside from the undertaking offices, there are service centres located in the Local Government areas that are connected to the national grid. The service centres are also referred to as outstations.

3.4.1 CITY UNDERTAKING:

This undertaking is the largest in Dala District in terms of customer population and the network. The undertaking office is located at the centre of the old Kano City. This is a densely populated area and about 80% of the population are Hausa while about 15% are non-Hausas by origin but have blended with the indigenes through intermarriages. The remaining 5% of the population is made up of non-indigenes that happened to secure accommodation within the city which is surrounded by a wall that was contructed centuries ago.

The distribution of bills and meter reading in the city is extremely difficult because of the unplanned nature of the settlement. There are hardly street names or house numbers. However, most of the registered customers receive their bills regularly.

3.4.2 ZARIA ROAD UNDERTAKING

Zaria Road undertaking has a large area of coverage in terms of landmass. The inhabitants of this undertaking are mostly non-indigenes of Kano. The settlement is well planned with streets and house numbers which makes it easier for NEPA to distribute bills and read meters there. The area is sparsely populated. Most of the indigenes here moved from the densely population areas like Kano city and settled there.

The area has good network of roads and the electricity network is equally good. The major customers of Dala District like Spanish steel fabricating company, Gongoni Nigeria Limited are located in Zaria Road undertaking. These major customers have very high consumption of electricity and they pay regularly.

The distribution of bills in this undertaking is fairly easy because customers' houses can easily be located. Bills distribution and meter reading are carried out in this undertaking without hitches. This can be adduced to the fact that most of the consumers here are enlightened and they know what their civic responsibilities are. About 85% of the industrial customers of Dala District are in Zaria Road, undertaking. The whole of the Sharada Industrial Layout and Challawa industrial layout are in Zaria Road undertaking. This undertaking contribute about 70% of the revenue generated in Dala District.

3.4.3 KURNA UNDERTAKING

This is the third undertaking that make up Dala district. The area of coverage of this undertaking is the North West of Kano. This area is inhabited by mixed tribes but majority are Hausas albeit some are non-indigenes of Kano State.

The economic activities in the area are farming, petty trading and a few small scale industries. However, the bulk of electricity consumption are for residential uses. A neglible percentage of the consumers are for commercial uses.

Structures are springing up on daily basis in this area but the structures are not well planned. Reading of meters and bills distribution are made a little difficult because of the unplanned nature of this settlement inspite of the sparse population.

In the District Office and the undertaking offices, there are five departments. They are:

1. Marketing Department
2. Distribution Department
3. Accounts Department
4. Personnel and Administration
5. The Computer Department

MARKETING DEPARTMENT

The marketing department in Dala District is headed by a Senior Manager (Marketing). This department is responsible for the following duties.

(a) Reading of all categories of meters. Single phase, three phase and maximum demand (MD) meters.

(b) The department is responsible for sending the readings obtained (input) to the Computer Centre for billing.

(c) The Marketing Department collects the output of the readings sent to the computer (bills) for on-ward distribution to customers.

(d) It is this department that is responsible for processing of all new application forms and metering of all new services in the District.

(e) The marketing section occasionally visits customers when on cash drive.

THE DISTRIBUTION DEPARTMENT

(a) The Distribution Department is solely responsible for the maintenance of the network within the District.

(b) It is also responsible for the extension of the network to new areas.

(c) The Distribution section is headed by Senior Manager (Distribution).

THE ACCOUNTS DEPARTMENT

The accounts department is responsible for receipting of all payments made to NEPA.

This department is also responsible for the disbursement of all the district's imprest account.

THE ADMINISTRATION AND PERSONNEL DEPARTMENT

This department is responsible for the welfare of all personnel in the district.

All issues pertaining to discipline of staff are handled by this department.

This department is also responsible for the interpretation of all Headquarters policies, circulars and guidelines in the district.

THE COMPUTER CENTRE DEPARTMENT

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The computer department in Dala District is headed by a Manager (Computer). This department is responsible for billing of all consumers in the district as the District's billing is all computerized.

The computer billing system in use in Dala District is the New Billing System (NBS). The new billing system, unlike the old billing system in use in some NEPA districts has the following advantages.

(a) Information can be obtained for 15 months for a customers account. This 15 months transaction for the customer can be made available in report form for enquiry and reconciliation purposes.

(b) The New Billing System (NBS) caters for only one district. In other words, it is a district based billing system. This allows for concentration as the centre will have a manageable number of customers to bill in a month.

(c) This billing system also allows daily production of bills and an individual bill can be churned out. It operates an on-line system.

(d) This Computer Centre has cash enquiry facilities. This takes care of customers' account status even if the bill has been misplaced, a copy of it can be printed for the customer.

