



Ministry of Agriculture and Fisheries

Customer Satisfaction Assessment

2021

FOREWORD

The Ministry of Agriculture and Fisheries has completed its annual External Customer Satisfaction Assessment for the fiscal period 2021/2022. This has been executed by the Ministry's Customer Service Branch, through its Monitoring and Evaluation arm. This initiative is compliant with the mandate commissioned by the Cabinet Office through the directive of the Cabinet Secretary, in 2015, for all Permanent Secretaries across each Ministry to develop and implement a Customer Service Improvement Plan (CSIP). As a response, the Ministry's CSIP was crafted and operationalised in 2020. It is guided by the principles of the Service Excellence Framework (2018) and Service Excellence Policy (2020 - 2030) and is being monitored and evaluated by published reports on customer satisfaction and service quality annually.

The Ministry fully endorses the information contained in this Customer Satisfaction Assessment report. The information provided herein is critical to supporting initiatives and programmes geared towards the transformation and modernisation of service delivery and a culture of service excellence across the public sector. This will create the impetus for an enabling environment for national competitiveness, economic growth and sustainability for all relevant industries and stakeholders within the agriculture and fisheries sector

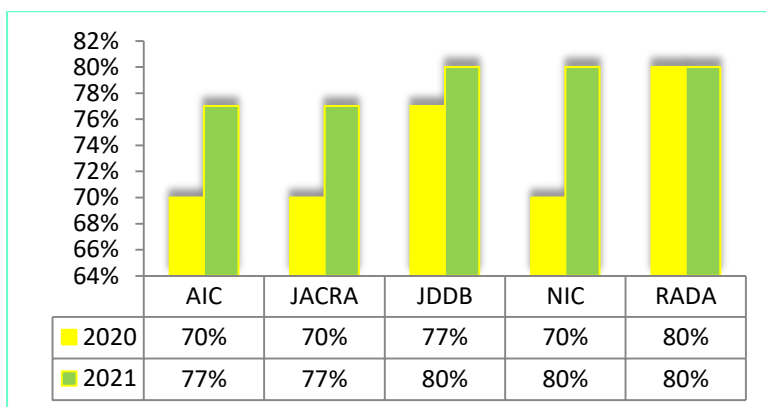


**PERMANENT SECRETARY
DERMON LUKE SPENCE, JP
MINISTRY OF AGRICULTURE AND FISHERIES**

OUR PERFORMANCE

For the year 2021, the Ministry’s agencies and divisions that were assessed showed steady improvement in service quality. Based on the performances, the Ministry achieved an overall customer satisfaction rating of 79 per cent, which reflected a four (4) percentage increase over the period 2020.

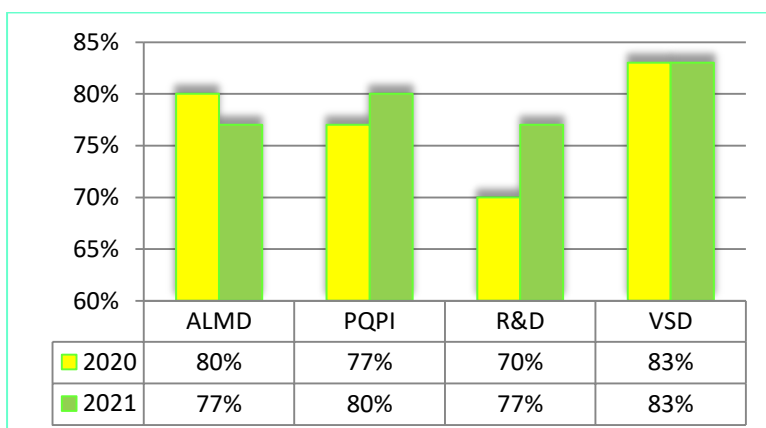
The figure below illustrates that all the agencies experienced positive upward movement in overall customer satisfaction; with the exception of the Rural Agricultural Development Authority (RADA) that maintained a similar satisfaction score of 80% for 2020 and 2021.



Customer Satisfaction Rating 2020/2021- Portfolio Agencies



As for the divisions, there was a slight improvement in customers’ satisfaction, with the exception of the Agricultural Land Management (ALMD) which recorded a marginal decline in its performance for 2021. The Veterinary Services Division (VSD) holds to-date the highest satisfaction score of 83% for both periods of 2020 and 2021.



Customer Satisfaction Rating 2020/2021- Divisions



Mission Statement

"To create an enabling environment which grows and sustains industries in the agricultural sector while fostering gender equality and social inclusion in all our policies, programmes and projects."

Vision Statement

'By 2030, MoAF has achieved an innovative, inclusive, sustainable and internationally competitive agriculture sector.'



EXECUTIVE SUMMARY

The Customer Service Branch, within the Ministry of Agriculture and Fisheries, was commissioned to undertake its annual Customer Satisfaction Survey, as an initiative to assess the satisfaction level of its external customers. A total of eight (8) portfolio agencies and five (5) divisions participated in the survey. The satisfaction level of customers was measured across the following service dimensions: *Responsiveness, Process and Facility, Payment Process, Level of Communication and Reliability of Service.*

A total of 893 customers participated in the survey. The views and satisfaction ratings captured from the customers revealed that the agencies and divisions, governed by the Ministry, have been making significant strides to providing responsive and reliable services. The mechanisms put in place to bolster ease of doing business is one of the most important factors of service quality and it was evident that the entities have continued to conduct its business affairs in a manner that was conducive for efficiencies of doing business.

For the year under review, the Ministry achieved an overall customer satisfaction score of 79 per cent. This indicated an estimated four (4) percentage increase in customer satisfaction over the previous period 2020. The Ministry has therefore seen steady improvements in its service outputs. However, the entities grappled with factors of communication; this was recognised as the predominant service dimension that has negatively impacted the general satisfaction score for the entities and subsequently influenced the service performance of the Ministry as a whole. Nonetheless, the satisfaction score represented a marginal one (1) percentage gap from meeting the Ministry's targeted score of 80 per cent. This was positively influenced by the significant improvement in levels of satisfaction rating for the entities' *Process and Facility.*

In order to fulfill the mandate of the Ministry, and by extension the Government of Jamaica, the portfolio agencies and divisions are being encouraged to review methods that can ameliorate communication concerns. This will ultimately improve the service outputs to further meet the needs and satisfaction of the customers.



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Special thanks to the Information and Communication Technology (ICT) Unit, within the Ministry, for providing technical support in data gathering and processing; which was critical to the successful completion of the survey's final report.

Commendation is also being given to the following agencies and divisions for continued cooperation in providing the necessary information needed to execute the assessment. These include:

- *Agro-Investment Corporation*
- *Agricultural Land Management Division*
- *Jamaica Dairy Development Board*
- *Jamaica Agricultural Commodities Regulatory Authority*
- *National Irrigation Commission*
- *Rural Agricultural Development Authority*
- *Research and Development Division*
- *Plant Quarantine Produce Inspection Branch*
- *Veterinary Services Division*
- *Jamaica 4-H Clubs*
- *Agricultural Marketing Information Division*
- *Jamaica Agricultural Society*
- *National Fisheries Authority*





1 INTRODUCTION

1.1 Background

The Government of Jamaica outlined its vision for a transformed Public Sector, with the goal of increasing effectiveness, efficiency, accountability, and responsiveness to citizens' needs by rationalising the public service, increasing professionalism of public sector workers, and changing the organisational culture to strive for service excellence. The Office of the Cabinet's Public Sector Transformation and Modernisation (PSTM) Programme in realising this vision, implements projects and initiatives that will result in the creation of a dynamic public service that is responsive to the changing needs of the Jamaican society. This necessitates the public sector to be client-focused, result-oriented, and outward looking for ways to improve service delivery.

The Ministry of Agriculture and Fisheries became one of the first government bodies to align operations to support this initiative, through the development of a Customer Service Improvement Plan (CSIP), which was completed in 2021. An element of the plan focuses on the customer satisfaction rate and requires the Ministry's divisions and agencies to work towards a goal of achieving a targeted satisfaction rating of 80 per cent or higher.

1.2 Purpose of Report

The purpose of this report is to present descriptive statistics on the findings of the surveys carried-out for the agencies and divisions that participated in the exercise. The findings were used to develop wholesome recommendations and to provide each agency and division with the respective results, which should be utilised for service recovery and other necessary measures that are required by each entity.



1.3 Objectives

The objectives of the survey were to:

- Establish the satisfaction rate for each focus area
- Distinguish the key focus areas for reinforcement of service standards
- Establish the key focus area for service recovery and improvement
- Identify gaps in service quality
- Ascertain the Ministry's overall customer satisfaction rate
- Establish yearly service quality performance

1.4 Scope of work

Thirteen (13) entities were surveyed, which included eight (8) portfolio agencies and five (5) divisions. Each entity was assessed on efficiency across five (5) service dimensions or focus areas, in keeping with the Service Excellence Policy:

- Responsiveness
- Process and Facility
- Level of Communication
- Payment Process
- Reliability of Service

Efficiency of the service dimensions was measured by the respondents' level of agreement or satisfaction with statements that were asked in relation to each area. The results were measured against the targeted satisfaction rate, which was stipulated by the Office of the Cabinet of a score no less than 80 per cent to meet the accepted service standard.



1.5 Layout of Report

The data was first presented in a collective manner to facilitate an all-encompassing analysis of the findings for the Ministry's agencies and divisions. The data was then disaggregated for each agency and division, in order to provide the agreement scores and overall customer satisfaction rate separately. This was done to extrapolated data for each entity, in efforts to bolster strategic decisions for service recovery or positive reinforcement of areas that met the targeted service standard.

2 Approach

The survey was a quantitative study that collected primary data by means of a structured research questionnaire (**Appendix 1**). The questionnaire consisted of six (6) sections. The sections were mainly composed of statements that were measured on a five (5) point agreement or satisfaction likert scale. A ten (10) point rating scale was also used to ascertain the respondents' level of satisfaction across specified focus areas. The averages of each satisfaction rate were used to compute the overall customer satisfaction rate for the Ministry, and then disaggregated to illustrate the same for each entity. Additionally, open-ended questions were used to ascertain the respondents' views on factors that could improve serviced quality across the focus areas.



2.1 Sampling Method

Each portfolio agency and division provided a databank that consisted of customers' contact information and name. A systematic random sampling method was deployed to select customers by assigning every tenth (10th) person or every other person to the sample list. The use of the selection methods were determined by the size of the customer databanks that were received from the entities. A sample size of one hundred (100) respondents was established as the target for each entity.

2.2 Data Collection

Telephonic interviews were used to collect data and were undertaken by trained interviewers. Data collection and entry ran concurrently; the electronic platform, Survey Gizmo, was used to enter the data.

2.3 Data Processing

The raw data was cleaned and imported from Survey Gizmo into the software 'Statistical Package for the Social Sciences (SPSS)'. The dataset was checked for missing values and data quality of consistency and accuracy. All the missing values were removed from the dataset by ascribing missing values codes for data that was either directly missing, not applicable or where the respondents indicated a no response.

2.3.1 Recoded Variable

1. The variables measured by the ten (10) point rating scale were recoded into new variables and ascribed the values: **very poor (10%), poor (20-30%), average (40-50%), fair (60-70%) good (80-90%), excellent (100%)**.
2. The responses for the open-ended questions were grouped and recoded.



2.4 Data Analysis and Statistical Measures

Descriptive statistics was utilised for the data analysis. The arithmetic mean was the sole central tendency that was used to provide the averages for each rating scale. Also, cross-tabulation frequency outputs were done to provide bivariate analysis between specific variables. Multiple response outputs were used to determine the exact number of respondents and responses that were provided for the statements across the focus areas.

2.4.1 Five (5) Point Agreement-Satisfaction Likert Scale

The likert scale presented in the analysis is an interval scale and therefore averages (mean of means) were calculated to ascertain the level of agreement and or satisfaction of the respondents across the focal areas. Two distinctive likert scales were used: agreement and satisfaction scale. The agreement scale consisted of statements that required respondents to either strongly agree, agree, disagree, strongly disagree or be neutral in their response. The scale ran from one (1) to five (5) respectively. The satisfaction scale also ranged from one (1) to five (5) where the options were: extremely satisfied, satisfied, dissatisfied, extremely dissatisfied or neutral

It should be noted that neutral in the survey was not a measure for indecisiveness, but it was reflective of the respondents that did not have a strongly inclination to agree nor disagree with the respective statements. More so, it was a suggestion that they were not fully dissatisfied but that they were not satisfied.

2.4.2 Mean of Means

The statements were grouped and computed. A mean of the means was used to attain the overall average score for the statements used to measure the respondents' agreement or satisfaction for each focus areas. This was done by finding the average scores for each statement, and dividing the sum of those means by the total number of statements within the focus area being assessed.



2.4.3 Ten (10) Point Rating Scale

The ten (10) point rating scale was used to obtain the overall customer satisfaction rating for the focus areas. Similarly to the mean of the means, the average of the customer satisfaction rate were summed and divided by the total maximum score (100%) for each area. This was done to ascertain whether the entities met the target score of 80 per cent, in order to achieve the acceptable threshold for service standard.

2.4.4 Cross-tabulation Frequency

Cross-tabulation frequency output was utilised to show a bivariate analysis, in order to compare results across two variables; no statistical test was conducted to measure correlation between the variables.

2.4.5 Multiple Responses

Multiple response outputs were used to ascertain the number of respondents and responses obtained for the statements assessed for each focus area.

2.5 Limitation to Survey

The methodology of the survey, as it relates to the target sample size, data collection, entry of data and data analysis were impacted by the following limitations:

1. Sample Collection

- Lack of cooperation from some entities to provide customers' information.
- Challenges of some agencies and divisions to provide customers' information in a timely manner.
- Lack of active or updated customer information.
- High level of inaccurate customer information.



2. Data Collection/ Telephonic Interviews

- Scheduled telephonic interviews interrupted the personal or work time of the respondents
- Often difficult to reconnect with respondents that requested a call back at their specified time.
- Disruption of broadband and telephone connection issues to conduct the interviews.
- Limited staff members to accelerate the timely completion of the data collection exercise.

3. Period of Survey

- COVID-19 related issues caused disruption in the normal operations of respondents and entities to actively participate in the survey.

4. Research Instrument

- The survey instrument was lengthy and took approximately 20 to 30 minutes, on average, to be completed; this caused annoyance for some respondents.
- Perception surveys with scale-type questions can be easily misinterpreted.
- Susceptible for skewed data.
- Possibility to produce bias responses.

5. Data Processing & Analysis

- Difficult and time consuming to group open-ended responses into similar groups. Produces outliers.
- Data was not normally distributed and therefore limited the analysis of the findings to mainly descriptive statistics.
- Unable to make generalisations, as inferential statistics to measure relationships and patterns could not have been utilised.



3 Summary Tables of Main Findings

This section provides a brief summary of the main findings:

- Table 3.1 Customers' Composition
- Table 3.2 Average score for Agreement Scale
- Table 3.3 Average score for Satisfaction Scale
- Table 3.4 Customer Satisfaction on Ten (10) Point Rating Scale



3.1 Summary of Customers' Composition

The data provides a summary of the customers' composition. The results, in the table below, are presented, either, in the full percentages or the largest proportion of the distribution for the category or variable.

Summary of Main Findings	
Customers' Composition/Variable	Frequency (%)
Number of Respondents Surveyed: <ul style="list-style-type: none">• Males• Females	893 611 (68.4%) 282 (31.6%)
Types of Customers: <ul style="list-style-type: none">• Individual• Organisation	Number of Respondents:893 705 (78.9%) 188 (21.1%)
Customers' Main Methods to Access Products & Services: <ul style="list-style-type: none">• Walk-in• Telephone	Number of Respondents:891 510 (57.1%) 206 (23.1%)
Preferred Methods to Access Products & Services: <ul style="list-style-type: none">• Walk-in• Telephone	Number of Respondents:891 389 (43.7%) 248 (27.8%)

3.2 Summary of Agreement Scale

The table below presents the average score for statements that were used to measure each focus area on the five (5) point agreement scale. All the statements, within each focus area, were summed and the averages computed.

Agreement Scale				
Focus Areas	Average Score	Number of Respondents	Number of Responses	Analysis of Score
Responsiveness**	2	882	3916	Responses mainly showed agreement that the entities were responsive with service delivery.
Process & Facility**	2	890	4401	Responses mainly showed agreement that the entities' process and facility were efficient.
Communication**	2	886	4780	Responses mainly showed agreement that the entities' level of communication was efficient
Reliability of Service **	2	886	2963	Responses mainly showed agreement that service was reliable.
Payment Process**	2	872	1576	Responses mainly showed agreement that the payment process was reliable.

Agreement Scale** 1 Strongly Agree, 2 Agree, 3 Neutral, 4 Disagree, 5 Strongly Disagree

3.3 Summary of Satisfaction Scale

The table below shows the average score for satisfaction with customer service and customer experience.

Satisfaction Scale			
Focus Areas	Average Score	Number of respondents	Analysis of Score
Customer Service ***	2	880	Respondents were mainly satisfied with Customer Service
Customer Experience***	2	882	Respondents were mainly satisfied with Customer Experience

Satisfaction Scale*** 1 Extremely Satisfied, 2 Satisfied, 3 Neutral, 4 Dissatisfied, 5 Extremely Dissatisfied

3.4 Summary of Overall Customer Satisfaction

The table below illustrates the average rating on the ten (10) point rating scale used to obtain the satisfaction rate with efficiencies of the focus areas. An amalgamation of each averaged score was used to compute the Ministry's over customer satisfaction rate.

Overall Customer Satisfaction Rate			
Focus Areas	Target Rating	Average Rating	Analysis of Score
Responsiveness ****	80%	80%	Met service standard target
Efficiency of Process & Facility****	80%	80%	Met service standard target
Efficiency of Communication****	80%	77%	Did not meet service standard target
Overall Customer Satisfaction Rate	80%	79%	Did not meet service standard target

Ten Point Rating Scale**** 10% Very Poor, 20-30%-Poor, 40-50% Average, 60-70% Fair, 80-90% Good, 100% Excellent

3.5 List of Entities Surveyed

The table below illustrates the entities and the respective number of respondents that were surveyed.

Portfolio Agencies	Number of Respondents
Agro-Investment Corporation (AIC)	44
Jamaica Agricultural Commodities Regulatory Authority (JACRA)	46
Jamaica Agricultural Society (JAS)	98
Jamaica Dairy Development Board (JDDB)	26
National Irrigation Commission (NIC)	132
Rural Agricultural Development Authority (RADA)	100
Jamaica 4 H-Club	27
National Fisheries Authority (NFA)	87
Divisions	Number of Respondents
Agricultural Land Management Division (ALMD)	85
Agricultural Marketing Information Division (AMID)	40
Plant Quarantine Produce Inspection Branch (PQPI)	45
Research & Development Division (R & D)	61
Veterinary Services Division (VSD)	102
Grand Total	893



COMPREHENSIVE REPORT

Customer Satisfaction Assessment
November 2021
Customer Service Branch
Ministry of Agriculture & Fisheries

Customers' Composition

I. Number of Respondents Surveyed by Age and Sex

A total of 893 customers were surveyed; approximately 68% (611) of the distribution were males. Data on age was obtained from 891 customers. Across the distribution, there was a similar spread for most of the age categories; however, those 60 years and older accounted for the largest proportion (**Figure 1**).

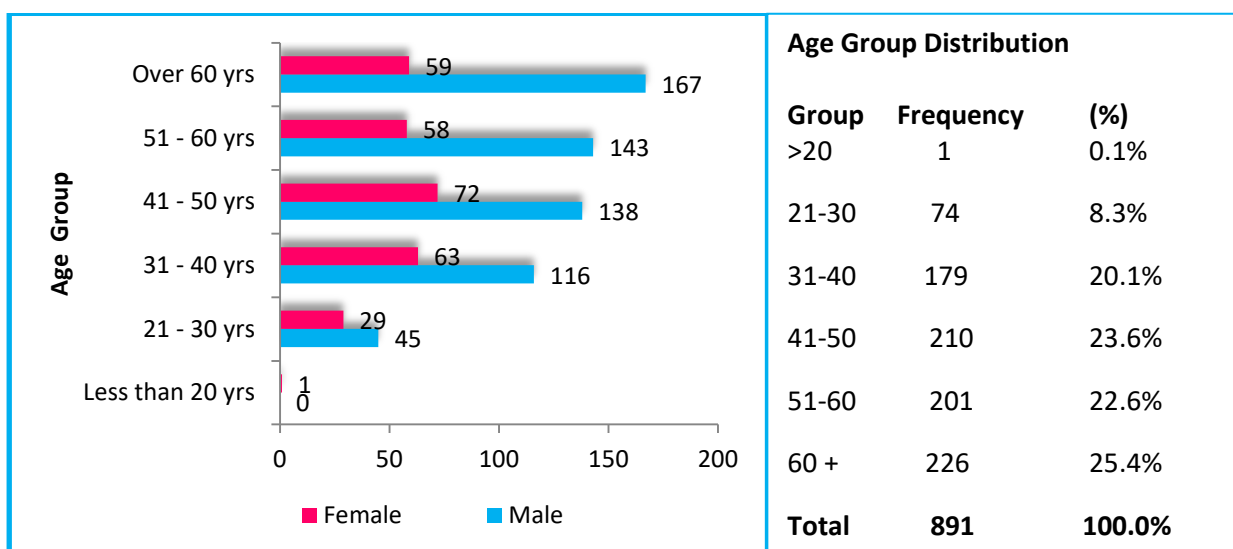


FIGURE 1: AGE & SEX COMPOSITION

II. Type of Customers by Geographical Location

Of the 893 respondents, 79% (705) were individual customers, while the remainder was customers affiliated with an organisation. Among the individual customers, the largest proportion resided or operated in the parishes of St. Catherine, Kingston and St. Andrew, and Clarendon (**Figure 2**).

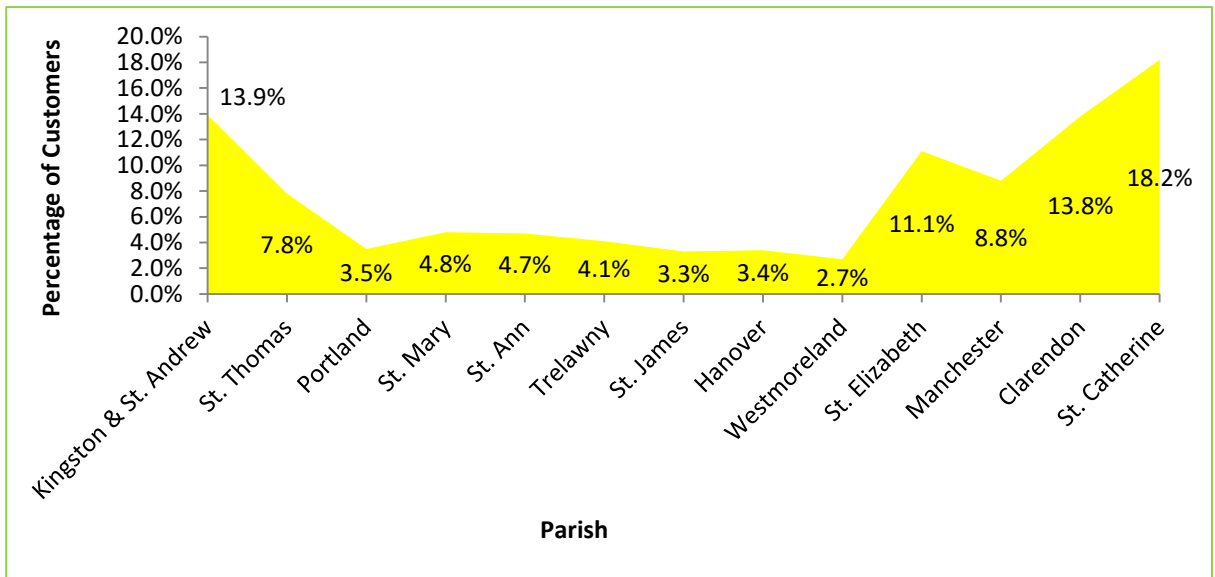


FIGURE 2: INDIVIDUAL CUSTOMERS BY LOCATION

III. Customers’ Main Methods to Access Products and Services

A sum of 891 respondents indicated their main methods to access products and services, across the agencies and divisions. Just about 57% (509) physically visited the entities, while 23% (206) said they used the telephone. The smallest proportion of the distribution stated that they gained access online (Table 1).

Table 1: CROSS TABULATION- MAIN METHODS BY AGE GROUP

Age Group	Main Methods				Row Total (%)
	Walk-in	Telephone	Online	Visit from Agent	
>20	0 (0.0%)	1 (100.0%)	0 (0.0%)	0 (0.0%)	1 (100.0%)
21 - 30	44 (59.5%)	14 (18.9%)	10 (13.5%)	6 (8.1%)	74 (100.0%)
31 - 40	96 (53.6%)	53 (29.6%)	15 (8.4%)	15 (8.4%)	179 (100.0%)
41 - 50	124 (59.0%)	42 (20.0%)	19 (9.0%)	25 (11.9%)	210 (100.0%)
51 - 60	112 (55.7%)	43 (21.4%)	12 (6.0%)	34 (16.9%)	201 (100.0%)
Over 60	133 (58.8%)	53 (23.5%)	10 (4.4%)	30 (13.3%)	226 (100.0%)
Column Total (%)	509 (57.1%)	206 (23.1%)	66 (7.4%)	110 (12.3%)	891 (100.0%)

IV. Preferred Methods to Access Products and Services

The respondents disclosed their preferred methods to gain access to the entities' products and services, against the actual methods used to access the same. Approximately 44% (389) of the respondents stated that they would prefer to physically visit the entities; while, the second largest proportion, 28% (248) would prefer to gain access to service by telephonic methods. When compared to the main methods (**Table 1**), there was a notable preference for online access (**Table 2**).

Table 2: CROSS TABULATION- PREFERRED METHODS BY AGE GROUP

Age Group	Preferred Methods				Row Total (%)
	Walk-in	Telephone	Online	Visit from Agent	
>20	1 (100.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (100.0%)
21 - 30	34 (45.9%)	15 (20.3%)	20 (27.0%)	5 (6.8%)	74 (100.0%)
31 - 40	73 (40.8%)	46 (25.7%)	52 (29.1%)	8 (4.5%)	179 (100.0%)
41 - 50	93 (44.6%)	55 (26.2%)	45 (21.4%)	17 (8.1%)	210 (100.0%)
51 - 60	79 (39.3%)	61 (30.3%)	35 (17.4%)	26 (12.9%)	201 (100.0%)
Over 60	109 (48.2%)	71 (31.4%)	23 (10.2%)	23 (10.2%)	226 (100.0%)
Colum Total (%)	389 (43.7%)	248 (27.8%)	175 (19.6%)	79 (8.9%)	891 (100.0%)

Responsiveness

Responsiveness measures the speed and approachability at which the agencies and divisions address customers. Responsiveness was therefore assessed by the customers' agreement on the service standard of delivery time of products and services and how the respective staff delivered same.

I. Delivery of Products and Services

Just about 62% (538) of the respondents said they agreed that the entities delivered the products and services within the standard time-frame; while 16% (142) strongly agreed, when compared to 12% (101) that, collectively, disagreed and strongly disagreed that the entities delivered the products and service within the stipulated time-frame.

For expectations on quality of delivery, 64% (561) agreed that the entities' quality of service delivery met their expectations (**Figure 3**).

Therefore, the mean score for both statements was two (2) along the agreement scale; this indicated that the majority of the respondents agreed that the entities were generally responsive with service delivery.

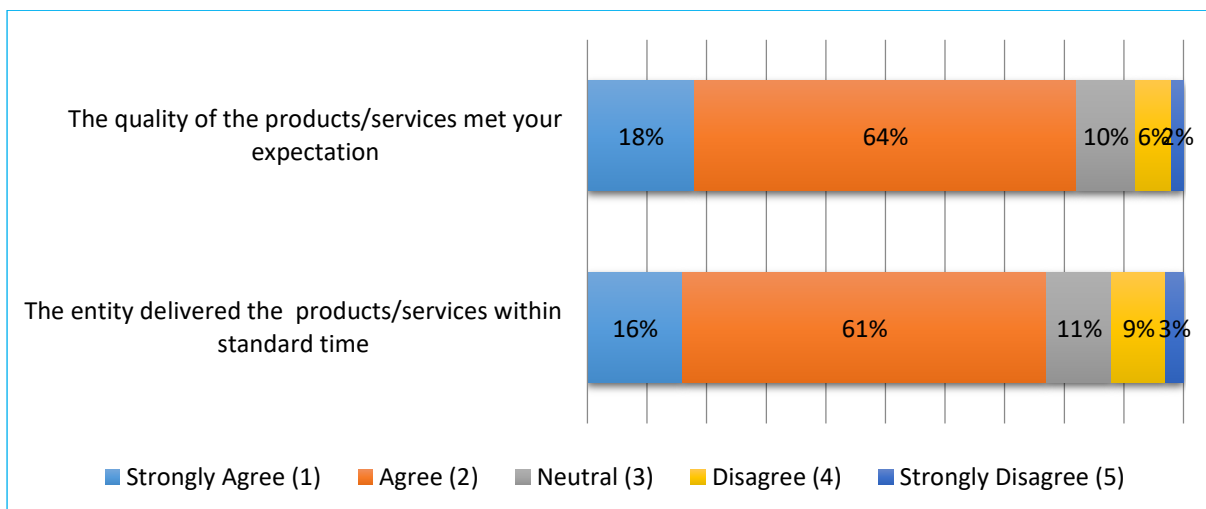


FIGURE 3: AGREEMENT SCALE- RESPONSIVENESS

II. Staff Responsiveness

A total of 882 respondents provided 3916 responses on staff responsiveness. The mean score obtained for this category was two (2); as 67% (2617) of the responses were generally in agreement that the Ministry’s staff, across the portfolio agencies and divisions, was responsive with service delivery.

The statements with the most disagreement were with ‘staff returning a call if a promise to do so was made’, ‘accessibility of staff’ and the ‘frontline staff’s ability to resolve concerns’ (**Figure 4**).

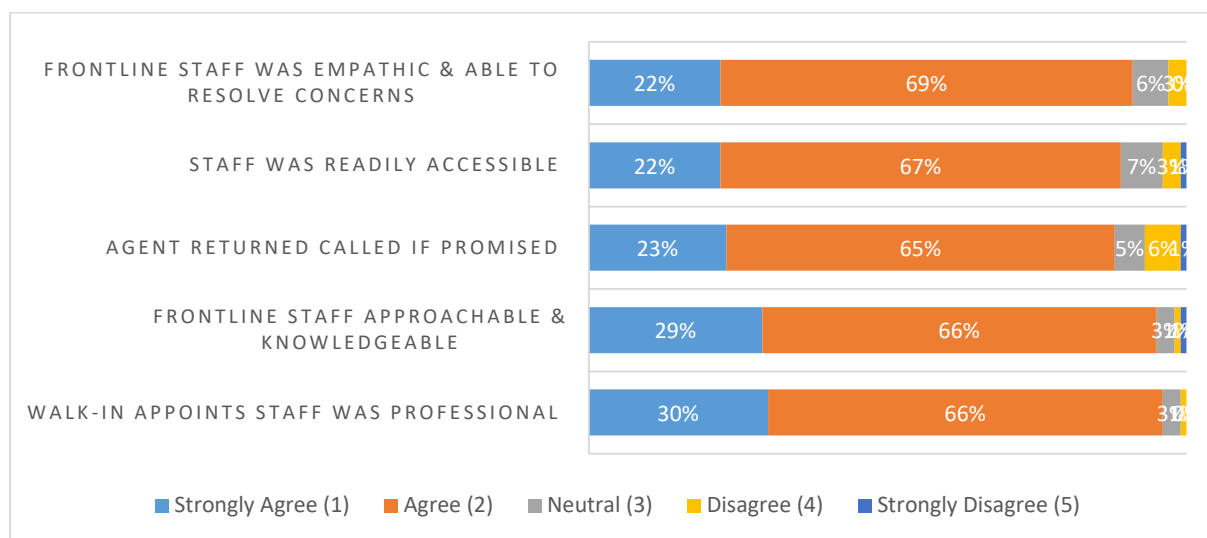


FIGURE 4: AGREEMENT SCALE-STAFF RESPONSIVENESS

III. Overall Satisfaction with Responsiveness

A total of 879 respondents rated the overall responsiveness to delivery products and services, on the ten (10) point rating scale. The average rating obtained was 80 per cent. This was due to a little over one half, (51%, 458), of the distribution that rated responsiveness as being good. Another 23% (204) of the respondents reportedly said responsiveness of the entities was excellent (**Figure 5**).

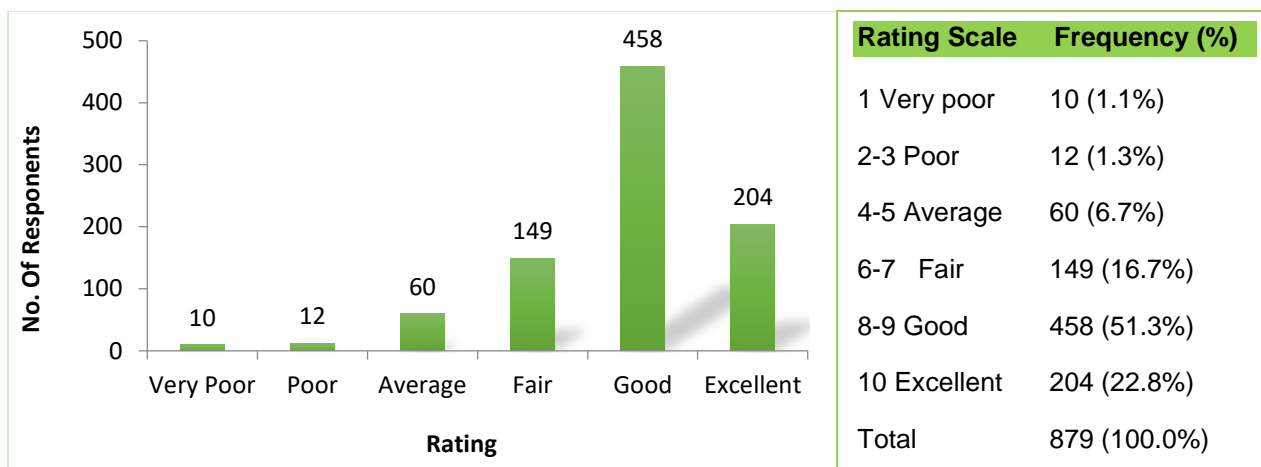


FIGURE 5: SATISFACTION WITH RESPONSIVENESS

Process and Facility

Efficiency of process and facility was measured by ease of doing business and comfort of facility.

I. Ease of Doing Business

The respondents gave a total of 4401 responses to measure ease of doing business. The mean score obtained was two (2) on the agreement scale; approximately 69% (3042) of the responses were in agreement that there was some form of ease in the processes when conducting business with the entities (**Figure 6**).

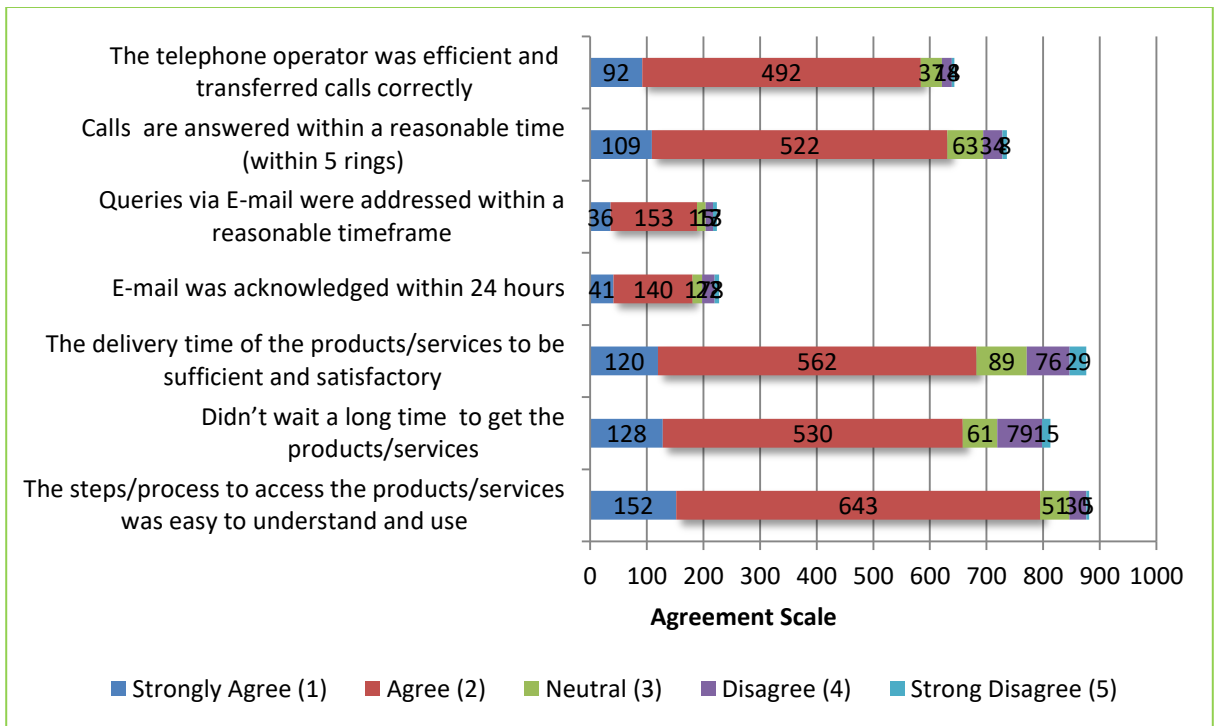


FIGURE 6: AGREEMENT SCALE - EASE OF DOING BUSINESS

II. Comfort of Facility

The comfort of the facilities was measured by the three (3) statements shown in the figure below. Comfort of the facility was reported by 727 respondents, which gave 1800 responses along the agreement scale.

On average, the respondents generally agreed that the facilities provided adequate comfort to enhance customers' experience. This was supported by the large number of responses that indicated an agreement that the facilities provided adequate amenities and security (**Figure 7**).

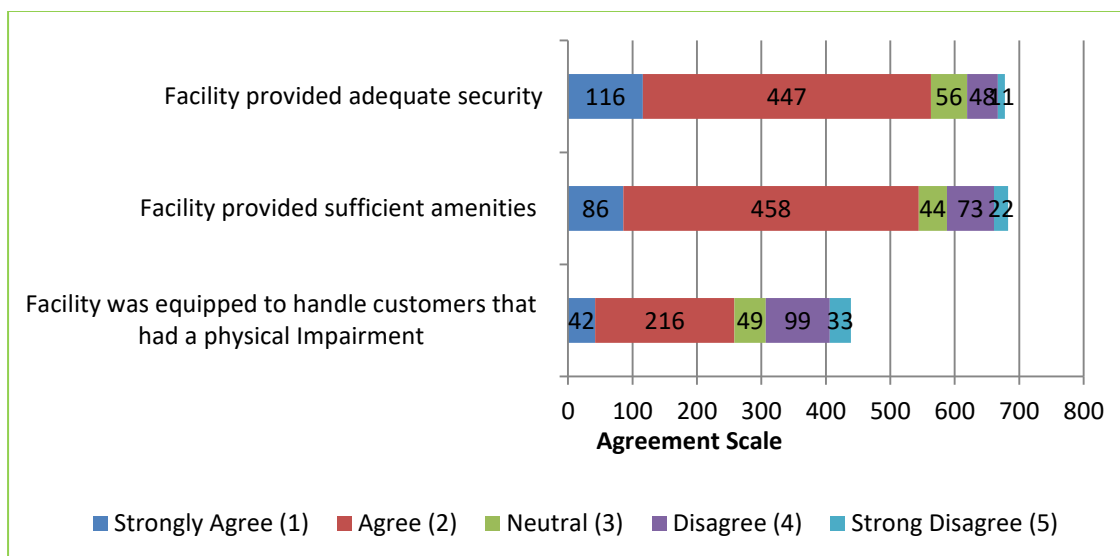


FIGURE 7: AGREEMENT SCALE -COMFORT OF FACILITY

III. Overall Satisfaction with Process and Facility

The efficiency of the process and facility obtained an average satisfaction rating of 80%; almost one half, (46%, 408), of the respondents rated the efficiency of the process and facility as being good; while 26% (235) described it as excellent (**Figure 8**).

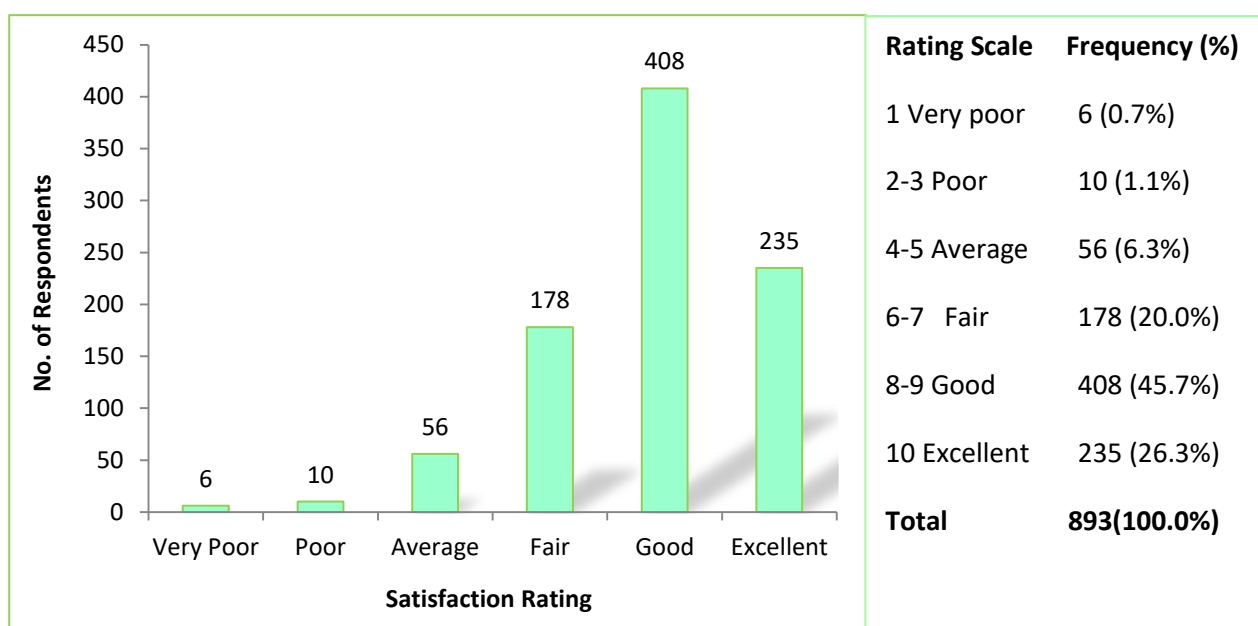


FIGURE 8: OVERALL SATISFACTION WITH PROCESS & FACILITY

Communication

Six (6) statements were used to measure agreement of the entities' level of communication. The statements were used to ascertain whether the customers' perceived that the level of communication from the entities were efficient for service quality and heightened customer experience.

I. Level of Communication

A sum of 886 respondents reported on the level of communication; exactly 4,780 responses were obtained. The mean score, for this focus area, was two (2) on the agreement scale; this seeks to explain that the average number of respondents was of the perception that the entities' level of communication was efficient (**Figure 9**).

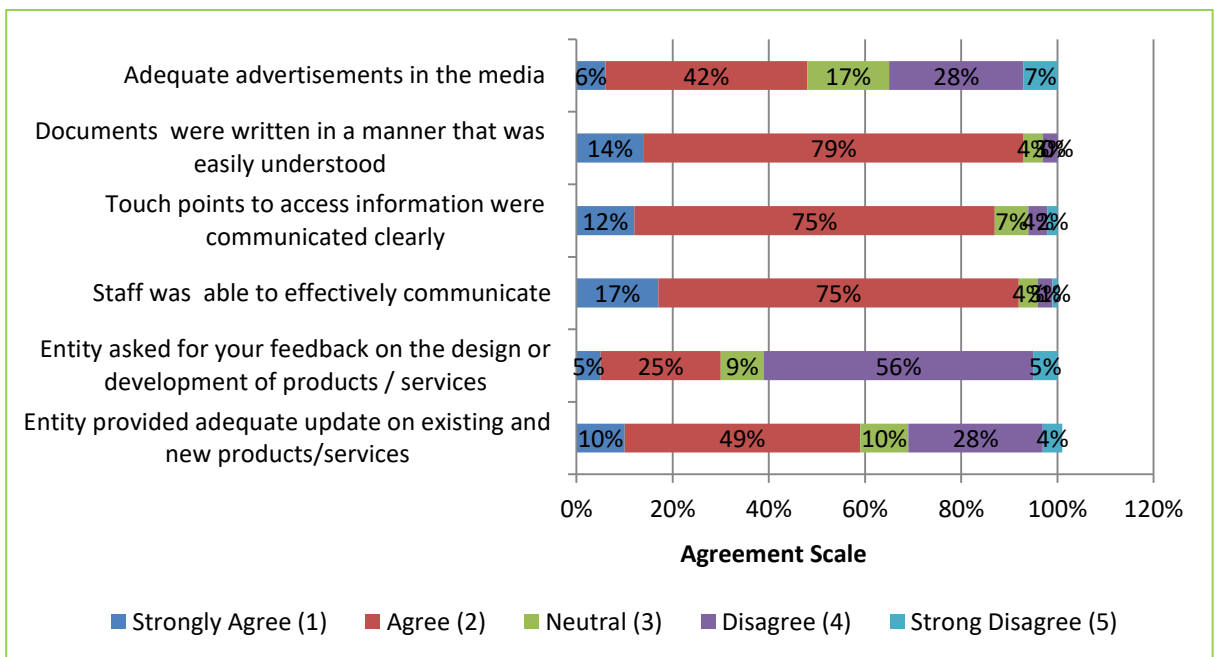


FIGURE 9: AGREEMENT SCALE- LEVEL OF COMMUNICATION

The respondents largely agreed with the statements that documents were written in a clear manner; staff was capable to communicate with customers effectively; and that touch points to access information were available.