(e) The New Billing System (NBS) generates several reports for management decision making.

(f) The programmes are menu driven which prevents or minimises operational errors.

The Computer department uses inputs received from the marketing and accounts departments. The marketing department sends meter readings for existing accounts, customer Record Maintenance Document (CRMD) for opening of new accounts, change of name or address or change of meter data.

The Accounts Department sends in the cash stubs for payments made within the month. It also sends in Customer Account Adjustment Document (CAAD). This document is for the adjustment of wrong credit or wrong debit previously made against customer's account.

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CHAPTER FOUR

4.0 DATA PRESENTATION AND ANALYSIS

If there is any public agency in Nigeria which has been the subject of the vilest and most widespread ridicule, it is the National Electric Power Authority (NEPA). Vested exclusively with the responsibility of providing public electricity power for the whole country, the organisation has had to strive to meet public expectations in that respect. Yet it would seem that no matter how hard it tried under the circumstance facing it, it is yet to succeed in meeting its statutory obligations.

Before the very public it is striving to serve, NEPA is largely seen in several uncomplimentary terms. To some, it is a weak organisation that is yet to wake up to its responsibilities. To others, NEPA is simply an organisation that has outlived its usefulness and needed to be assisted into extinction.

To compound the problems further, until recently, the organisation had not bothered to avail the public on regular basis adequate insight into its operational handicaps, since expectedly it has been contending with several. Hence, it has been appraised by the public in relative ignorance.

This study has discovered the following to be some of the factors that have hindered NEPA from meeting its statutory obligations.

4.1 OBSOLETE AND AGEING EQUIPMENT

The entire stock of infrastructure which the organisation is using is absolute or at best ageing. According to official sources, about 36 percent of NEPA installed capacity is over 20 years old and 48% over 10 years old.

With electricity generation, many electric equipments have life span, and by the time you don't take this into consideration you find out that when you want the equipment to deliver, it will no longer do so. The implication of this is that most

of its plants are presently in bad shape and therefore in dire need of rehabilitation or replacement.

With obsolete equipment and outdated materials the Authority is in dilemma of meeting up with increasing demand with inadequate working materials coupled with the high cost of importation against the background of depressing economy and depreciating currency status. Yet, there is a trend of declining investment in and an attendant stagnating expansion in the public power supply sector. Investment in the electricity sector is lagging behind considering the fact that no major investment has been undertaken by the government in the sector in the past 10 years.

4.2 VANDALISATION

Vandalisation has much more horrendous effects on the society, the state and even the vandal himself than can ever be imagined ordinarily. It goes beyond just causing blackout.

Since electricity is a service that has pervasive influence on the life of a nation and her citizens, it should be expected that vandalisation of NEPA equipment will have far-reaching effects on different aspects of the nation's life. While the vandal carries out his act to benefit himself and himself alone, the brunt is agonisingly borne by the whole nation - the young and old, the rich and not so rich and the poor.

Let us take a cursory look at the way vandalisation affects different sectors of the nation starting with the immediate community where the act is carried out.

4.2.1 EFFECT OF VANDALISATION TO THE IMMEDIATE COMMUNITY

When the community's source of electricity supply is vandalised and the community thrown into darkness, all social and economic activities are grounded. Small scale business concerns like battery chargers, barbing and beauty salons,

coldrooms and others who depend on electricity to operate their businesses are forced to close shop. The result of this on the community is that not only do the generality of people stop to enjoy the services of these business concerns but so many young and able bodied people in the society are rendered unemployed and become a burden to their relations.

For the big industrial concerns who can afford power generating sets, the noise and fume from such generating sets constitute a health hazard. Besides, since it is much cheaper to use NEPA supplied electricity than to use generating set, the cost of production for these industrial concerns automatically goes up and the additional cost is transferred to consumers of their products. After all they are in business to make profit.

Apart from the above, the immediate community suffers social inertia as amenities of life which add meaning to life and make living a little easier like radio, fan, television and video cannot be enjoyed by the community not because NEPA does not want to supply electricity but because of the damage on NEPA equipments by vandals.

4.2.2 EFFECT OF VANDALISATION TO THE STATE

Wilful damage on property built or procured with tax payer's money has always been a crime against the state. Electricity projects are undertaken by the government at no small cost. When such projects are brought to ruin by vandals, government is forced to spend money that could have been used for other developmental projects to replace the vandalised equipment. The present economic situation is even making such replacement difficult and that is why so many communities whose electrical installations are vandalised remain in endless blackout.

Beside, big factories and business establishment desert places where stable electricity supply cannot be easily secured for their production. The aftermath of

this is that government is deprived of the revenue which would have accrued to government purse in form of taxes.