The main areas of disagreement were with adequate advertisements being in the media, invitation to participate in the design and development of the service; and adequate follow-up to notify customers about the products and services (**Figure 9**).

II. Overall Satisfaction with Level of Communication

A total of 873 respondents rated the entities' level of communication. The average satisfaction rating received was 76 per cent. This was due to nearly 60% (522) of the distribution that collectively rated communication between fair to good (**Figure 10**).

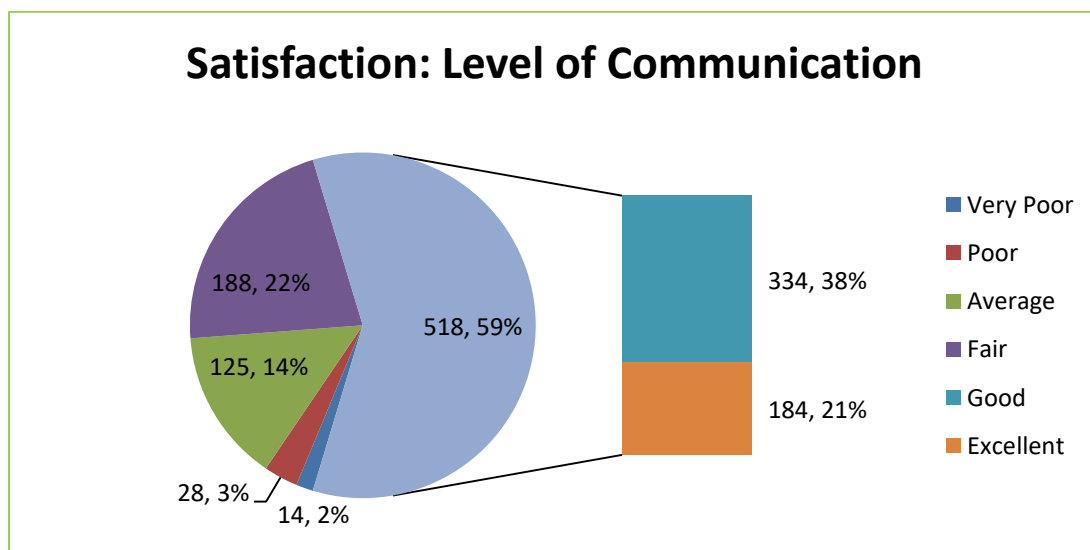


FIGURE 10: OVERALL SATISFACTION- LEVEL OF COMMUNICATION

Reliability of Service

Reliability of service was measured by the five (5) statement variables provided in **Figure 11** below. The mean score, of these statements, along the agreement scale was two (2); which mainly purported that customers agreed that the services of agencies and divisions were reliable.

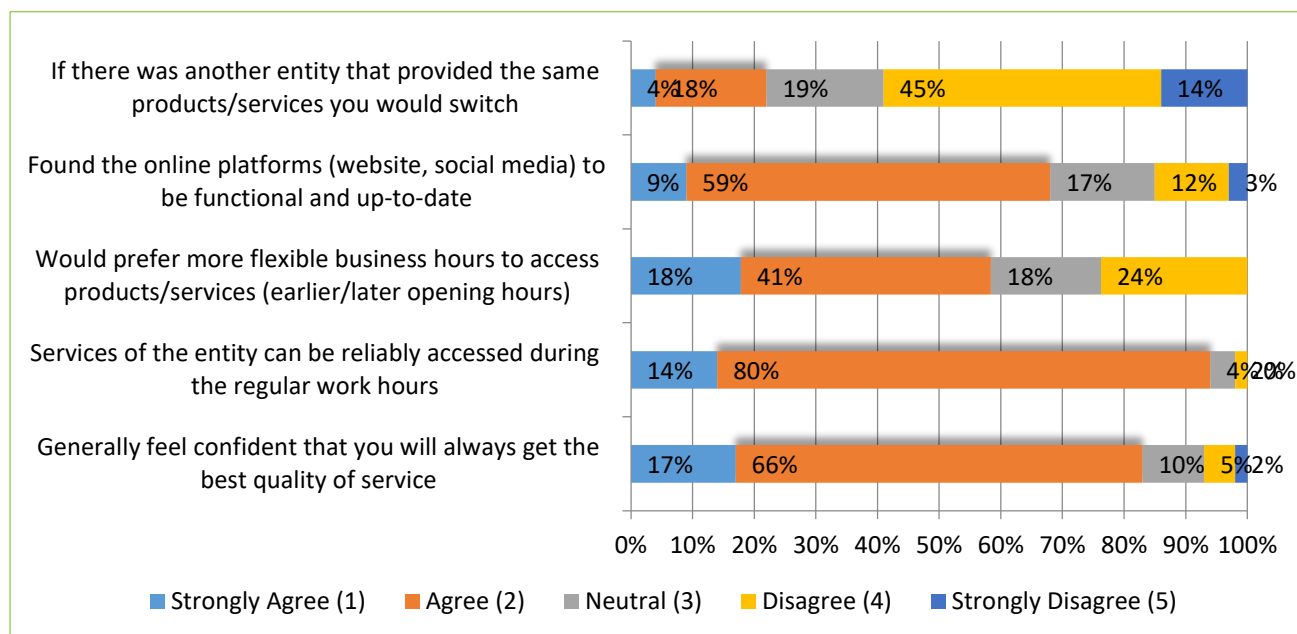


FIGURE 11: AGREEMENT SCALE- RELIABILITY OF SERVICE

Majority of the respondents agreed that they felt confident that they would generally get quality service from the entities. Additionally, they were reportedly satisfied with the regular business hours and did not need extended hours to access the services (**Figure 11**).

I. Perceived Customer Loyalty

The respondents were asked if there were other entities that provided the same services and product as the Ministry's agencies and divisions, would they switch to those providers. Approximately 59% (504) of 855 respondents disagreed that they would switch, when compared to 22% (186) that agreed or 19% (165) that were unsure (**Figure 12**).

Among the 186 customers that said they would switch to another entity, the main concern was the efficiency of turnaround time to delivery products and services.

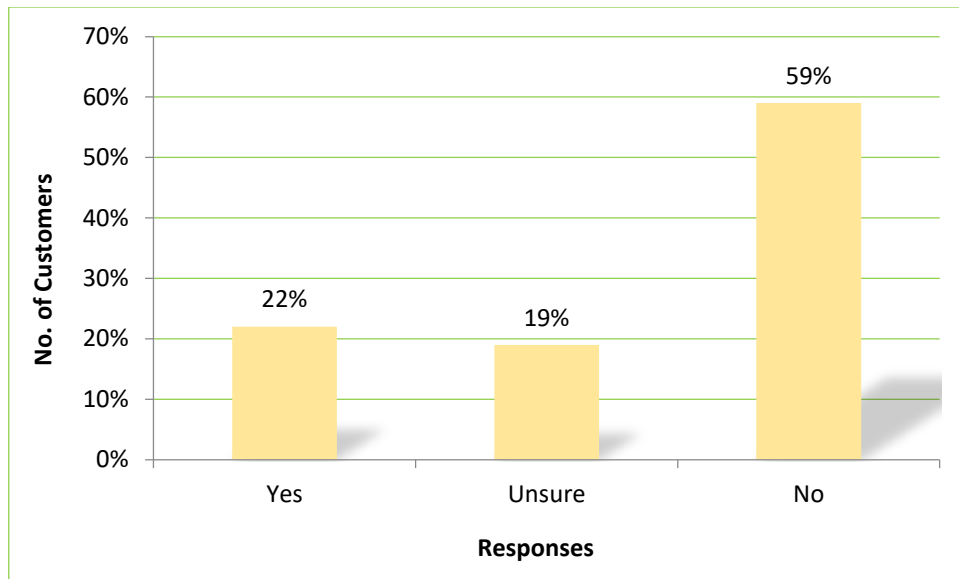


FIGURE 12: PERCEPTION ON SWITCHING TO ANOTHER SERVICE PROVIDER

Payment Process

Efficiency of the payment process was measured by the respondents' agreement on willingness to pay more for faster service and the entities' availability of different payment options.

I. Availability of Different Payment Options

Agreement that the entities had different payment options to meet customers' needs was provided by 749 respondents. Just about 72% (537) of the respondents agreed that the entities had different payment options, when compared to a marginal fraction (9%, 69) of the distribution that disagreed and strongly disagreed (**Figure 13**).

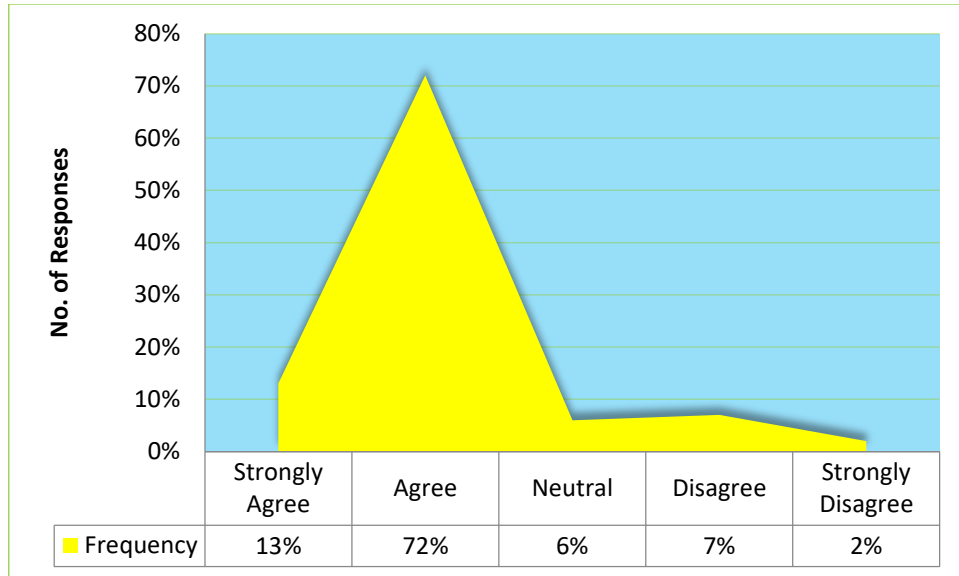


FIGURE 13: AGREEMENT SCALE- PAYMENT OPTIONS

II. Willingness to Pay for Faster Service

Agreement on willingness to pay for faster service was expressed by 827 respondents. Collectively, just a little over one half of the distribution indicated that they were either neutral or in a disagreement with willingness to pay for faster service (**Figure 14**).

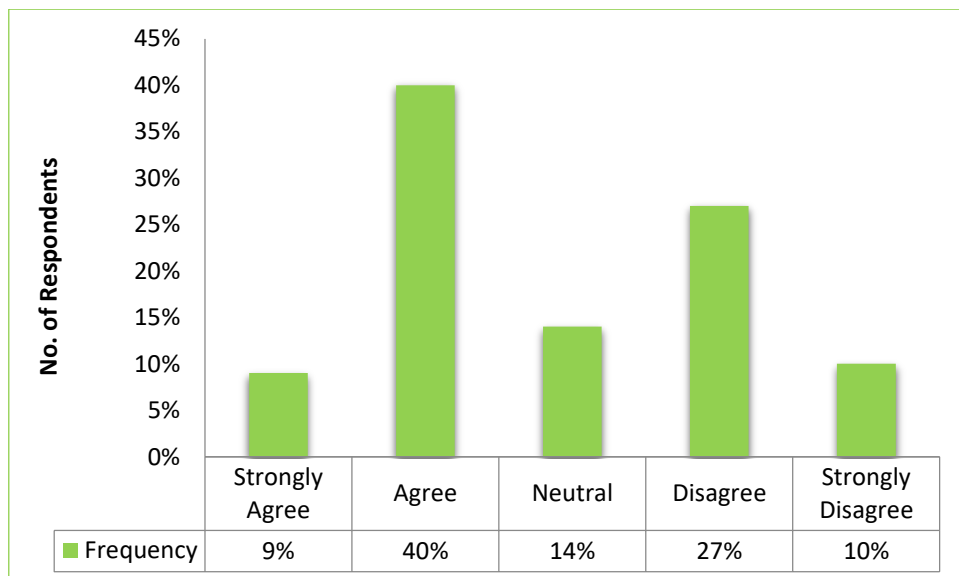


FIGURE 14: WILLINGNESS TO PAY MORE FOR FASTER SERVICE

Overall Customer Satisfaction

I. Satisfaction with Customer Service

Exactly 880 respondents reported on their level of satisfaction with the customer service received from the agencies and divisions. Collectively, almost 90% (784) of the customers expressed that they were both satisfied and extremely satisfied with the customer service received. Less than one (1) per cent expressed extreme dissatisfaction (**Figure 15**).

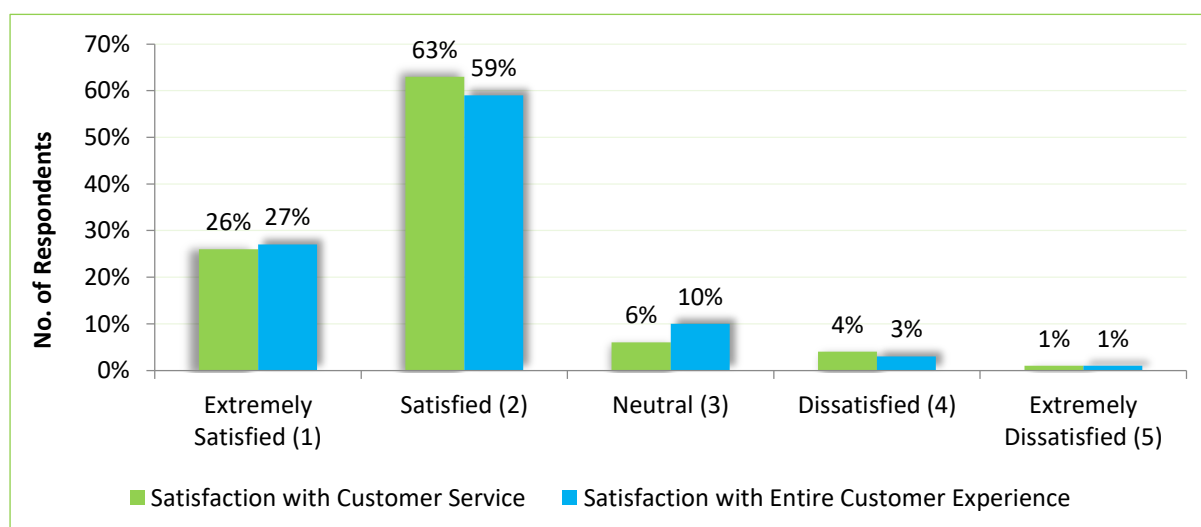


FIGURE 15: SATISFACTION SCALE- CUSTOMER SERVICE & CUSTOMER EXPERIENCE

II. Satisfaction with Customer Experience

A total of 882 respondents stated their overall views on how satisfied they were with the entire customer experience¹. Approximately 59% (521) of the respondents felt that they were satisfied with their experience, 27% (235) were extremely satisfied; while, only three (3) per cent expressed dissatisfaction. The remaining 10% (92) of the respondents felt neutral about their experience (**Figure 15**).

¹ Customer experience, in general, is the result of every interaction a customer had with the entity; from navigating the website to talking to customer service and receiving the final product or service

III. Overall Customer Satisfaction Rate

Based on the result of customers' satisfaction across the service dimensions, the Ministry achieved an overall satisfaction rate of 79 per cent. This represented approximately four (4) percentage positive increase in overall customer satisfaction, when compared to the previous year.

Top Performing Entities

Only five (5) of the eight (8) portfolio agencies were able to achieve the targeted score of 80 per cent. However, the agencies that did not meet the target score recorded a marginal difference of roughly four (4) per cent from meeting the desired rating of 80 per cent. The top performing agencies were: *Jamaica Dairy Development Board*, *Jamaica 4 H-Club*, *National Fisheries Authority* and the *National Irrigation Commission*.

Of the five (5) divisions, only two (2) were able to obtain a satisfaction rate 80% or more. Similarly to the agencies, the divisions that did not meet the target score fell marginally by nearly four (4) per cent. The top performing divisions were the *Plant Quarantine Produce Inspection Branch* and the *Veterinary Services Division* (Table 3).

TABLE 3: MINISTRY'S OVERALL CUSTOMER SATISFACTION RATE

MINISTRY'S OVERALL CUSTOMER SATISFACTION RATE						
	Name of Entity	Service Dimensions/Focus Areas			Performance Analysis	
		Responsiveness	Process and Facility	Communication	Score	Status
1	Veterinary Services Division	90%	80%	80%	83%	No decline in performance, maintained satisfaction rate
2	Plant Quarantine Produce Inspection	80%	80%	80%	80%	Satisfaction rate increased by 3.8%
3	National Fisheries Authority	80%	80%	80%	80%	Met target satisfaction score
4	Jamaica Dairy Development Board	80%	80%	80%	80%	Satisfaction rate declined by 3.7%
5	National Irrigation Commission	80%	80%	80%	80%	Satisfaction rate increased by 14%
6	Rural Agricultural Development Authority	80%	80%	80%	80%	No decline in performance, maintained satisfaction rate
7	Jamaica 4 H-Club	80%	80%	80%	80%	Met target satisfaction score
8	Agro-Investment Corporation	80%	80%	70%	77%	Satisfaction rate declined by 3.7%
9	Jamaica Agricultural Commodities Regulatory Authority	80%	80%	70%	77%	Satisfaction rate increased by 10%
10	Jamaica Agricultural Society	80%	80%	70%	77%	Marginal 3% gap from meeting target score
11	Agricultural Land Management Division	80%	80%	70%	77%	Satisfaction rate declined by 3.7%
12	Bodles Research and Development	80%	80%	70%	77%	Satisfaction rate increased by 10%
13	Agricultural Marketing Information Division	80%	80%	70%	77%	Marginal 3% gap from meeting target score
Overall Customer Satisfaction Rate					79%	Satisfaction rate increased by 3.9%

Conclusion

The purpose of this report was to highlight the key factors positively and negatively impacting service quality across the Ministry's portfolio agencies and divisions. Based on the findings it can be concluded that the efforts of the Ministry to improve service quality through the initiatives of its Customer Service Improvement Plan have been successful. While the improvement in service quality is being recognised as a gradual change, the only service dimension that negatively impacted the Ministry's overall customer satisfaction rate was the level of communication; when compared to last year, the main areas of concerns were both with communication and payment process. Customers desired more frequent updates on status of services along with an increase in the mediums of communication, such as social media, that can bolster access to information.

The service dimension with the most notable improvement was *Process and facility*. Compared to last year, there was at least a 50% increase in the number of entities achieving the targeted score of 80 per cent. Customers reported significant improvement with the entities' ease of doing business along with noted increase with comfort of the facilities. Notwithstanding this achievement, customers indicated areas for improvement. Some predominant highlights were for the entities to put in place proper signage to aid with direction of the offices and respective units within the same; centralised location for some agencies and improvement of processing time for delivery of products and services.

Improvement was noted for the service dimension of responsiveness. This was accredited to the high level of professionalism from staff and their willingness to assist customers. An area to reinforce for service recovery, within this service dimension, is through empowering front line staff with more authority to be able to address certain concerns.

It is therefore being recommended that the entities develop robust strategies to strengthen relationship ties and involvement with their customers to enhance the efforts of service delivery and quality.

Next Steps

Based on the comprehensive findings, it is being recommended that the Ministry:

1. Re-establish the role of the members within the Customer Service Improvement Plan Committee to reinforce cooperation with the collection of customers' information from the respective agencies and divisions.
2. Assign a focal representative to each agency and division to encourage the development of an active Customer Data Base and thereafter monitor the progress of same.
3. Increase active participation and decision making towards the planning of the annual assessment in order to bolster effective execution of same.
4. Convene regular meetings with relevant authority from the agencies and divisions to discuss assessment results and thereby establish the way forward for service recovery.
5. Commence annual monitoring of the actual mechanisms implemented, by each agency or division, to address factors for improvement of service quality.

A N N E X R E P O R T S

List of Reports

1. Agro-Investment Corporation
2. Agricultural Land Management Division
3. Jamaica Dairy Development Board
4. Jamaica Agricultural Commodities Regulatory Authority
5. National Irrigation Commission
6. Rural Agricultural Development Authority
7. Research and Development Division
8. Plant Quarantine Produce Inspection Branch
9. Veterinary Services Division
10. Jamaica 4-H Club
11. Agricultural Marketing Information Division
12. Jamaica Agricultural Society
13. National Fisheries Authority



AGRO-INVESTMENT CORPORATION



Summary of Main Findings

The table below provides a summary of the main findings for the 44 respondents that were surveyed for the Agro-Investment Corporation. The frequency output either reflects the full percentages or the largest proportion of the distribution. The scale-type responses are presented in averages and overall rating.

Summary of Main Findings	
Customers' Composition	Frequency (%)
Number of Respondents Surveyed:	44
<ul style="list-style-type: none"> Males Females 	38 (86.4%) 6 (13.6%)
Main Methods to access Products & Services:	Total number of respondents: 44
<ul style="list-style-type: none"> Walk-in Telephone 	22 (50.0%) 17 (38.6%)
Preferred Methods to access Products & Services:	Total number of respondents: 44
<ul style="list-style-type: none"> Online Walk-in Telephone 	15 (34.1%) 14 (31.8%) 14 (31.8%)
Five Point Agreement Scale	
Focus Area	Average Score
Responsiveness	2 -Agreed that the entity was responsive with service delivery
Process & Facility	2- Agreed that the entity's process and facility was efficient
Communication	2- Agreed that the level of communication was efficient
Reliability of Service	2- Agreed that the service was reliable
Ten Point Rating Scale	
Focus Area	Average Rating
Efficiency of Responsiveness	80% - Met service standard target
Efficiency of Process and Facility	80% - Met service standard target
Efficiency of Communication	70% - Did not meet service standard target
Customer Satisfaction	
Variable	Average Rating
Customer Service	2- Satisfied with Customer Service
Customer Experience	2- Satisfied with Customer Experience
Customer Satisfaction Rate	77%- Did not meet service standard target

Customers' Composition

I. Number of Respondents Surveyed by Age & Sex

A total of 44 respondents participated the survey; 86% (38) were males. The respondents' age group ranged from 21 to 30 years up to 60 years and over. The largest proportion of the customers was within the age groups 41 to 50 years and 60 and over (**Figure 16**).

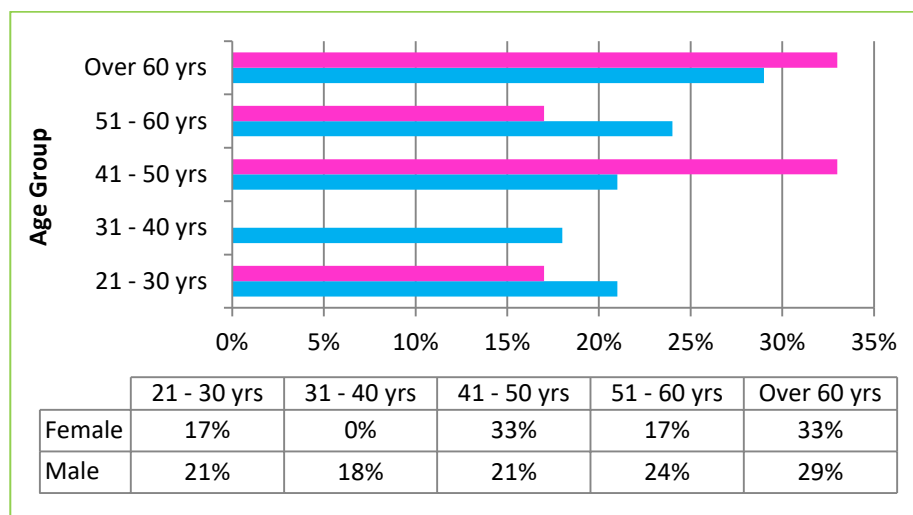


FIGURE 16: AGE & SEX COMPOSITION

II. Customers' Main Methods to Access Products and Services

The table below illustrates the main methods respondents used to access products and services. Exactly one half (50%, 22) of the respondents visited the entity. Approximately 38% (17) said they used the telephone, while only one (1) respondent gained access online.

TABLE 4: CROSS TABULATION- MAIN METHODS BY AGE GROUP

Age Group	Main Methods				
	Walk-in	Telephone	Online	Visit from Agent	Row Total (%)
21-30	2 (50.0%)	1 (25.0%)	1 (25.0%)	0 (0.0%)	4 (9.1%)
31 - 40	4 (57.1%)	3 (42.9%)	0 (0.0%)	0 (0.0%)	7 (15.9%)
41 - 50	4(40.0%)	4 (40.0%)	0 (0.0%)	2 (20.0%)	10 (22.7%)
51 - 60	5 (50.0%)	3 (30.0%)	0 (0.0%)	2 (20.0%)	10 (22.7%)
Over 60	7 (53.8%)	6 (46.2%)	0 (0.0%)	0 (0.0%)	13 (29.5%)
Column Total (%)	22 (50.0%)	17 (38.6%)	1 (2.3%)	4 (9.1%)	44 (100.0%)

III. Preferred Methods to Access Products and Services

The respondents disclosed their preferred methods of access. The spread of the data showed similar preference for walk-in visits, telephone and online; each accounted for over 30% of the distribution. In comparison to the main methods, the data revealed that more persons would prefer the option of have mixed methods to obtain products and services (**Table 5**).

TABLE 5: CROSS TABULATION -PREFERRED METHODS BY AGE GROUP

Age Group	Preferred Methods				
	Walk-in	Telephone	Online	Visit from Agent	Row Total (%)
21-30	1 (25.0%)	1 (25.0%)	2 (50.0%)	0 (0.0%)	4 (9.1%)
31 - 40	3 (42.9%)	0 (0.0%)	4 (57.1%)	0 (0.0%)	7 (15.1%)
41 - 50	4 (40.0%)	4 (40.0%)	2 (20.0%)	0 (0.0%)	10 (22.7%)
51 - 60	2 (20.0%)	3 (30.0%)	4 (40.0%)	1 (10.0%)	10 (22.7%)
Over 60	4 (30.8%)	6 (46.2%)	3 (23.1%)	0 (0.0%)	13 (29.5%)
Column Total (%)	14 (31.8%)	14 (31.8%)	15 (34.1%)	1 (2.3%)	44 (100.0%)

Responsiveness

I. Delivery of Products and Services

Among the respondents, a total of 85 responses were received on the statements used to measure responsiveness to delivery products and services. Roughly, 54% (22) of the respondents agreed that the entity delivered the product in standard time-frame; while, collectively, 34% (14) either felt neutral or disagreed.

However, for customers' expectation on the quality of products and services delivery, 58% (25) and 19% (8) indicated that they either agreed or strongly agreed that the quality met their expectations, respectively (**Figure 17**).

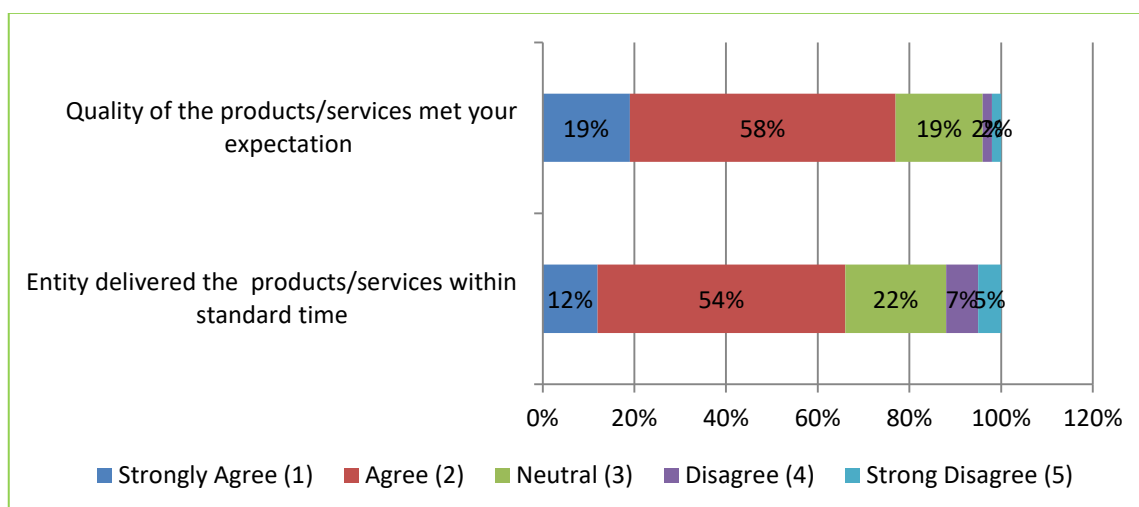


Figure 17: AGREEMENT SCALE- RESPONSIVENESS

II. Areas of Satisfaction and Dissatisfaction with Delivery of Products and Services

Thirty-seven (37) respondents stated factors that they liked and or disliked about the products and services received from the entity. A little over one half of the customers (52%, 18)

reportedly liked the quality of the products and services, along with the customer service and staff professionalism (**Figure 18**).

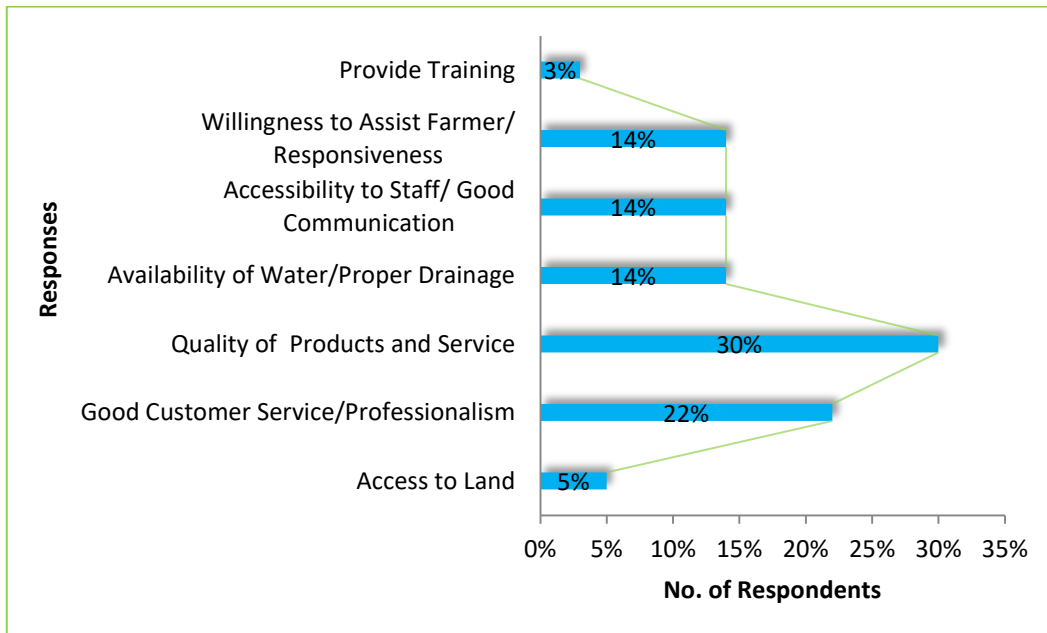


FIGURE 18: AREAS OF SATISFACTION WITH PRODUCTS & SERVICES

Exactly 22 respondents identified the factors they disliked. The largest proportion was either displeased with the turnaround time to delivery products and services, along with issues of poor infrastructure (**Figure 19**).

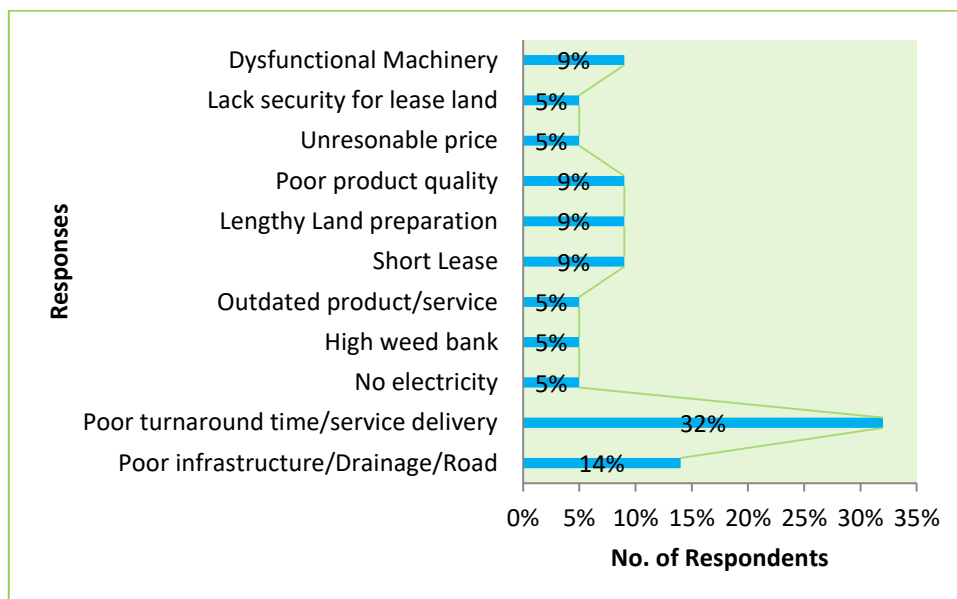


FIGURE 19: AREAS OF DISSATISFACTION WITH PRODUCTS AND SERVICES

I. Staff Responsiveness

Five (5) statements, shown in the figure below, were used to ascertain staff responsiveness. A sum of 203 responses was received. The mean score obtained was two (2), as 55% (111) of all the responses revealed that the respondents mainly agreed that staff was responsive; while another 40% (77) strongly agreed (**Figure 20**).

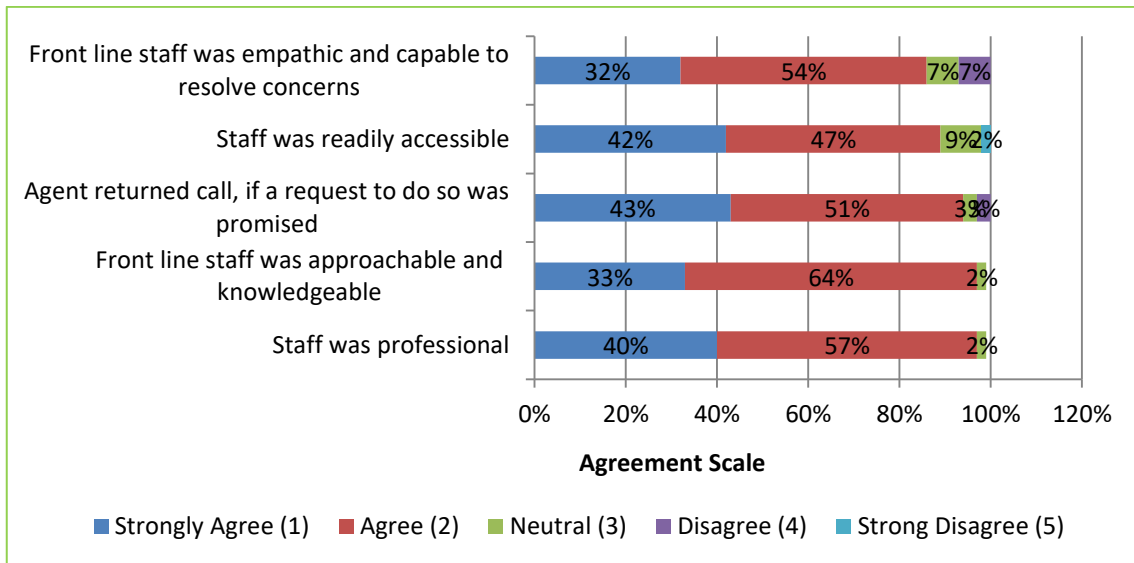


FIGURE 20: AGREEMENT SCALE- STAFF RESPONSIVENESS

II. Overall Satisfaction with Responsiveness

In combination, 71% (31) of the respondents rated the entity's overall responsiveness between good to excellent; as a result, the average score for this focus area received an overall satisfaction rating of 80 per cent (**Figure 21**).

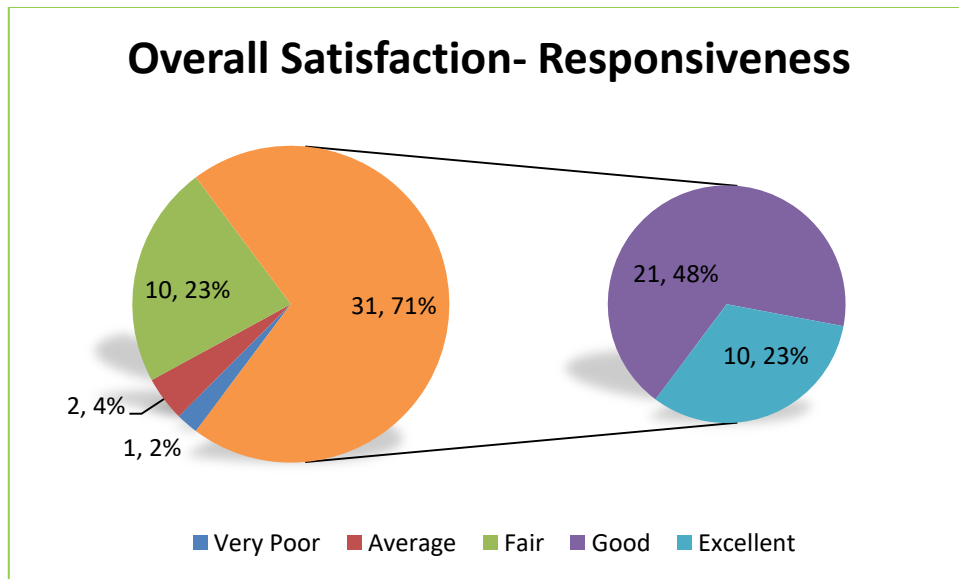


FIGURE 21: OVERALL RATING- RESPONSIVENESS

Process and Facility

I. Ease of Doing Business

A total of 245 responses on the agreement with ease of doing business were measured by the statements illustrated in **Figure 22** below. Just about 59% (144) of the responses were in agreement that there was ease of doing business. As a result, the mean score obtained was two (2) along the agreement scale.

The customers mostly agreed with statements that the process to access products and services was easy to understand, telephone operators were efficient with directing calls and that calls were answered within a reasonable time-frame (**Figure 22**).

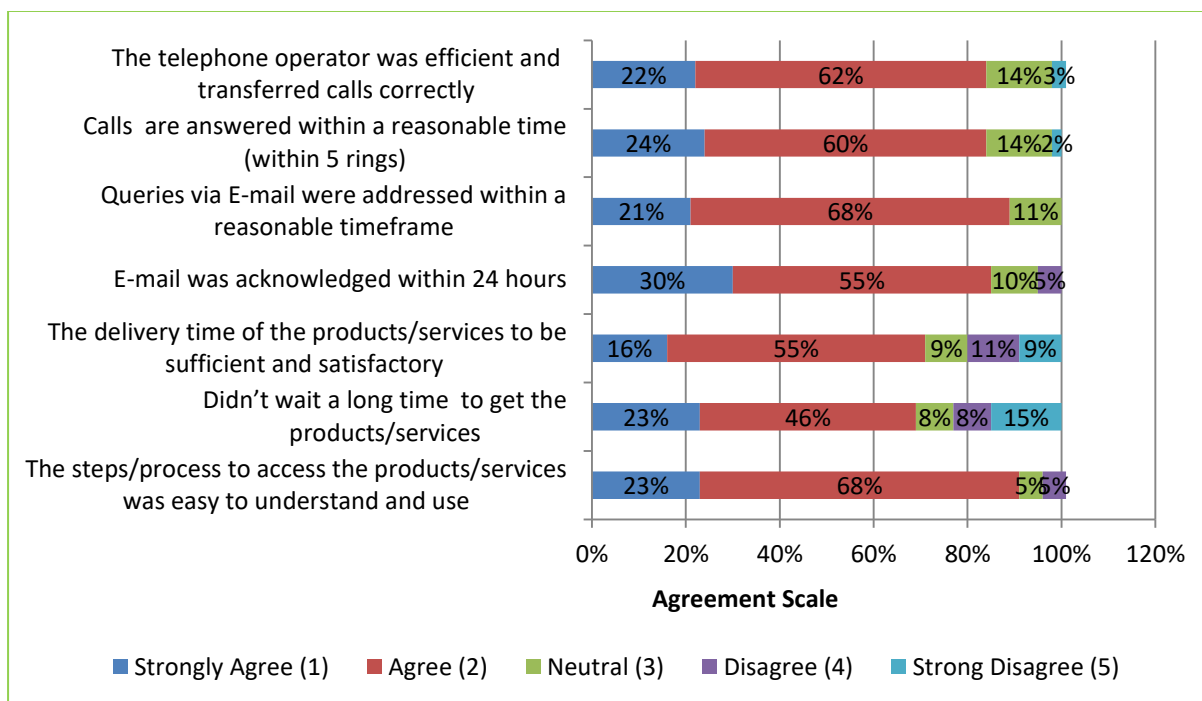


FIGURE 22: AGREEMENT SCALE- EASE OF DOING BUSINESS

II. Comfort of Facility

Comfort of the entity was measured by adequate security to make customers feel safe while conducting business, the facility’s physical infrastructure to serve customers living with a disability and adequate amenities such as chairs and water coolers.

A sum of 98 responses was recorded. The average score on the scale was two (2); this was an indication that responses mainly showed agreement that the facility provided some level of comfort to its customers. This was largely attributed to the agreement that the facility had adequate security and provided sufficient amenities for comfort while conducting business (Figure 23).

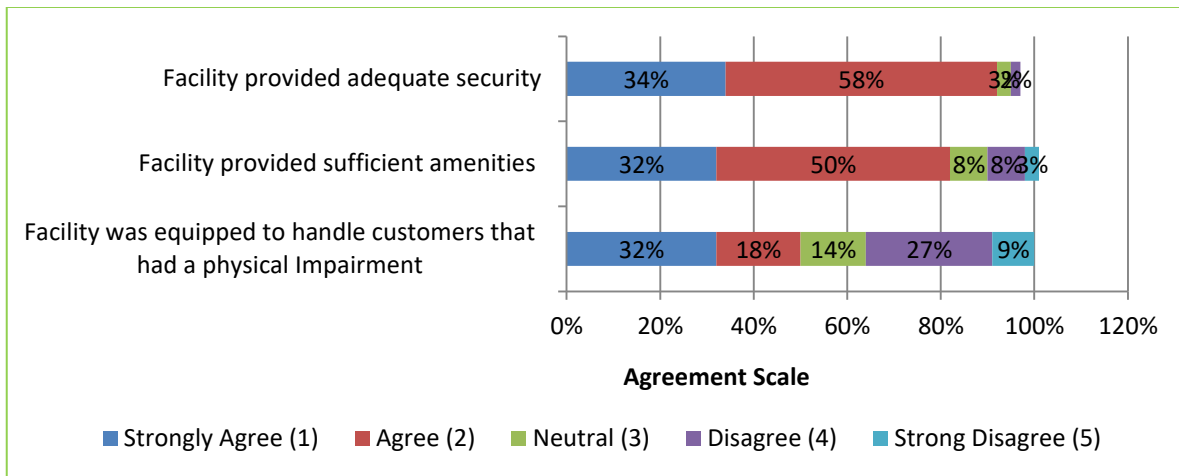


FIGURE 23: AGREEMENT SCALE- COMFORT OF FACILITY

III. Factors to Improve Process

Sixteen (16) respondents provided information on the factors they believed the entity should review in order to increase efficiency of its business processes.

Approximately 63% (10) of the respondents thought the entity can improve by upgrading the facility; such as, providing more parking spaces, implementing an electronic gate, along with installation of proper COVID-19 sanitation machines.

IV. Overall Satisfaction with Process and Facility

For satisfaction with the process and facility, the customers gave an overall rating of 80 per cent. This was due to 50% (22) of the respondents that rated process and facility as being good; while 21% (9) said that it was fair.

Communication

I. Level of Communication

A total of 239 responses were ascertained on the agreement scale for the level of communication. Up to 56% (134) of the responses were in agreement that the entity's level of communication was efficient.

The respondents largely agreed with the statements that the staff communicated effectively and that information was available at all touch points. The respondents mostly disagree with statements on the entity's level of engagement to invite customers to participate in the development or design of the products and service and that there were adequate advertisement in the media (**Figure 24**). As such, the average score recorded for communication was two (2) along the agreement scale.

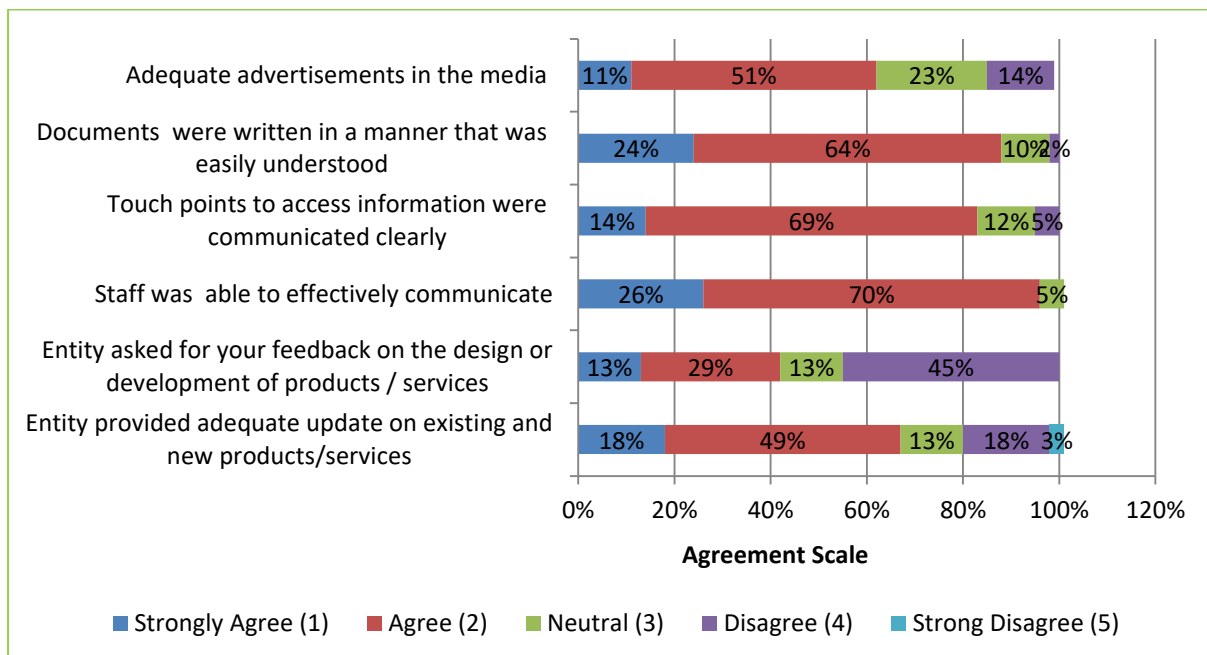


FIGURE 24: AGREEMENT SCALE- LEVEL OF COMMUNICATION

II. Areas to Improve Communication

Twenty-two (22) respondents expressed their views on ways to improve the level of communication. The largest proportion of the distribution thought frequent and timely updates would improve the entity’s communication efforts; followed by those that suggested the initiation of a WhatsApp and email group chat (Figure 25).