4.2.3 EFFECT OF VANDALISATION TO THE VANDAL

Unknown to the vandal, the risk and disadvantages of vandalisation far out weigh the advantages.

First, the vandal is placing his life on the line as he faces the risk of being electrocuted while attempting to carry out his criminal act. If it happens, the vandal not only cuts short his promising life but also throws his family into sorrow and misery.

If the vandal does not die from electrocutions he may suffer permanent disability which renders him useless not just for vandalisation but even for gainful and lawful endeavours.

If the vandal is caught, he will be arraigned before a Special Tribunal and if found guilty, he is sentenced to life imprisonment under decree No.22 of 1996. The miscellaneous offences Decree No.22 of 1996, section 9 provides "That any person who unlawfully disconnects, removes, damages, tamper, meddles, with or in any way whatsoever interferes with any plant, works, cables, wires or assembly of wires designed or used for transforming or converting shall be guilty of an offence and liable on conviction to be sentenced to imprisonment for life."

Section 10 of the same Decree provides that "any person who unlawfully disconnect, removes, damages, temper, meddles with or in any way whatsoever interferes with any electric fittings, meters, or any appliances used for generating, transforming, converting, supplying or selling electricity shall be guilty of an offence and liable on conviction to an imprisonment for a term not exceeding 21 years."

The act of vandalisation of NEPA property is not a trivial matter considering the attendant evils of such action which include; grounding of thousands of

businesses that depend on power supply to operate, waste of raw materials, depreciation of idle machinery, breach of job agreements, untold hardship to thousands of households and loss of revenue to NEPA.

4.3 THE CARELESS MOTORIST

Sometimes NEPA and its customers are made to bear the brunt of reckless attitude of some motorists. Damage to NEPA property by motorists come in different ways. It could be a trailer loaded so high to the sky that it becomes difficult for such a vehicle to pass under an overhead line without causing damage.

It may also be a driver losing control and leaving the road to hit a NEPA Pole or transformer and causing severe damage. The whole neighbourhood is thrown into darkness but as usual, NEPA carries the blame.

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4.4 THE ACTION OF VIOLENT RIOTERS OR DEMONSTRATORS

There are situations, when ignorant of the cause of power outage in their area, some people take laws to their hands by resorting to violence and attacking NEPA offices, workers and installations in their surrounding. This usually happen when there is an important event of national interest being shown on television especially during soccer matches, involving the nation's national teams. The general belief is that such a violent action will bring early restoration of power supply.

However, such actions are not only lawless and criminal but also self defeating. Wilful damage of any public property (which NEPA equipment is) under any guise, is against the law of the land and anybody caught doing this will be made to face the full wrath of the law. Besides, rather than aiding quick restoration of power supply, such actions worsen the situation as it will take a longer time to repair or replace the damaged equipment and take care of the harassed and maltreated staff.

4.5 THE EFFECT OF BUSH BURNING

Bush burning is a practice common to hunters and farmers. For the farmers, it is done to rid farmlands of debris of weeds and stumps cleared from farmlands during planting season. For the hunters, it is done to ease the process of getting games during hunting since animals will be driven out of their hideouts by the ragging fire. Related to bush burning is the dumping of refuse close to NEPA installations at public refuse dumps in our cities. After sometimes, fire is usually set on the refuse dump.

More often than not, this has been done without due regard for NEPA installation around where the bush burning and refuse dumping are carried out. The fire goes on raving everything around including NEPA poles, towers and transformers. The result as usual, is blackout for the neighbourhood.

4.6 METER THEFT AND ITS EFFECT

Of all the forms of vandalisation the most rampant in recent time is meter theft. Such is the sweeping rate of meter theft that within a space of two weeks, Dala District alone lost over 40 meters to meter thieves.

This serious criminal act has been hampering revenue generation activities in NEPA.

4.7 THE ACTIVITIES OF SABOTEURS AND ITS EFFECT

NEPA staff do defraud the organisation or deny it access to its cash entitlements from customers. Many a times, a dubious customer would look for a dishonest NEPA staff with whom to connive in order to find ways of either not paying his bills or paying a fraction of the bills. The result is that money which is supposed to go into NEPA's account would either go into pockets of the dishonest staff or else remain unpaid, while NEPA services would continue to be

enjoyed.

Some members of the public pressurize the staff of NEPA to do what they should not do by offering them incentives and because of the economic situation in Nigeria, some people may be tempted to take money to go and connect a premises even without meter and without formal application for new supply and this adds to NEPA's problems.

4.8 THE EFFECT OF NATURAL DISASTERS

Natural disasters such s windstorm, flood, soil erosion and thunderstorm have continued to wreak havoc on NEPA installations. Million of Naira are being lost to nature's sabotage, causing huge destruction to structures and facilities. In a situation whereby NEPA has no control over natural calamity places the organisation at the mercy of the unknown.

4.9 NEED FOR UPWARD REVIEW OF TARIFF

First and foremost, the biggest gain of the customer is improved services. That is what should matter to them most. But improved service go with adequate payment. The customer should be ready to pay for improved service.

There is need for the authority to charge an economic rate for services so as to be able to cope with the ever rising inflationary any trends in our economy and even in global economy.

Improved service or performance is contingent on economic tariff. NEPA will have to be in a position to generate enough funds to carry out all rehabilitation, maintenance of sub-station and construction of relief sub-stations, etc.

Most people who believe that the present tariff is adequate seems to flog the idea that NEPA is charged with the responsibility of providing electricity at a

minimum rate. Some extremists believe that electricity should be a social service. Most of those in this school of thought have not come to terms with the reality of the present that the days for "free this free that" have gone at least for now. In the new dispensation, the organisation needs billions of naira for rehabilitation of the power stations, not to talk of constructing new once.

All equipment needed by the Authority for its expansion now cost a fortune. It is an established fact that NEPA needs, ₦125.5 billion to upgrade her facilities. NEPA's outstanding liability stands at ₦47.257 billion.

If electricity supply is to remain steady and every one will wish for nothing less, there is an urgent need for NEPA to generate the much needed funds. No one is going to kid himself/herself that all customers of electricity will wake up one day and settle all outstanding debts which itself may not be able to meet all that is needed.

People who believe that the present electricity tariff is adequate should have a second thought. Let us consider the present charges of some other African countries. While Nigeria as of present charges an average of 1.6 cents for a unit of electricity, Gambia and Coted'ivoire charge 7 cent each, Zimbabwe charges 8.9 cent; Cameroon 9.8 cents while Tanzania charges 10 cents for a unit of electricity. It is true that Nigeria presently charges the lowest tariff among the African countries considered.

Another interesting fact to consider is that 95% of major inputs used to reinforce the system as well as for use in running and maintaining the existing facilities are imported. Given the high and ever increasing cost of inputs and low tariff being charged by NEPA, it has been difficult to run the services effectively and efficiently.

Over the past 10 years, there has been little government investment in the power sector which has prevented NEPA from any expansion programme. Since the Authority's cash flow is constrained by low tariff levels and low collections, funds have been inadequate to support the maintenance of the system. Absence of investment and low revenue have therefore combined to threatened excellent delivery of electricity services which is required for domestic comfort, social services, industrial development and commercial transactions. NEPA needs upward review of tariff to survive and remain capable.

Tariff should be related to the cost of input in terms of the cost of foreign exchange required to purchase these equipments. To maintain good service, tariff should be hiked somehow to make ends meet. This would improve revenue for the little profit realised to be ploughed back into the system. NEPA should increase tariff so as to make profit to re-invest and improve working condition for her staff.

Aside from the cost of materials, NEPA needs to close the gap between the financial input and the revenue. For instance, it cost NEPA ₦8.00 to generate each kilowatt of electricity but customers are charged only ₦2.00 for each kilowatt. This means that electricity is heavily subsidised in Nigeria. It is important that this gap between cost of production and tariff be slightly closed so that the burden of mounting operational costs be reduced for the Authority to do the wonders expected of it as it is determined as ever before to improve power supply given the desired support. This would improve the Authority's efficiency.

KASHIM

CHAPTER FIVE

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 SUMMARY

There are many factors contributing to power interruption in Nigeria. Within the Authority, there is the terminology "planned and unplanned outages. For the planned outages, the Authority takes time off to do repair and maintenance work to avoid a major breakdown. Before this job is embarked upon customers are normally informed through the media, both print and electronic telling them about the interruption and length of time involved.

The unplanned outages come up due to faults, they are kind of "accidents, could be tripping of a protective device to save the equipment due to over loading, or fault in the equipment or an `unholy' intervention in the network, like vandalisation, erosions affecting the transmission towers, bush burning, storm thunder or other fault that could be man made. For instance, illegal activities (tapping power illegally) thus over-loading the system which could trigger off the tripping of protective devices thereby causing interruption of supply. Over loading impact on the quality of service.

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NEPA has all the human resources and excellent man-power but the case of declining investment and in view of the capital intensive nature of the industry, steady power supply is not at sight.

Customers on the other hand are not helping matters. Their seeming reluctance to settle their electricity bills or their penchant to evade payment for services contribute immensely to NEPA problems.

NEPA relies heavily on financial resources to keep the system going. When this is not available, people say NEPA is inefficient. This is bad judgement often made out of crass ignorance of the intrinsic and sensitive nature of its operations. NEPA can ensure regular supply to all customers if all variables necessary for

generation, transmission and distribution of power are available and controlled.