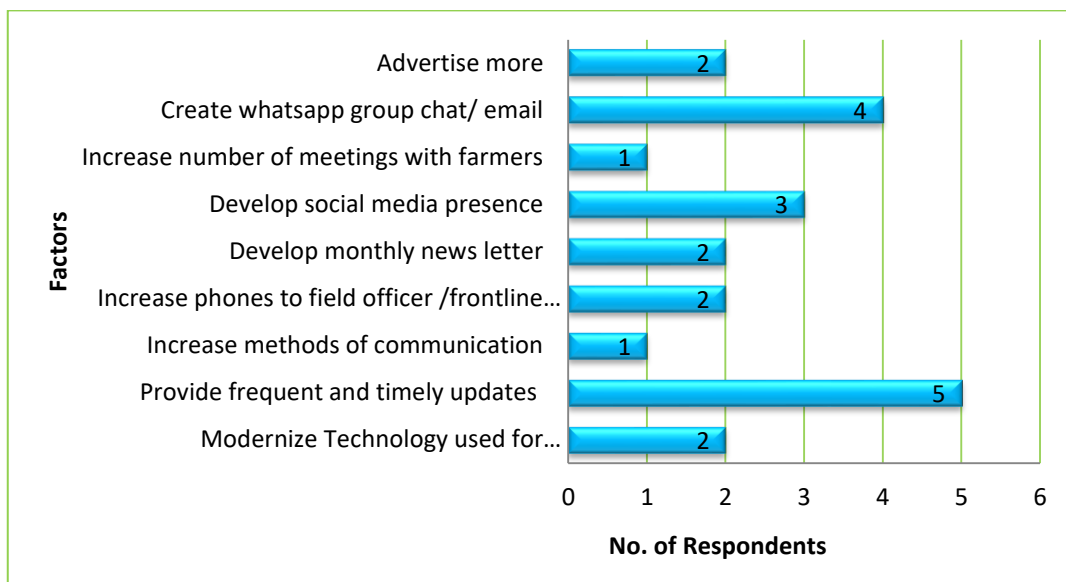


FIGURE 25: AREAS TO IMPROVE COMMUNICATION

III. Overall Satisfaction with Level of Communication

Despite the respondents’ agreement that the level of communication was generally efficient, they expressed concerns for improvement. Subsequently, the service dimension obtained an average satisfaction rating of 70 per cent. Collectively, one half of the respondents rated communication from good to excellent, while the other half said it was average to fair (Figure 26).

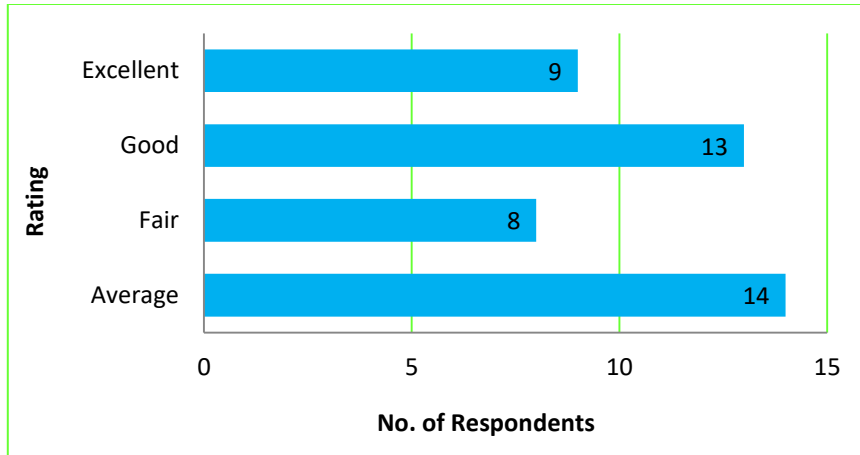


FIGURE 26: OVERALL RATING-LEVEL OF COMMUNICATION

Reliability of Service

A total of 113 responses were collected on the statements to measure reliability of service. Based on the results, the mean score recorded was two (2) on the scale; this was supported by the largest proportion of the responses that were of the agreement that the service of the entity was reliable. Only a marginal number of the responses indicated a neutral opinion that the online platform was functional and up-to-date (**Figure 27**).

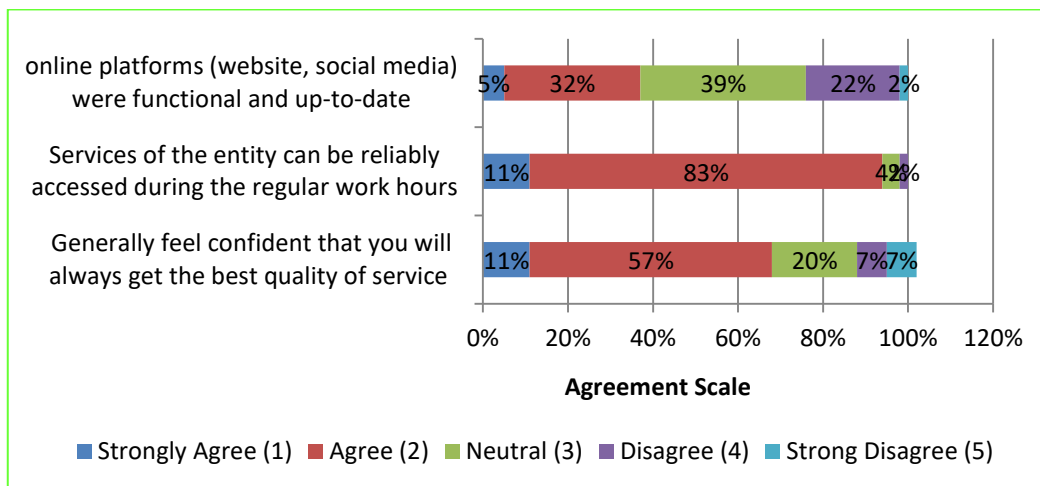


FIGURE 27: AGREEMENT SCALE-RELIABILITY OF SERVICE

I. Perceived Customer Loyalty

Forty-three (43) respondents expressed their views on whether they would switch from the entity if there were other entities that provided the same products and services. Approximately 65% (28) of the respondents indicated that they would not switch, while 30% (13) said they would. The remaining respondents were unsure (**Figure 28**).

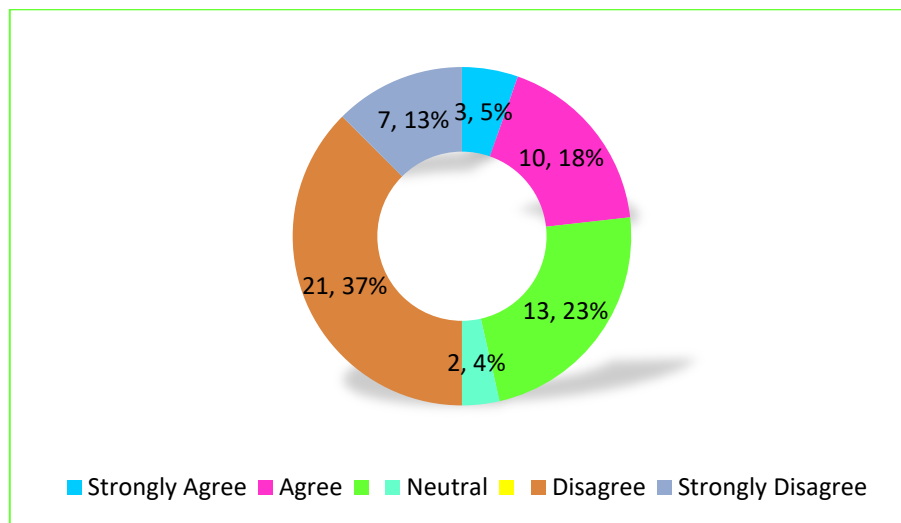


FIGURE 28: ASSESSMENT OF PERCEIVED CUSTOMER LOYALTY

Customer Satisfaction

I. Satisfaction with Customer Service

Among 43 respondents, it was found that 56% (24) were satisfied with the customer service, while 28% (12) expressed extreme satisfaction (**Figure 29**). This showed evidence of improvement with satisfaction level among the customers when compared to the previous year. Level of being extremely satisfaction showed positive movement of a 55% increase.

II. Satisfaction with Customer Experience

Similarly, satisfaction with entire customer experience recorded an increase for customers that were extremely satisfied. Approximately, 51% (22) reported that they were satisfied with their overall customer experience and 28% (12) were extremely satisfied (**Figure 29**).

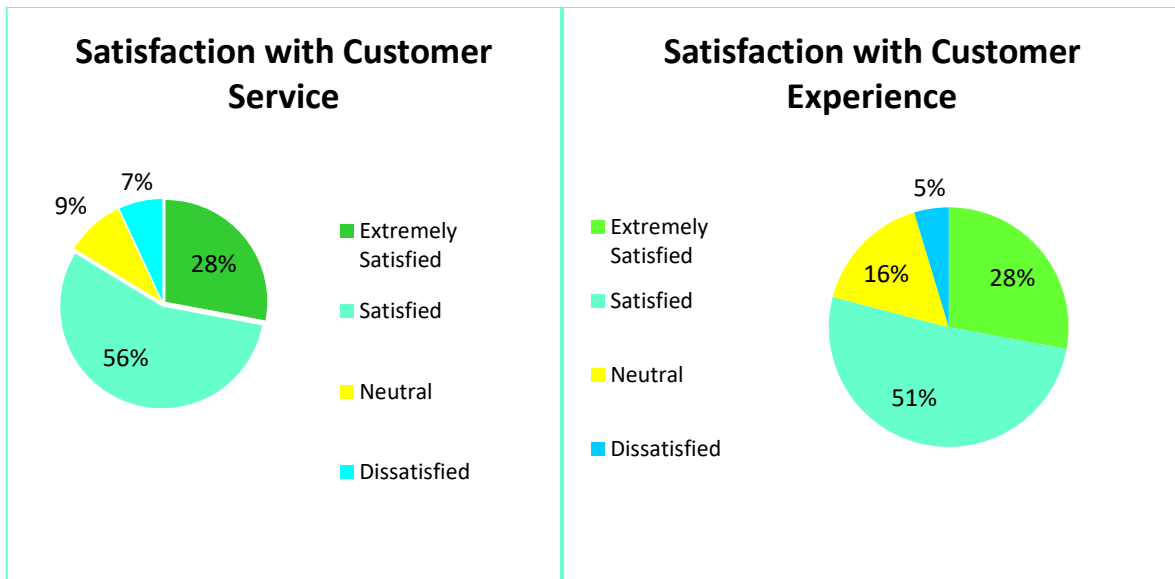


FIGURE 29: SATISFACTION LEVEL WITH CUSTOMER SERVICE AND EXPERIENCE

III. Overall Customer Satisfaction Rate

Based on the respondents' experience, the entity received an average satisfaction rating of 77 per cent; this reflected a 10% increase in overall customer satisfaction with the entity. This indicated that customers mainly rated their satisfaction as being fair. The entity therefore had a three (3) percentage gap from meeting the service standard target.

AGRICULTURAL LAND MANAGEMENT DIVISION



Summary of Main Findings

The table below provides a summary of the main findings for the 85 respondents that were surveyed for the Agricultural Land Management Division. The frequency output either reflects the full percentages or the largest proportion of the distribution. The scale-type responses are presented in averages and overall rating.

Summary of Main Findings	
Customers' Composition	Frequency (%)
Number of Respondents Surveyed:	85
<ul style="list-style-type: none"> • Males • Females 	61 (71.2%) 24 (28.2%)
Main Methods to access Products & Services:	Total number of respondents: 85
<ul style="list-style-type: none"> • Walk-in • Telephone 	44 (51.8%) 25 (29.4%)
Preferred Methods to access Products & Services:	Total number of respondents: 85
<ul style="list-style-type: none"> • Online • Walk-in 	35 (41.2%) 23 (27.1%)
Five Point Agreement Scale	
Focus Area	Average Score
Responsiveness	2 -Agreed that the entity was responsive with service delivery
Process & Facility	2- Agreed that the entity's process and facility was efficient
Communication	3- Neutral that level of communication was efficient
Reliability of Service	2- Agreed that the service was reliable
Ten Point Rating Scale	
Focus Area	Average Rating
Efficiency of Responsiveness	80% - Met service standard target
Efficiency of Process and Facility	80% - Met service standard target
Efficiency of Communication	70%- Did not meet service standard target
Customer Satisfaction	
Variable	Average Rating
Customer Service	2- Satisfied with Customer Service
Customer Experience	2- Satisfied with Customer Experience
Customer Satisfaction Rate	77%- Did not meet service standard target

Customers' Composition

I. Number of Respondents Surveyed by Age & Sex

Eighty-five (85) respondents participated in the survey; of this sum, 72% (61) were males. Just about 37% (31) were within the age category of 31 to 40 years, 18% (15) were 41 to 50 years; while 17% (14), each, were within the 51 to 60 years or 60 years and over (**Figure 30**).

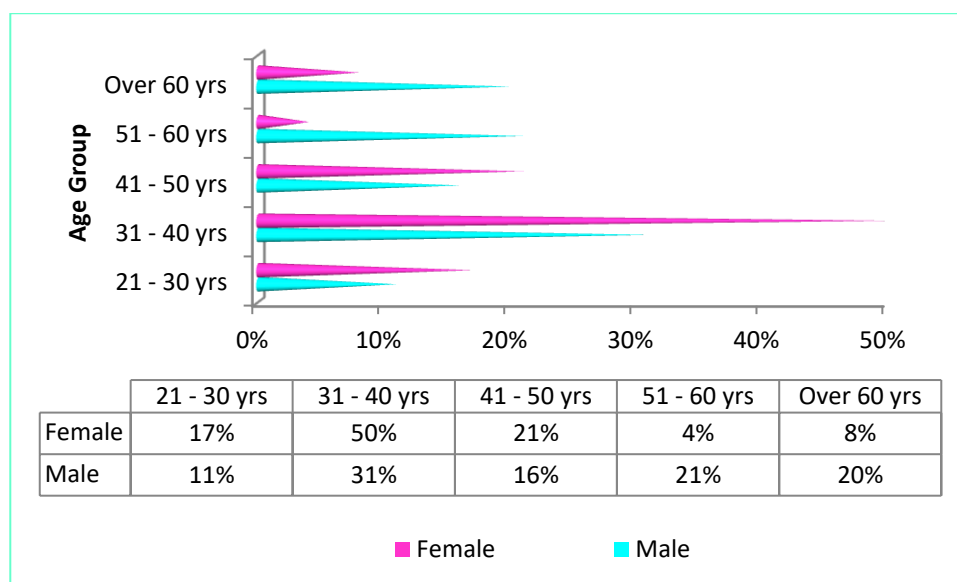


FIGURE 30: AGE/SEX COMPOSITION

II. Customers' Main Methods to Access Products and Services

Just over one half of the respondents (52%, 85) reportedly visited the entity to gain access to the products and services; 29% (7) used the telephone, while 11% (9) gained access online (**Table 6**).

TABLE 6: CROSS TABULATION –MAIN METHODS BY AGE GROUP

Age Group	Main Methods				
	Walk-in	Telephone	Online	Visit from Agent	Row Total (%)
21 - 30	5 (45.5%)	3 (27.3%)	1 (9.1%)	2 (18.2%)	11 (12.9%)
31 - 40	12 (38.7%)	14 (45.2%)	4 (12.9%)	1 (3.2%)	31 (36.5%)
41 - 50	7 (46.7%)	4 (26.7%)	3 (20.0%)	1 (6.7%)	15 (17.6%)
51 - 60	10 (71.4%)	2 (14.3%)	1 (7.1%)	1 (7.1%)	14 (16.5%)
Over 60	10 (71.4%)	2 (14.3%)	0 (0.0%)	2 (14.3%)	14 (16.5%)
Column Total (%)	44 (51.8%)	25 (29.4%)	9 (10.6%)	7 (8.2%)	85 (100.0%)

III. Preferred Method to Access Products and Services

When compared to the respondents’ main methods of access, there was least preference for walk-in appointments and greater preference for online options. Preference to access the services online was represented mainly by the age group 31 to 40 (**Table 7**).

TABLE 7: CROSS TABULATION- PREFERRED METHODS BY AGE GROUP

Age Group	Preferred Methods				
	Walk-in	Telephone	Online	Visit from Agent	Row Total (%)
21 - 30	5 (45.5%)	3 (27.3%)	2 (18.2%)	1 (9.1%)	11 (12.9%)
31 - 40	10 (32.3%)	8 (25.8%)	11 (35.5%)	2 (6.5%)	31 (36.5%)
41 - 50	7 (46.7%)	4 (26.7%)	3 (20.0%)	1 (6.7%)	15 (17.6%)
51 - 60	5 (35.7%)	5 (35.7%)	2 (14.3%)	2 (14.3%)	14 (16.5%)
Over 60	8 (57.1%)	3 (21.4%)	1 (7.1%)	2 (14.3%)	14 (16.5%)
Column Total (%)	35 (41.2%)	23 (27.1%)	19 (22.4%)	8 (9.4%)	85(100.0%)

Responsiveness

I. Delivery of Products and Services

A total of 169 responses were received on the agreement that the entity was responsiveness with the delivery of products and services. The mean score was two (2) on the agreement scale; this was due to as 73% (125) of all the responses that showed agreement that the entity was responsiveness (**Figure 31**).

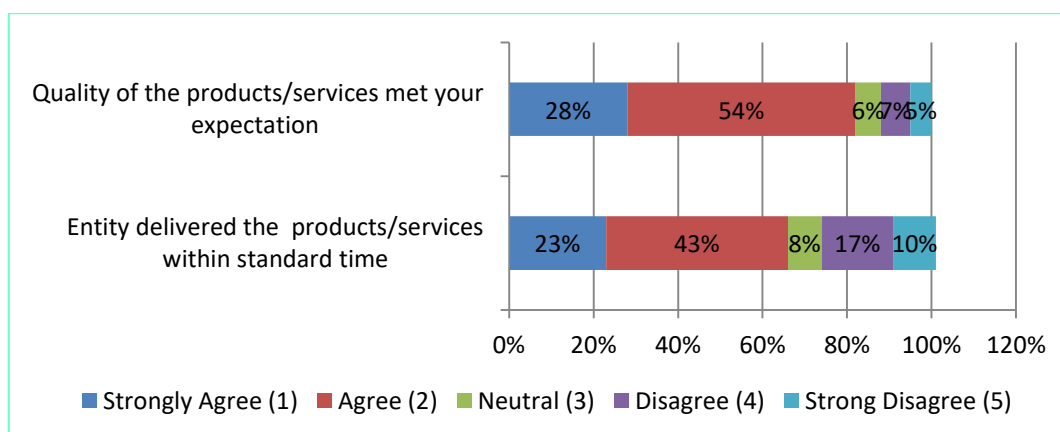


FIGURE 31: AGREEMENT SCALE-DELIVERY PRODUCTS & SERVICES

II. Areas of Satisfaction and Dissatisfaction with Products and Services

A total of 78 customers reported on factors that were satisfactory. Just about 32% (25) affirmed that they were pleased with the accuracy of test results and the effectiveness the products. Another 24% (19) of the distributed was pleased with the level of customer care and overall efficiency of the service; while 21% (16) liked the fact that the staff was knowledgeable (**Figure 32**).

Forty-six (46) respondents disclosed the areas of dissatisfaction; exactly one half (50%, 23) was displeased with the delivery time. The second largest proportion (11%, 5) thought the staff did not provide additional assistance that would properly advise the customers about the products and services (**Figure 32**).

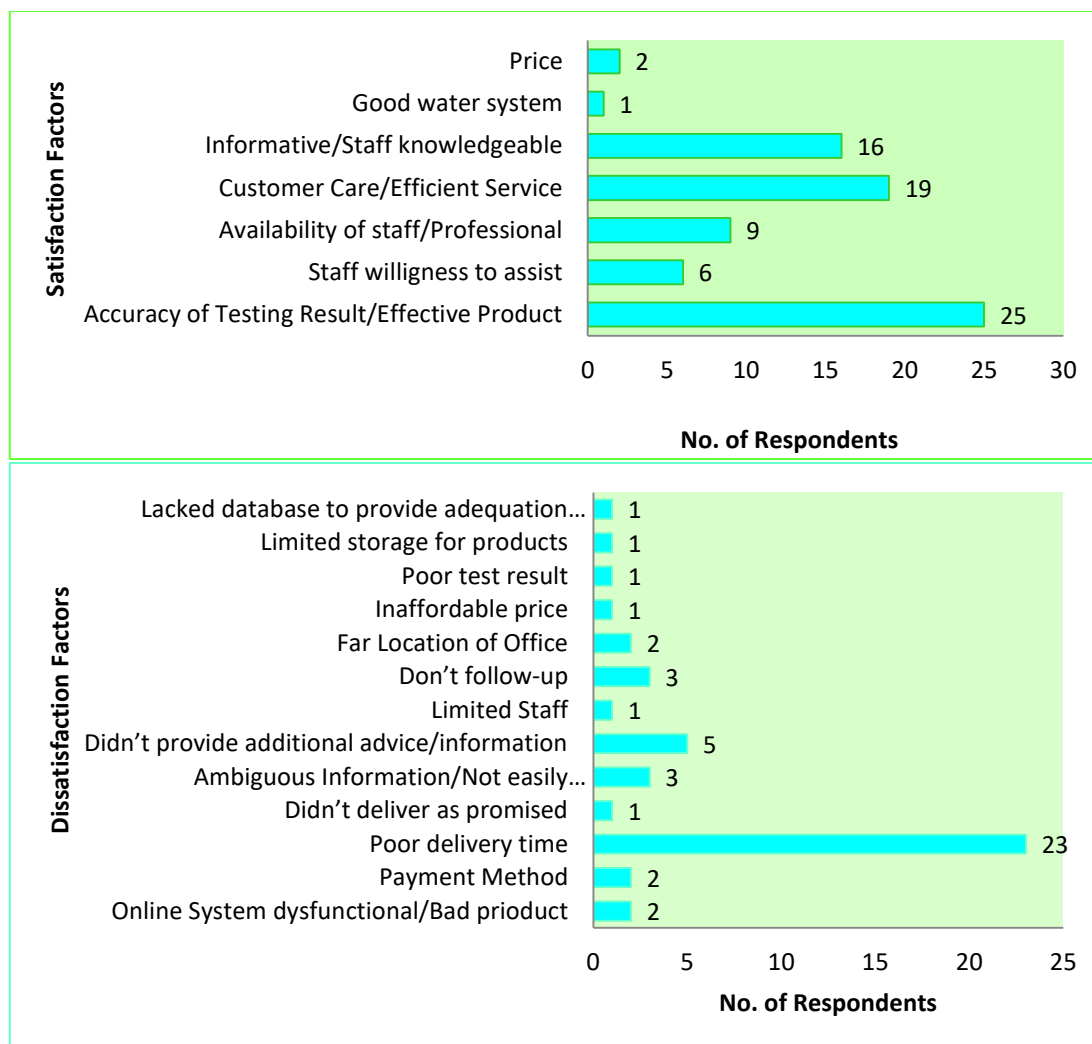


FIGURE 32: AREAS OF SATISFACTION & DISSATISFACTION

III. Staff Responsiveness

The respondents provided a total of 367 responses on the agreement scale to measure staff responsiveness. The mean score recorded was two (2); as 53% (195) of the responses mainly agreed that the staff were responsive with delivery of products and services. There was a low disagreement with staff being professional or staff being readily accessible. The highest level of agreement was that staff was empathic and capable to resolve concerns and that they were knowledgeable (**Figure 33**).

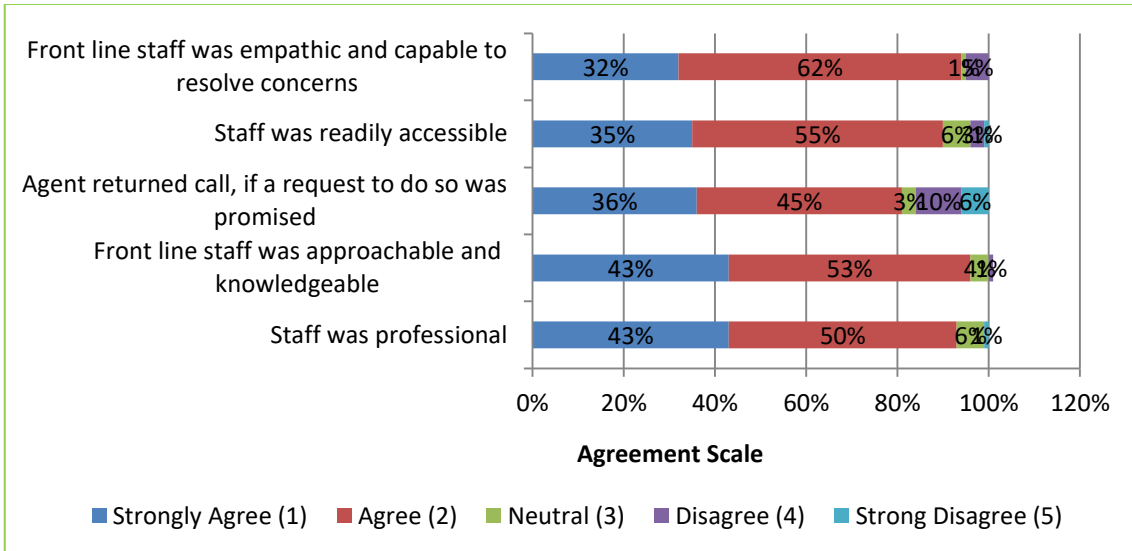


FIGURE 33: AGREEMENT SCALE- STAFF RESPONSIVENESS

IV. Overall Satisfaction with Responsiveness

The overall satisfaction rate for responsiveness was 80 per cent. Approximately 49% (42) said the responsiveness of the entity to delivery products and services was good, while 17% (14) said it was excellent. Only a marginal proportion either gave a rating of very poor to average (Figure 34).

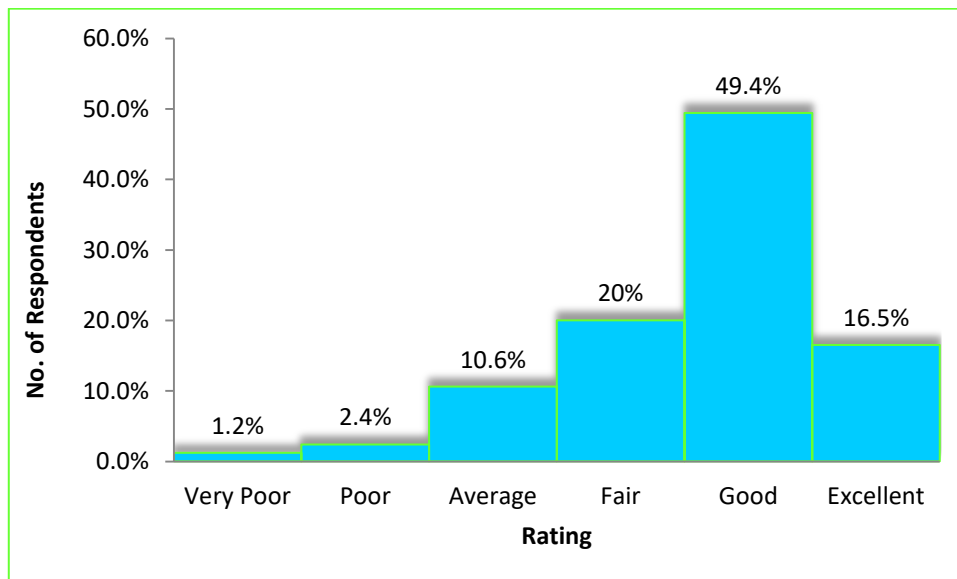


FIGURE 34: SATISFACTION RATE- RESPONSIVENESS

Process and Facility

I. Ease of Doing Business

A total of 450 responses were obtained to measure ease of doing business. Based on the responses captured for the statements below, the mean score was two (2) on the agreement scale. This indicated that the respondents mainly agreed or strongly agreed that there was some form of ease when conducting business with the entity. The respondents largely agreed that calls were generally answered within a reasonable timeframe and that the process to access products and services was easy to understand. The area that showed the most disagreement was the entity’s efficiency with timely delivery of products and services (Figure 35).

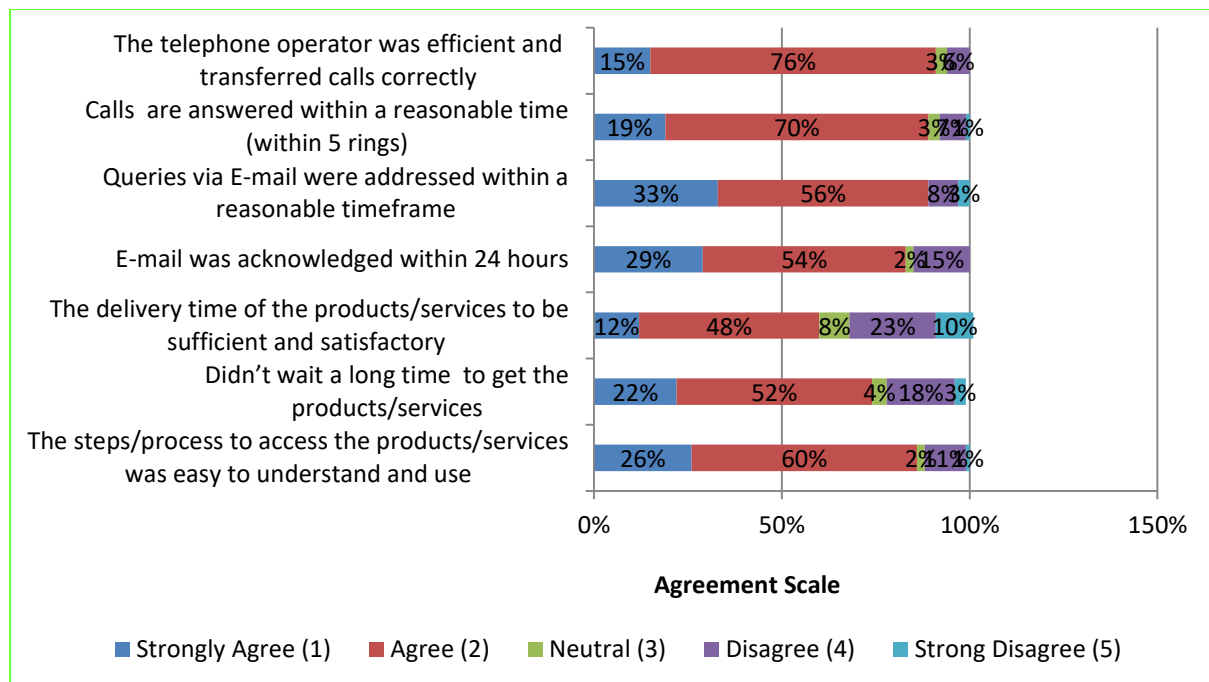


FIGURE 35: AGREEMENT SCALE-EASE OF DOING BUSINESS

II. Comfort of Facility

Sixty-five (65) respondents provided 155 responses on their level of agreement with the comfort of the facility. The mean score was two (2) on the scale. This resulted from more than one half (56%, 87) of the responses being agreements that the facility had adequate security and provided sufficient amenities (**Figure 36**).

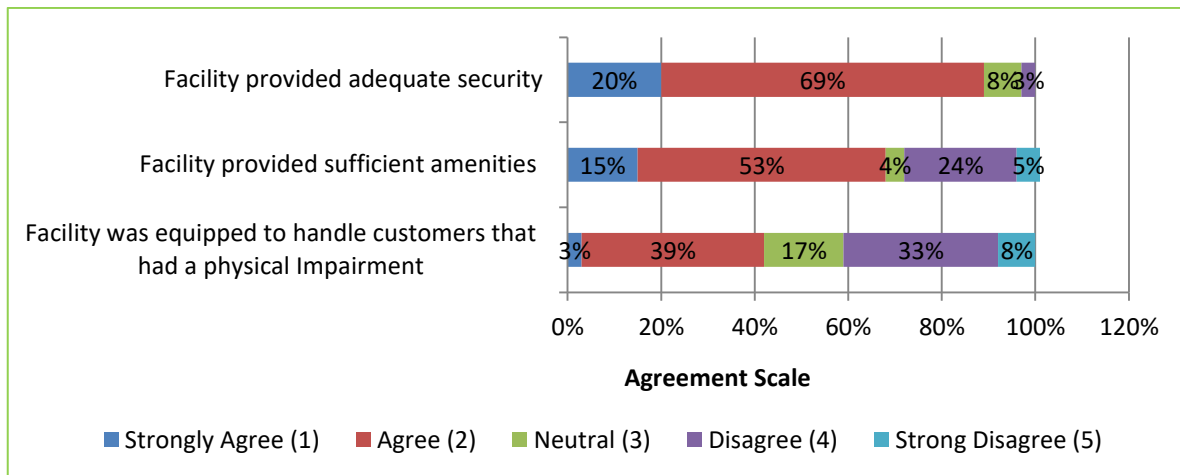


FIGURE 36: AGREEMENT SCALE- COMFORT OF FACILITY

III. Factors to Improve Process

Forty-six (46) respondents voiced their opinion on factors they believed could improve the efficiency of process. Roughly 24% (11) would like to see proper signage of the entity’s name at the entrance of the complex, in order to facilitate ease of direction to the office and or laboratory. Roughly 17% (8) of the respondents desire to see improvement in the office space and labs, along with improvement and increased availability of equipment (**Appendix 2**).

IV. Overall Satisfaction with Process and Facility

Eighty-four (84) respondents provided their overall satisfaction rating for process and facility. The estimated rating was 80 per cent. This was mainly due to the largest proportion of the respondents that rated their satisfaction level as good or fair (**Figure 37**).

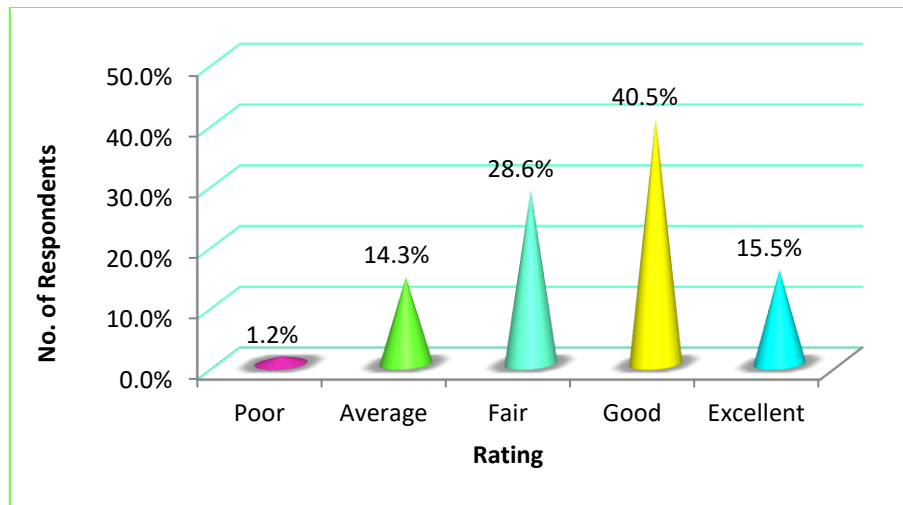


FIGURE 37: SATISFACTION- PROCESS & FACILITY

Communication

I. Level of Communication

A total of 449 responses were received for agreement on level of communication. The mean score on the scale was three (3); this was an indication that the responses were mainly neutral and had no strong agreement or disagreement on the efficiency of communication. Respondents mainly agreed that staff was able to communicate effectively and that documents were written in a comprehensive manner. The highest number of disagreement was found with the statements of entity providing adequate advertisement in the media and adequate updates on services (**Figure 38**).

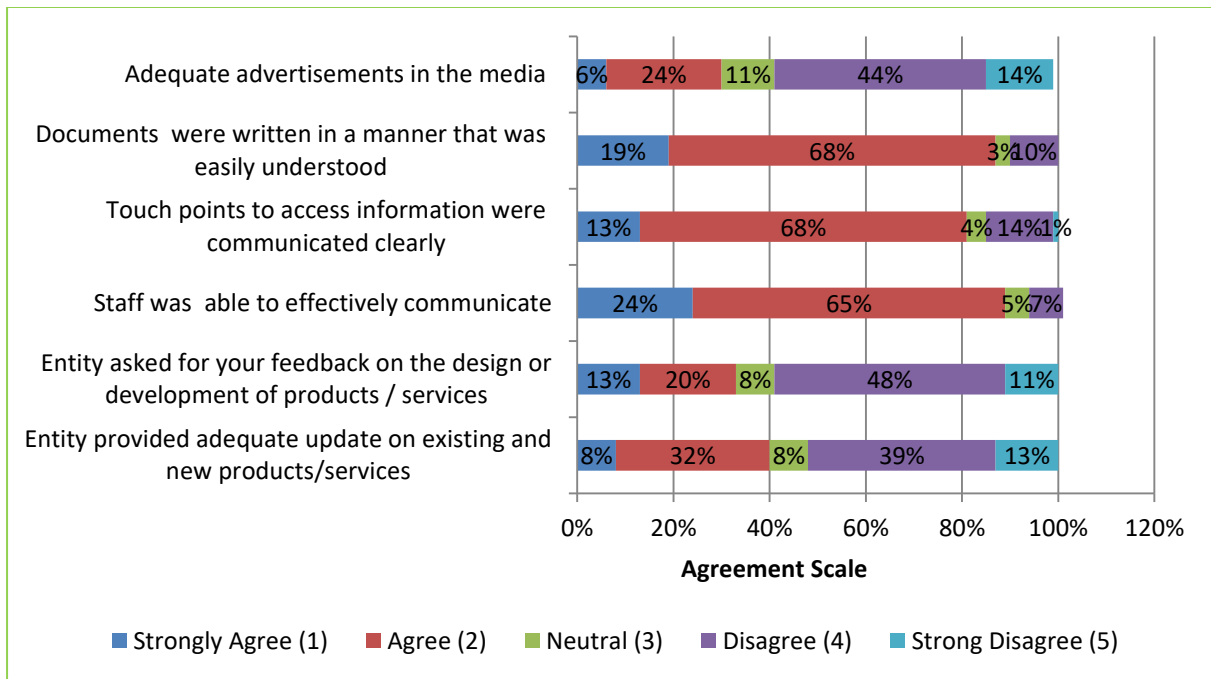


FIGURE 38: AGREEMENT SCALE- LEVEL OF COMMUNICATION

II. Factors to Improve Communication

Forty-eight (48) respondents stated factors they perceived were necessary to improve communication. Approximately 24% (12) of respondents thought that the entity should increase the number of staff to assist with bolstering communication and interaction efforts with its customers. Another 21% (10) suggested that the entity improve its communication by increasing its social media and online presence (**Figure 39**).

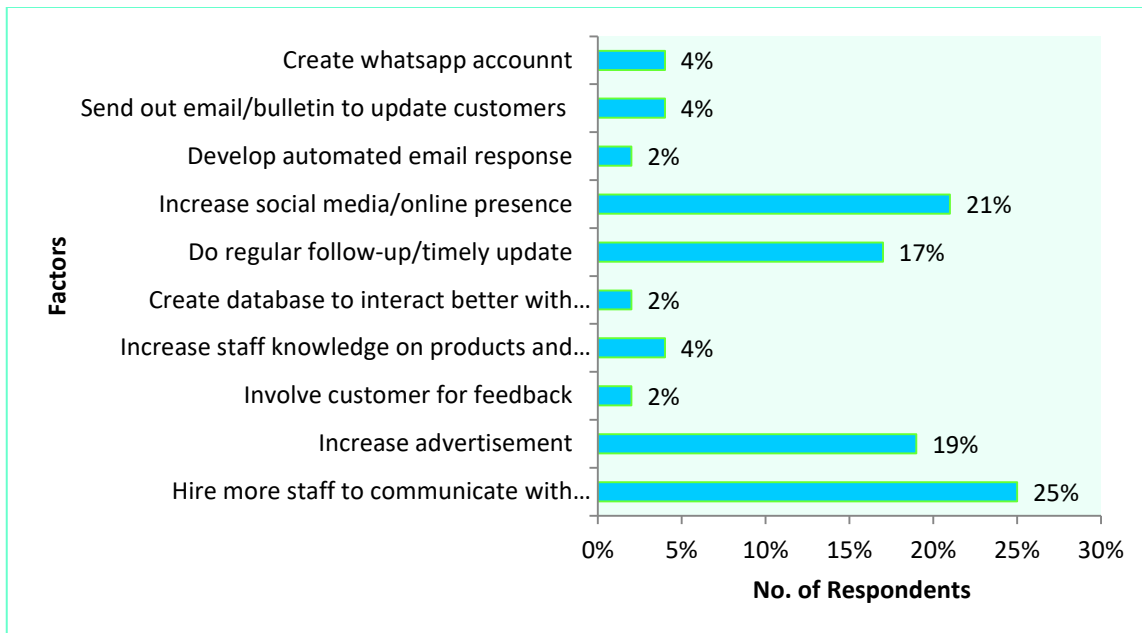


FIGURE 39: FACTORS TO IMPROVE COMMUNICATION

III. Overall Satisfaction with Communication

Eighty-three (83) respondents reported on their satisfaction with the entity’s level of communication. The average satisfaction rating obtained was 70 per cent. In combination, 60% (50) of the respondents rated communication from fair to very poor (**Figure 40**).

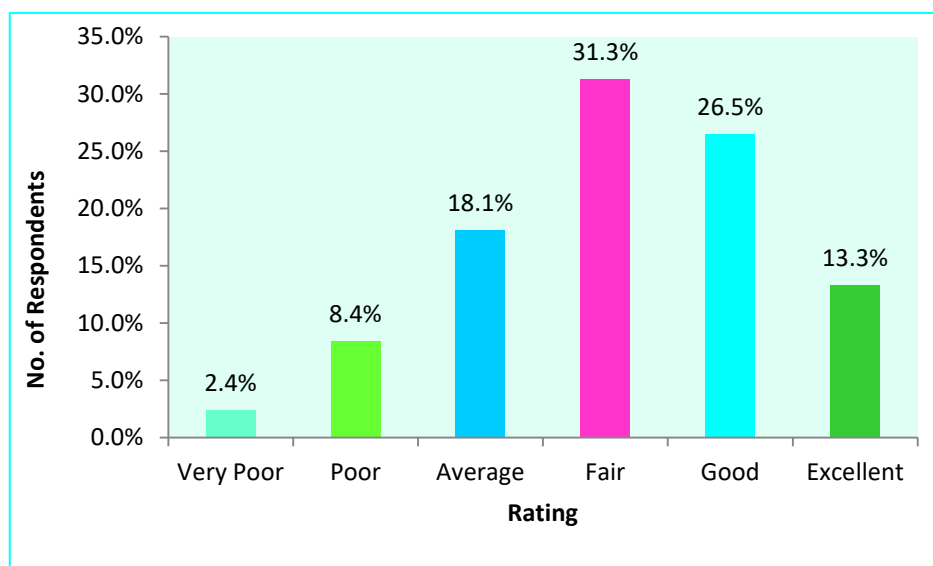


FIGURE 40: SATISFACTION RATE- LEVEL OF COMMUNICATION

Reliability of Service

A total of 191 responses were obtained from 84 respondents on the agreement that the entity’s service was reliable. The average score on the agreement scale was two (2), as 63% (120) of all the responses mainly agreed that the service was reliable (**Figure 41**).

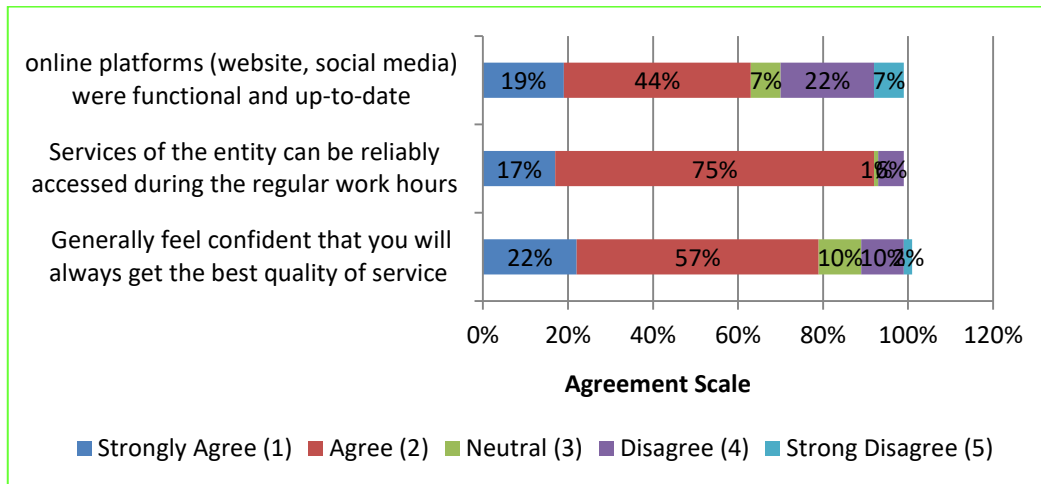


FIGURE 41: AGREEMENT SCALE-RELIABILITY OF SERVICE

I. Perceived Customer Loyalty

Eighty-three (83) respondents expressed their perceived customer loyalty to the entity. When asked if they would switch if there was another entity that provided the same services, 47% (39) said they would not switch compared to 35% (29) that said they would. The remainder of the respondents was unsure.