This would include human attitude which impact on the network, regular and prompt payment of debts to enable the Authority acquire materials to maintain and improve services, avoidance of illegal activities and vandalisation and prompt reports of faults for immediate attention so as to avoid further deterioration.

It has been observed in the course of this study that NEPA is not interested in making things difficult for anybody, once all forces necessary for efficient service agree, NEPA will perform, if water supply is not enough for hydro-power generation NEPA cannot effect a change in the inflow of water through the rains which is natural phenomenon except to hope for special divine intervention. But as for the problems that are humanly possible to surmount, the Authority bends over backwards to do its job.

5.2 CONCLUSION

NEPA has not succeeded in meeting its statutory obligations inspite of all the human and excellent manpower the organisation has.

The major causes of the unachieved achievable statutory obligation of NEPA are multifarious and they are as follows:

1. Faulty wiring of premises by consumers.
2. Overloading of the local electrical systems (transformers) by consumers and disloyal NEPA staff.
3. The activities of careless and reckless motorists running into NEPA installations like transformers, substations and even electric poles.
4. The activities of Road construction damages NEPA underground cables.
5. Theft and vandalisation of NEPA equipment by unscrupulous person.
6. Indiscriminate bush burning
7. Low gas pressure and low water level for generation stations.

8. Illegal connections
9. Stiff foreign exchange regime.
10. Lack of adequate funding.
11. Mounting debts owed electricity consumers.
12. Obsolete and or unserviceable equipments.

Yet, against all these overwhelming odds, NEPA continue to work strenuously to give electricity consumers the best under the circumstances. NEPA can do better if it were not hamstrung by these odds.

On the possibility of uninterrupted power supply, this study has come to the conclusion that it s achievable provided that natural and unnatural forces fall in line to positively affect power supply operations, if funds are available to make major purchases and do turn around maintenance (TAM) job on failing installations and further to replace or rehabilitate over-aged plants, most of which have outlived their recommended life span.

To make funds available for uninterrupted power supply, customers should pay their bills as an when due. Once the customers do not renege on their civic obligations, there will be enough funds to ensure uninterrupted supply. There is need to mobilise sufficient funds to keep the system going. with sufficient funds, NEPA can hope to meet the insatiable needs of their customers for uninterrupted power supply.

Also, all illegal activities that impact adversely on supply should stop. This calls for vigilance of all and sundry to make sure that those hoodlums who vandalise and steal NEPA equipment are stopped.

5.3 RECOMMENDATIONS

The following recommendations are given with the hope that they will help in providing solutions to the problems highlighted in this research finding.

"HELP NEPA TO HELD YOU" - NEPA. This old cliche by NEPA may not strike most customers as very important in the efficient performance of the organisation's obligations. Apart from material imputs into the operations of the industry, the obligations of the customer and the general public are of great importance in maintaining almost every aspect of the operations. Power cuts affect all and sundry; industrial, commercial and residential customers who in their different ways have their different contributions to make towards the efficient operations of the organisation and also have negative effects on outputs in all spheres of NEPA's existence. But as it is been rightly maintained by the organisation, it is not solely responsible for power interruption.

Customers should therefore wake up to their responsibilities to NEPA to enable NEPA serve them better. Customers responsibility to NEPA does not stop at paying electricity bills. There are other social responsibilities of the customer and the public in general which would help in the improvement of the Authority's services to customers.

1. It is expected of the customer to guard the Authority's installations and equipment as if they were the individuals property. This is of optimum help to NEPA to ensure that the network is in perfect shape to serve the customer. Thus, all suspicious movements around NEPA installations, illegal connections and reconnnections and vandalisation must be reported to the authority or the nearest law enforcement agency within the locality.
2. Customers are expected to report fault(s) whenever they are observed. Reporting of fault for immediate attention is very important. This enables NEPA officials to ensure that the system is healthy without leakages and surges of voltages that could cause damages to the system.
3. It is important that customers vacating their premises to inform NEPA office to come and read the meters off so that final bills could be given and upto

date payments could be made based on the last reading of the meter. This way, the customer will not leave any outstanding bill for the next tenant to inherit. It is necessary for the new tenant to ensure that there is no electricity bill left for him/her to inherit by the previous tenant if he is moving into a new premises. There is no excuse in the argument that a new tenant met some outstanding bills in his new premises. It is the premises that is owing and if he/she is in the premise, he/she is the debtor.

4. Customers can also assist NEPA by providing the best atmosphere for them to work. NEPA officials on duty should be assisted and not harrassed.

5. Do not offer bribe to NEPA staff on official duty so as to stem the act of negligence of duty until gratis is given.

6. To counter the syndrome of declining investment and the stagnating expansion in the public power supply sector, the privatisation of the power monopoly is recommended. It is hoped that when fully privatised, the problem of dwindling investment in the sector will be addressed. Also, the outfit will become more efficient.