Customer Satisfaction

I. Satisfaction with Customer Service

The respondents stated their level of satisfaction with the entity's customer service, 59% (50) was satisfied, while another 25% (21) was extremely satisfied.

II. Satisfaction with Customer Experience

For satisfaction with entire customer experience, 64% (54) was satisfied, while 24% (20) expressed extreme satisfaction.

III. Overall Customer Satisfaction Rate

Based on the overall service experience of the respondents, the overall customer satisfaction rate was 77 per cent. This revealed a three (3) percentage change from meeting the targeted service standard of providing quality service to the customers that were surveyed.

Jamaica Dairy Development Board



Summary of Main Findings

The table below provides a summary of the main findings for the 26 respondents that were surveyed for the Jamaica Dairy Development Board. The frequency output either reflects the full percentages or the largest proportion of the distribution. The scale-type responses are presented in averages and overall rating.

Summary of Main Findings	
Customers' Composition	Frequency (%)
Number of Respondents Surveyed:	26
<ul style="list-style-type: none"> • Males • Females 	19 (73.1%) 7 (26.9%)
Main Methods to access Products & Services:	Total number of respondents: 26
<ul style="list-style-type: none"> • Telephone • Walk-in 	11 (42.3%) 7 (26.9%)
Preferred Methods to access Products & Services:	Total number of respondents: 26
<ul style="list-style-type: none"> • Telephone • Walk-in 	11 (42.3%) 06 (23.1%)
Five Point Agreement Scale	
Focus Area	Average Score
Responsiveness	2 -Agreed that the entity was responsive with service delivery
Process & Facility	2- Agreed that entity's process and facility was efficient
Communication	2- Agreed that the level of communication was efficient
Reliability of Service	2- Agreed that the service was reliable
Ten Point Rating Scale	
Focus Area	Average Rating
Efficiency of Responsiveness	80% - Met service standard target
Efficiency of Process and Facility	80% - Met service standard target
Efficiency of Communication	80% - Met service standard target
Customer Satisfaction	
Variable	Average Rating
Customer Service	2- Satisfied with Customer Service
Customer Experience	2- Satisfied with Customer Experience
Customer Satisfaction Rate	80% - Met service standard target

Customers' Composition

I. Number of Respondents Surveyed by Age and sex

A total of 26 respondents were surveyed; roughly 73% (19) were males. The largest proportion of the distribution was within the age categories of 51 to 60 years and 60 years and over (**Figure 42**).

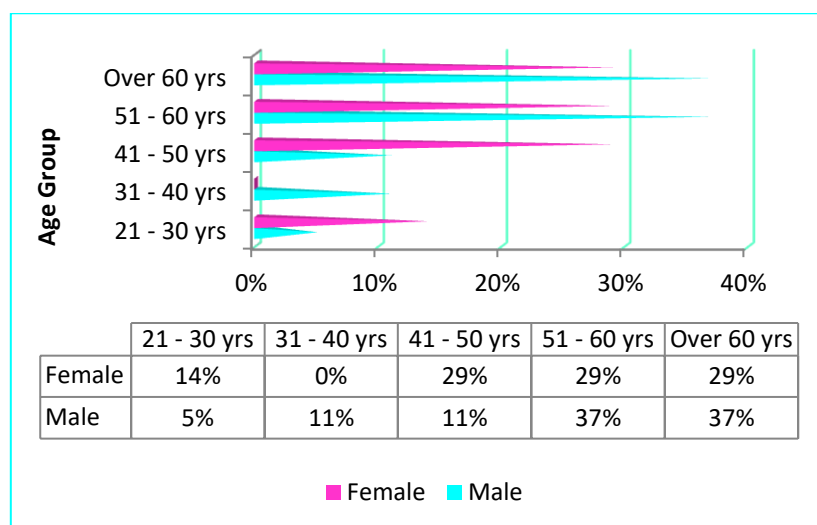


FIGURE 42: AGE/SEX COMPOSITION

II. Customers' Main Methods to Access Products and Services

Among the respondents, roughly 42% (11) accessed the service by telephone, while there was an even spread of customers that gained access by walk-in appointments or by a visit from a representative of the entity (**Table 8**).

TABLE 8: CROSS TABULATION-MAIN METHODS BY AGE GROUP

Age Group	Main Methods				
	Walk-in	Telephone	Online	Visit from Agent	Row Total (%)
21 - 30	1 (50.0%)	1 (50.0%)	0 (0.0%)	0 (0.0%)	2 (7.7%)
31 - 40	1 (50.0%)	1 (50.0%)	0 (0.0%)	0 (0.0%)	2 (7.7%)
41 - 50	1 (25.0%)	1 (25.0%)	1 (25.0%)	1 (25.0%)	4 (15.4%)
51 - 60	1 (11.1%)	5 (55.6%)	0 (0.0%)	3 (33.3%)	9 (34.6%)
Over 60	3 (33.3%)	3 (33.3%)	0 (0.0%)	3 (33.3%)	9 (34.6%)
Column Total (%)	7 (26.9%)	11 (42.3%)	1 (3.8%)	7 (26.9)	26 (100.0%)

III. Preferred Method to Access Products and Services

Of 26 respondents that disclosed how they would prefer to access the products and services, 42% (11) said they would rather to continue access by telephone and walk-in appointments (Table 9).

Table 9: CROSS TABULATION- PREFERRED METHODS BY AGE GROUP

Age Group	Preferred Methods				
	Walk-in	Telephone	Online	Visit from Agent	Row Total (%)
21-30	0 (0.0%)	1 (50.0%)	1 (50.0%)	0 (0.0%)	2 (7.7%)
31 - 40	0 (0.0%)	0 (0.0%)	1 (50.0%)	1 (50.0%)	2 (7.7%)
41 - 50	2 (50.0%)	0 (0.0%)	1 (25.0%)	1 (25.0%)	4 (15.4%)
51 - 60	2 (22.2%)	6 (66.7%)	0 (0.0%)	1 (11.1%)	9 (34.6%)
Over 60	2 (22.2%)	4 (44.4%)	1 (11.1%)	2 (22.2%)	9 (34.6%)
Column Total (%)	6 (23.1%)	11 (42.3%)	4 (15.4%)	5 (19.2%)	26 (100.0%)

Responsiveness

I. Delivery of Products/Services

On average, it was revealed that the majority of the respondents agreed that the entity delivered products and services within the standard time-frame and that the quality of the delivery met their expectation (**Figure 43**).

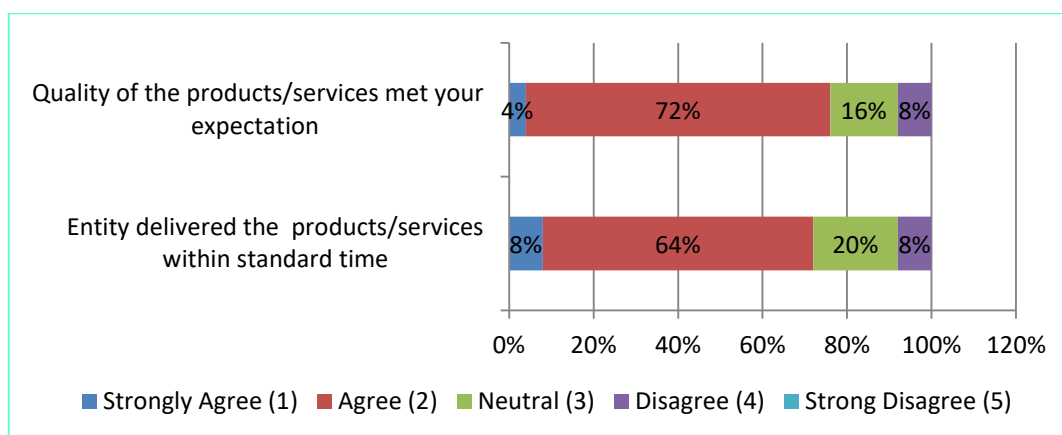


FIGURE 43: AGREEMENT SCALE- DELIVERY OF PRODUCT & SERVICES

II. Areas of Satisfaction and Dissatisfaction with Delivery of Products and Services

Areas of satisfaction were expressed by 24 respondents; the top two (2) factors were:

- *Product and services were good*
- *Staff was helpful and professional*

Areas of dissatisfaction were obtained from only eight (8) respondents. The issues were as follow:

- *Inefficiency with logistics*
- *Low wage*
- *Telephone rings without an answer*
- *Price*

- *Poor quality products*
- *Turnaround time*
- *Inconsistent service*

III. Staff Responsiveness

A sum of 24 respondents provided 92 responses on their agreement with the statements used to measure staff responsiveness. The mean score was two (2) on the agreement scale, as 76% (70) of all the responses inclined towards an agreement that the entity’s staff was responsive. The highest level of agreement was with agents fulfilling a promise to return a call, once a request was made (**Figure 44**).

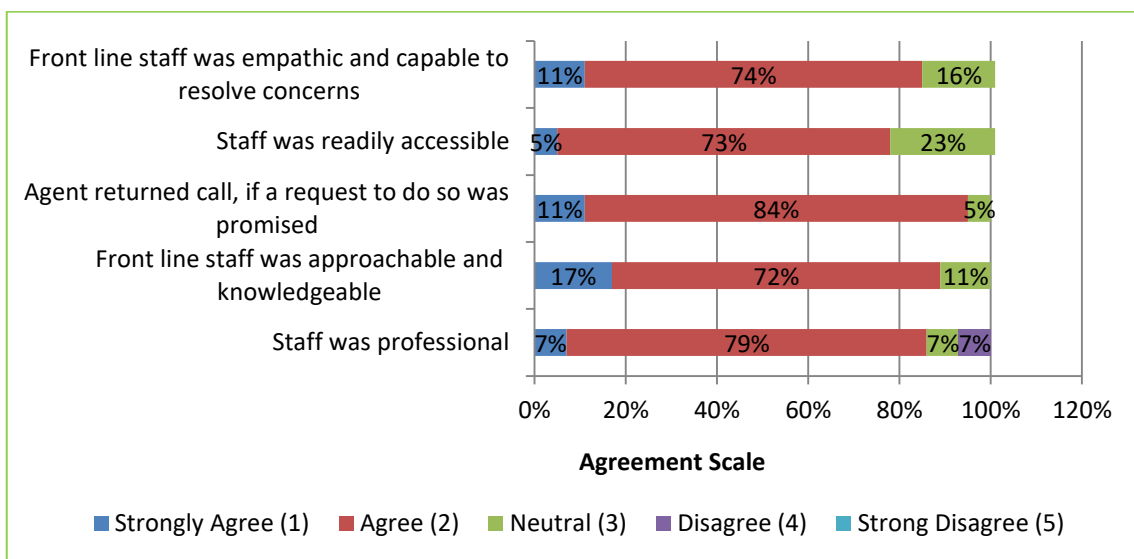


FIGURE 44: AGREEMENT SCALE- STAFF RESPONSIVENESS

IV. Overall Satisfaction with Responsiveness

The average satisfaction rating with the entity’s responsiveness was 80%; this was as a result of 54% (14) of the respondents that rated responsiveness as being good (**Figure 45**).

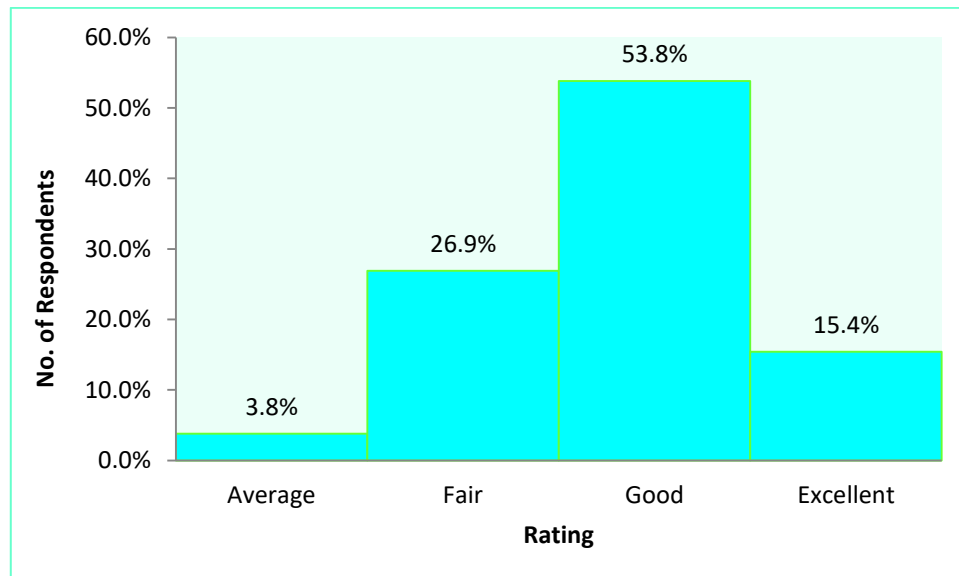


FIGURE 45: OVERALL RATING –RESPONSIVENESS

Process and Facility

I. Ease of Doing Business

Twenty-six (26) respondents produced 111 responses on their agreement with the statements to measure ease of doing business. The mean score recorded was two (2), as 75% (83) of the responses mainly indicated an agreement that there was some form of ease when conducting business with the entity. The areas of significant agreement were that the process to access products and services was easy to use; and that the delivery time was efficient (**Figure 46**).

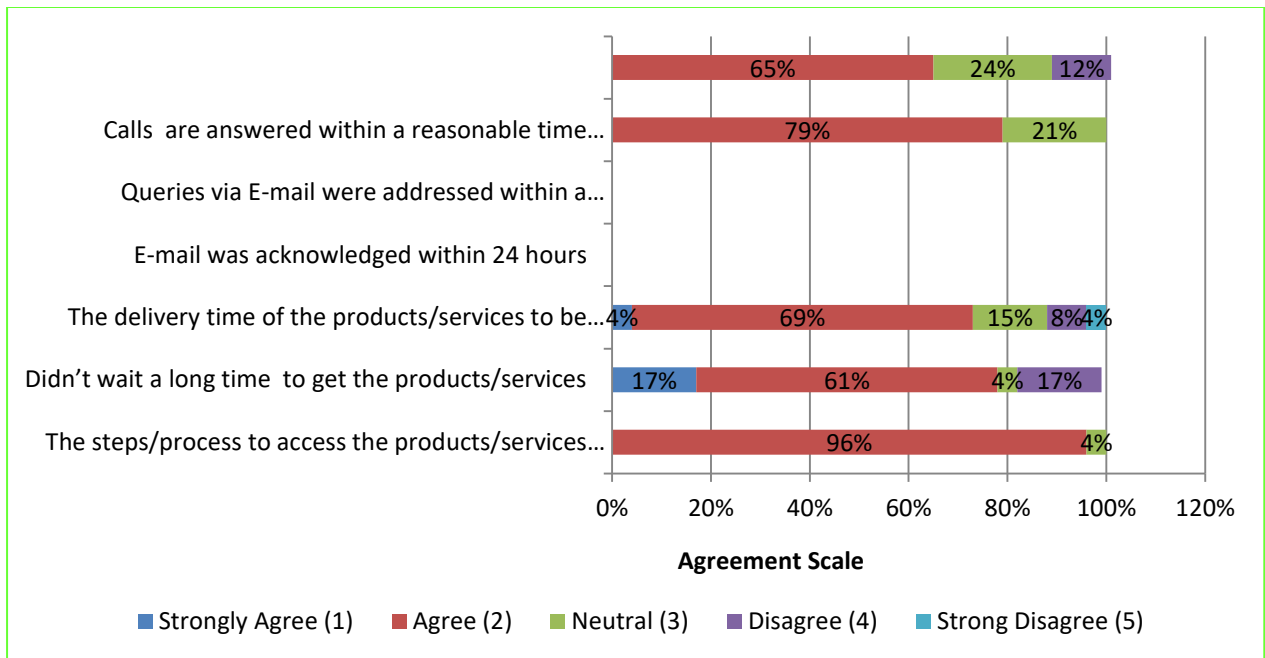


FIGURE 46: AGREEMENT SCALE- EASE OF DOING BUSINESS

II. Comfort of Facility

Comfort of the facility was measured by the three (3) variables listed in the figure below. Twenty-three (23) responses were received to ascertain whether customer thought the facility provided comfort while conducting business. On average, the respondents gave a neutral review about the entity's level of comfort (Figure 47).

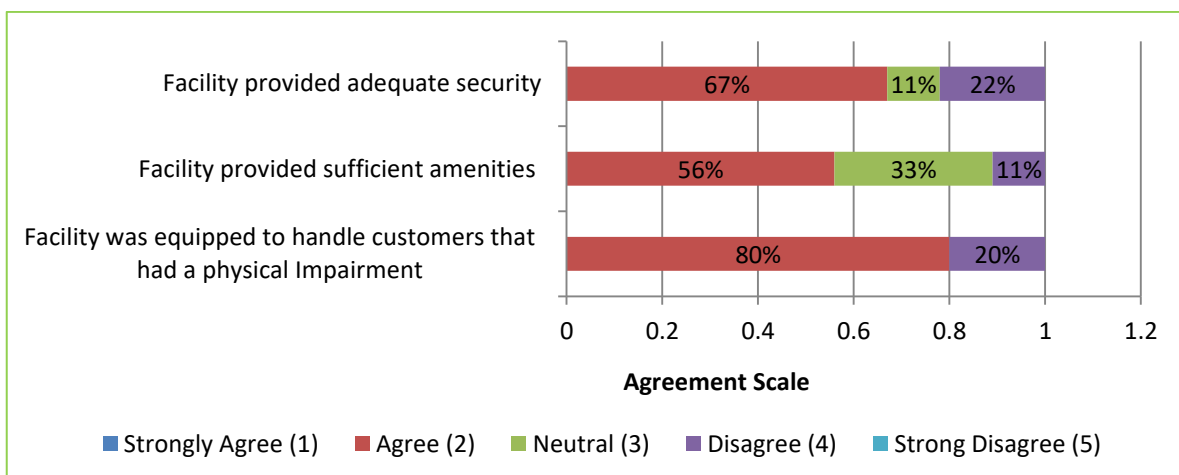


Figure 47: AGREEMENT SCALE-COMFORT OF FACILITY

III. Overall Satisfaction with Process and Facility

A sum of 18 respondents expressed their satisfaction with the entity’s process and facility. Approximately, 77% (12) of the respondents rated process and facility between fair to good; as a result, the average rating was 80 per cent.

Communication

I. Level of Communication

Twenty-six (26) respondents gave 134 responses on their agreement with the level of communication. The mean score was two (2); approximately 63% (85) of the responses were agreement that the entity’s level of communication was efficient.

The area with the highest level of agreement was with documents being written in a clear manner for customers to easily understand, and staff being able to communicate effectively about the products and services. The areas with the largest amount of disagreement were with customers being invited to participate in the design and development of the services, along with adequate advertisement being made public in the media (**Figure 48**).

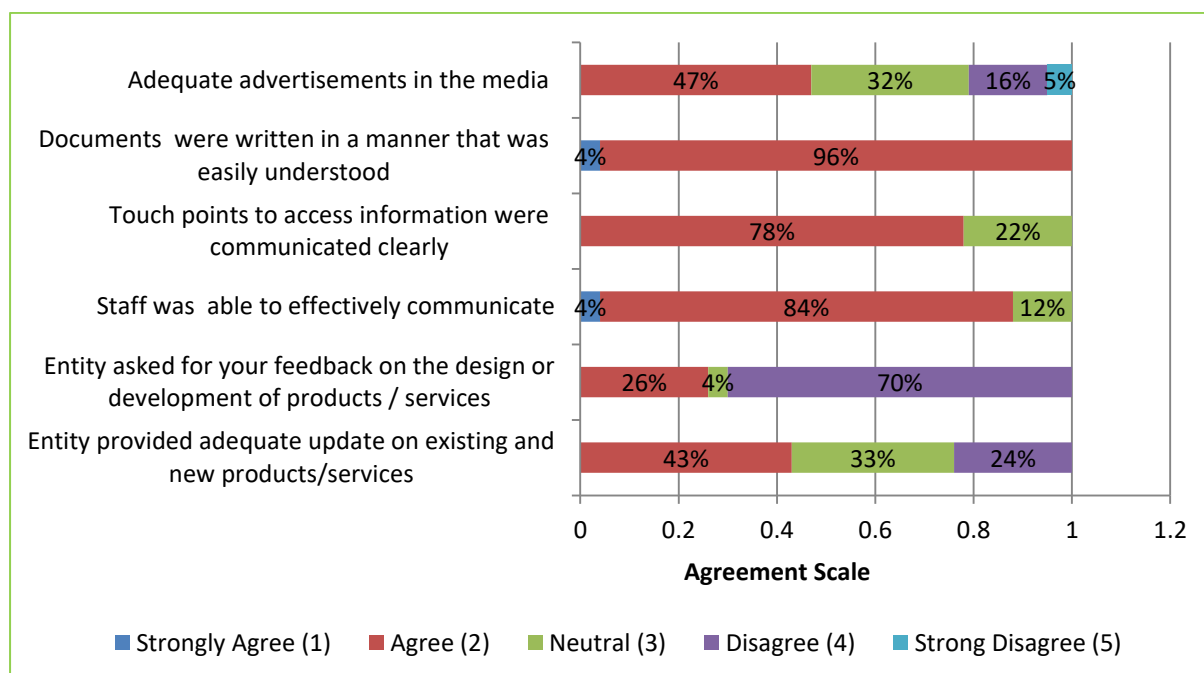


FIGURE 48: AGREEMENT SCALE- LEVEL OF COMMUNICATION

II. Areas to Improve Communication

Only 15 respondents provided feedback on ways they believed the entity could improve its level of communication. Exactly 47% (7) would like to see an increase in staff interaction by providing follow-up calls and e-mails to update customers. Twenty-seven (27) per cent (4) recommended the use of media, especially social media, to keep customers informed (**Figure 49**).

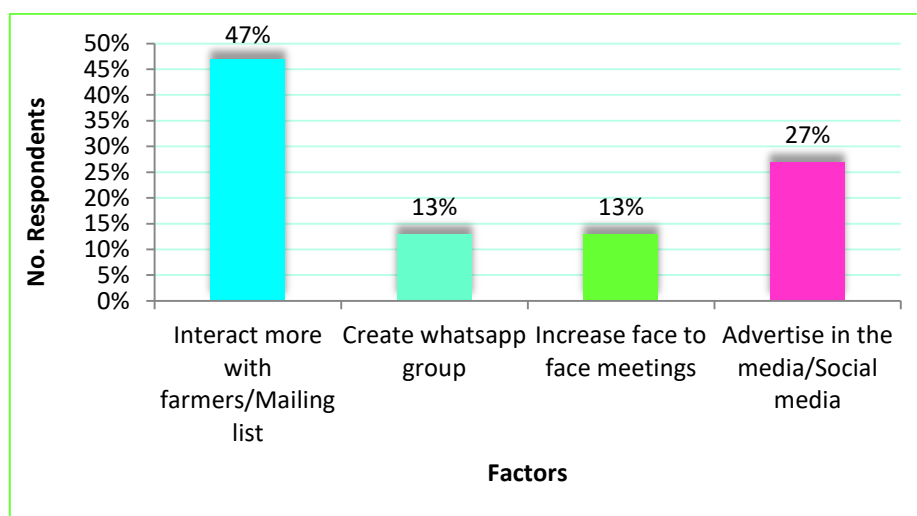


FIGURE 49: AREAS TO IMPROVE COMMUNICATION

III. Overall Satisfaction with Communication

Each of the 26 respondents expressed their satisfaction with the level of communication; the average score obtained was 80 per cent. Approximately 58% (15) of the respondents rated the service dimension as being good; while another 27% (7) said it was fair (**Figure 50**).

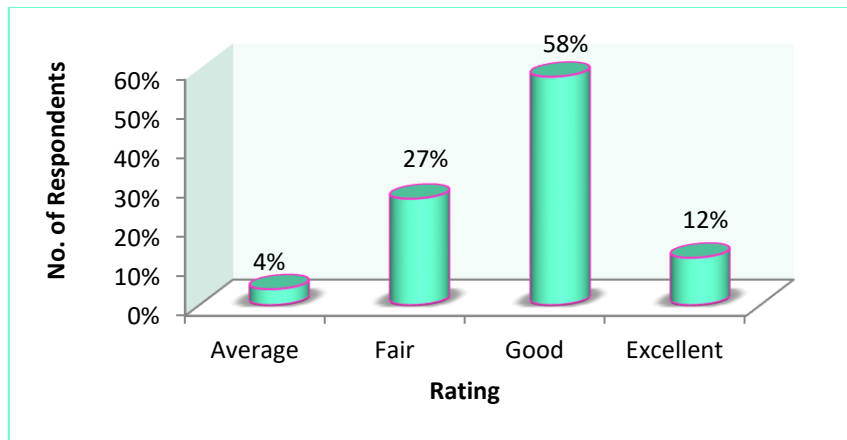


FIGURE 50: SATISFACTION RATING-LEVEL OF COMMUNICATION

Reliability of Service

Sixty-one (61) views were obtained to express the respondents' agreement with the entity's effort to provide reliable service. The mean score was two (2), which resulted from 71% (43) of all the responses that were mainly in agreement that the service was reliable. The respondents largely felt they could access the services within the regular work hours and that they generally felt confident in the entity to provide reliable service (**Figure 51**).

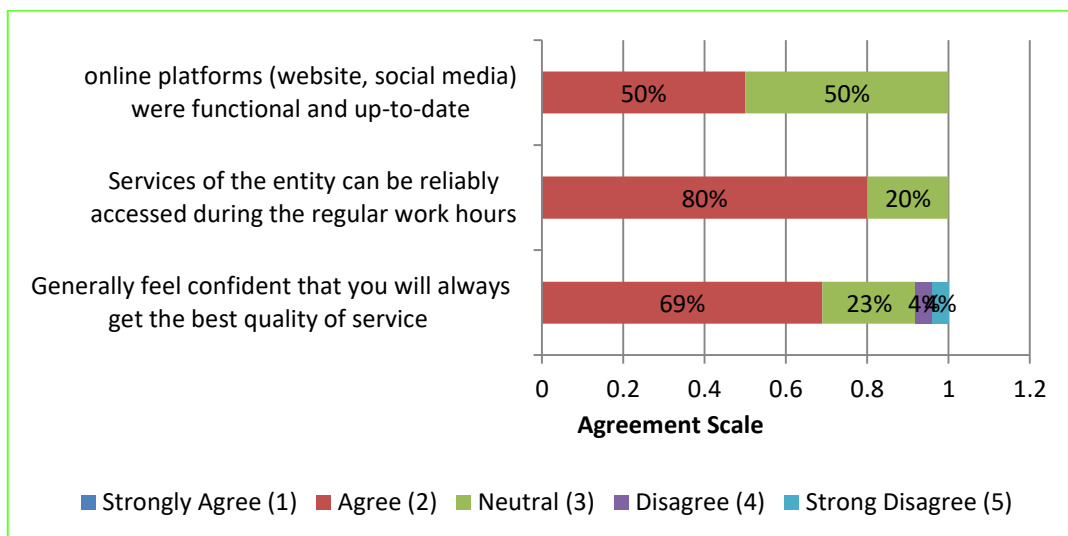


Figure 51: agreement scale- reliability of service

Overall Customer Satisfaction

I. Satisfaction with Customer Service

Twenty-four (24) respondents expressed satisfaction with the customer service. Just about 63% (15) of the distribution said they were just satisfied, while 21% (5) that expressed that they were extremely satisfied.

II. Satisfaction with Customer Experience

For customer experience, 73% (19) of the respondents indicated that they were satisfied; only a marginal amount of the respondents expressed dissatisfaction with their overall experience.

III. Overall Customer Satisfaction Rate

Based on the assessment of the focus areas and the overall experience of the respondents, the average customer satisfaction rate obtained was 80 per cent. This represented an estimated four percentage increase, from the previous study, to meet the service standard target.

Jamaica Agricultural Commodities Regulatory Authority



Summary of Main Findings

The table below provides a summary of the main findings for the 46 respondents that were surveyed for the Jamaica Agricultural Commodities Authority. The frequency output either reflects the full percentages or the largest proportion of the distribution. The scale-type responses are presented in averages and overall rating.

Summary of Main Findings	
Customers' Composition	Frequency (%)
Number of Respondents Surveyed:	46
<ul style="list-style-type: none"> Males Females 	34 (76.1%) 11 (23.9%)
Main Methods to access Products & Services:	Total number of respondents: 46
<ul style="list-style-type: none"> Telephone Visit from Agent 	18 (39.1%) 18 (39.1%)
Preferred Methods to access Products & Services:	Total number of respondents: 46
<ul style="list-style-type: none"> Telephone Walk-in 	25 (54.3%) 12 (26.1%)
Five Point Agreement Scale	
Focus Area	Average Score
Responsiveness	2 -Agreed that the entity was responsive with service delivery
Process & Facility	2- Agreed that the entity's process and facility was efficient
Communication	2- Agreed that the level of communication was efficient
Reliability of Service	2- Agreed that the service was reliable
Ten Point Rating Scale	
Focus Area	Average Rating
Efficiency of Responsiveness	80% - Met service standard target
Efficiency of Process and Facility	80% - Met service standard target
Efficiency of Communication	70% - Did not meet service standard target
Customer Satisfaction	
Variable	Average Rating
Customer Service	2- Satisfied with Customer Service
Customer Experience	2- Satisfied with Customer Experience
Customer Satisfaction Rate	77% - Did not meet service standard target

Customers' Composition

I. Number of Respondents Surveyed by Age and Sex

Forty-six (46) individuals were surveyed; 76% (35) were males. The respondents were predominately within the age groups of 51 to 60 years and 60 years and over (**Figure 52**).

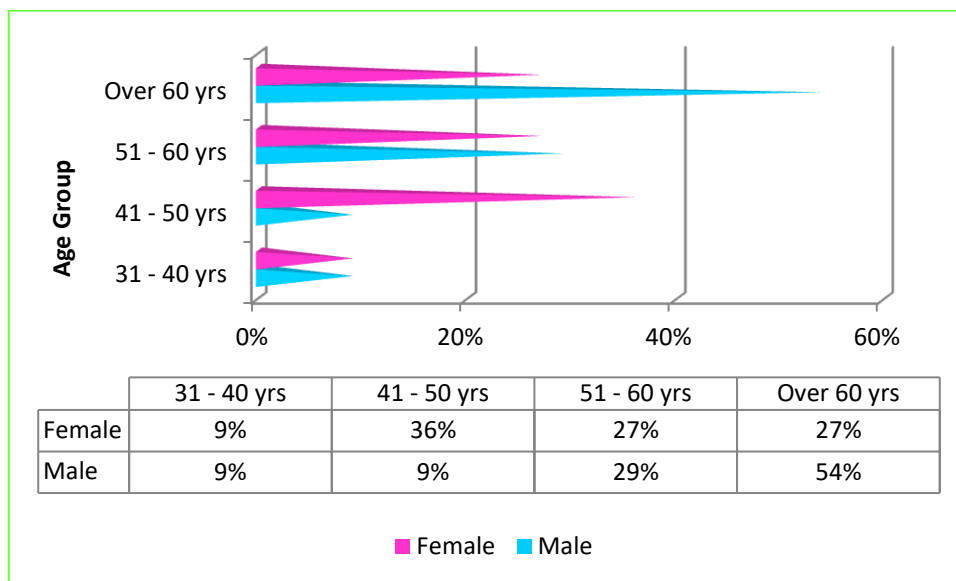


FIGURE 52: AGE/SEX COMPOSITION

II. Customers' Main Methods to Access Products and Services

The respondents provided information on the methods they used to access the products and services. Approximately 39% (18) of the distributed accounted for respondents that gained access by telephone or by a visit from an agent of the entity. No respondent indicated that they gained access online (**Table 10**).

TABLE 10: CROSS TABULATION- MAIN METHODS BY AGE GROUP

Age Group	Main Methods				
	Walk-in	Telephone	Online	Visit from Agent	Row Total (%)
31 - 40	0 (0.0%)	2 (50.0%)	-	2 (50.0%)	4 (8.7%)
41 - 50	2 (28.6%)	2 (28.6%)	-	3 (42.9%)	7 (15.2%)
51 - 60	5 (38.5%)	3 (23.1%)	-	5 (38.5%)	13 (28.3%)
Over 60	3 (13.6%)	11 (50.0%)	-	8 (36.4%)	22 (47.8%)
Column Total (%)	10 (21.7%)	18 (39.1%)	-	18 (39.1%)	46 (100.0%)

III. Preferred Method to Access Products and Services

The largest proportion (54%, 25) of the respondents expressed that they would rather to continue telephonic access to products and services. There was less desire to gain access by an intermediary agent, when compared to the numbers that actually accessed the service by the same method (**Table 10**). Direct visit to the entity obtained the least preference (**Table 11**).

TABLE 11: CROSS TABULATION-PREFERRED METHOD BY AGE GROUP

Age Group	Preferred Methods				
	Walk-in	Telephone	Online	Visit from Agent	Row Total (%)
31 - 40	0 (0.0%)	2 (50.0%)	-	1 (25.0%)	4 (8.7%)
41 - 50	1 (14.3%)	3 (42.9%)	-	3 (42.9%)	7 (15.2%)
51 - 60	4 (30.8%)	4 (30.8%)	-	4 (30.8%)	13 (28.3%)
Over 60	1 (4.5%)	16 (72.7%)	-	4 (18.2%)	22 (47.8%)
Column Total (%)	6 (13.0%)	25 (54.3%)	-	12 (26.1%)	46 (100.0%)

Responsiveness

I. Delivery of Products and Service

A total of 191 agreement scores were obtained to measure responsiveness to delivery products and services. Nearly 78% (69) of the scores were mainly in agreement that the entity delivered the products and services within the stipulated service standard; as such, the mean score was two (2) on the scale (**Figure 53**).

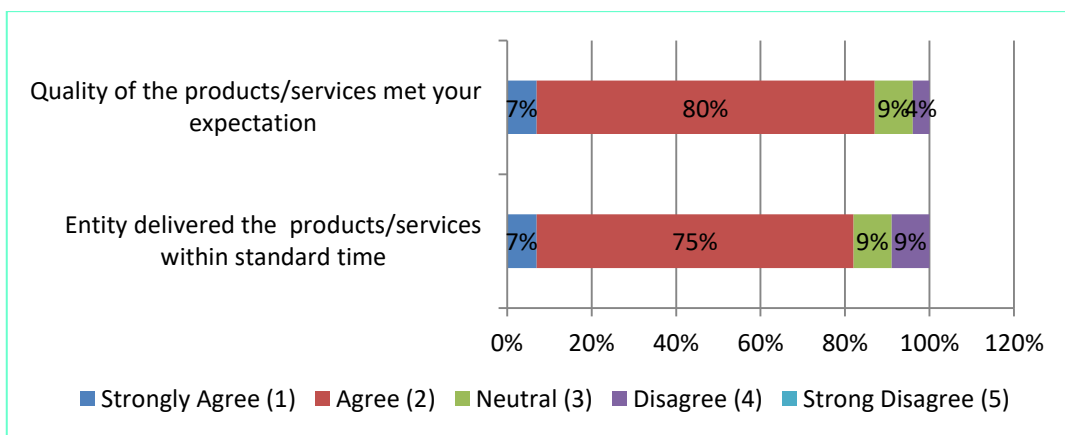


FIGURE 53: AGREEMENT SCALE- DELIVERY OF PRODUCTS & SERVICES

II. Areas of Satisfaction and Dissatisfaction with Products and Services

The respondents stated factors of satisfaction or dissatisfaction. The respondents were largely satisfied with staff responsiveness to assist. However, they were primarily dissatisfied with lack of human resources to bolster assistance to farmers (**Figure 54**).

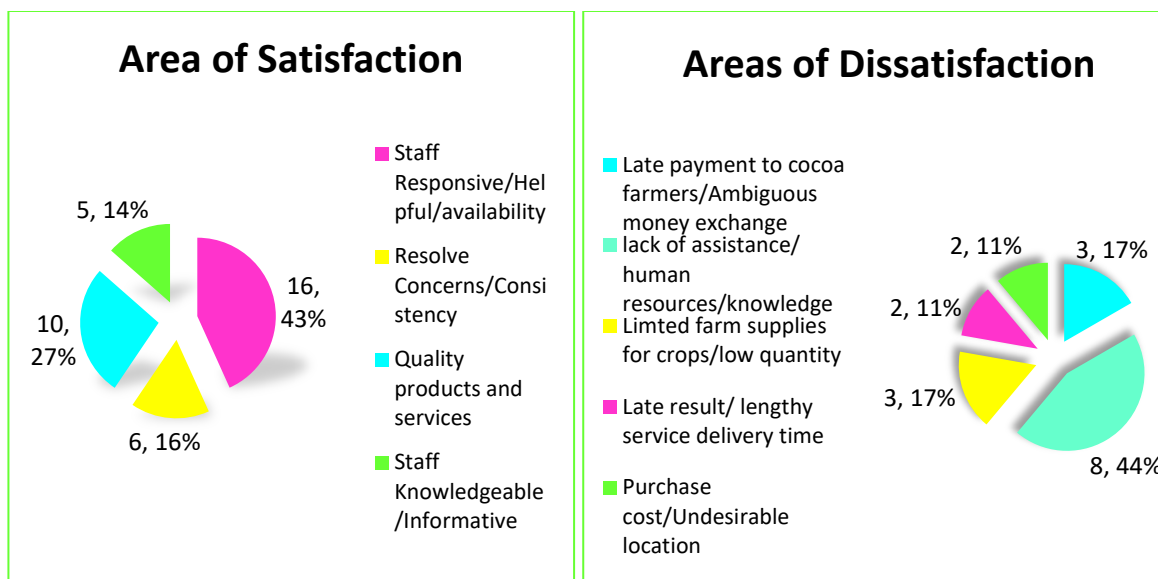


FIGURE 54: AREAS OF SATISFACTION AND DISSATISFACTION

III. Staff Responsiveness

On the agreement scale, 206 responses were ascertained for staff responsiveness. The mean score recorded was two (2), as 72% (159) of all the responses were skewed towards an agreement that the staff were responsive in delivering the products and services. The level of agreement with staff being responsive declined by 17 per cent.

Nonetheless, the areas with the highest level of agreement was that staff was readily accessible to serve customers and that they were capable to resolve concerns. Also, the respondents expressed no disagreement with the staff being professional and that they were approachable and knowledgeable (**Figure 55**).

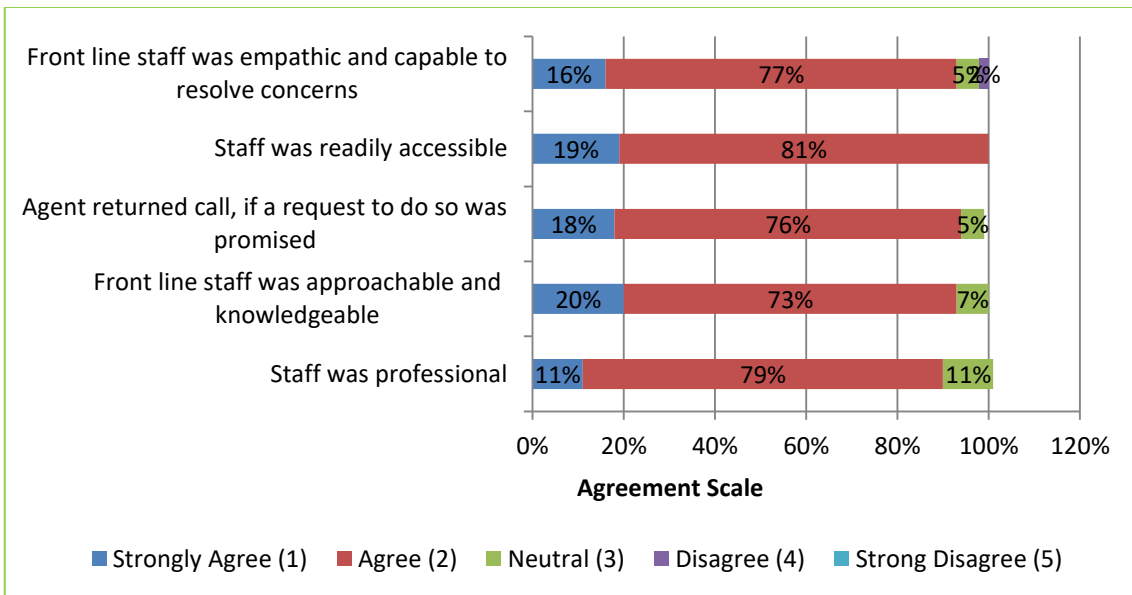


FIGURE 55: AGREEMENT SCALE- STAFF RESPONSIVENESS

IV. Overall Satisfaction with Responsiveness

A total of 45 respondents provided a satisfaction rating on the entity’s efficiency with responsiveness. The majority of the respondents, mainly, rated responsiveness as being good (62%, 28); as such, the entity was able to achieve an overall average satisfaction score of 80 per cent for this service dimension (**Figure 56**).

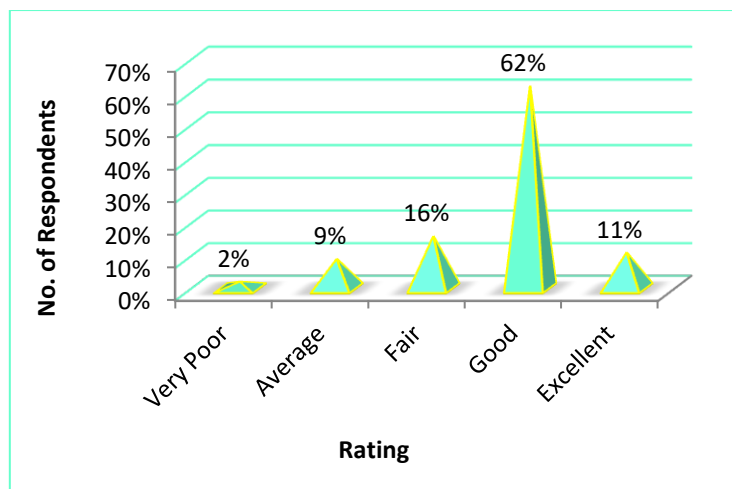


FIGURE 56: SATISFACTION RATING –RESPONSIVENESS

Process and Facility

I. Ease of Doing Business

On the agreement scale the average score for ease of doing business was two (2), indicating that the respondents were largely in agreement that the entity provided ease of the doing business. This result showed improved, as the previous year the customers' were mainly neutral in their views about ease of doing business with the entity.

The area that respondents expressed the highest level of agreement with was that the steps or processes to access the products and services were easy to understand; along with the efficiency of service delivery time. Disagreement was mainly found with calls being answered within standard service time (Figure 57).

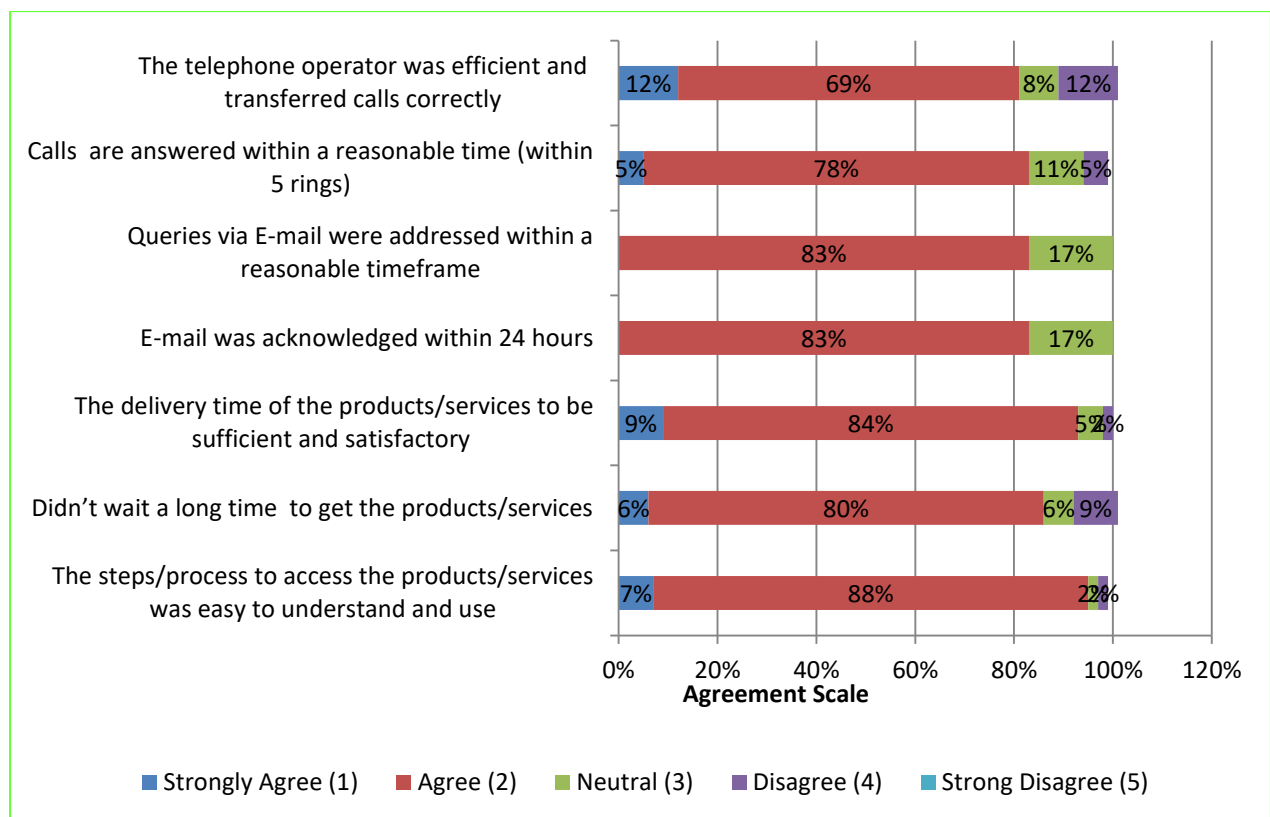


Figure 57: AGREEMENT SCALE- EASE OF DOING BUSINESS

II. Comfort of Facility

Twenty-three (23) respondents gave 57 agreement scores to measure comfort of the facility. The mean score was two (2); this was influenced by 77% (44) of all the responses being mainly agreements that the entity provided adequate comfort for customers. Comfort of facility has seen a significant improvement, moving from a four (4) on the agreement scale in the previous period, which indicated that respondents had mainly disagreed that the entity had provided comfort while doing business (**Figure 58**).