7. Thousands of electricity consumers ranging from residential, commercial and even industrial consumers often delay or outrightly refuse to pay their bills. They tend to forget that it is money generated from bills collection that is used in maintaining facilities, equipment vehicles and staff salaries nation wide.

Consequently, the customers should ensure that NEPA is assisted maximally in its pursuit of revenue collection by settling their bills promptly.

8. Some Power Plants ought to be completely replaced since spare parts for them are no longer being designed and manufactured by the original developers. Those that need refurbishing ought to enjoy comprehensive

turn-around maintenance (TAM) to last some few more years before the production of their spare parts are phased out.

9. It is of utmost importance to establish new stations to relieve the ageing ones of serious burden.

10. The load on transformers should be monitored quarterly to avoid overloading. No new customers should be connected to any transformer when the loading is upto 85% of its rating.

11. There is an urgent need for local production of distribution and marketing tools, parts and equipment.

12. This study has seen the need for sound human resources management and staff motivation to enhance performance. It is highly recommended.

13. On damage to any NEPA installation by reckless drivers, the consumers and general public can render help by taking down the registration number of such a vehicle and report to the nearest NEPA office where appropriate action will be taken to track down the driver and make him to pay for the repair of the damage. This way, it will be easy to effect quick repair or replacement of the damaged equipment.

14. Consumers and the general public should not encourage destruction of NEPA property in their area as a way of protesting power blackout. They should always take their grievances to the local NEPA office and if they feel they have not been treated well enough, they should not hesitate to take their case to higher authority.

15. Purchase of stolen meter is as criminal as stealing it. Anybody who buys stolen meter is an accomplice of the man who stole the meter. Both are liable for prosecution if caught.

Always insist on getting your meter from the right source which is at NEPA office after completing the application forms for new supply.

Anything short of this is tantamount to aiding and abetting the meter thief.

16. On the attitude of staff towards NEPA customer, the staff must be courteous and polite. The staff must understand that the customer is always right.

17. There should be proper reading of meters and appropriate billing as well as prompt distribution of the bills to customers for settlement. This will no doubt encourage customers to pay their bills as and when due.

18. The government should be magnanimous enough to pump in money to NEPA to enable the organisation sustain the system and improve services.

19. NEPA should consider publishing the names of major defaulting consumers. There should be tough measures to compel such defaulting consumers to pay for NEPA's service promptly.

20. NEPA's management should provide its staff with the necessary tools and materials for their work so that they would be effective in attending to customers on time.

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APPENDIX A

SAMPLE SIZE

One of the methodology chosen for this research was to take sample size of different electricity consumers so that questionnaires can be sent to them. The study intend to take sample size of 3 categories of consumers. The selection of the number of questionnaires to be administered is based on the population of the selected areas.

1. Residential consumers
2. Commercial consumers
3. Industrial Consumers

1. Residential Electricity Consumers

Under this category of consumers, the study intend to cover two residential areas namely:

(a) Hausawa/Gandun Albasa 10 questionnaires

(b) Galadanchi Quarters/Kano City 10 questionnaires

2. Commercial Electricity Consumers:

Under this category, the study intend to take two commercial areas as sample:

(a) Kofar Ruwa to give at least 10 questionnaires.

(b) Zoo Road Shopping Centres, to give at least 10 questionnaires to selected shops.

3. Industrial Electricity Consumers:

Under this category of electricity consumers, the study intend to take two industrial estates with at least 3 or 4 consumers from each estate:

1. Challawa Industrial Estate

(a) Nigerian Bottling Company 1 questionnaire

(b) Modern Tannery Company 1 questionnaire

(c) Ceramic Manufacturers Nig.Ltd 1 questionnaire

2. Sharada Industrial Estate

(a)	Bagauda Biscuits	1
(b)	Giwarite Nig. Ltd	1
(c)	Pyramid Sugar	1
(d)	Gongoni Nigeria Ltd.	1

Therefore, the overall sample size is as follows:

(a)	Residential Consumers number of questionnaires	-	20
(b)	Commercial Consumers number of questionnaires	-	20
(c)	Industrial Consumers number of questionnaires	-	7

	Total sample size number of questionnaire		47
			=====

APPENDIX B

DEPARTMENT OF BUSINESS ADMINISTRATION

AHMADU BELLO UNIVERSITY, ZARIA

TO WHOM IT MAY CONCERN

Dear Respondent,

I am writing to introduce Mr. Yusuf Karik, who is taking a research in partial fulfilment of the requirement for the award of Masters in Business Administration (MBA).

The topic is:

"MARKETING QUALITY SERVICES" (A Case Study of National Electric Power Authority, Dala District Kano).