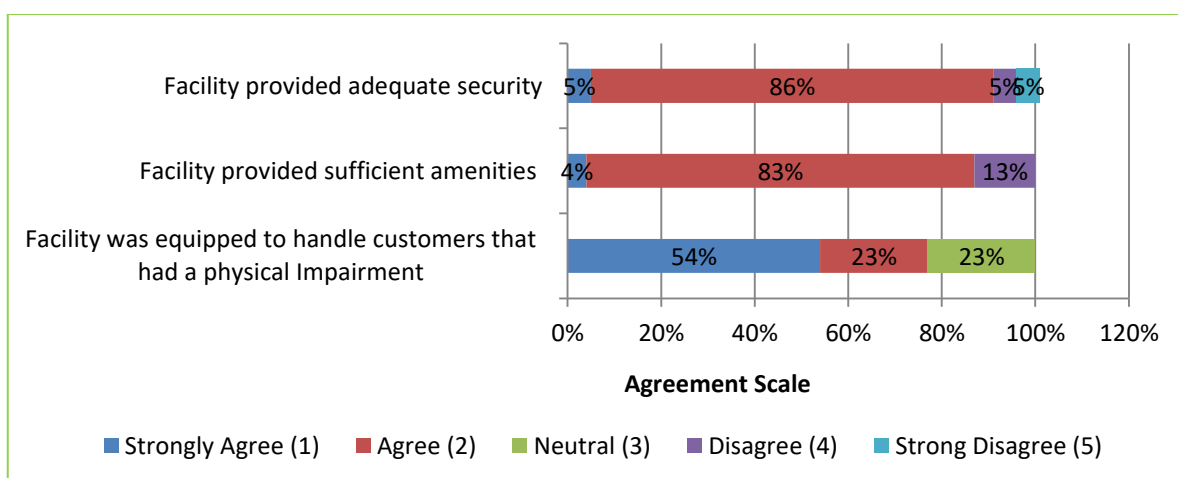


FIGURE 58: AGREEMENT SCALE- COMFORT OF FACILITY

III. Factors to Improve Process

Thirteen (13) respondents stated factors they perceived could help improve efficiency of the entity’s processes. The customers mainly desired modernisation of the facility (23%, 3), along with an increase of online options; such as creating an app, in order to access service and information (**Appendix 3**).

IV. Overall Satisfaction with Process and Facility

A sum of 41 respondents provided their satisfaction rating with the process and facility; the average satisfaction score obtained was 80 per cent. Despite meeting the targeted score, it must be noted that close to one half (43%, 18) of the respondents rated the service dimension from fair to very poor. Notwithstanding, the largest proportion gave a rating from good 41% (17) to excellent (15%, 6), respectively (**Figure 59**).

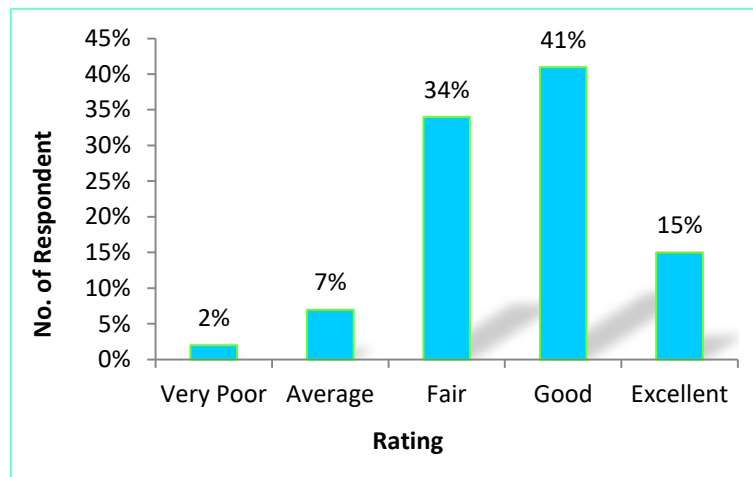


FIGURE 59: SATISFACTION RATING- PROCESS AND FACILITY

Communication

I. Level of Communication

Among 248 responses that were used to ascertain level of communication, approximately 69% (171) were mainly in agreement that the entity's level of communication was efficient. As a result of this, the mean score recorded was two (2) on the agreement scale. The respondents mainly agreed that documents were written in a comprehensive manner and that the staff were capable to communicate effectively. Main areas of disagreement were with the entity inviting customers to participate in the design of the products and service, providing adequate updates on services and advertisements in the media (**Figure 60**).

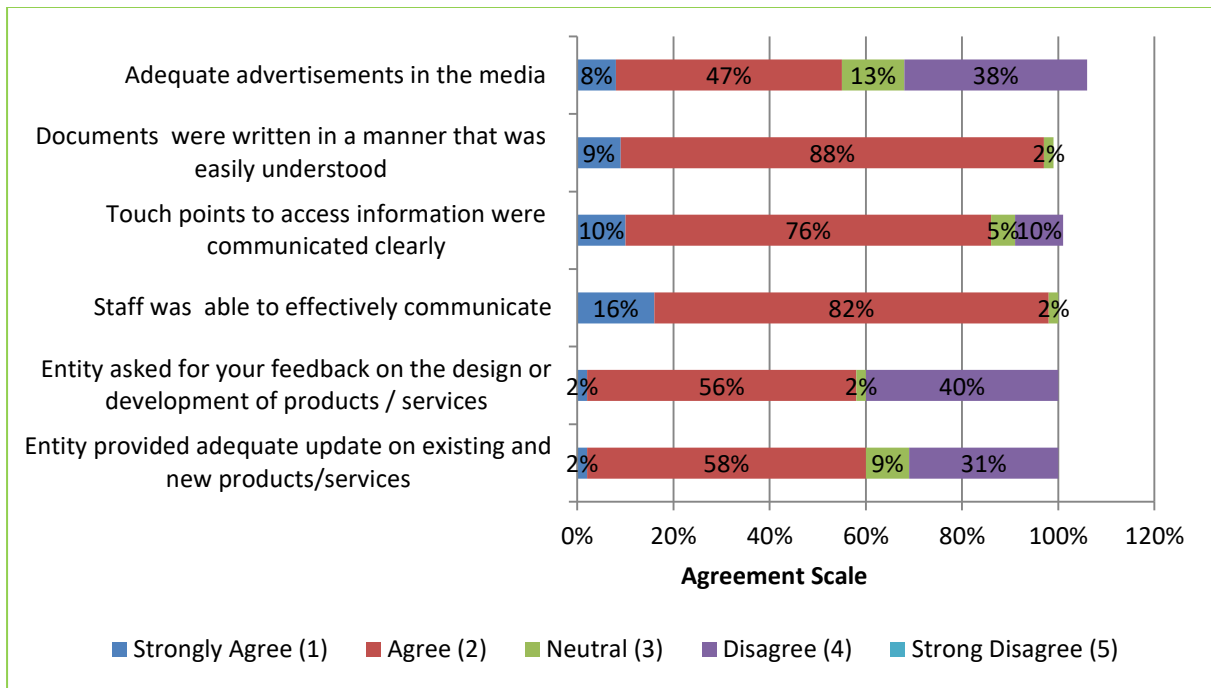


FIGURE 60: AGREEMENT SCALE- COMMUNICATION

II. Areas to Improve Communication

Of the 24 respondents that provided insights on factors that could improve communication, 46% (11) thought the entity could increase its efforts to improve customer engagement by getting customers involved as well as providing regular updates (**Figure 61**).

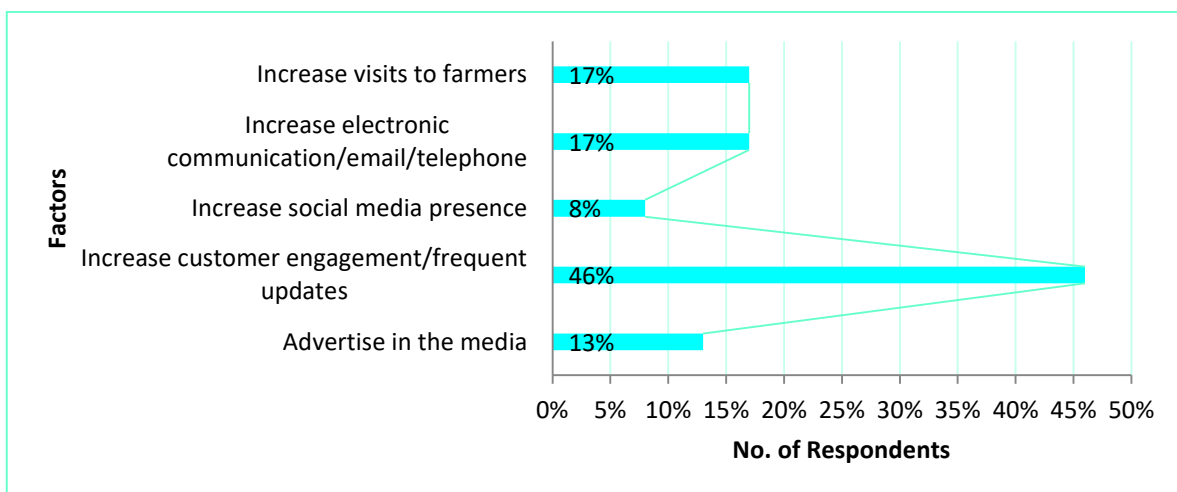


FIGURE 61: AREAS TO IMPROVE COMMUNICATION

III. Overall Satisfaction with Communication

Forty-five (45) respondents gave an average satisfaction rating of 70% for level of communication. Those that rated communication as either fair or good, each, represented 29% (13) of the respondents. Another 20% (9) of the respondents said communication was average (Figure 62). While majority of the respondents had mainly agreed that communication was efficient as it relates to concise documents and staff being capable to communicate effectively, they were still displeased with some areas of communication. As a result, this service dimension recorded its second consecutive decline by a 12% gap in service quality from meeting the targeted service standard.

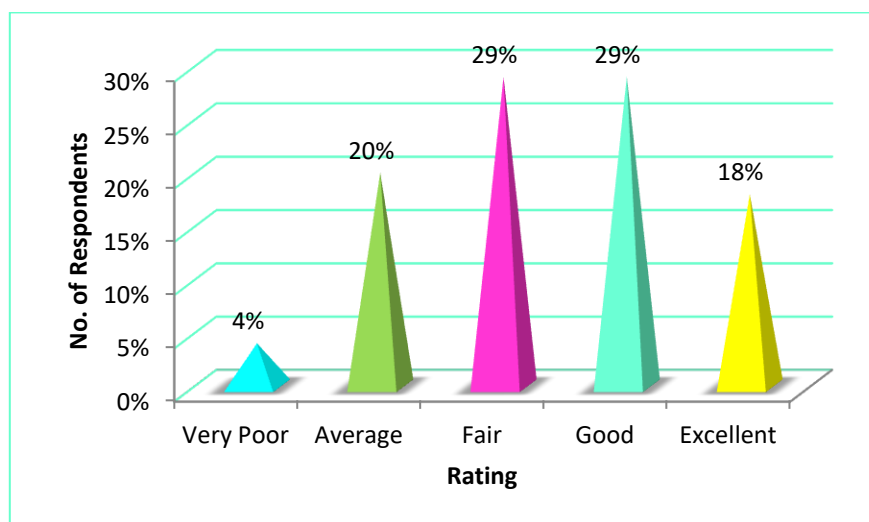


FIGURE 62: SATISFACTION RATING-COMMUNICATION

Reliability of Service

A total of 102 responses were collected on the agreement scale to ascertain reliability of service. The mean score was two (2), as 79% (81) of all the responses were in agreement that the entity provided reliable service (Figure 63). This was mainly attributed to customers being able to access the services within the allotted business hours.

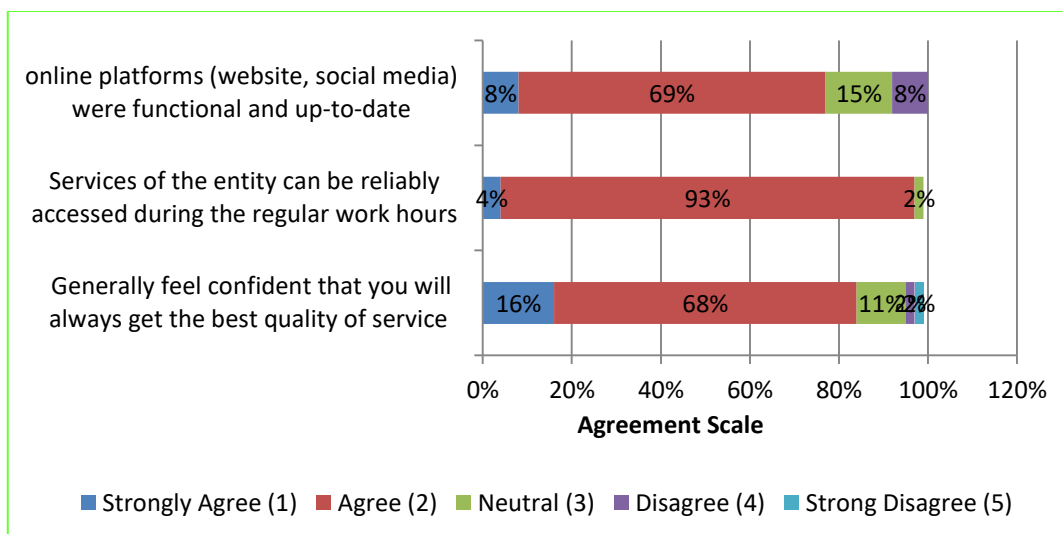


FIGURE 63: AGREEMENT SCALE- RELIABLY OF SERVICE

I. Perceived of Customer Loyalty

Forty-four (44) respondents disclosed their perceived level of customer loyalty. Just about 70% (31) stated that they would not switch if there was another entity that provided the same products and services, compared to 14% (6) that believed they would switch to another entity. Among these six (6) respondents, the majority felt that the entity’s service was not efficient.

Customer Satisfaction

I. Satisfaction with Customer Service

Of the 46 respondents, 72% (33) expressed satisfaction with customer service, while 17% (8) were extremely satisfied

II. Satisfaction with Customer Experience

Exactly 63% (29) of the respondents stated that they were satisfied with their overall experience, while 17% (8) were extremely satisfied.

III. Overall Customer Satisfaction Rate

Based on the overall findings and experiences of the respondents, the entity obtained a customer satisfaction rate of 77 per cent. This showed signs of improvement when compared to the previous period. Based on the result, the entity experienced a ten (10) percentage increase in customer satisfaction. Despite this improvement, the satisfaction score recorded a three (3) per cent decline from meeting the targeted service standard of 80 per cent.

National Irrigation Commission



Summary of Main Findings

The table below provides a summary of the main findings for the 132 respondents that were surveyed for the National Irrigation Commission. The frequency output either reflects the full percentages or the largest proportion of the distribution. The scale-type responses are presented in averages and overall rating.

Summary of Main Findings	
Customers' Composition	Frequency (%)
Number of Respondents Surveyed:	132
<ul style="list-style-type: none"> Males Females 	103 (77.3%) 30 (22.7%)
Main Methods to access Products & Services:	Total number of respondents: 130
<ul style="list-style-type: none"> Walk-in Visit from Agent 	101 (77.7%) 14 (10.8%)
Preferred Methods to access Products & Services:	Total number of respondents: 130
<ul style="list-style-type: none"> Walk-in Telephone 	76 (58.5%) 22 (16.9%)
Five Point Agreement Scale	
Focus Area	Average Score
Responsiveness	2 – Agreed that the entity was responsive
Process & Facility	2- Agreed that entity's process and facility was efficient
Communication	2- Agreed that level of communication was efficient
Reliability of Service	2- Agreed that the service was reliable
Ten Point Rating Scale	
Focus Area	Average Rating
Efficiency of Responsiveness	80% - Met the service standard target
Efficiency of Process and Facility	80% - Met the service standard target
Efficiency of Communication	80%- Met the service standard target
Customer Satisfaction	
Variable	Average Rating
Customer Service	2- Satisfied with Customer Service
Customer Experience	2- Satisfied with Customer Experience
Customer Satisfaction Rate	80% Met the service standard target

Customers' Composition

I. Number of Respondents Surveyed by Age and Sex

A total of 132 respondents participated in the survey; 77% (102) were males. The largest proportion of the distribution was within the age group 51 to 60 years and older (**Figure 64**).

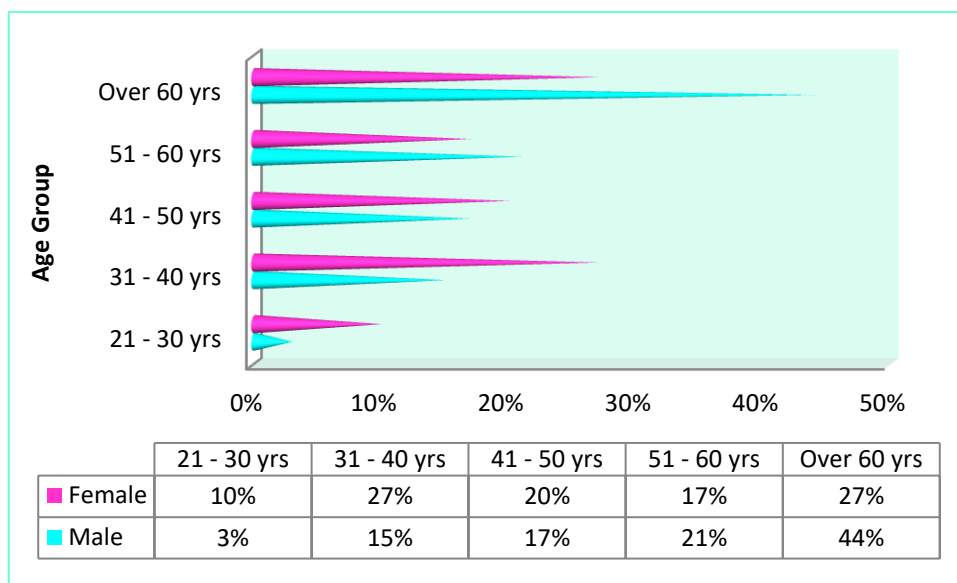


FIGURE 64: AGE/SEX COMPOSITION

II. Customers' Main Methods to Access Products and Services

Approximately 77% (101) of the respondents said they mainly accessed the service by walk-in appointments, while 11% (14) said they received a visit from an agent (**Table 12**).

Table 12: CROSS TABULATION MAIN METHODS BY AGE GROUP

Age Group	Main Methods				
	Walk-in	Telephone	Online	Visit from Agent	Row Total (%)
21-30	4 (66.1%)	1 (16.7%)	1 (16.7%)	0 (0.0%)	6 (4.6%)
31 - 40	20 (87.0%)	3 (13.0%)	0 (0.0%)	0 (0.0%)	23 (17.7%)
41 - 50	21 (91.3%)	0 (0.0%)	0 (0.0%)	2 (8.7%)	23 (17.7%)
51 - 60	18 (69.2%)	1 (3.8%)	1 (3.8%)	6 (23.1%)	26 (20.0%)
Over 60	38 (73.1%)	7 (13.5%)	1 (1.9%)	6 (11.5%)	52 (40.0%)
Column Total (%)	101 (77.7%)	12 (9.2%)	3 (2.3%)	14 (10.8%)	130 (100.0%)

III. Preferred Method to Access Products and Services

When compared to the main methods, the data revealed that walk-in was the top preference, followed by telephone and online, respectively (**Table 13**).

Table 13: CROSS TABULATION- PREFERRED METHOD BY AGE GROUP

Age Group	Preferred Methods				
	Walk-in	Telephone	Online	Visit from Agent	Row Total (%)
21-30	5 (83.3%)	0 (0.0%)	1 (16.7%)	0 (0.0%)	6 (4.6%)
31 - 40	13 (56.5%)	6 (26.1%)	4 (17.4%)	0 (0.0%)	23 (17.7%)
41 - 50	11 (47.8%)	5 (21.7%)	5 (21.7%)	2 (8.7%)	23 (17.7%)
51 - 60	13 (50.0%)	4 (15.4%)	3 (11.5%)	6 (23.1%)	26 (20.0%)
Over 60	34 (65.4%)	7 (13.5%)	4 (7.7%)	7 (13.5%)	52 (40.0%)
Column Total (%)	76 (58.5%)	22 (16.9%)	17 (13.1%)	15 (11.5%)	130 (100.0%)

Responsiveness

I. Delivery of Products and Services

A total of 167 responses were collected on the agreement scale to measure delivery of products and services. The mean score computed was two (2), as the majority of the responses were in agreement that the products and services were delivered within the standard time-frame (**Figure 65**).

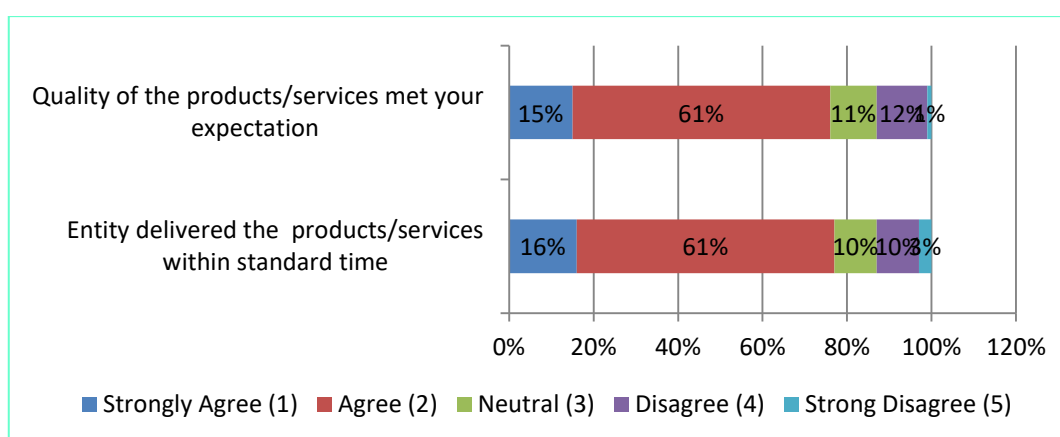


FIGURE 65: SCALE-DELIVERY OF PRODUCTS & SERVICE

II. Areas of Satisfaction and Dissatisfaction with Products and Services

A total of 120 respondent identified areas they found satisfactory. The largest proportion (29%, 35) was pleased with the adequate level of water pressure; followed by quality of service and staff responsiveness.

Only 87 respondents reported on the areas they thought were dissatisfactory. Respondents were mainly displeased with the inconsistency of water supply and the inconvenient water lock off. This was followed by inadequate water pressure and unaffordable rate for services (**Appendix 4**).

III. Staff Responsiveness

Exactly 717 responses were obtained on the agreement scale for staff responsiveness. The mean score was two (2), which explains that the responses mainly agreed that the staff were responsive with service delivery. The respondents largely agreed that staff was empathic and capable to resolve concerns and that staff was generally accessible (**Figure 66**).

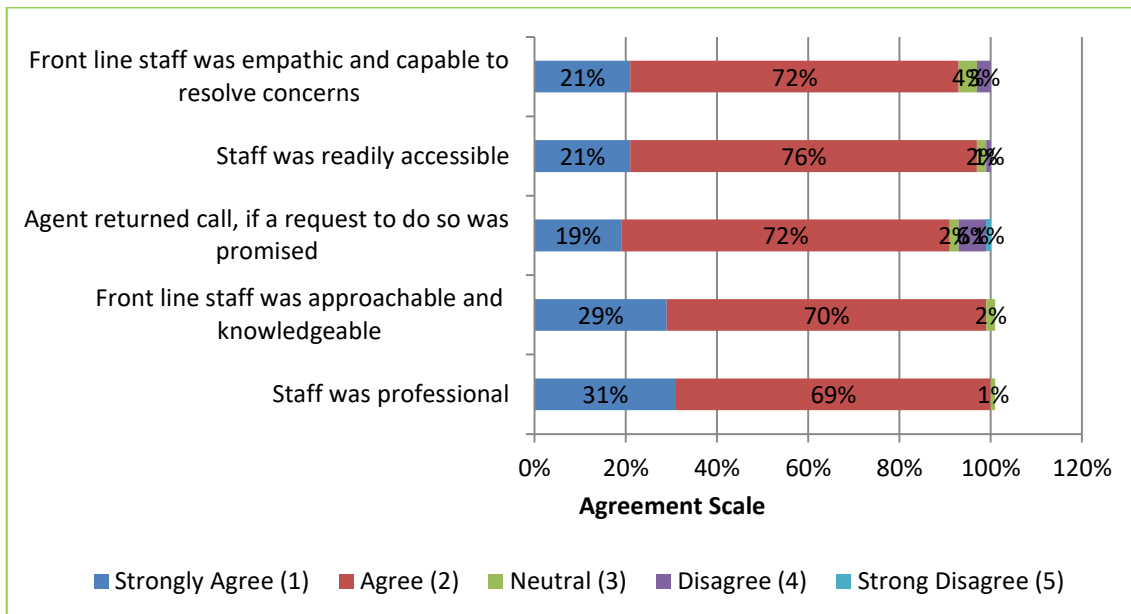


FIGURE 66: AGREEMENT SCALE: STAFF RESPONSIVENESS

IV. Overall Satisfaction with Responsiveness

The average satisfaction rating for responsiveness was 80%; this resulted from a little over one half (55%, 72) of the distribution that rated responsiveness as being good; while another 17% (23) said it was excellent (**Figure 67**).

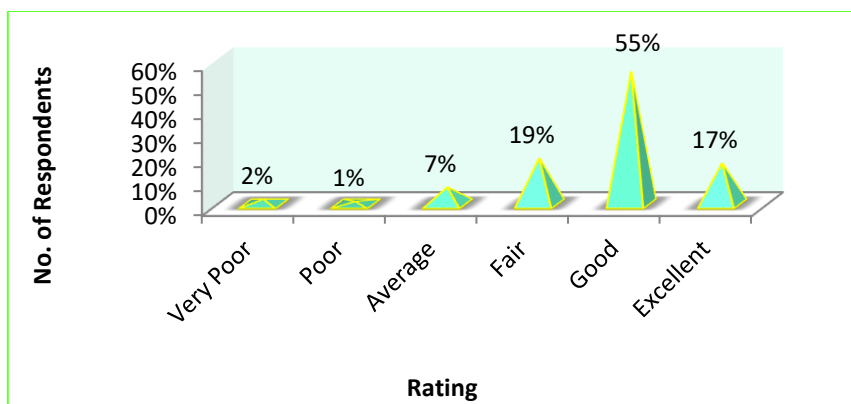


FIGURE 67: SATISFACTION RATING- RESPONSIVENESS

Process and Facility

I. Ease of Doing Business

The respondents gave a sum of 637 replies to the statements used to measure ease of doing business. Collectively, the mean score on the scale was two (2), indicating that the average of all the responses were in agreement that the entity provided ease of doing business. Respondents particularly agreed with the statement that the steps to access the products and services were easy to understand. Despite being marginal, the largest number of disagreement was noted with the service delivery time (**Figure 68**).

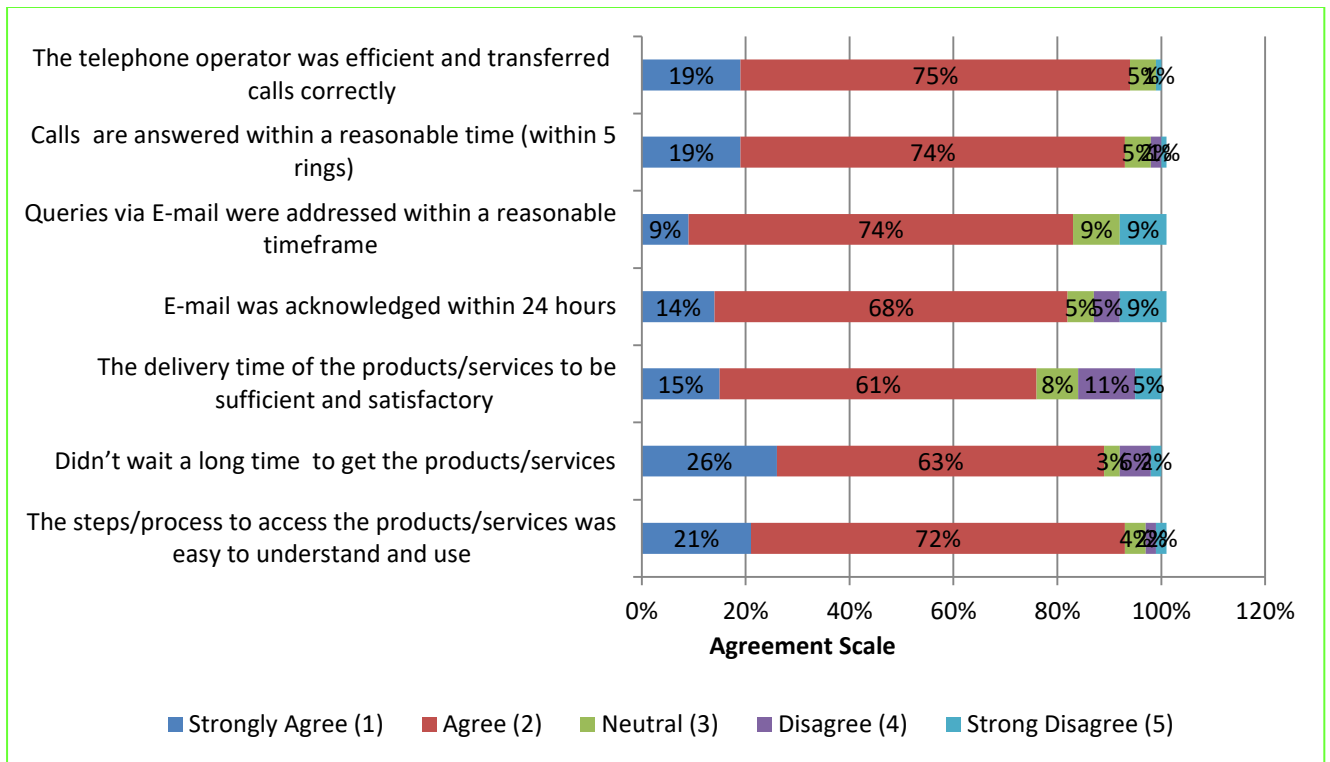


FIGURE 68: AGREEMENT SCALE-EASE OF DOING BUSINESS

II. Comfort of Facility

Overall, 313 responses were collected to measure comfort of the facility. For the statements, the mean agreement score was two (2); this was as a result of 62% (192) of all the responses that were in agreement that the entity provided comfort when conducting business (**Figure 69**).

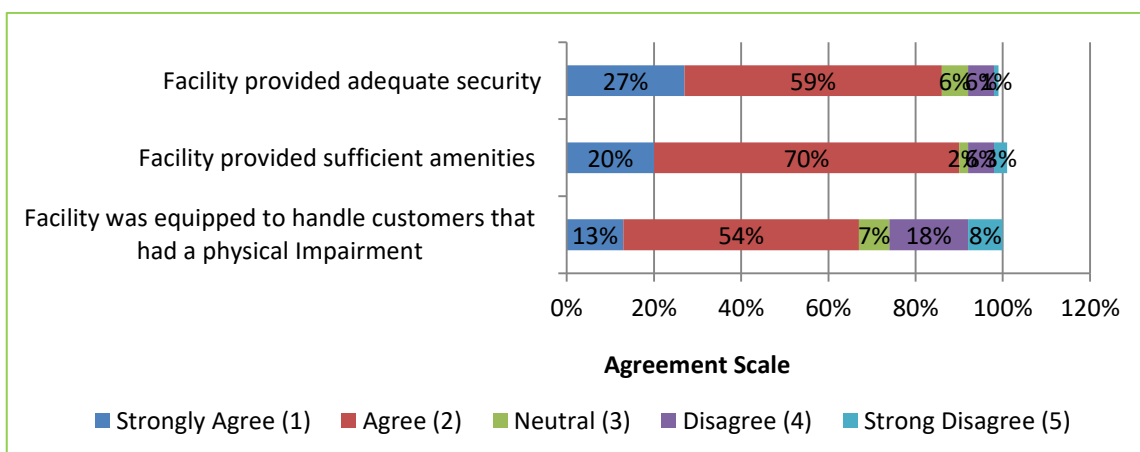


FIGURE 69: AGREEMENT SCALE- COMFORT OF FACILITY

III. Factors to Improve Process

Forty-four (44) respondents gave a feedback on factors they believed could improve process and facility. The two (2) most popular factors were: increase payment options and improve efficiency of water supply (**Appendix 5**).

IV. Overall Satisfaction with Process and Facility

The average satisfaction rate for process and facility was 80 per cent; this service dimension experienced a 14% positive growth to meeting the target score. Approximately 56% (72) and 26% (33) of the respondents, rated process and facility as good or excellent, respectively (**Figure 70**).

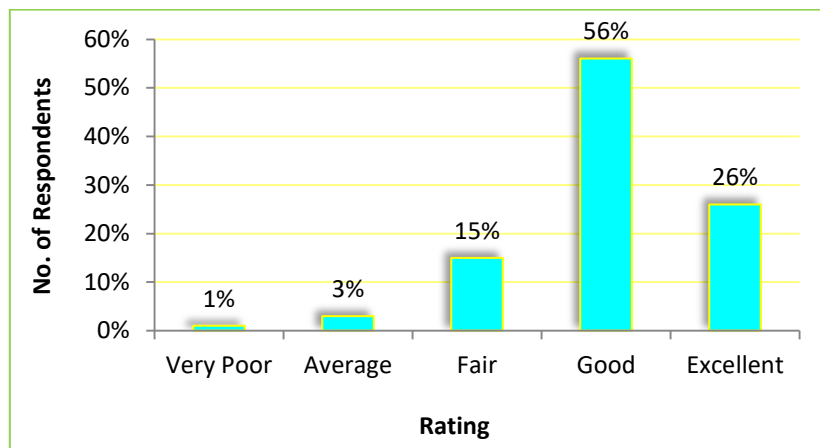


FIGURE 70: SATISFACTION RATING- PROCESS & FACILITY

Communication

I. Level of Communication

A total of 717 responses were collected on the statements to measure agreement with level of communication. Based on the results, the mean score recorded was two (2); all the responses largely agreed that documents were written in a comprehensive manner and that staff was capable to communicate effectively (**Figure 71**).

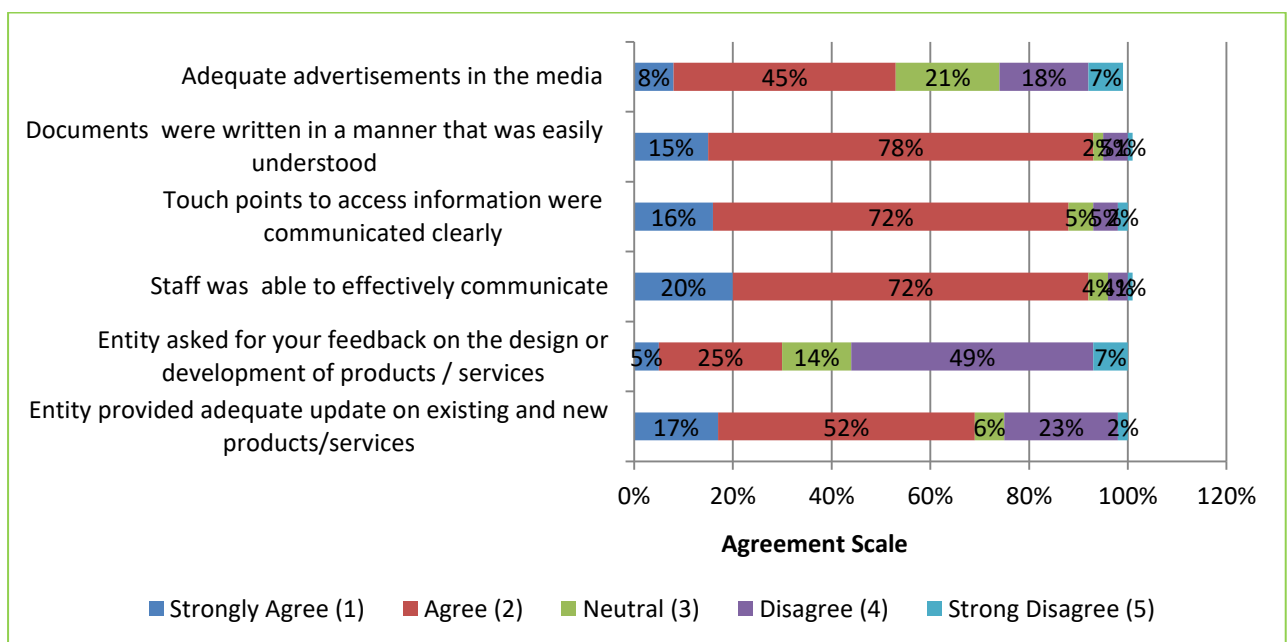


FIGURE 71: AGREEMENT SCALE- COMMUNICATION

II. Areas to Improve Communication

Fifty-three (53) respondents reported on areas the entity could improve in order to facilitate efficiency with communication. Approximately 28% (15) of the respondents would like to have regular follow-ups and updates to keep them informed. The second largest proportion (25%, 13) believed the entity should increase advertisement in the media (**Appendix 6**).

III. Overall Satisfaction with Communication

The satisfaction rate for communication was 80%, which was a 14 percentage change compared to last year. As such, the entity showed improvement in meeting the target rating of 80 per cent. The vast majority of the distribution rated communication from fair to good (Figure 72).

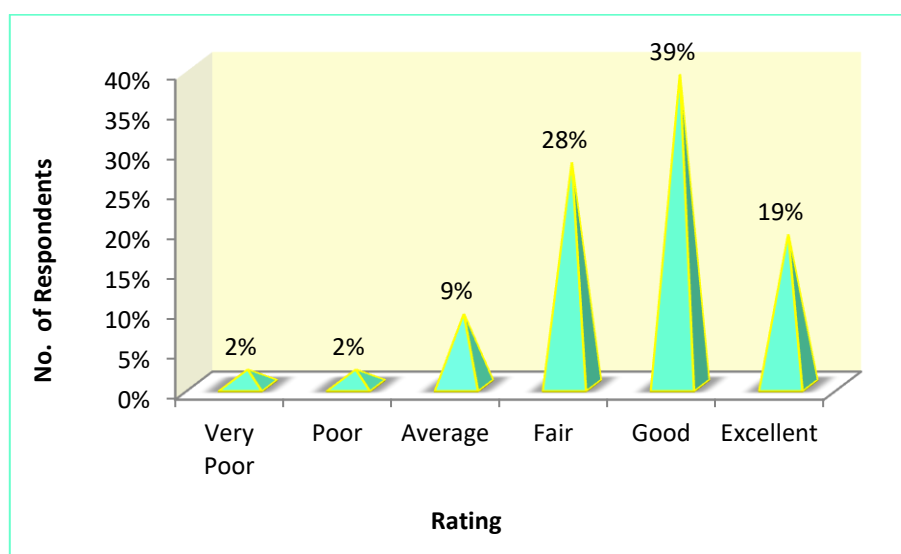


FIGURE 72: SATISFACTION RATING-COMMUNICATION

Reliability of Service

Of the 283 responses received on the agreement that the entity had reliable service, the mean score obtained two (2); this was reflective of nearly 72% (203) of all the responses mainly agreeing that the service was reliable. The highest number of agreements was with the statement that ‘service could be reliably accessed during the regular business hours’ (Figure 73).

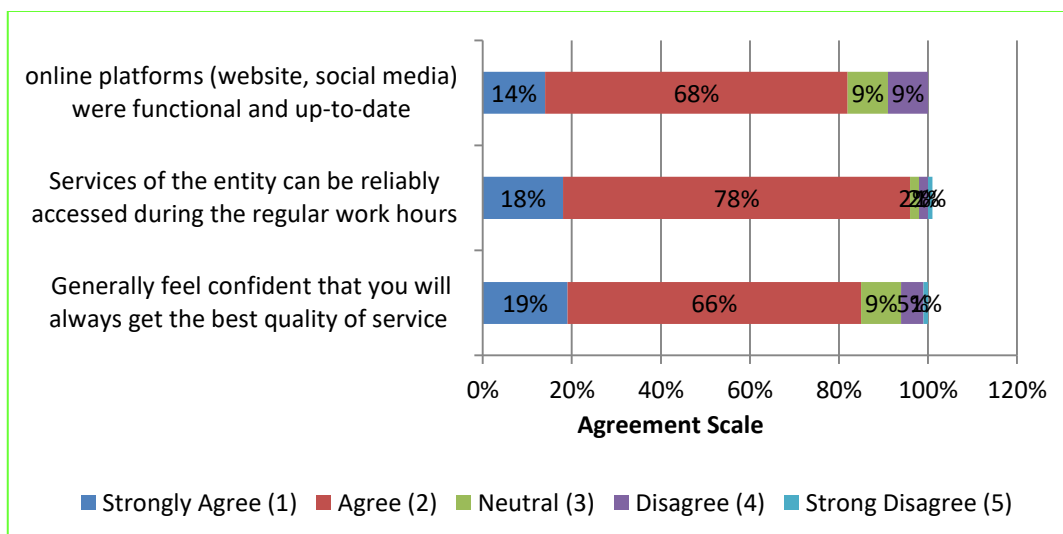


FIGURE 73: AGREEMENT SCALE- RELIABILITY OF SERVICE

I. Perceived Customer Loyalty

Among 126 respondents, 54% (68) indicated that they would not switch if there was another entity that provided the same products and services; while 26% (33) said they would switch, and the remaining respondents were unsure.

Customer Satisfaction

I. Satisfaction with Customer Service

Just about 66% (87) of the respondents said they were satisfied with the entity’s customer service, while 24% (31) was extremely satisfied.

II. Satisfaction with Customer Experience

The respondents expressed similar sentiments for their overall customer experience.

III. Over Customer Satisfaction Rate

Based on the results, the overall customer satisfaction rate was 80%; this recorded a 14 percentage increase in customer satisfaction, when compared to last year. The entity, therefore, met the target satisfaction score for this period under review.



Rural Agricultural Development Authority



Summary of Main Findings

The table below provides a summary of the main findings for 100 respondents that were surveyed for the agency Rural Agricultural Development Authority. The frequency output either reflects the full percentages or the largest proportion of the distribution. The scale-type responses are presented in averages and overall rating.

Summary of Main Findings	
Customers' Composition	Frequency (%)
Number of Respondents Surveyed:	100
<ul style="list-style-type: none"> Males Females 	50 (50.0%) 50 (50.0%)
Main Methods to access Products & Services:	Total number of respondents:100
<ul style="list-style-type: none"> Walk-in Telephone 	56 (56.0%) 29 (29.0%)
Preferred Methods to access Products & Services:	Total number of respondents:100
<ul style="list-style-type: none"> Walk-in Telephone 	45 (45.0%) 40 (40.0%)
Five Point Agreement Scale	
Focus Area	Average Score
Responsiveness	2 – Agreed that the entity was responsive
Process & Facility	2- Agreed that entity's process and facility was efficient
Communication	2- Agreed that level of communication was efficient
Reliability of Service	2- Agreed that the service was reliable
Ten Point Rating Scale	
Focus Area	Average Rating
Efficiency of Responsiveness	80% - Met the service standard target
Efficiency of Process and Facility	80% - Met the service standard target
Efficiency of Communication	80%- Met the service standard target
Customer Satisfaction	
Variable	Average Rating
Customer Service	2- Satisfied with Customer Service
Customer Experience	2- Satisfied with Customer Experience
Customer Satisfaction Rate	80% Met the service standard target

Customers' Composition

I. Number of Respondents Surveyed by Age and Sex

A total of 100 respondents were surveyed; the distribution was evenly spread between males and females. The largest proportion of the distribution (33%, 33) was within the age group 51 to 60 year (**Figure 74**).

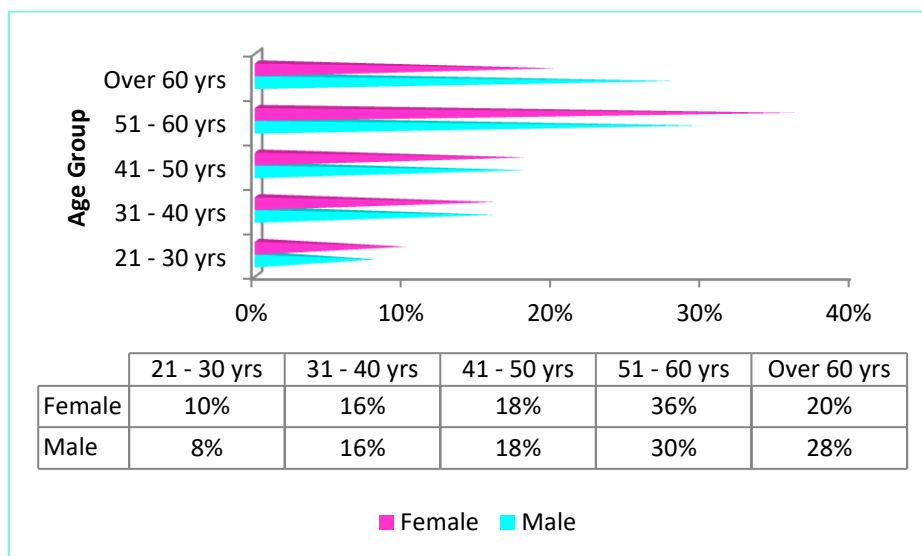


FIGURE 74: AGE/SEX COMPOSITION

II. Customers' Main Methods to Access Products and Services

The respondents provided information on the main methods they used to access products and services. Approximately 56% (56) visited the entity, while 29% (29) gained access by telephone (**Table 14**).