The objective of the study is to come up with possible solutions, that will help in solving the problem irregular electricity supply being faced by electricity consumers.

This will involve studying the total operations of National Electric Power Authority, Dala District in relation to the consumers. After which problems can be identified.

I am therefore assuring you that, all the information you will give in these questionnaire, will be treated confidentially and they will absolutely be used for this academic research.

Thanking you for your cooperation.

Yours faithfully,

A. B. AKPAN

Research Supervisor

APPENDIX C

DEPARTMENT OF BUSINESS ADMINISTRATION

AHMADU BELLO UNIVERSITY, ZARIA

QUESTIONNAIRE FOR DISTRIBUTION SECTION

TOPIC: "MARKETING QUALITY SERVICES:" (A Case Study of National Electric Power Authority Dala District, Kano).

INSTRUCTIONS: Please write your response freely on the space provided.

Question One:

What do you think is responsible for the incessant power failure you are experiencing nowadays?

Question two:

What is the present condition of the transformers and feeder Pillar in Circuit.

Question Three:

How old in terms of years are the transformers and feeder Pillars that are used in Electricity supply now?

Question Four:

How do you cope with the maintenance of the Network in the District during these hard-time.

Question Five:

What is the present state of vehicles for Fault Clearing, cash drive and related activities?

Question Six:

Do consumers report promptly whenever there is fault in their neighbourhood?

(a) Yes [ ]

(b) No [ ]

Question Seven:

Are consumers in the habit of harassing and attacking NEPA Officials when there is blackout in your district.

(a) Yes [ ]

(b) No [ ]

Question Eight:

Do you experience cases of vandalization of NEPA equipment in your locality?

Question Nine:

If your response to question eight is in the affirmative then how long does it take the Authority to replace such vandalised equipment?

APPENDIX D

DEPARTMENT OF BUSINESS ADMINISTRATION

AHMADU BELLO UNIVERSITY, ZARIA

QUESTIONNAIRE

A SURVEY OF ELECTRICITY CONSUMERS IN KANO

TOPIC: MARKETING QUALITY SERVICES (A CASE STUDY OF NATIONAL ELECTRIC POWER AUTHORITY DALA DISTRICT KANO)

INSTRUCTIONS: You are to tick in the space provided for your chosen response or answer and write where necessary.

Q.1 Indicate which category of consumer you are

(a) Residential

(b) Commercial

(c) Industrial

Q.2 Where are you located.

Q.3 What is the name of your Company or organisation

Q.4 How often do you get electricity supply.

(a) Sometimes within the day

(b) Sometimes within the week

(c) Throughout the week

(d) Throughout the month

Q.5 At what time do you get electricity supply?

(a) During the day

(b) During night time

(c) Both day and night

Q.6 In Case you get electricity supply:

(a) Does it come in low voltage

(b) Does it come in high voltage

(c) Does it come in normal voltage

Q.7 What is the situation of electricity supply in your area at the moment.

(a) Regular

(b) Irregular

(c) No supply at all

Q.8 Do you have alternative source of power supply apart from the one being supplied to you by NEPA?

Yes [ ] No [ ]

If you have alternative, what is your reason for having it? Please explain briefly

_____

_____

Q.9 Have you been paying your electricity bill on time, not incurring any arrears?

Yes [ ] No [ ]

Q.10 How is your electricity billing system?

(a) Actual Meter Reading

(b) By estimation

Q.11 How regular is your meter being read

(a) Once monthly _____

(b) Once quarterly _____

(c) Once yearly _____

Q.12 Have you been disconnected before for non-payment of electricity bill?

Yes [ ] No [ ]

Q.13 Would you agree to an increase in the present electricity tariff rate you are paying if the services of NEPA will improve much better.

Yes [ ] No [ ]

Q.14 If your answer is No in Q.13 give your reason(s) for not supporting the increase in electricity rate:

_____

Q.15 How do you view the services of NEPA in relation to distribution of electricity _____

Q.16 How regular do you receive your bills

(a) Monthly

(b) Once in two months

(c) Quarterly

17. What advise can you give NEPA so as to help in solving the problem of erratic power supply; please comment freely:

_____

_____

Thank you for taking time to fill these questionnaires.

APPENDIX E

DEPARTMENT OF BUSINESS ADMINISTRATION

AHMADU BELLO UNIVERSITY, ZARIA

QUESTION FOR MARKETING/ACCOUNT SECTION

TOPIC: "MARKETING QUALITY SERVICES" (A Case Study of NEPA Dala District, Kano).

Question One: How regular are electricity consumers in paying their electricity bills?