Table 14: CROSS TABULATION MAIN METHODS BY AGE GROUP

Age Group	Main Methods				
	Walk-in	Telephone	Online	Visit from Agent	Row Total (%)
21-30	5 (55.6%)	3 (33.3%)	0 (0.0%)	1 (11.1%)	9 (9.0%)
31 - 40	8 (50.0%)	6 (37.5%)	1 (6.3%)	1 (6.3%)	16 (16.0%)
41 - 50	8 (44.4%)	6 (33.3%)	0 (0.0%)	4 (22.2%)	18 (18.0%)
51 - 60	20 (60.6%)	8 (24.2%)	1 (3.0%)	4 (12.1%)	33 (33.0%)
Over 60	15 (62.5%)	6 (25.0%)	0 (0.0%)	3 (12.5%)	24 (24.0%)
Column Total (%)	56 (56.0%)	29 (29.0%)	2 (2.0%)	13 (13.0%)	100 (100.0%)

III. Preferred Method to Access Products and Services

Similar to main methods, the largest proportion of the respondents revealed that they would rather to continue with the methods they used. Only a marginal number of the customers indicated that they would use online methods or a visit from an agent. This can be associated with the fact that the majority of the respondents were elderly (Table 15).

Table 15: CROSS TABULATION PREFERRED METHODS BY AGE GROUP

Age Group	Preferred Methods				
	Walk-in	Telephone	Online	Visit from Agent	Row Total (%)
21-30	4 (44.4%)	3 (33.3%)	2 (22.2%)	0 (0.0%)	9 (9.0%)
31 - 40	6 (37.5%)	7 (43.8%)	3 (18.8%)	0 (0.0%)	16 (16.0%)
41 - 50	5 (27.8%)	11 (61.1%)	1 (5.6%)	1 (5.6%)	18 (18.0%)
51 - 60	16 (48.5%)	12 (36.4%)	2 (6.1%)	3 (9.1%)	33 (33.0%)
Over 60	14 (58.3%)	7 (29.2%)	1 (4.2%)	2 (8.3%)	24 (24.0%)
Column Total (%)	45 (45.0%)	40 (40.0%)	9 (9.0%)	6 (6.0%)	100 (100.0%)

Responsiveness

I. Delivery of Products and Services

A total of 99 respondents provided 197 responses on the agreement scale to assess responsiveness to deliver products and services. The mean score received was two (2); as 61% (60) and 63% (62) of the responses agreed that the entity was responsive in the delivery of its products and service, respectively (**Figure 75**).

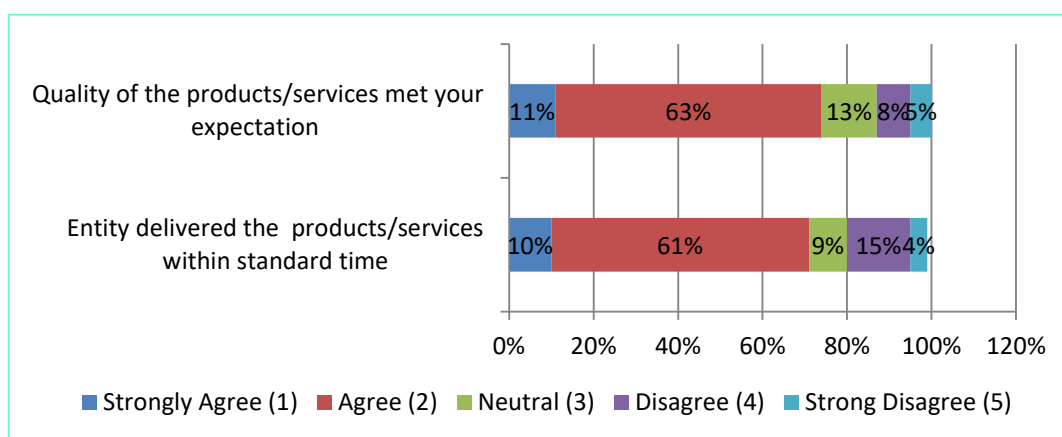


FIGURE 75: AGREEMENT SCALE-DELIVERY PRODUCTS & SERVICES

II. Areas of Satisfaction and Dissatisfaction with Products and Services

Eighty-four (84) respondents expressed the areas that they experienced satisfaction with the products and services. Roughly, 37% (31) of the distribution was satisfied with the quality of the products and services received; while, 27% (23) said that the staff was responsive and helpful.

Areas of dissatisfaction were disclosed by 47 respondents. The top two factors that respondents were dissatisfied with were that the entity failed to deliver farm products as promised and the lack of resources and assistance to farmers (**Appendix 7**).

III. Staff Responsiveness

Ninety-nine (99) respondents provided a total of 439 responses on the agreement scale to measure staff responsiveness across the five (5) statements illustrated below. The mean score obtained for the statements was (2), as 76% (333) of all the responses agreed that staff was responsive (**Figure 76**).

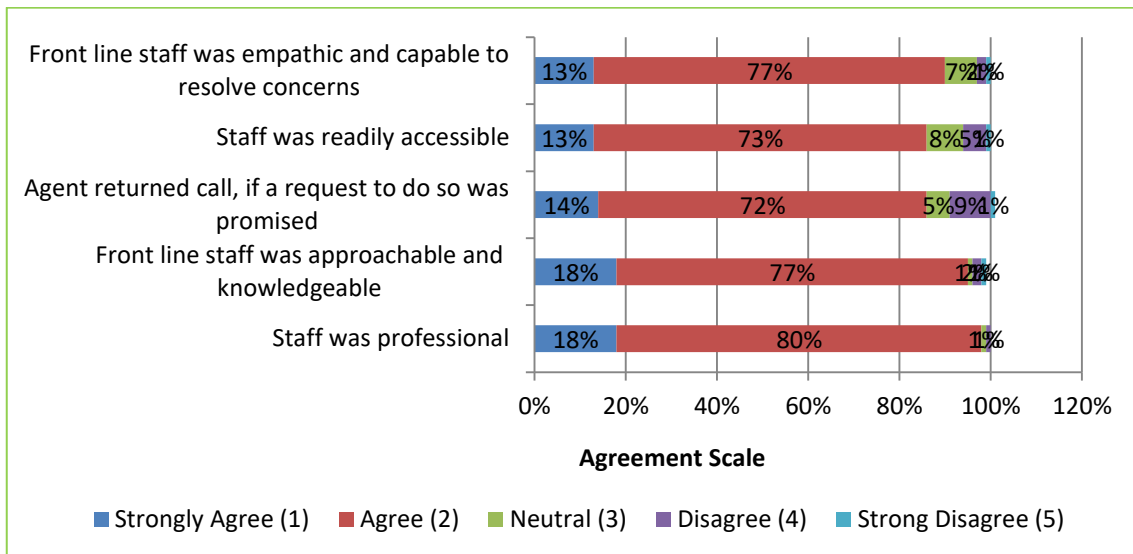


FIGURE 76: AGREEMENT SCALE- STAFF RESPONSIVENESS

IV. Overall Satisfaction with Responsiveness

A sum 98 respondents rated their satisfaction with responsiveness. The average rating obtained was 80%, this resulted from 47% (46) and 19% (19) of the distribution that either rated responsiveness as good or excellent, respectively (**Figure 77**).

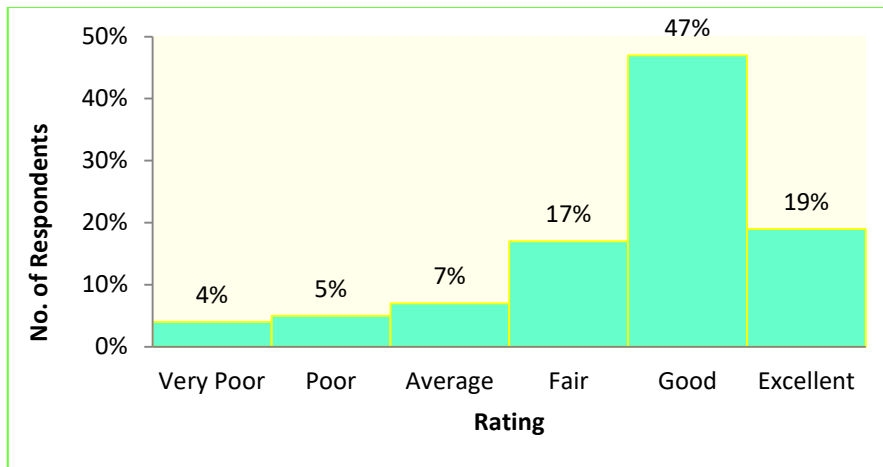


FIGURE 77: SATISFACTION RATING-RESPONSIVENESS

Process and Facility

I. Ease of Doing Business

A total of 468 responses were obtained on the agreement scale for the ease of doing business. The means score was two (2), as 78% (363) of all the responses mainly showed agreement that the entity provided ease of doing business. Respondents largely agreed that the steps to access products and services were easy to understand, along with limited waiting time in office to obtain the same (**Figure 78**).

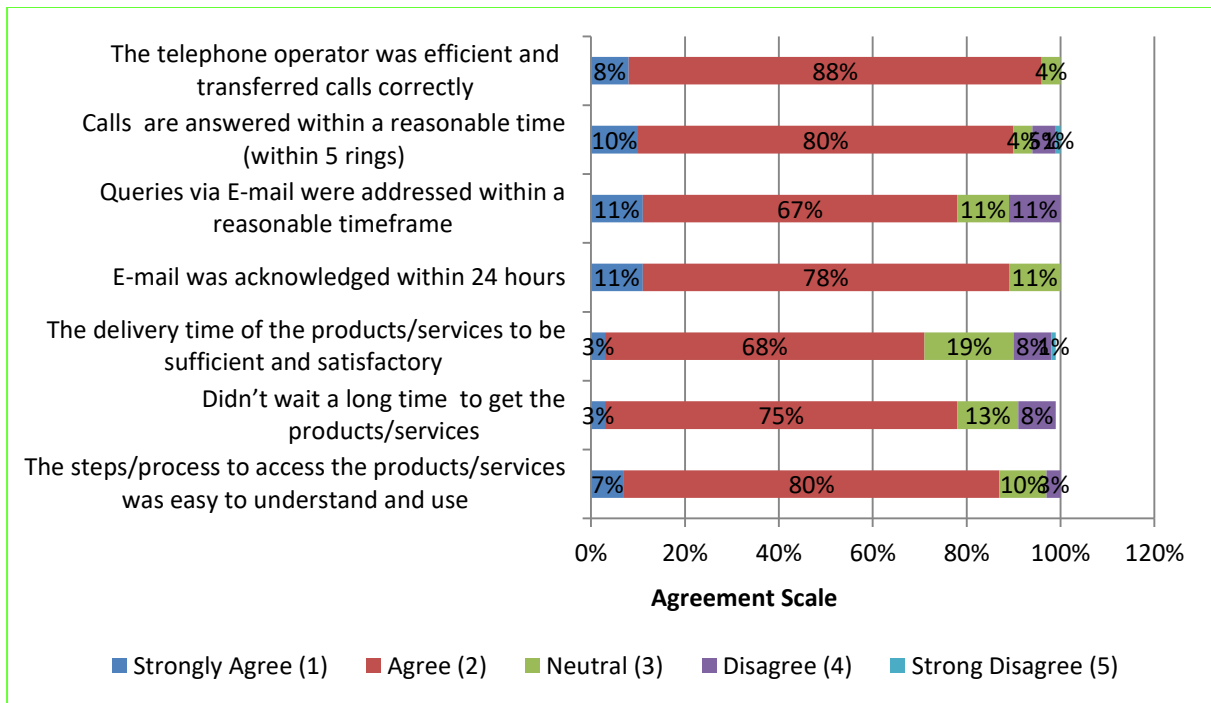


FIGURE 78: AGREEMENT SCALE- EASE OF DOING BUSINESS

II. Comfort of Facility

Eight-nine (89) respondents produced a total of 205 responses on their agreement with comfort of the facility. The mean score was two (2), which indicated that the majority of the respondent felt that the facility provided adequate comfort when conducting business. The highest level of agreement was that the facility provided sufficient amenities (**Figure 79**).

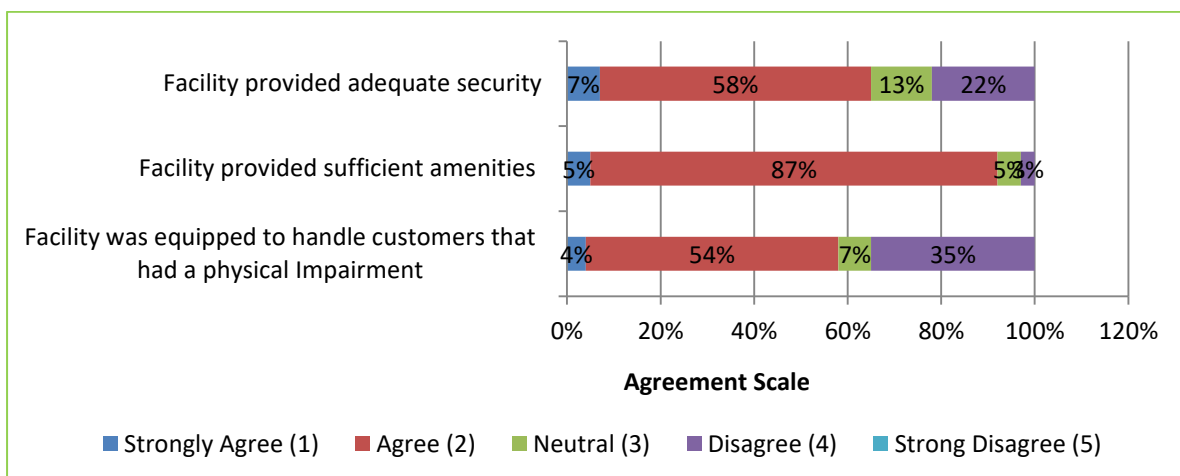


FIGURE 79: AGREEMENT SCALE- COMFORT OF FACILITY

III. Factors to Improve Process

Ways to improve process was reported by 43 respondents. Approximately, 23% (10) would like to see an upgrade of the facility’s infrastructure to improve ease of doing business and to facilitate persons living with a disability. This was followed by the desire for increased access to markets for produce and more financial assistance for farmers (**Appendix 8**).

IV. Overall Satisfaction with Process and Facility

Process and facility achieved an average satisfaction rating of 80 per cent. Collectively, 69% (62) of the respondents rated the process and facility from good to excellent (**Figure 80**).

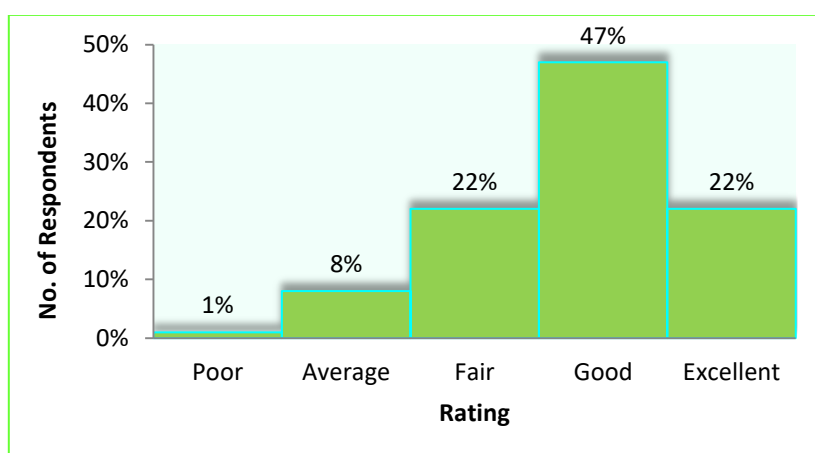


FIGURE 80: SATISFACTION RATE- PROCESS & FACILITY

Communication

I. Level of Communication

The mean score for level of communication was two (2) on the agreement scale. This highlighted that majority of the responses were in agreement that the entity provided adequate level of communication. However, the respondents mainly disagreed that the entity had invited customers to participate in the development and designs of the products and services (**Figure 81**).

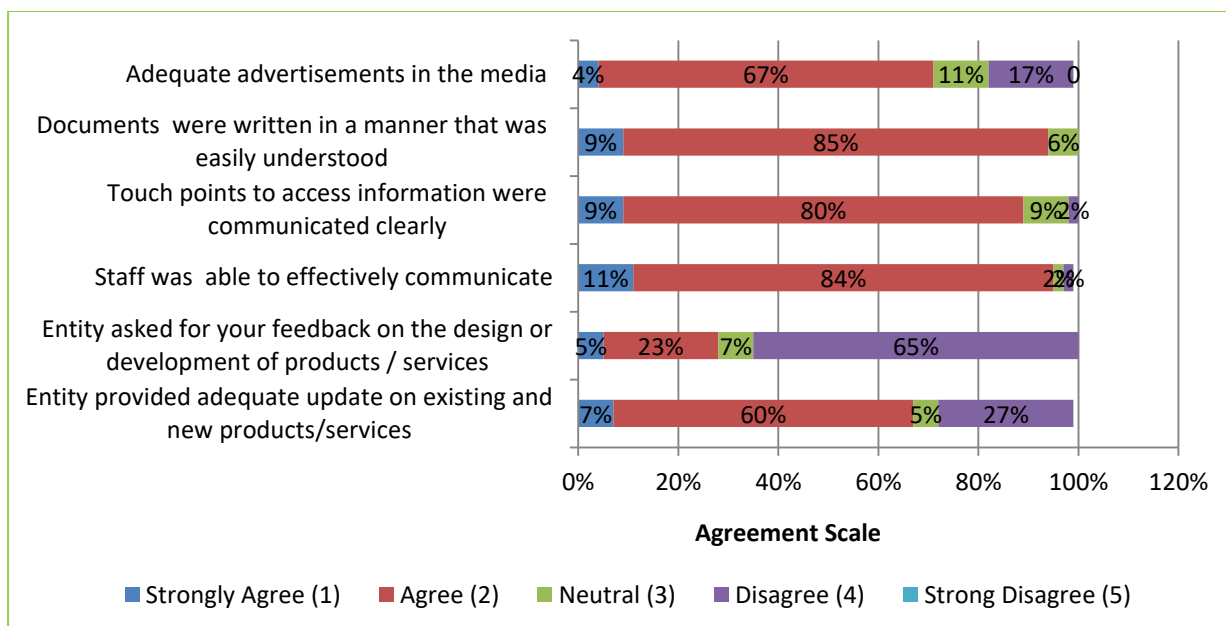


FIGURE 81: AGREEMENT SCALE-LEVEL OF COMMUNICATION

II. Areas to Improve Communication

Fifty-two (52) respondents disclosed factors which they believed could improve communication. Just around 37% (19) of the respondents were of the perception that communication can be improved by providing regular updates via text message, email and WhatsApp. Roughly 25% (13) thought the entity should increase advertisement about products and service on social media (**Figure 82**).

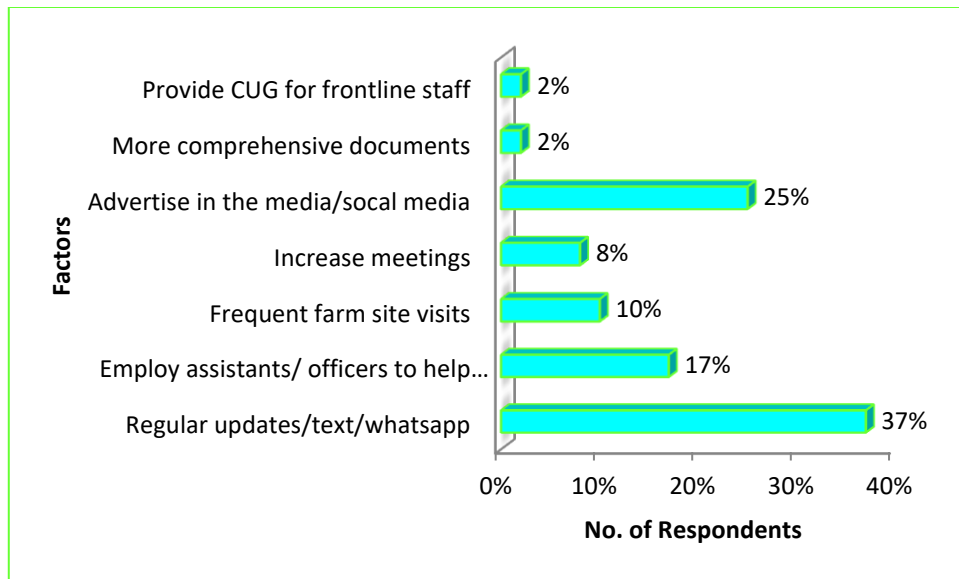


FIGURE 82: AREAS TO IMPROVE COMMUNICATION

III. Overall Satisfaction with Communication

Level of Communication received a satisfaction rating of 80 per cent. Around 36% (34) of the respondents indicated that the communication level of the entity was good, while 26% (25) felt that it was excellent (**Figure 83**).

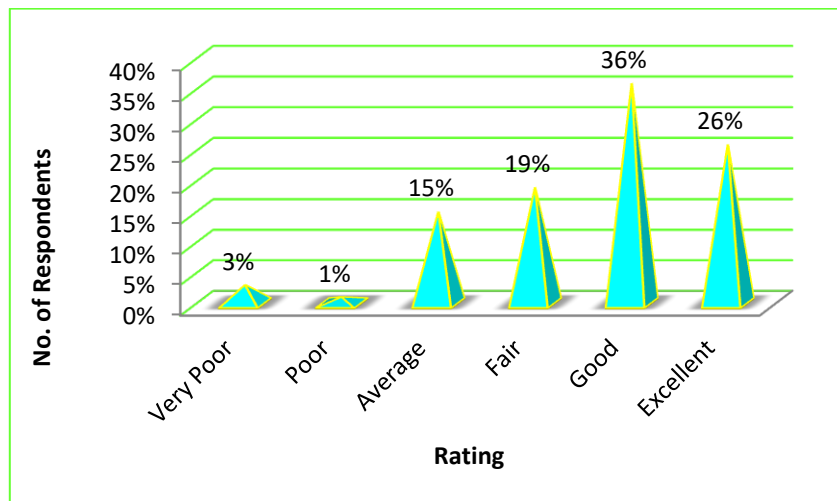


FIGURE 83: SATISFACTION RATE-COMMUNICATION

Reliability of Service

The respondents provided 107 responses on their agreement with the statements to measure reliability of service. The mean score obtained on the scale was two (2), as 79% (179) of all the responses were in agreement that the service was reliable (**Figure 84**).

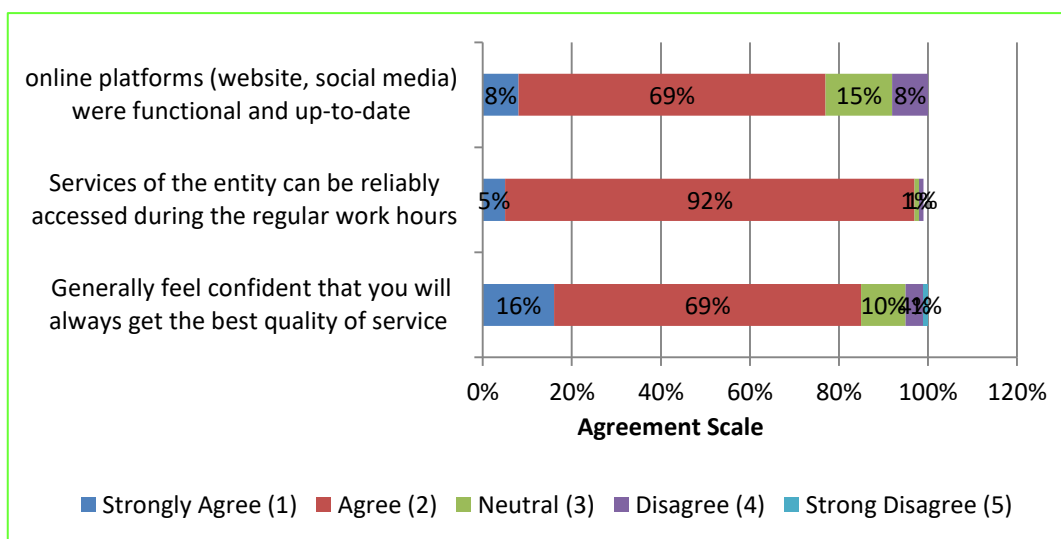


FIGURE 84: AGREEMENT SCALE- RELIABILITY OF SERVICE

I. Perceived Customer Loyalty

Ninety-four (94) respondents expressed their perceived level of customer loyalty. Approximately 62%, (58) of the distribution stated that they would not switch, if there was another entity that provided the same products and services. However, 17% (16) admitted that they would switch, while the remaining respondents were unsure.

The respondents that indicated that they would switch, would mainly do so because of inefficiency with service delivery.

Overall Customer Satisfaction

I. Satisfaction with Customer Service

Among 97 respondents, 68% (66) said that they were satisfied with the customer service, while 20% (19) were extremely satisfied.

II. Satisfaction with Customer Experience

Approximately, 49% (47) of the respondents disclosed that they were satisfied with their overall customer experience and 29% (27) indicated that they were extremely satisfied.

III. Overall Customer Satisfaction Rate

Based on the overall service experience of the respondents, the entity received an average customer satisfaction rate of 80 per cent. The entity therefore met the service standard target for providing quality service to the customers that were surveyed.

Research and Development Division



Summary of Main Findings

The table below provides a summary of the main findings for 61 respondents that were surveyed for the Research and Development Division. The frequency output either reflects the full percentages or the largest proportion of the distribution. The scale-type responses are presented in averages and overall rating.

Summary of Main Findings	
Customers' Composition	Frequency (%)
Number of Respondents Surveyed:	61
<ul style="list-style-type: none"> Males Females 	49 (80.3%) 12 (19.7%)
Main Methods to Access Products & Services:	Number of Respondents 61
<ul style="list-style-type: none"> Walk-in Telephone 	46 (75.4%) 12 (19.7%)
Preferred Methods to Access Products & Services:	Number of Respondents 61
<ul style="list-style-type: none"> Walk-in Telephone 	35 (57.4%) 14 (23.0%)
Five Point Agreement Scale	
Focus Area	Average Score
Efficiency of Responsiveness	2- Agreed that the division was responsive with service delivery
Efficiency of Process & Facility	2- Agreed that the division's process and facility was efficient
Efficiency of Communication	3- Neutral on the level of communication
Reliability of Service	2- Agreed that the service was reliable
Ten Point Rating Scale	
Focus Area	Average Rating
Responsiveness	80%- Met service standard target
Process and Facility	80%- Met service standard target
Communication	70%- Did not meet service standard target
Overall Customer Satisfaction	
Focus Area	Average Rating
Customer Service	2- Satisfied with Customer Service
Customer Experience	2- Satisfied with Customer Experience
Overall Customer Satisfaction Rate	77% -Did not meet service standard target

Customers' Composition

I. Number of Respondents Surveyed by Age and Sex

Sixty-one (61) respondents were surveyed, 80% (49) were males. The largest proportion of the respondents was within the age groups of 31 to 40 years and 41 to 50 years (**Figure 85**).

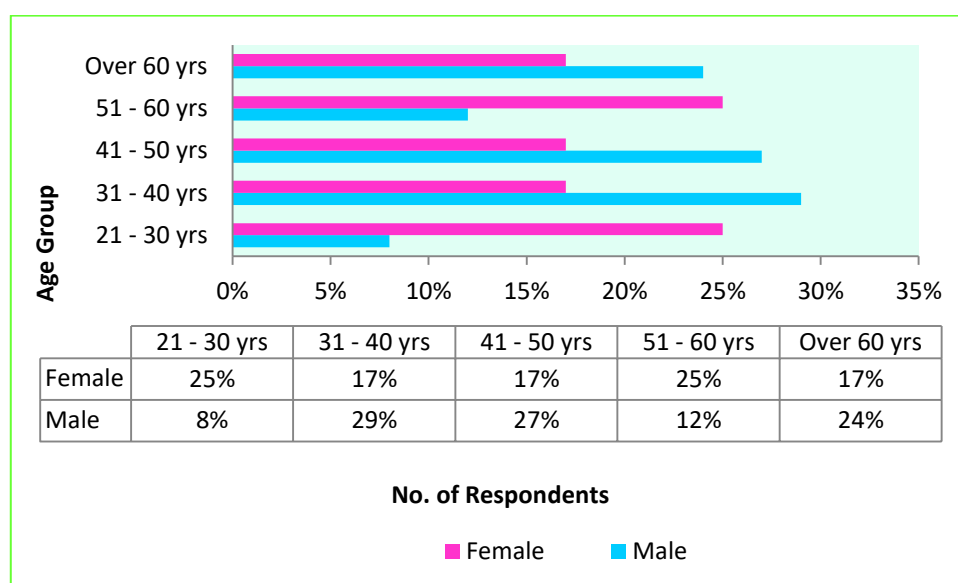


FIGURE 85: AGE/SEX COMPOSITION

II. Customers' Main Methods to Access Products and Services

All 61 respondents stated the main methods they used to access products and service. Of this sum, 75% (46) visited the entity, while 20% (12) used the telephone. Only three (3) per cent (2) of the distribution indicated that they used online platform; those respondents were within the age group 31 to 40 years and 41 to 50 years (**Table 16**).

Table 16: CROSS TABULATION- MAIN METHODS BY AGE GROUP

AGE GROUP	MAIN METHODS				
	WALK-IN	TELEPHONE	ONLINE	VISIT FROM AGENT	ROW TOTAL (%)
21-30	5 (71.4%)	2 (28.6%)	0 (0.0%)	0 (0.0%)	7 (11.5%)
31 - 40	11 (68.8%)	4 (25.0%)	1 (6.3%)	0 (0.0%)	16 (26.2%)
41 - 50	12 (80.0%)	3 (20.0%)	0 (0.0%)	0 (0.0%)	15 (24.6%)
51 - 60	7 (77.8%)	0 (0.0%)	1 (11.1%)	1 (11.1%)	9 (14.8%)
OVER 60	11 (78.6%)	3 (21.4%)	0 (0.0%)	0 (0.0%)	14 (23.0%)
COLUMN TOTAL (%)	46 (75.4%)	12 (19.7%)	2 (3.3%)	1 (1.6%)	61 (100.0%)

III. Preferred Method to Access Products and Services

The respondents expressed their preferred methods to access products and services; there was a noticeable increase of respondents that would prefer to gain access online, this accounted for 18% (11) of the distribution. However, the respondents revealed that their top preference was to either visit the entity or by telephone (**Table 17**).

TABLE 17: CROSS TABULATION- PREFERRED METHODS BY AGE GROUP

AGE GROUP	PREFERRED METHODS				
	WALK-IN	TELEPHONE	ONLINE	VISIT FROM AGENT	ROW TOTAL (%)
21-30	4 (57.1%)	2 (28.6%)	1 (14.3%)	0 (0.0%)	7 (11.5%)
31 - 40	10 (62.5%)	3 (18.8%)	3 (18.8%)	0 (0.0%)	16 (26.2%)
41 - 50	9 (60.0%)	4 (26.7%)	2 (13.3%)	0 (0.0%)	15 (24.6%)
51 - 60	3 (33.3%)	1 (11.1%)	4 (44.4%)	1 (11.1%)	9 (14.8%)
OVER 60	9 (64.3%)	4 (28.6%)	1 (7.1%)	0 (0.0%)	14 (23.0%)
COLUMN TOTAL (%)	35 (57.4%)	14 (23.0%)	11 (18.0%)	1 (1.6%)	61 (100.0%)

Responsiveness

I. Delivery of Products and Services

Sixty (60) respondents gave 119 responses to measure responsiveness to deliver products and services. The mean score obtained was two (2); as 68% (81) of all the responses accounted for those that agreed, and another 14% (17) strongly agreed that the entity delivered the products in standard time-frame and that the quality of the service delivery met their expectations (**Figure 86**).

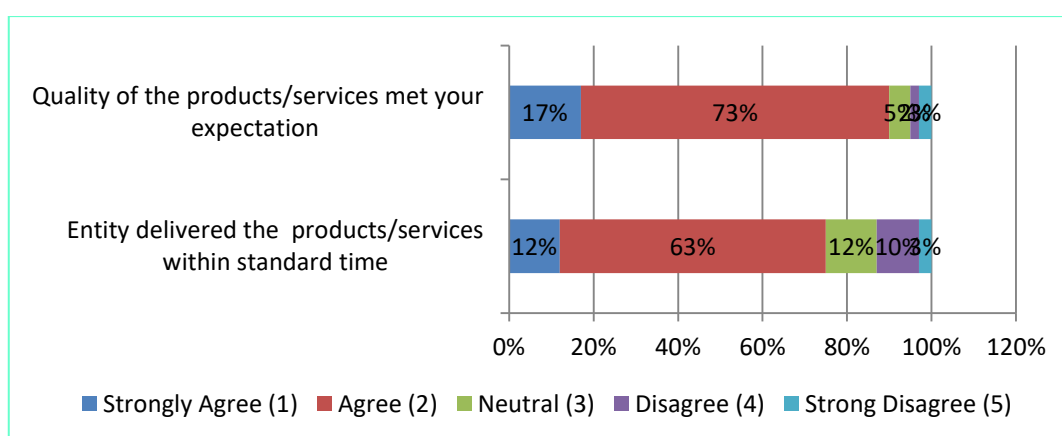


FIGURE 86: AGREEMENT SCALE- DELIVERY OF PRODUCTS & SERVICES

II. Areas of Satisfaction and Dissatisfaction with Products and Services

Fifty-eight (58) respondents stated the areas they experienced satisfaction; close to one half of the distribution (43%, 25) simply stated that they liked the quality of the products and services. The second most popular factor was satisfaction with the customer service received.

Areas of dissatisfaction were reported by 31 respondents. Approximately 39% (12) of the distribution was mainly displeased with the slow turn-around time for service delivery (**Appendix 9**).

III. Staff Responsiveness

A total of 282 responses were obtained to measure agreement with staff responsiveness. The mean score recorded was two (2), as 78% (221) of all the responses showed agreement that the entity’s staff were responsiveness. The data revealed that there was no disagreement with staff being professional and knowledgeable. The areas with marginal disagreement were staff returning a call if a promise was made to do so and accessibility of staff (**Figure 87**).

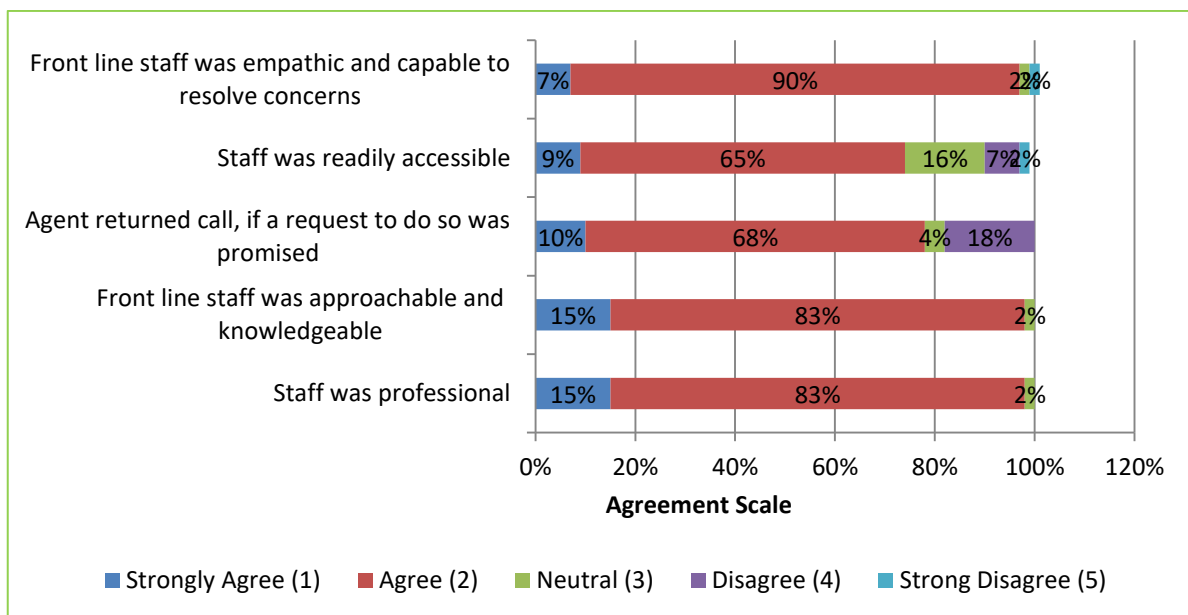


FIGURE 87: AGREEMENT SCALE- STAFF RESPONSIVENESS

IV. Overall Satisfaction with Responsiveness

Sixty (60) respondents gave an overall satisfaction rating for the entity’s responsiveness. This service dimension obtained an average rating of 80 per cent. This was achieved from 57% (34) and 27% (16) of the customers that rated responsiveness from good to excellent, respectively (**Figure 88**).

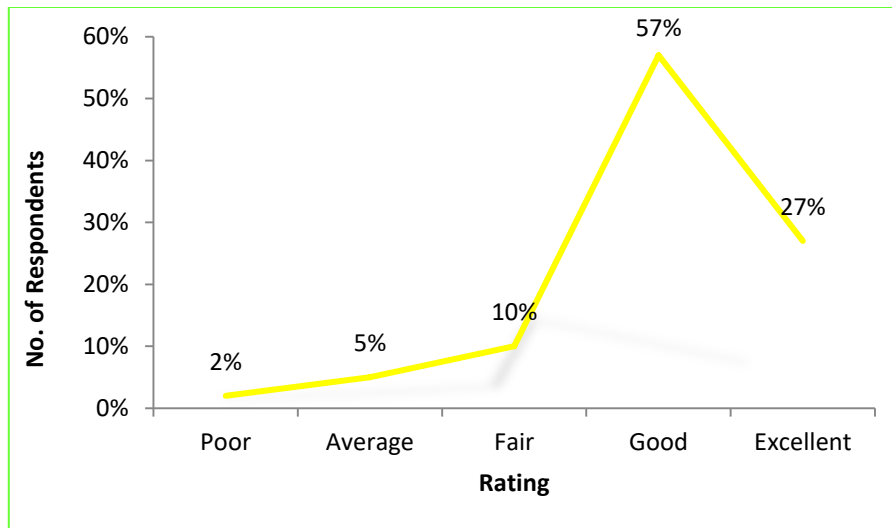


FIGURE 88: SATISFACTION RATE- RESPONSIVENESS

Process and Facility

I. Ease of Doing Business

Agreement with ease of doing business had 283 responses. The mean score along the scale was two (2); this was due to 70% (199) of all the responses that showed agreement that there was ease of doing business. The statement with the highest amount of agreement was that the steps or processes to access the products and services were easy to use and understand (Figure 89).

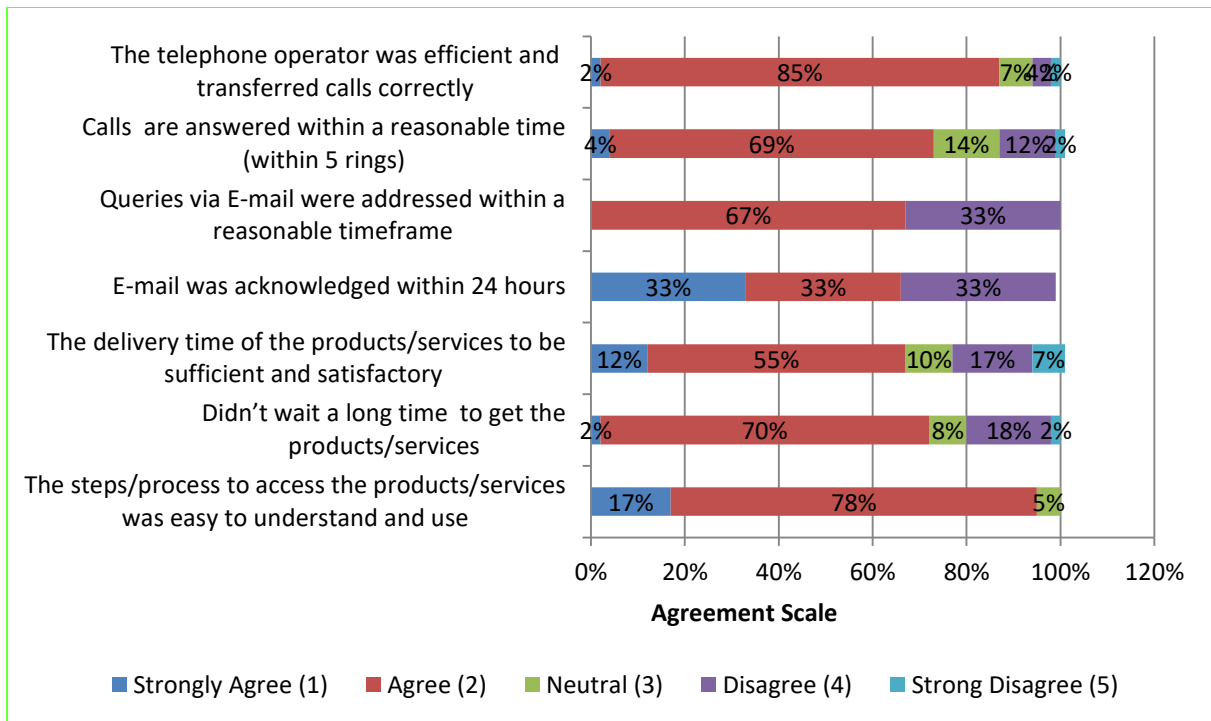


FIGURE 89: AGREEMENT SCALE- EASE OF DOING BUSINESS

II. Comfort of Facility

A sum of 141 responses was provided to express agreement with comfort of the facility. Approximately 79% (112) of all the responses agreed that there was some form of comfort at the facility while conducting business (**Figure 90**).

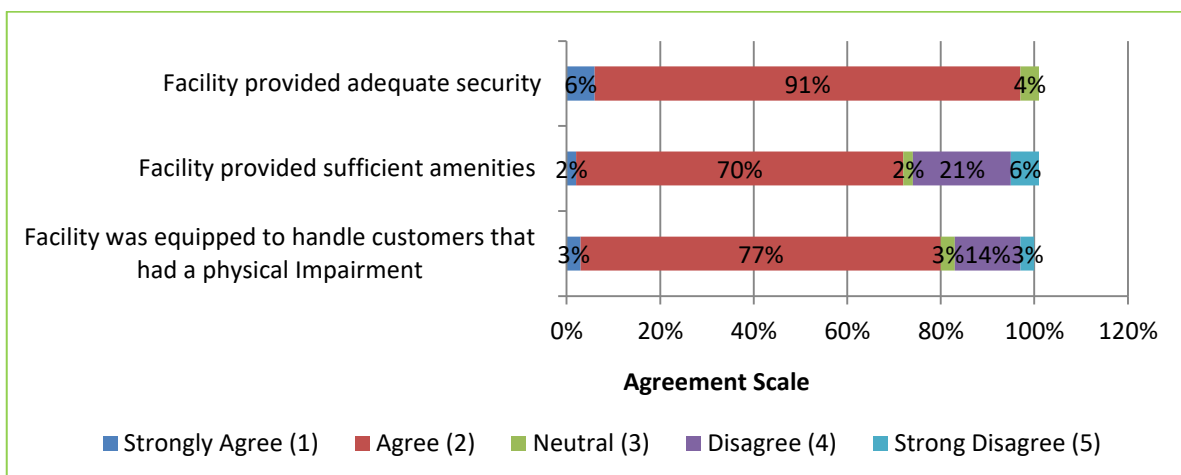


FIGURE 90: AGREEMENT SCALE- COMFORT OF FACILITY

III. Factors to Improve Process

Thirty-one (31) respondents reported the factors they thought could improve the process. There was an even spread in the distribution that thought the entity should upgrade the facility and to improve on the consistency with providing quality of service delivery. Another highlighted factor was the location and accessibility of the roads to get to the facility. As such, customers also suggested improvement in signage to facilitate ease of finding the location along with suggestions of increasing the number of facilities (**Appendix 10**).

IV. Overall Satisfaction with Process and Facility

The average satisfaction rating obtained for process and facility was 80%; which reflected 14% positive increase in satisfaction rating when compared to the previous year. This was due to 62% (36) of the respondents that rated process and facility as good; while 16% (9) said it was excellent (**Figure 91**).

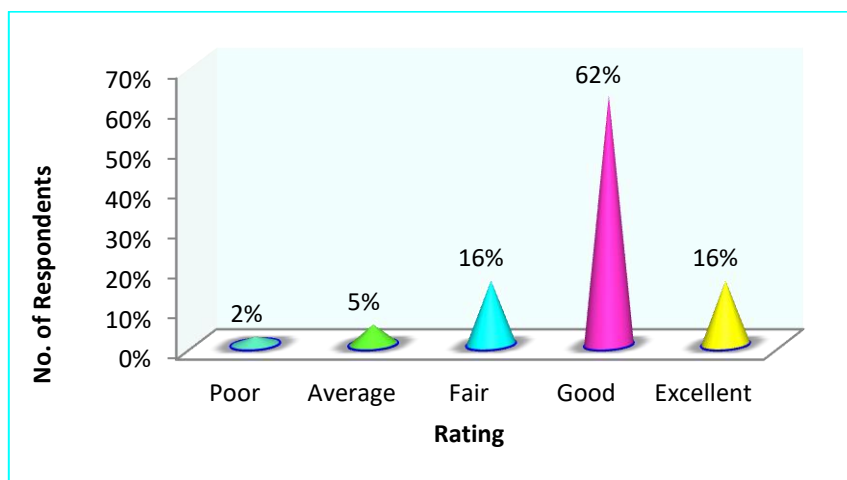


FIGURE 91: SATISFACTION RATE- PROCESS & FACILITY

Communication

I. Level of Communication

There were a total of 323 responses on the agreement scale to measure level of communication. The average score was three (3); indicated that the respondents were neutral about the level of communication. The respondents largely disagreed that there was adequate update to keep them informed or that the entity had invited them to participate in the design of the products and services (**Figure 92**).