(a) Residential Consumers:

Regular _____ Fairly Regular _____

Not Serious _____

(b) Commercial Consumers:

Regular _____ Fairly Regular _____

Not Serious _____

(c) Industrial Consumers:

Regular _____ Fairly Regular _____

Not Regular _____

Question Two: Do you carry out disconnection exercise

Question Three: What impact does electricity disconnection have on consumers.

Question Four: Do you think electricity consumers contribute to blackout in the areas?

Question Five: How often do you receive reports of illegal electricity connection or reconnection after disconnection?

Question Six: Do you receive complaints of wrong billing from the consumers?

Question Seven: How long does it take to correct a genuine case of wrong billing?

(a) One month _____

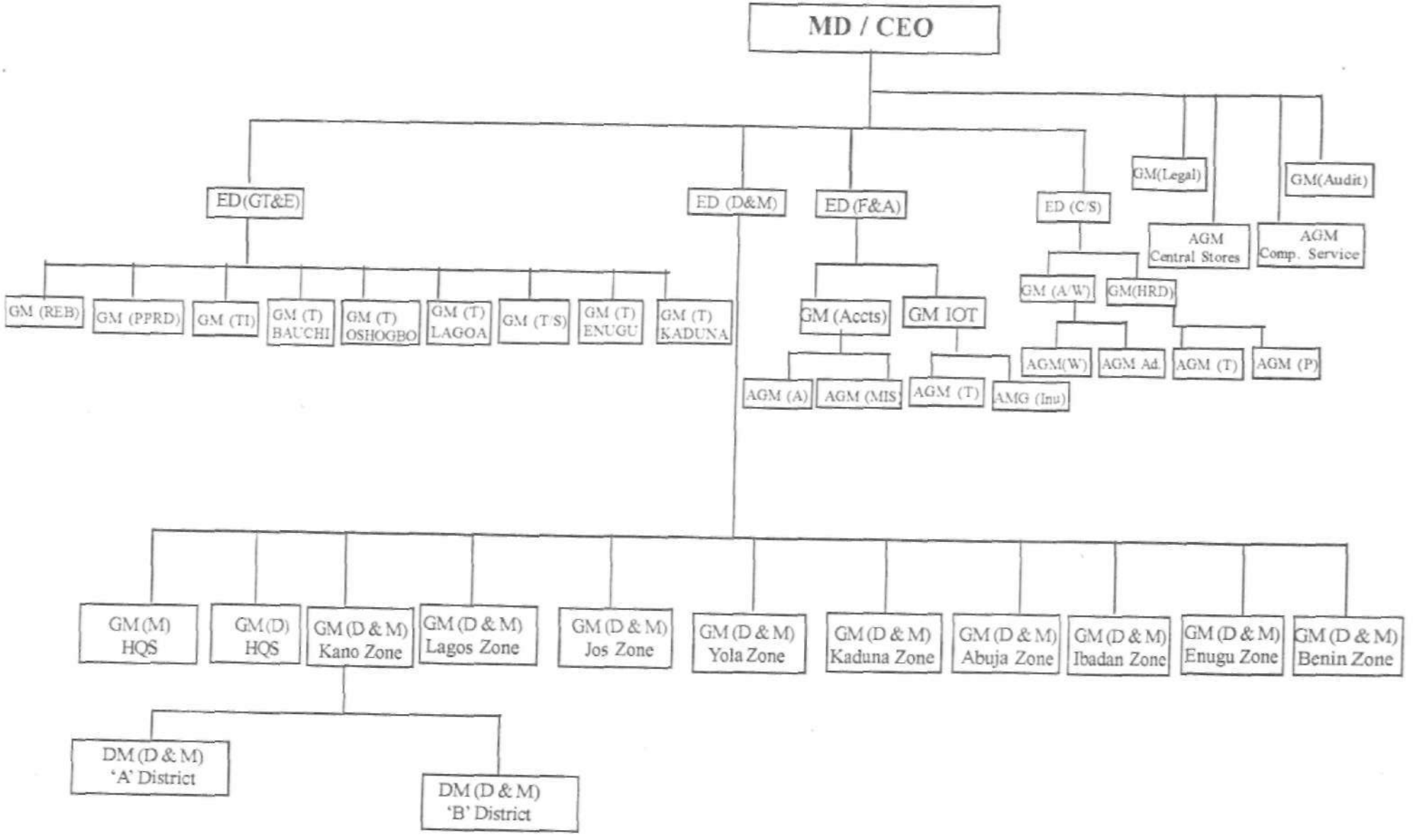
(b) Two months _____

(c) Six months _____

(d) One year _____

APPENDIX F

ORGANISATIONAL CHART OF NEPA HEADQUARTERS



APPENDIX G

ORGANISATION CHART FOR NEPA DISTRICT OFFICE (GRADE "A")