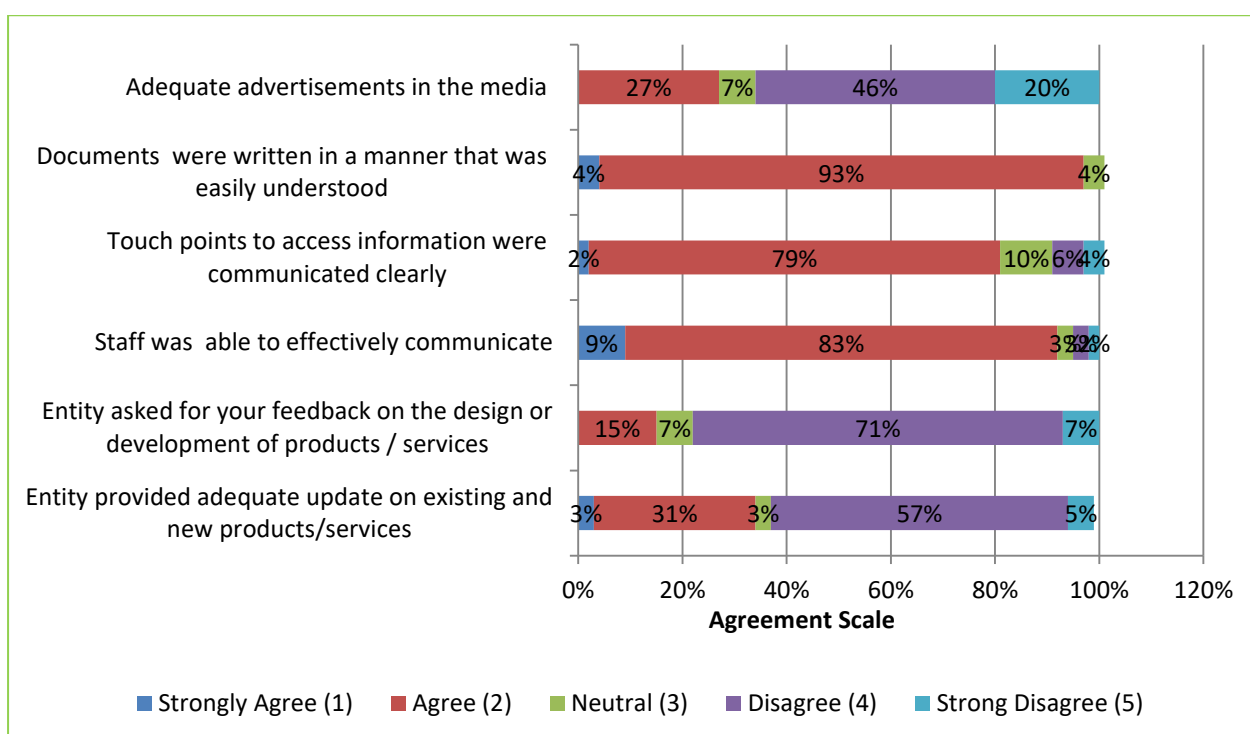


FIGURE 92: AGREEMENT SCALE- LEVEL OF COMMUNICATION

II. Factors to Improve Communication

Thirty-nine (39) respondents reported factors they thought could improve communication. Just about 41% (16) suggested that the entity provide frequent updates about the services through text messages and e-mails. Approximately 33% (16) thought increased advertisement on traditional and social media could bolster communication efforts (**Figure 93**).

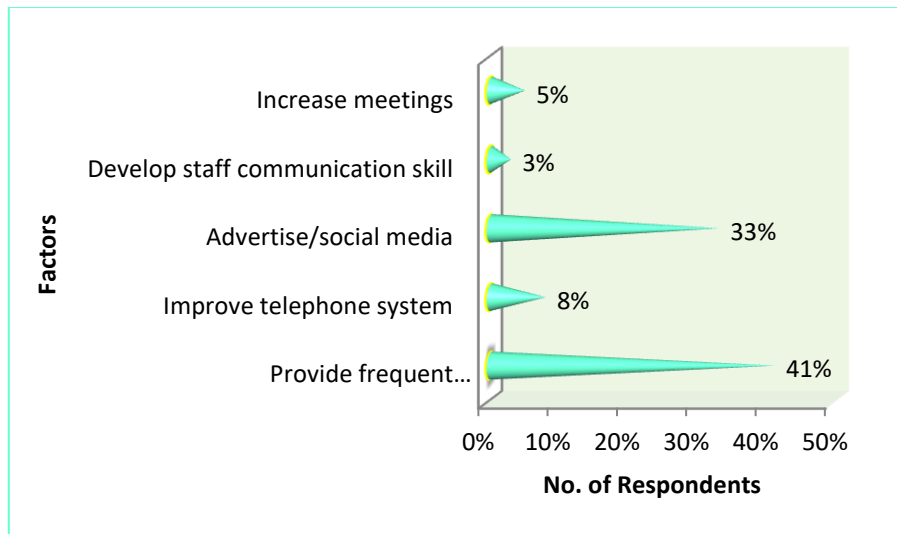


FIGURE 93: FACTORS TO IMPROVE COMMUNICATION

III. Overall Satisfaction with Communication

Sixty (60) respondents disclosed their satisfaction rating with the level of communication. The average rating was 70 per cent. This showed a 16 percentage increase change in satisfaction rating for this service dimension. Despite the improvement, the entity failed to meet the target satisfaction score of 80 per cent.

Reliability of Service

Sixty (60) respondents provided a total of 138 responses on the agreement scale to measure reliability of service. Just about 75% (103) of all the responses primarily suggested that the entity's service was reliable. As such, the mean score was two (2); this was justified by agreement that the service can be reliably accessed during the regular business hour and that they generally felt confident that they would always get the best quality of service (**Figure 94**).

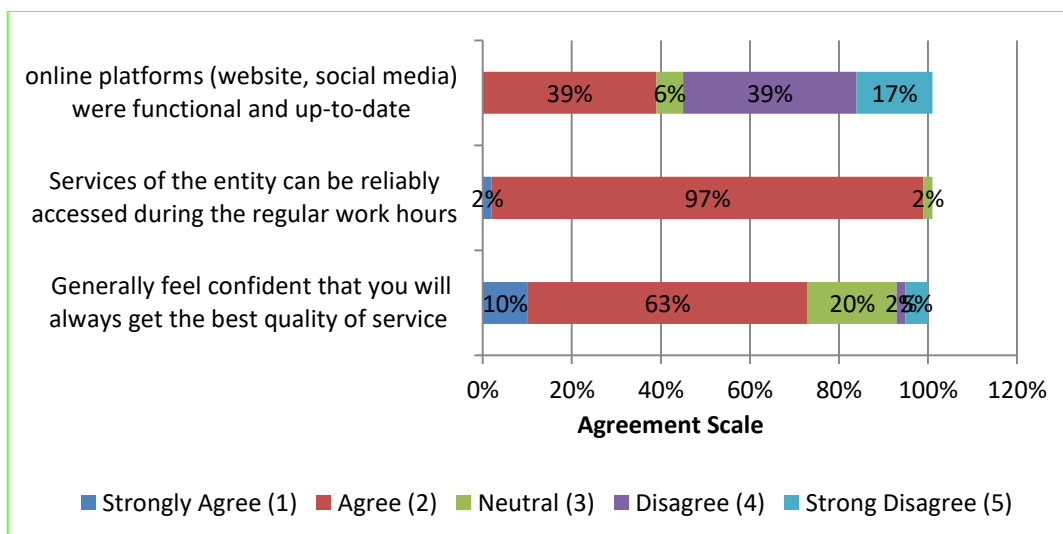


FIGURE 94: AGREEMENT SCALE- RELIABILITY OF SERVICE

I. Perceived Customer Loyalty

Forty-five (45) respondents revealed whether they believed they would switch, if there was another entity that provided the same products and services. Among this distribution, 42% (25) said they would not switch, compared to 22% (13) who said they would. The remaining respondents were unsure.

Among the respondents that said they would switch, customers complained about poor quality of service, supply of farm products and price.

Customer Satisfaction

I. Satisfaction with Customer Service

Of 60 respondents, 68% (41) said they were satisfied with the customer service; and 23% (14) were extremely satisfied.

II. Satisfaction with Customer Experience

For entire customer experience, 62% (37) of the respondents said they were satisfied, while 18% (11) were extremely satisfied.

III. Overall Customer Satisfaction Rate

Based on the results of the focus areas and the overall service experience of the respondents, it was found that the average customer satisfaction rate was 77%; this represented a ten (10) percentage increase change, improving from 70% last year.

Plant Quarantine Produce Inspection



Summary of Main Findings

The table below provides a summary of the main findings for 45 respondents that were surveyed for the Plant Quarantine Produce Inspection Branch. The frequency output either reflects the full percentages or the largest proportion of the distribution. The scale-type responses are presented in averages and overall rating.

Summary of Main Findings	
Customers' Composition	Frequency (%)
Number of Respondents Surveyed:	45
<ul style="list-style-type: none"> Males Females 	22 (48.9%) 23 (51.1%)
Main Methods to Access Products & Services:	Number of Respondents 45
<ul style="list-style-type: none"> Walk-in Telephone 	30 (66.7%) 13 (28.9%)
Preferred Methods to Access Products & Services:	Number of Respondents 45
<ul style="list-style-type: none"> Walk-in Telephone 	25 (55.6%) 10 (22.2%)
Five Point Agreement Scale	
Focus Area	Average Score
Efficiency of Responsiveness	2- Agreed that the division was responsive with delivery of service
Efficiency of Process & Facility	2- Agreed that the process and facility was efficient
Efficiency of Communication	3- Neutral that the level of communication was efficient
Reliability of Service	2- Agreed that the service of the division was reliable
Ten Point Rating Scale	
Focus Area	Average Rating
Responsiveness	80%- Met service standard target
Process and Facility	80%- Met service standard target
Communication	80%- Met service standard target
Customer Satisfaction	
Variable	Average Rating
Customer Service	2- Satisfied with Customer Service
Customer Experience	2- Satisfied with Customer Experience
Overall Customer Satisfaction Rate	80% - Met service standard target

Customers' Composition

I. Number of Respondents Surveyed by Age and Sex

Forty-five (45) respondents were surveyed. A little over one half (51%, 23) of the distribution were females. The age group 41 to 50 years represented 37% (16) of the distribution; while 20% (9), each, accounted for those within the cohort of 31 to 40 years and 51 to 60 years (Figure 95).

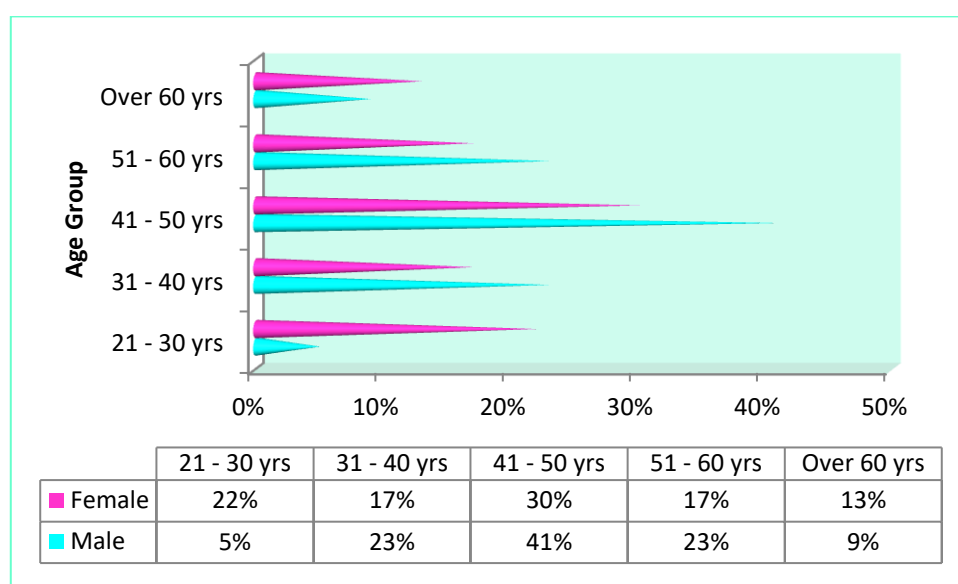


FIGURE 95: AGE/SEX COMPOSITION

II. Customers' Main Methods to Access Products and Services

Approximately 67% (30) of the respondents indicated that their main method to access products and services was to visit the physical location of the entity. Only four (4) per cent of the distribution gained access online (Table 18).

Table 18: CROSS TABULATION- MAIN METHODS BY AGE GROUP

AGE GROUP	MAIN METHODS				
	WALK-IN	TELEPHONE	ONLINE	VISIT FROM AGENT	ROW TOTAL (%)
21-30	4 (66.7%)	2 (33.3%)	0 (0.0%)	-	6 (13.3%)
31 - 40	7 (77.8%)	1 (11.1%)	1 (11.1%)	-	9 (20.0%)
41 - 50	12 (75%)	3 (18.8%)	1 (6.3%)	-	16 (35.6%)
51 - 60	4 (44.4%)	5 (55.6%)	0 (0.0%)	-	9 (20.0%)
OVER 60	3 (60.0%)	2 (40.0%)	0 (0.0%)	-	5 (11.1%)
COLUMN TOTAL (%)	30 (66.7%)	13 (28.9%)	2 (4.4%)	-	45 (100.0%)

III. Preferred Method to Access Products and Services

While the largest proportion of the respondents reported that they would prefer to continue visiting the entity to gain access to products and service, there was a notable desire for online access (Table 19).

Table 19: CROSS TABULATION- MAIN METHODS BY AGE GROUP

AGE GROUP	MAIN METHODS				
	WALK-IN	TELEPHONE	ONLINE	VISIT FROM AGENT	ROW TOTAL (%)
21-30	3 (50.0%)	3 (50.0%)	0 (0.0%)	0 (0.0%)	6 (13.3%)
31 - 40	7 (77.8%)	0 (0.0%)	2 (22.2%)	0 (0.0%)	9 (20.0%)
41 - 50	9 (56.3%)	2 (12.5%)	5 (31.3%)	0 (0.0%)	16 (35.6%)
51 - 60	4 (44.4%)	3 (33.3%)	2 (22.2%)	0 (0.0%)	9 (20.0%)
OVER 60	2 (40%)	2 (40.0%)	0 (0.0%)	1 (20.0%)	5 (11.1%)
COLUMN TOTAL (%)	25 (55.6%)	10 (22.2%)	9 (20.0%)	1 (2.2%)	45 (100.0%)

Responsiveness

I. Delivery of Products and Services

Eighty-nine (89) responses were collected on the agreement with responsiveness to delivery of products and services. The mean score was two (2) on the agreement scale. This signified that the respondents mainly agreed that the entity was responsive with the delivery of services; this was represented by 71% (63) of all the responses (**Figure 96**).

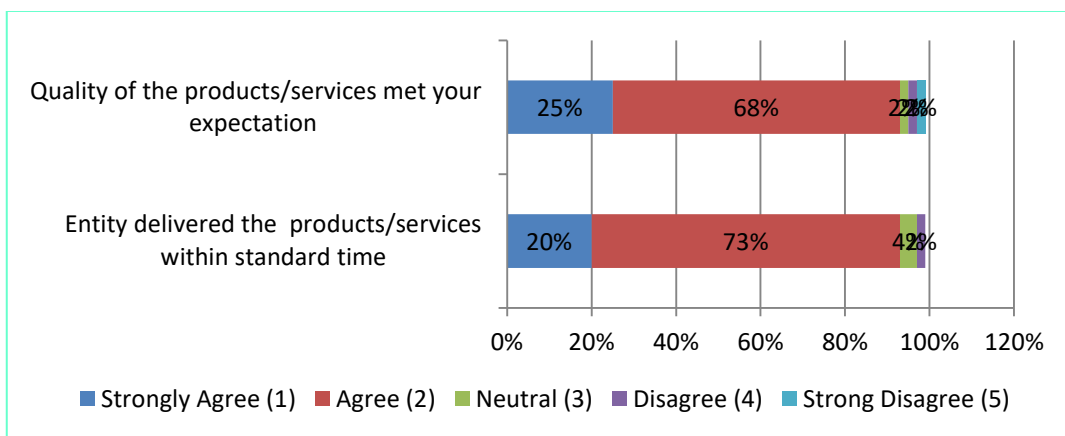


FIGURE 96: AGREEMENT SCALE- DELIVERY OF PRODUCTS & SERVICES

II. Staff Responsiveness

A total of 219 responses were obtained on the agreement scale about staff responsiveness. The mean score was two (2); 69% (151) represented the largest proportion of all the responses that agreed that the staff was responsive (**Figure 97**).

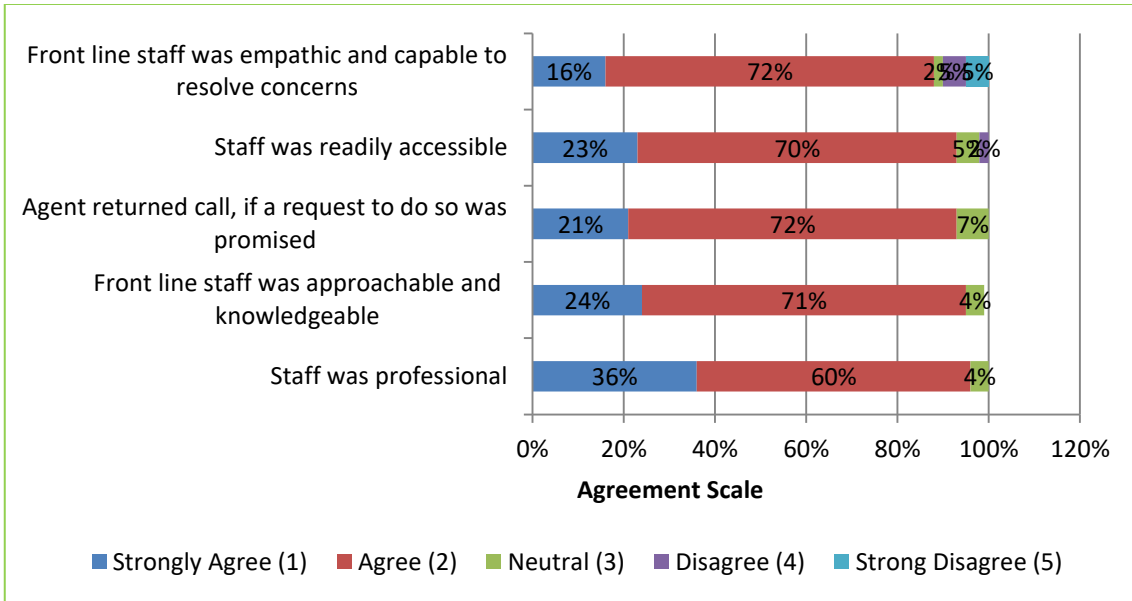


FIGURE 97: AGREEMENT SCALE-STAFF RESPONSIVENESS

III. Overall Satisfaction with Responsiveness

Overall satisfaction with responsiveness obtained an average score of 80 per cent. This was mainly due to, nearly, 60% (26) of the respondents that rated the overall responsiveness as being good (**Figure 98**).

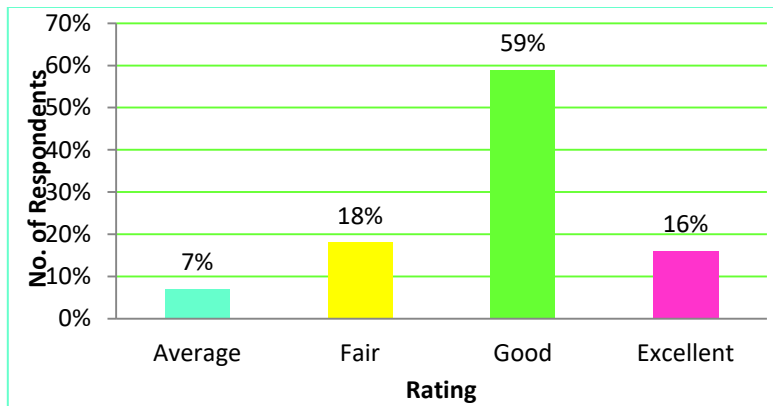


FIGURE 98: SATISFACTION- RESPONSIVENESS

Process and Facility

I. Ease of Doing Business

The respondents gave, in total, 283 response scores on the agreement scale to measure ease of doing business. The mean score for the statements, below, was two (2); this resulted from majority of the respondents that agreed that the entity provided ease when doing business. The area with the highest number of agreement was that steps to access products and services were easily understood, followed by efficiency of telephone operators delivery time was satisfactory and efficient (**Figure 99**).

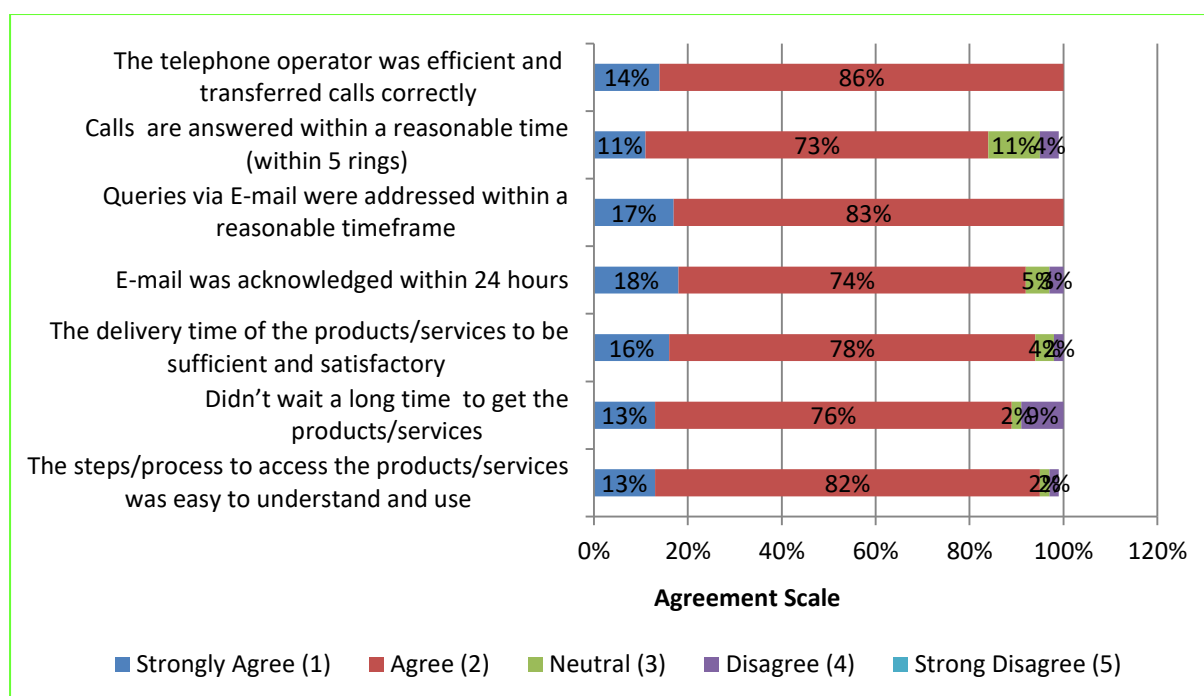


FIGURE 99: AGREEMENT SCALE - EASE OF DOING BUSINESS

II. Comfort of Facility

Forty-three (43) respondents gave 113 responses on their agreement to measure comfort of the facility. The mean score was two (2), which explained that the responses were mainly in agreement that facility provided some level of comfort. This was observed from the large number of agreements that the facility provided adequate security and amenities (**Figure 100**).

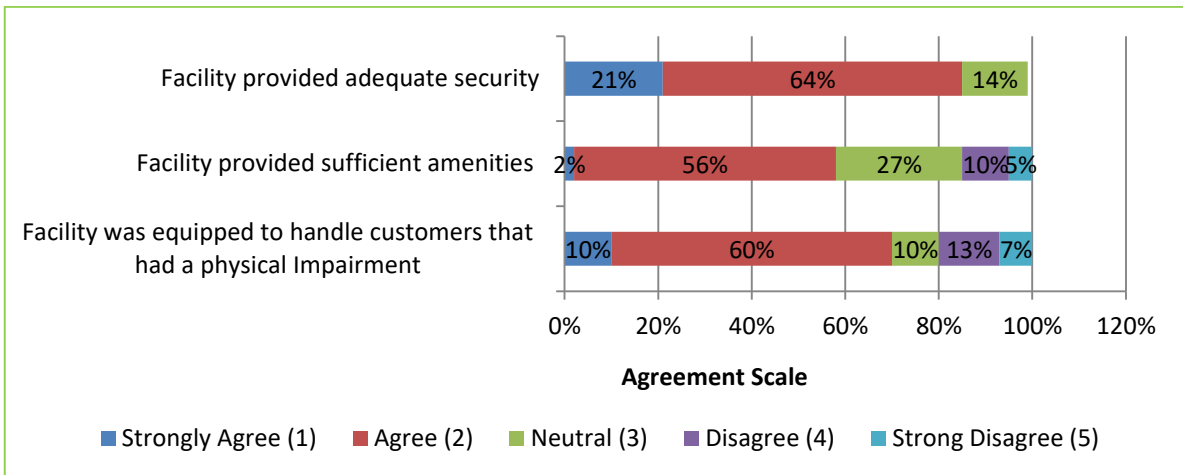


FIGURE 100: AGREEMENT SCALE- COMFORT OF FACILITY

III. Overall Satisfaction with Process and Facility

The satisfaction rate for process and facility was 80%, which met the target for service standard. Among 44 respondents, 50% (22) rated the efficiency of process and facility as good; while 32% (14) said it was fair (**Figure 101**).

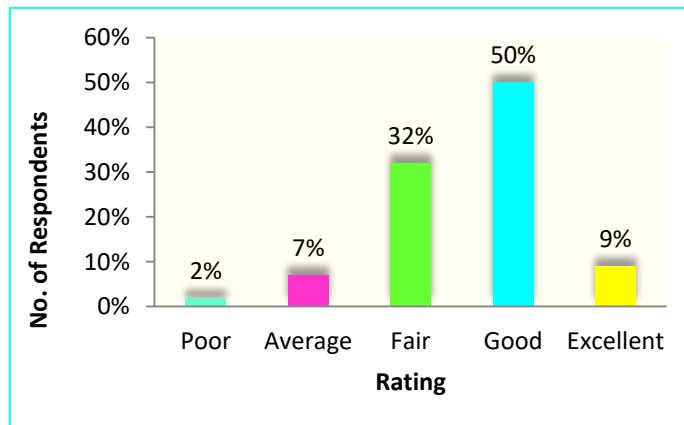


FIGURE 101: SATISFACTION- PROCESS & FACILITY

Communication

I. Level of Communication

Exactly 252 scores were obtained on the agreement scale to measure the level of communication. The mean score across the statements was two (2); the respondents, on average, were in agreement about the efficiency of communication. The score was influenced by the large number of agreement that touch points to access information were communicated clearly, followed by documents being written in a comprehensive manner (**Figure 102**).

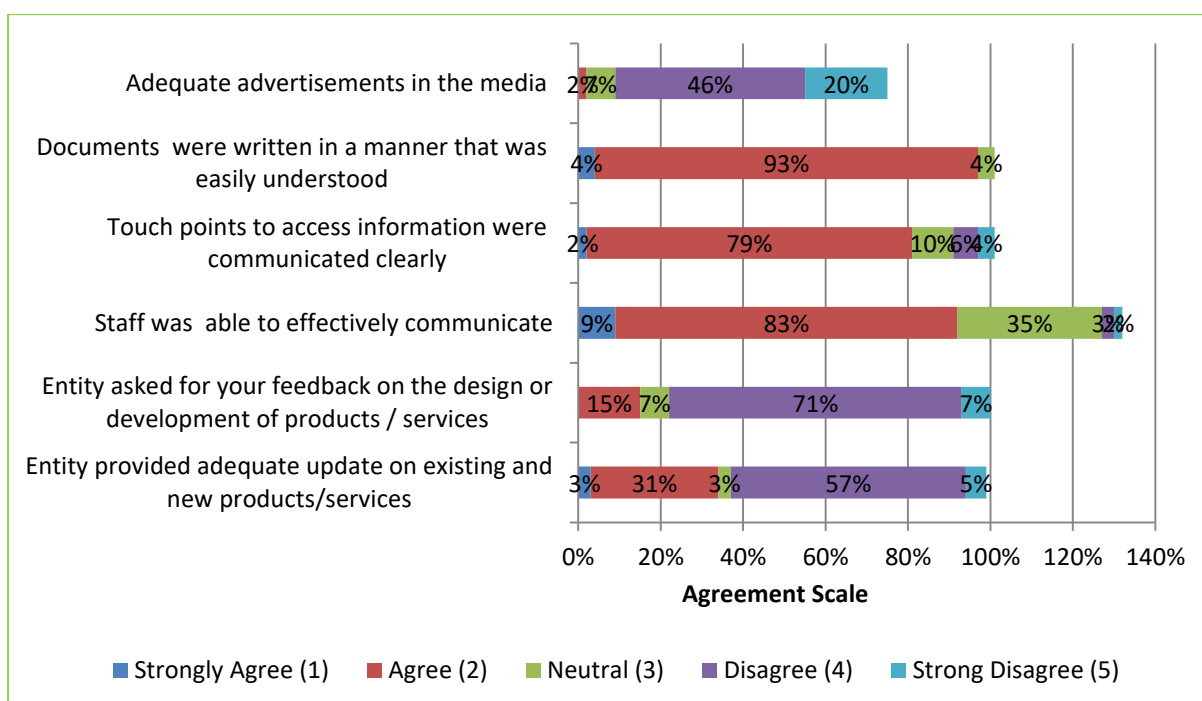


FIGURE 102: AGREEMENT SCALE- LEVEL OF COMMUNICATION

II. Factors to Improve Communication

Twenty-one (21) respondents reported factors they thought could improve communication. Just about 29% (6) suggested that the entity provide frequent updates about the service through text messages and e-mails. Approximately 19% (4) thought increased advertisement in traditional and social media could bolster communication efforts (**Appendix 11**).

III. Overall Satisfaction with Communication

Satisfaction with communication received an average rating of 80 per cent, which explained that the average number of respondent felt that the communication efforts were good.

Reliability of Service

Overall 114 responses were received to measure agreement on reliability of service. Across the statements the mean score recorded was two (2); the responses largely showed agreement that the services could be accessed within the stipulated business hours and that the respondents generally felt confident that they would always receive the best quality of service (Figure 103).

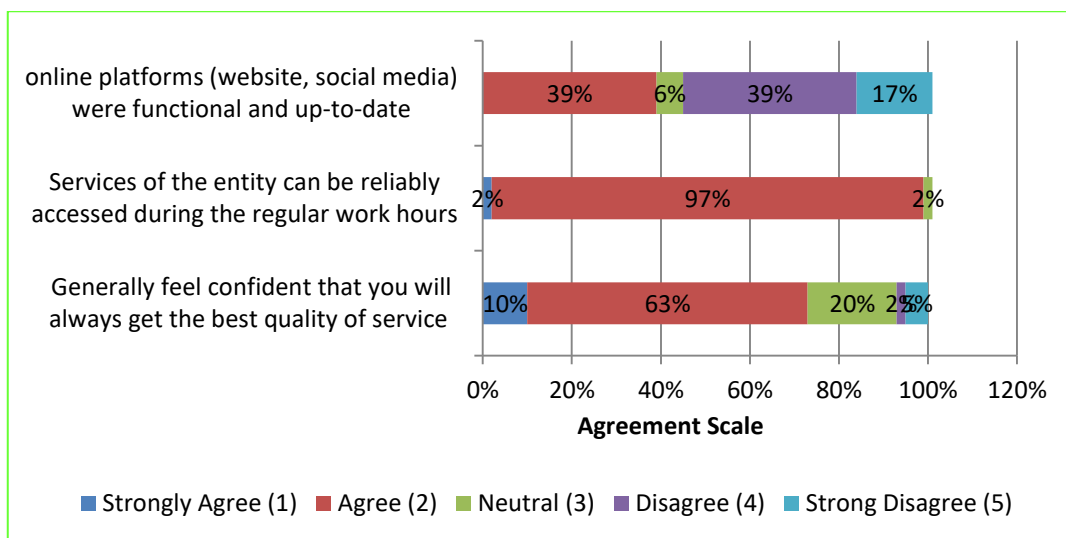


FIGURE 103: AGREEMENT SCALE - RELIABILITY OF SERVICE

Overall Customer Satisfaction Rate

I. Satisfaction with Customer Service

Among 44 respondents, roughly 59% (26) indicated that they were satisfied with the customer service and 32% (14) were extremely satisfied.

II. Satisfaction with Customer Experience

None of respondents expressed any level of dissatisfaction with their overall customer experience; as over 90% (42) of distribution expressed satisfaction to extreme satisfaction.

III. Overall Customer Satisfaction Rate

The overall customer satisfaction rate for the entity was 77%; this represented a marginal gap in service quality by three (3) per cent from meeting the targeted service standard of 80 per cent.

Veterinary Services Division



Summary of Main Findings

The table below provides a summary of the main findings for 102 respondents that were surveyed for the Veterinary Services Division. The frequency output either reflects the full percentages or the largest proportion of the distribution. The scale-type responses are presented in averages and overall rating.

Summary of Main Findings	
Customers' Composition	Frequency (%)
Number of Respondents Surveyed:	102
<ul style="list-style-type: none"> Males Females 	55 (53.9%) 47 (46.1%)
Main Methods to Access Products & Services:	Number of Respondents: 102
<ul style="list-style-type: none"> Walk-in Walk-in 	42 (41.0%) 36 (35.0%)
Preferred Methods to Access Products & Services:	Number of Respondents: 27
<ul style="list-style-type: none"> Online Walk-in 	57 (56.0%) 30 (29.0%)
Five Point Agreement Scale	
Focus Area	Average Score
Efficiency of Responsiveness	2- Agreed that the division was responsive to delivery service
Efficiency of Process & Facility	2- Agreed that the process and facility was efficient
Efficiency of Communication	3- Neutral that the level of communication was efficient
Reliability of Service	2- Agreed that the service was reliable
Ten Point Rating Scale	
Focus Area	Average Rating
Responsiveness	90%- Met service standard target
Process and Facility	80%-Met service standard target
Communication	80%- Met service standard target
Customer Satisfaction	
Variable	Average Rating
Customer Service	2- Satisfied with Customer Service
Customer Experience	2- Satisfied with Customer Experience
Overall Customer Satisfaction Rate	83% -Met service standard target

Customers' Composition

I. Number of Respondents Surveyed by Age and Sex

A total of 102 customers were surveyed. Males represented the largest proportion, with nearly 54% (55) of the distribution. Collectively, more than one half of the distribution (58%, 59) was in the age groups of 41 to 50 years and 51 to 60 years (**Figure 104**).

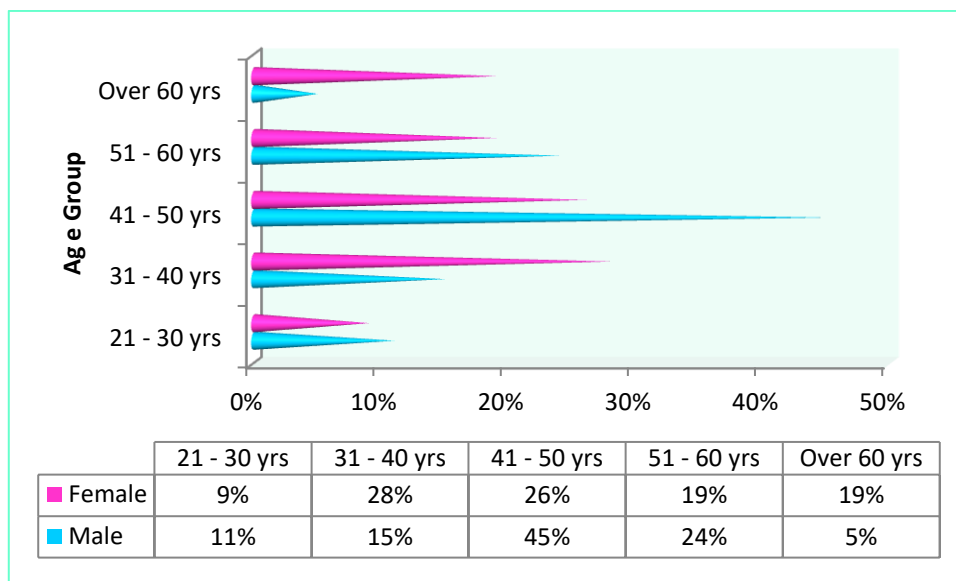


FIGURE 104: AGE/SEX COMPOSITION

II. Customers' Main Methods to Access Products and Services

Of 102 respondents, 41% (42) mainly accessed products and services by visiting the entity; while 35% (36) said they used online methods (**Figure 105**).

III. Preferred Methods to Access Products and Services

In comparison to the main methods, there was a significant increase in the number of respondents that indicated that they would prefer to gain access online; this accounted for 56% (57) of the distribution (**Figure 105**).

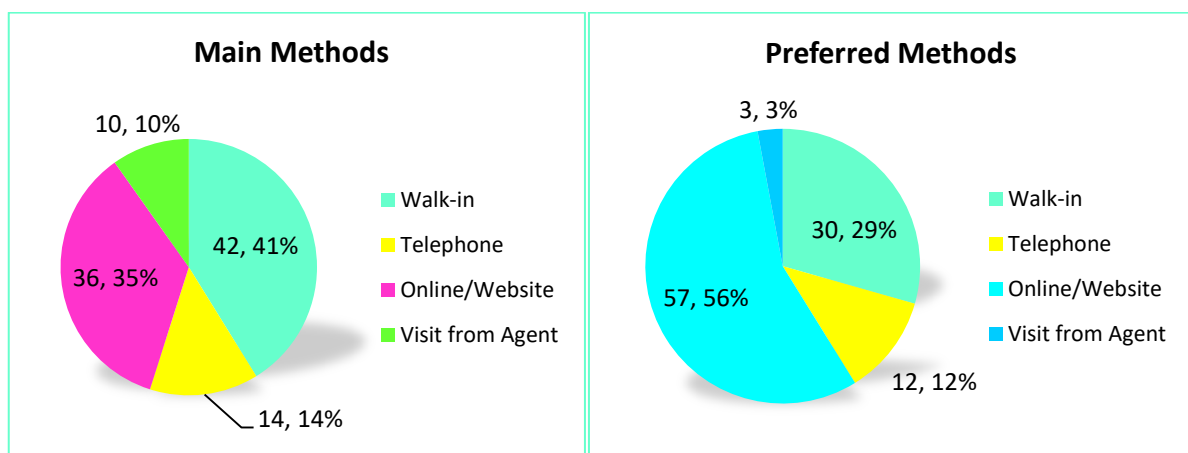


FIGURE 105: MAIN & PREFERRED METHODS TO ACCESS PRODUCTS & SERVICES

Responsiveness

I. Delivery of Products and Services

The respondents provided a total of 203 responses on their agreement with the entity's responsiveness to delivery of products and services. The mean score obtained was two (2), as 67% (135) of all the responses mainly agreed that the entity delivered products and services within the standard time-frame and that the quality of the delivery met the respondents' expectation (**Figure 106**).

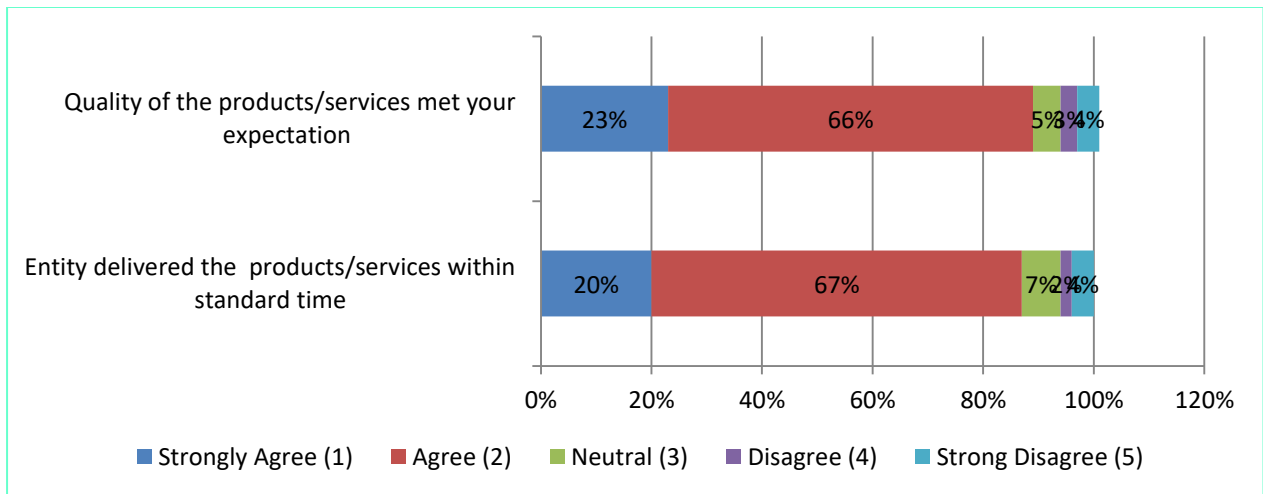


FIGURE 106: AGREEMENT SCALE- DELIVERY OF PRODUCTS & SERVICES

II. Staff Responsiveness

Among 25 respondents, a total of 90 responses were collected. The mean score recorded was two (2); as such, 63% (287) of all the responses chiefly showed agreement that the staff was responsive. The respondents largely agreed that front line staff was capable to resolve concerns and that staff was readily accessible to deliver services (**Figure 107**).

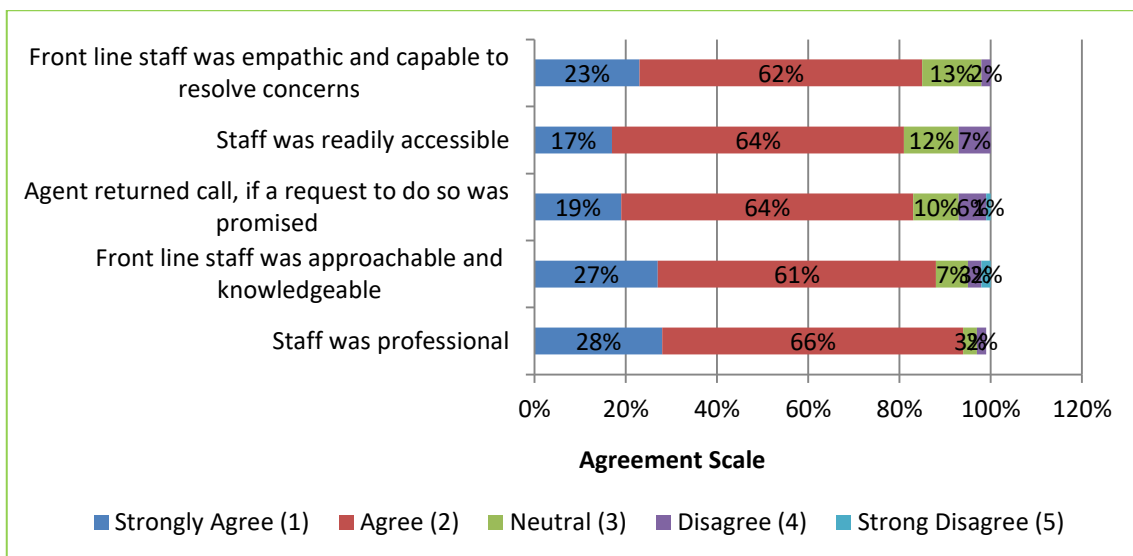


FIGURE 107: AGREEMENT SCALE- STAFF RESPONSIVENESS

III. Overall Satisfaction with Responsiveness

The overall satisfaction rating for responsiveness was 90 per cent. This represented an estimated positive 12 percentage score above the targeted service standard score of 80 per cent.

Process and Facility

I. Ease of Doing Business

A total of 587 responses were obtained on the agreement scale to measure ease of doing business. Approximately 69% (407) of all the responses agreed that the entity provided ease when doing business. The largest number of agreements was found with statements on efficiency with delivery time, as well as the efficiency of telephone operators to direct incoming calls correctly (**Figure 108**).

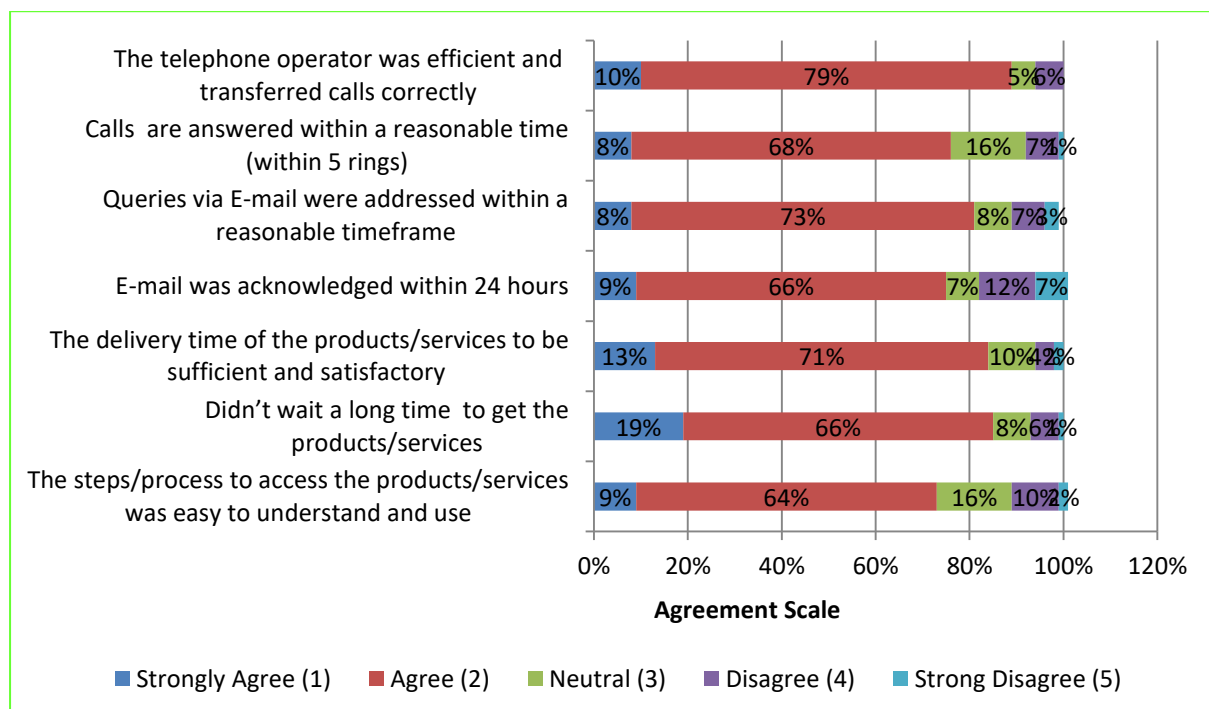


FIGURE 108: AGREEMENT SCALE- EASE OF DOING BUSINESS

II. Comfort of Facility

Seventy (70) respondents provided a total of 154 responses that were used to measure comfort of the facility. Nearly 66% (102) of all the responses primarily agreed that the entity proved comfort while doing business. The respondents largely agreed that there was adequate security and amenities. However, respondents were mainly neutral or disagreed that the facility was equipped to handle customers with a disability (**Figure 109**). Based on these results the average score obtained for comfort of facility was two (2) on the agreement scale.

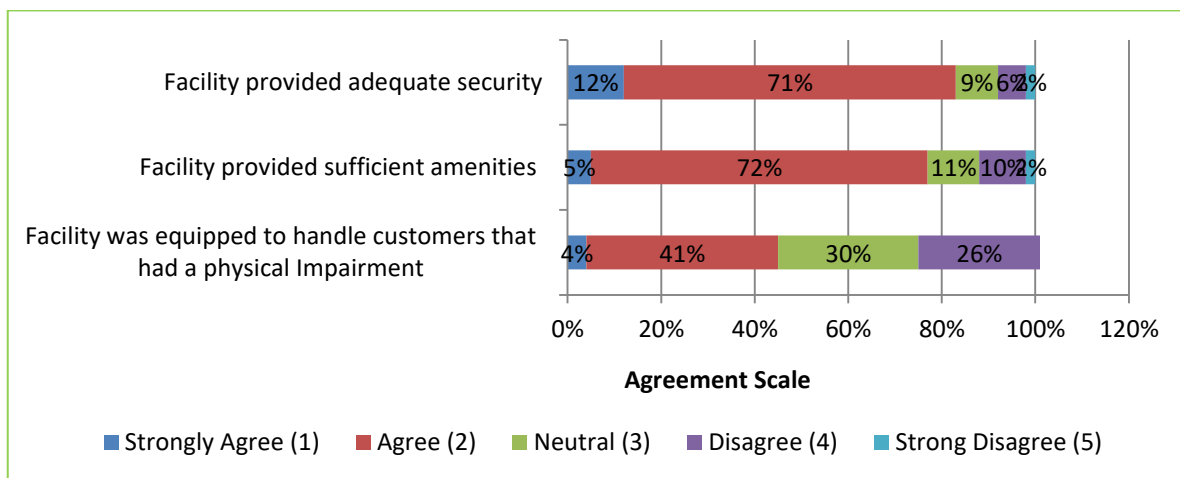


FIGURE 109: AGREEMENT SCALE- COMFORT OF FACILITY

III. Factors to Improve Process

Ways to improve process was reported by 41 respondents. Approximately 20% (8) of the respondents would like to see an upgrade of the facility’s infrastructure to improve ease of doing business, and to facilitate persons living with a disability. This was followed by the desire for an improvement or implementation of online applications (**Appendix 12**).

IV. Overall Satisfaction with Process and Facility

Exactly 93 respondents stated their satisfaction with process and facility. The average rating received was 80%, as 43% (40) respondents rated process and facility as being good, while another 27% (25) said it was excellent. Based on the results, the entity met the targeted service standard score for process and facility (**Figure 110**).

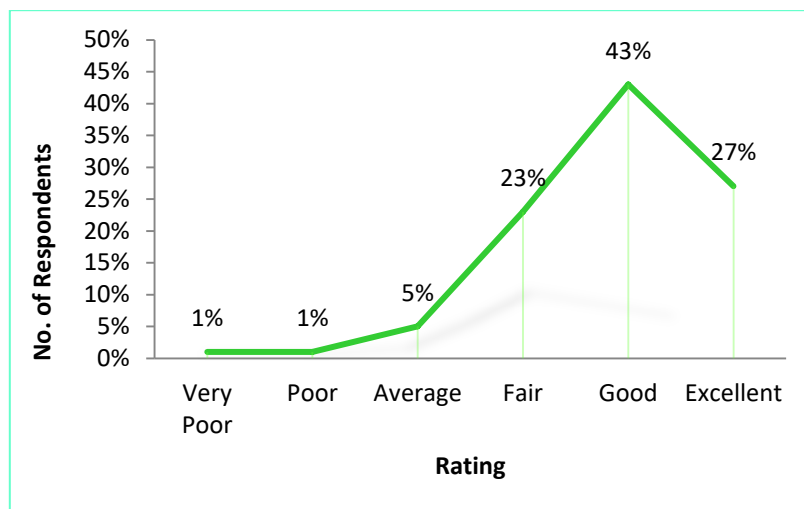


FIGURE 110: SATISFACTION RATE- PROCESS & FACILITY

Communication

I. Level of Communication

There were a total of 528 responses on the agreement scale to measure level of communication. The average score was three (3), indicating that the responses were neutral about the communication efforts of the entity. The respondents largely disagreed that there was adequate updates about services to keep them informed or that the entity had invited them to participate in the design of the products and services (**Figure 111**).

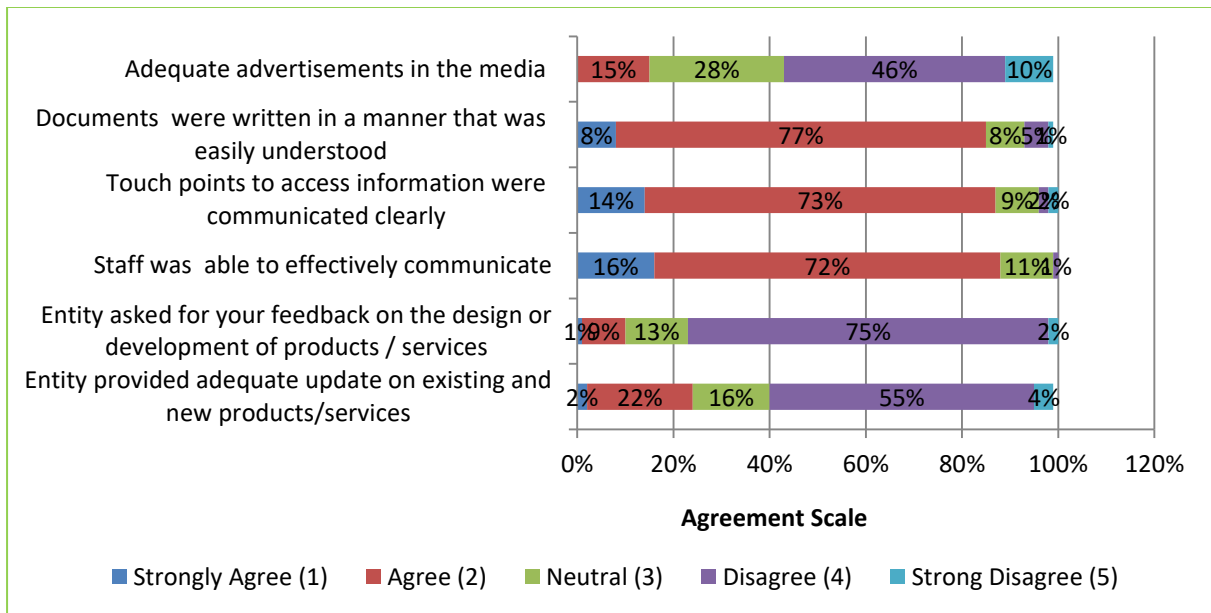


Figure 111: agreement scale- level of communication

II. Factors to Improve Communication

Fifty-four (54) respondents reported factors they thought could improve communication. Just around 46% (25) suggested that the entity should promote products and services by advertising on traditional and social media. This was followed by 13% (7) of the distribution that suggested that the staff level of communication be improved (**Appendix 13**).

III. Overall Satisfaction with Communication

Ninety-nine (99) respondents disclosed their satisfaction rating with the level of communication. The average rating was 80%; collectively, 74% (73) of the respondents' satisfaction ranged from average to good (**Figure 112**).

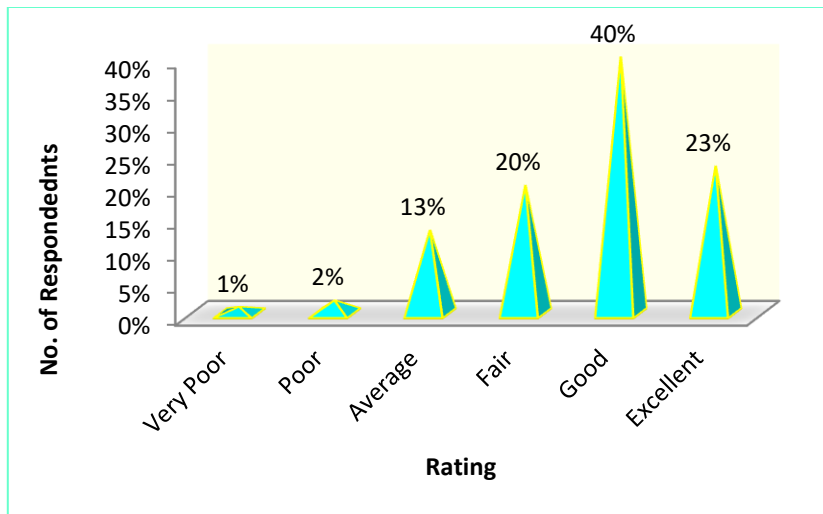


FIGURE 112: SATISFACTION- LEVEL OF COMMUNICATION

Reliability of Service

Exactly 100 respondents provided a total of 271 responses on the agreement scale to measure reliability of service. Just about 68% (185) of the response primarily suggested that the entity’s service was reliable. As such, the mean score was two (2); this was reflected by agreement that the service can be reliably accessed during the regular business hours and that customers generally felt confident that they would always get the best quality of service (Figure 113).

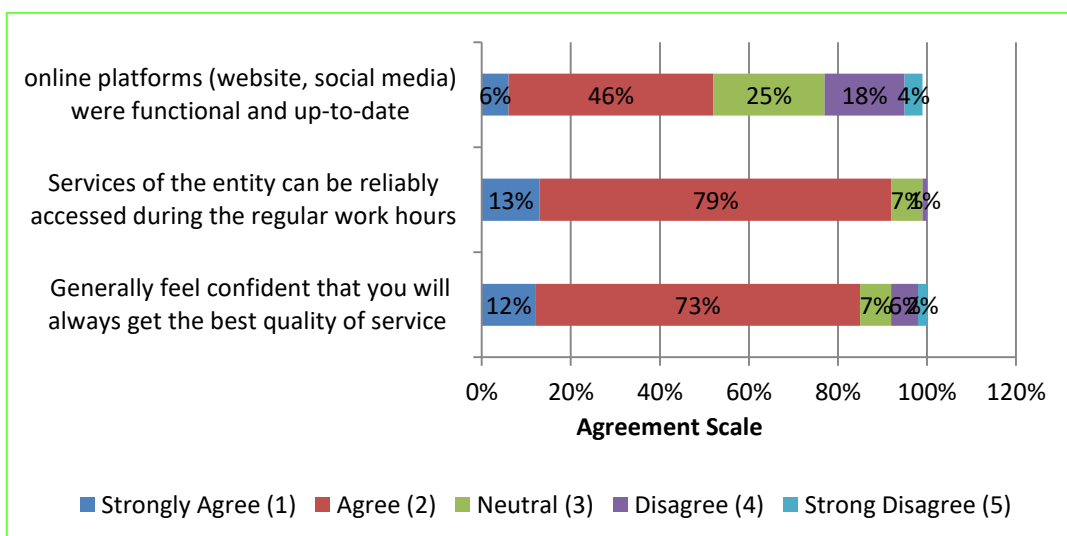


FIGURE 113: AGREEMENT SCALE- RELIABILITY OF SERVICE

I. Perceived Customer Loyalty

Ninety-seven (97) respondents revealed whether they believed they would switch, if there was another entity that provided the same products and services. Among this distribution, approximately 50% (48) said they would not switch, while 27% (26) said they would.

Among the respondents that said they would switch, the largest proportion would do so because of inefficiency with service delivery.

Customer Satisfaction

I. Satisfaction with Customer Service

Among 99 respondents, 55% (54) said they were satisfied with the customer service; and 34% (34) of the distribution were extremely satisfied.

II. Satisfaction with Customer Experience

For entire customer experience, 51% (51) of the respondents said they were satisfied, while 32% (32) were extremely satisfied.

III. Overall Customer Satisfaction Rate

Based on the results of the focus areas and the overall service experience of the respondents, it was found that the average customer satisfaction was 83 per cent, indicating that the entity met the targeted satisfaction score.

Jamaica 4-H Club



Summary of Main Findings

The table below provides a summary of the main findings for 27 respondents that were surveyed for the Jamaica 4-H Club. The frequency output either reflects the full percentages or the largest proportion of the distribution. The scale-type responses are presented in averages and overall rating.

Summary of Main Findings	
Customers' Composition	Frequency (%)
Number of Respondents Surveyed:	27
<ul style="list-style-type: none"> • Males • Females 	20 (74.1%) 7 (25.9%)
Main Methods to access Products & Services:	Total number of respondents:27
<ul style="list-style-type: none"> • Walk-in • Telephone 	18 (67.0%) 6 (22.0%)
Preferred Methods to access Products & Services:	Total number of respondents:27
<ul style="list-style-type: none"> • Walk-in • Telephone 	13 (48.0%) 10 (37.0%)
Five Point Agreement Scale	
Focus Area	Average Score
Responsiveness	2 – Agreed that the entity was responsive
Process & Facility	2- Agreed that entity's process and facility was efficient
Communication	2- Agreed that level of communication was efficient
Reliability of Service	2- Agreed that the service was reliable
Ten Point Rating Scale	
Focus Area	Average Rating
Efficiency of Responsiveness	80% - Met the service standard target
Efficiency of Process and Facility	80% - Met the t service standard target
Efficiency of Communication	80%- Met the service standard target
Customer Satisfaction	
Variable	Average Rating
Customer Service	2- Satisfied with Customer Service
Customer Experience	2- Satisfied with Customer Experience
Customer Satisfaction Rate	80% Met the targeted service standard

Customers' Composition

I. Number of Respondents Surveyed by Age & Sex

A total of 27 respondents were assessed; 74% (15) were females. The respondents' age group ranged from 31 to 40 years up to 60 years and over. The largest proportion of the distribution was within the age groups 51 to 60 years and 60 years and older (**Figure 114**).

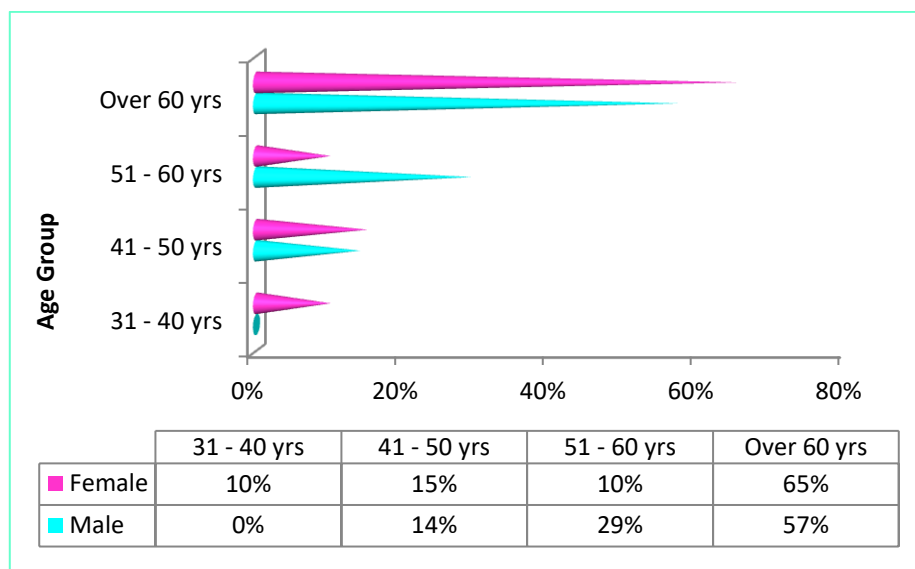


FIGURE 114: AGE & SEX COMPOSITION

II. Customers' Main Methods to Access Products and Services

Figure 115 illustrates the main methods respondents used to access products and services. More than one half (67%, 18) of the respondents visited the entity. Approximately 22% (6) said they used the telephone; while the remaining three (3) respondents gained access online.

III. Preferred Methods to Access Products and Services

The respondents disclosed their preferred methods of access. Just about 48% (13) said they would prefer to continue visiting the entity; 37% (10), each, would rather use the telephone or online (**Figure 115**).

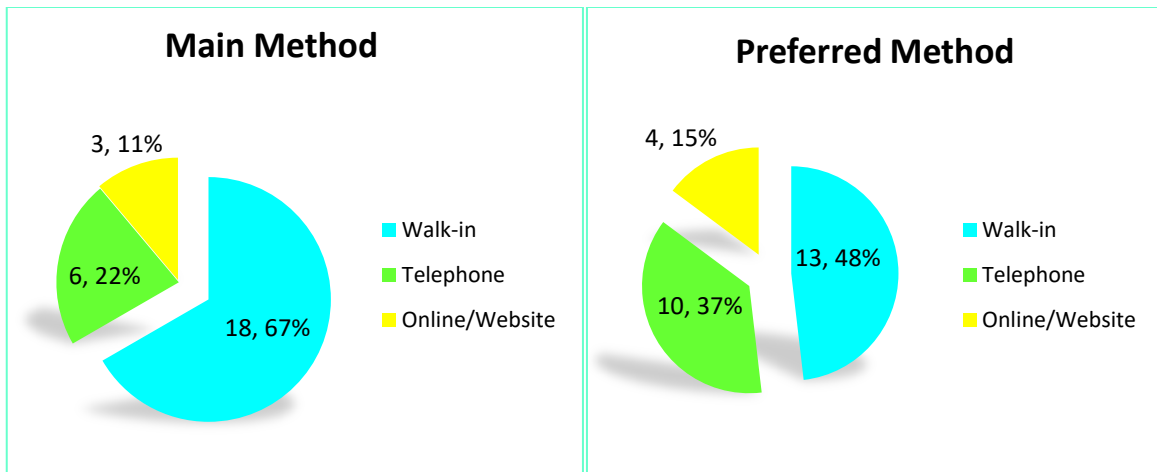


FIGURE 115: MAIN & PREFERRED METHODS TO ACCESS PRODUCTS & SERVICES

Responsiveness

I. Delivery of Products and Services

The respondents provided 54 responses on their agreement with responsiveness to delivery products and services. The mean score obtained was two (2), as 53% (28) of all the responses mainly agreed that the entity delivered products and services within the standard time-frame and that the quality of the delivery met the respondents' expectation (**Figure 116**).

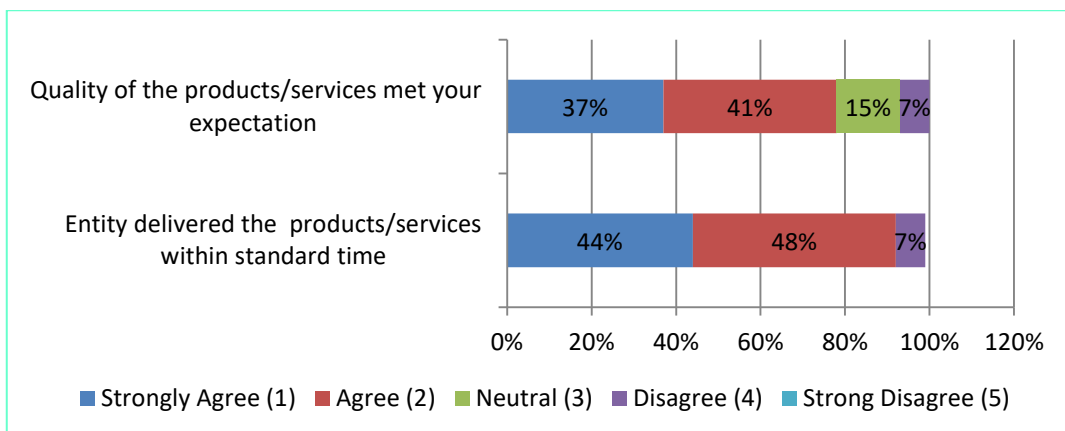


FIGURE 116: AGREEMENT SCALE- DELIVERY OF PRODUCTS & SERVICES

II. Staff Responsiveness

.Among the respondents, a total of 116 responses were collected. The mean score recorded was two (2); this was due to 50% (58) of all the responses chiefly agreed that the staff was responsive. The respondents largely agreed that the staff was professional and that staff was readily accessible to deliver services (**Figure 117**).

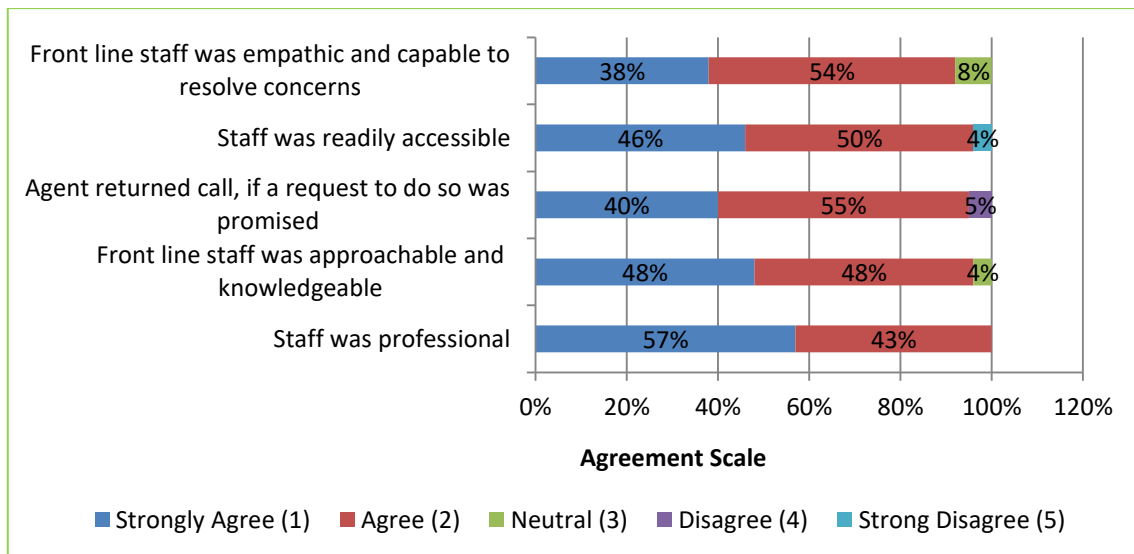


FIGURE 117: AGREEMENT SCALE- STAFF RESPONSIVENESS

III. Overall Satisfaction with Responsiveness

The average satisfaction rating for this service dimension was 80%; this mainly resulted from 68% (17) of the respondents that gave a rating between good and excellent (**Figure 118**).

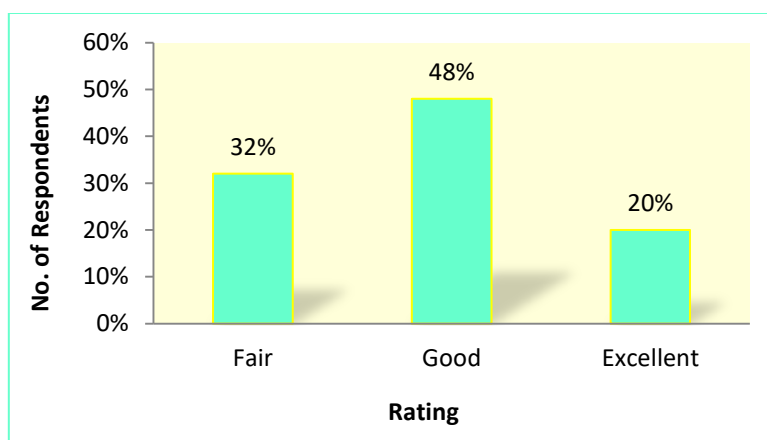


FIGURE 118: OVERALL RATING –RESPONSIVENESS

Process and Facility

I. Ease of Doing Business

The respondents provided 133 responses on their agreement with the statements used to measure ease of doing business. The mean score recorded was two (2), as 62% (82) of all the responses indicated an agreement that there was some form of ease when conducting business with the entity. The areas of significant agreement were that the process to access products and service was easy to use; and that the delivery time was efficient. However, the area with the largest amount of disagreement was also with the process to access products and service (**Figure 119**).

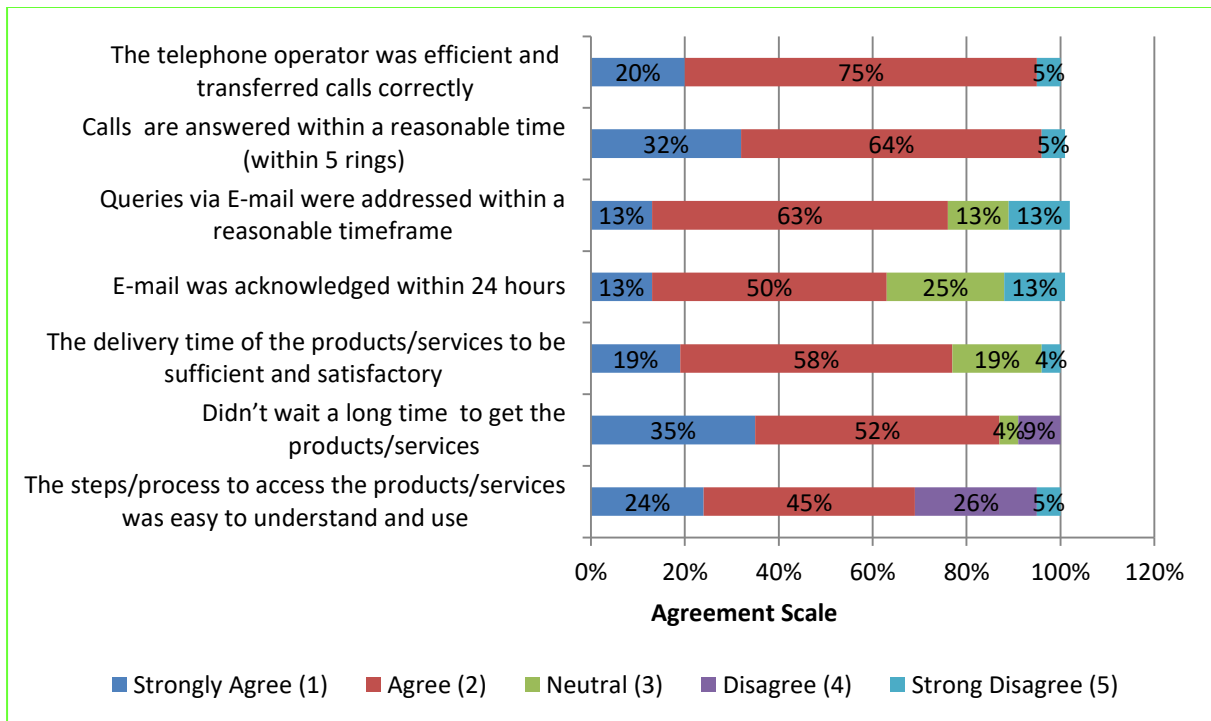


FIGURE 119: AGREEMENT SCALE- EASE OF DOING BUSINESS

II. Comfort of Facility

Twenty-one (21) respondents provided a total of 49 responses that were used to measure comfort of the facility. The overall response revealed that the customers were mainly neutral about the comfort of the facility. The respondents mainly disagreed that entity was equipped to handle customers living with disability. They also disagreed that the entity provided adequate security (Figure 120).

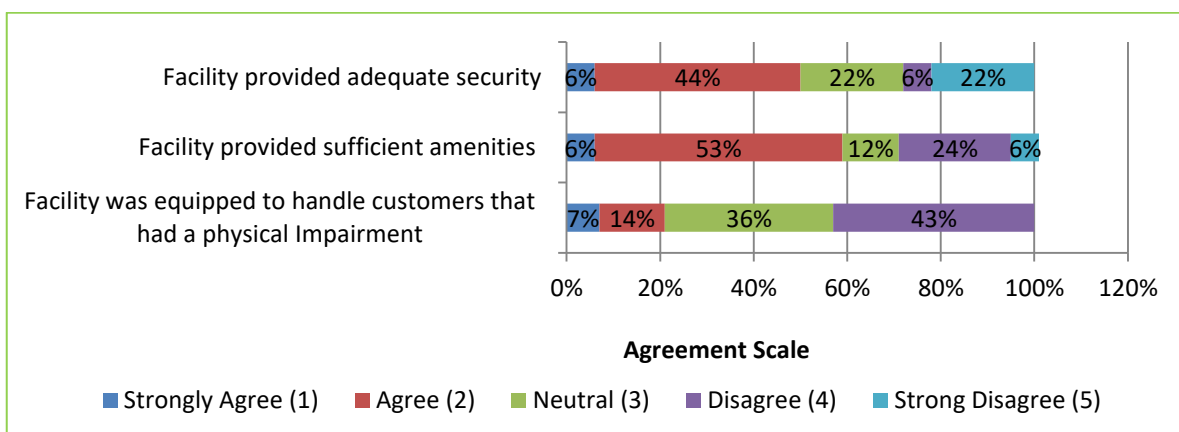


FIGURE 120: AGREEMENT SCALE-COMFORT OF FACILITY

III. Overall Satisfaction with Process and Facility

A sum of 25 respondents rated their satisfaction with process and facility; the average score was 80 per cent. This was due to 52% (9) of the respondents that, collectively, rated process and facility as good to excellent.

Communication

I. Level of Communication

Twenty-three (23) respondents gave 143 responses on their agreement with level of communication. The mean score was two (2); approximately 60% (86) of the responses were of the agreement that the entity's level of communication was efficient.

Documents being written in a clear manner for customers to easily understand scored the highest level of agreement, along with staff being able to communicate effectively about the products and services. The area with the largest amount of disagreement was with customers being invited to participate in the design and development of the services (**Figure 121**).

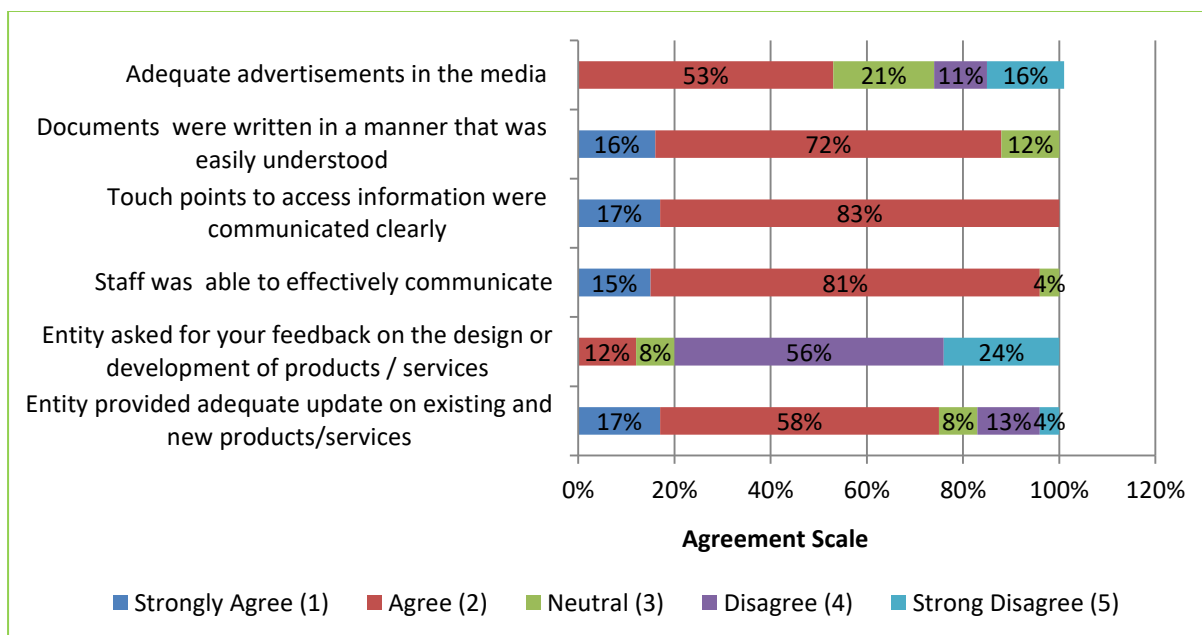


FIGURE 121: AGREEMENT SCALE- LEVEL OF COMMUNICATION

II. Overall Satisfaction with Communication

The respondents expressed their satisfaction with the level of communication; the average score obtained was 80 per cent. Almost 60% (15) of the respondents rated the service dimension from good to excellent.

Reliability of Service

The respondents provided 66 replies to express their agreement with the entity’s effort to provide reliable service. The mean score was two (2), which resulted from 70% (46) of all the responses that were mainly in agreement that the service was reliable. The respondents largely felt they could access the services within the regular works hours and that they generally felt confident in the entity to provide reliable service (**Figure 122**).

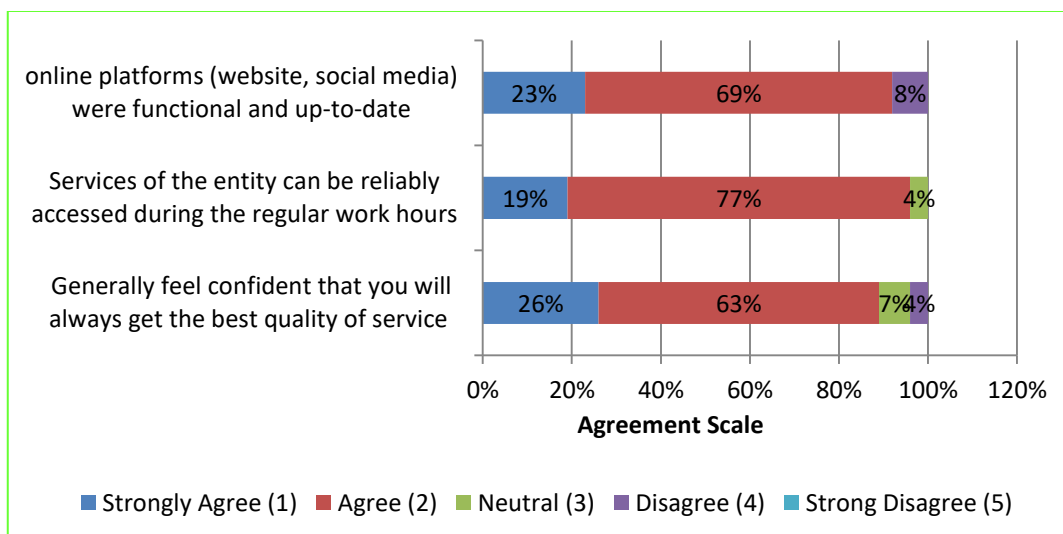


FIGURE 122: AGREEMENT SCALE- RELIABILITY OF SERVICE

Overall Customer Satisfaction

I. Satisfaction with Customer Service

All the respondents expressed their satisfaction with the customer service. More over one half (63%,17) of the distribution said they were satisfied, in contrast to 33% (9) that expressed that they were extremely satisfied.

II. Satisfaction with Customer Experience

For customer experience, 70% (19) of the respondents indicated that they were satisfied and 26% (7) were extremely satisfied.

III. Overall Customer Satisfaction Rate

Based on the assessment of the focus areas and the overall experience of the respondents, the average customer satisfaction rate obtained was 80 per cent. This entity therefore met the targeted satisfaction score.

Agricultural Marketing Information Division



Summary of Main Findings

The table below provides a summary of the main findings for 40 respondents that were surveyed for the Agricultural Marketing Information Division. The frequency output either reflects the full percentages or the largest proportion of the distribution. The scale-type responses are presented in averages and overall rating.

Summary of Main Findings	
Customers' Composition	Frequency (%)
Number of Respondents Surveyed:	40
<ul style="list-style-type: none"> • Males • Females 	27 (67.5%) 13 (32.5%)
Main Methods to access Products & Services:	Total number of respondents:40
<ul style="list-style-type: none"> • Telephone • Walk-in 	15 (37.0%) 12 (30.0%)
Preferred Methods to access Products & Services:	Total number of respondents:40
<ul style="list-style-type: none"> • Telephone • Walk-in 	18 (45.0%) 11 (27.0%)
Five Point Agreement Scale	
Focus Area	Average Score
Responsiveness	2 – Agreed that the entity was responsive
Process & Facility	2- Agreed that entity's process and facility was efficient
Communication	2- Agreed that level of communication was efficient
Reliability of Service	2- Agreed that the service was reliable
Ten Point Rating Scale	
Focus Area	Average Rating
Efficiency of Responsiveness	80% - Met the service standard target
Efficiency of Process and Facility	80% - Met the service standard target
Efficiency of Communication	70%- Did not meet the t service standard target
Customer Satisfaction	
Variable	Average Rating
Customer Service	2- Satisfied with Customer Service
Customer Experience	2- Satisfied with Customer Experience
Customer Satisfaction Rate	77% - Did not meet the targeted service standard

Customers' Composition

I. Number of Respondents Surveyed by Age and Sex

Forty (40) individuals were surveyed; roughly 68% (27) were males. The largest proportion of the distribution was within the age groups of 31 to 40 years, 41 to 50 years and 51 to 60 years (Figure 123).

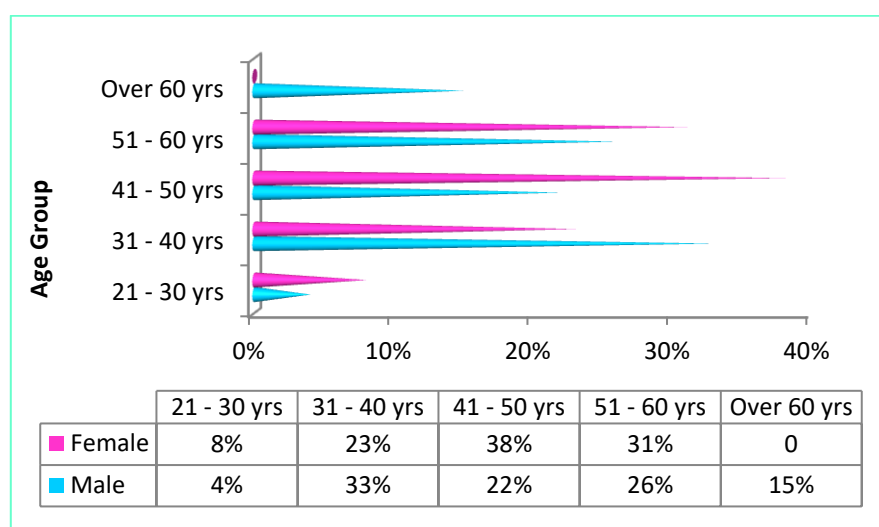


FIGURE 123: AGE/SEX COMPOSITION

II. Customers' Main Methods to Access Products and Services

Roughly 37% (15) of the respondents said they accessed the products and services mainly by telephone, while 30% (12) said they visited the entity (Figure 124).

III. Preferred Method to Access Products and Services

Just around 45% (18) of the distribution said they would rather gain access to services by telephone, in comparison to 27% (11) that indicated that they would prefer to continue visiting the entity (Figure 124).

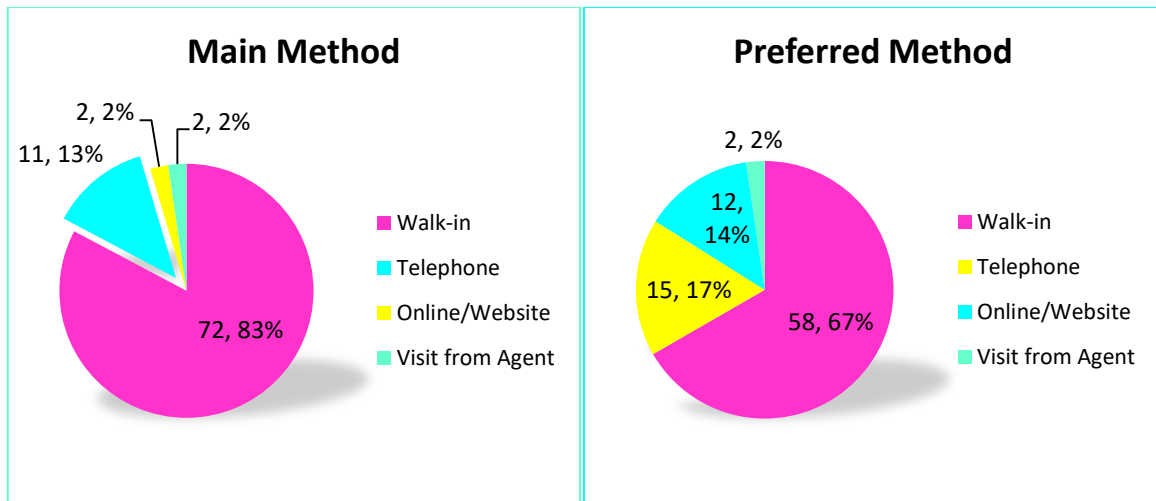


FIGURE 124: MAIN AND PREFERRED METHODS TO ACCESS PRODUCTS AND SERVICES

Responsiveness

I. Delivery of Products and Services

Eighty (80) responses were collected on the agreement with responsiveness to delivery of products and services. The mean score was two (2) on the scale. This signified that the respondents mainly agreed that the entity was responsive with service delivery; this was represented by 68% (54) of all the responses (**Figure 125**).

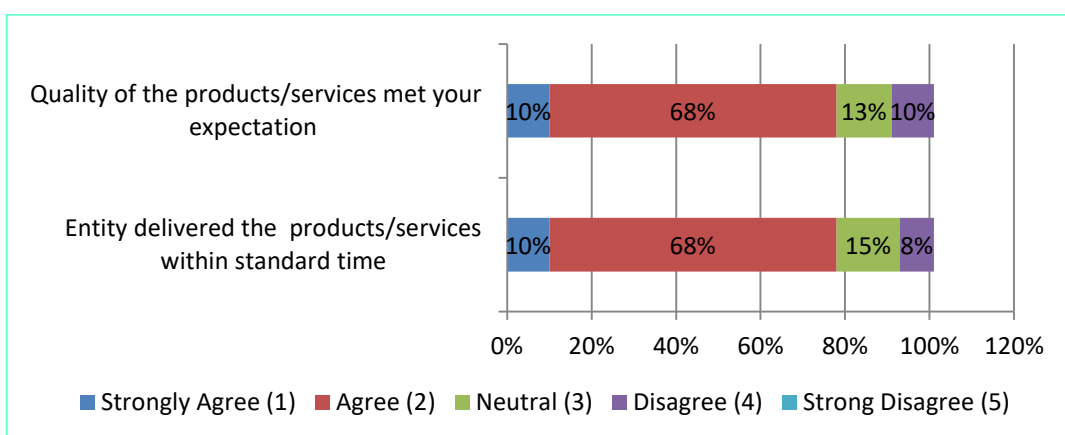


FIGURE 125: AGREEMENT SCALE- DELIVERY OF PRODUCTS & SERVICES

II. Staff Responsiveness

A total of 175 responses were obtained on the agreement scale to measure staff responsiveness. The mean score was two (2); 76% (133) represented the largest proportion of the responses that expressed agreement that the staff was responsive (**Figure 126**).

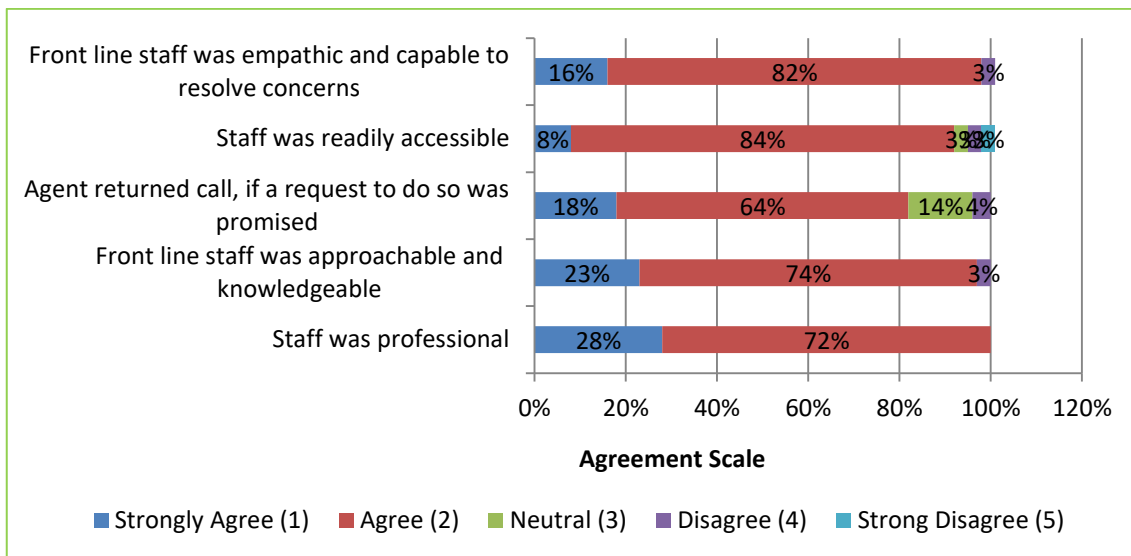


FIGURE 126: AGREEMENT SCALE-STAFF RESPONSIVENESS

III. Overall Satisfaction with Responsiveness

Overall, satisfaction with responsiveness obtained an average score of 80 per cent. This was mainly due to 56% (15) of the respondents that rated responsiveness as being good.

Process and Facility

I. Ease of Doing Business

The respondents provided 191 responses on the agreement scale to measure ease of doing business. The mean score for the statements, below, was two (2); this resulted from majority of the responses that showed agreement that the entity provided ease when doing business. The areas with the highest number of agreement were that steps to access products and services were easy to understand, followed by satisfaction with service delivery (**Figure 127**).

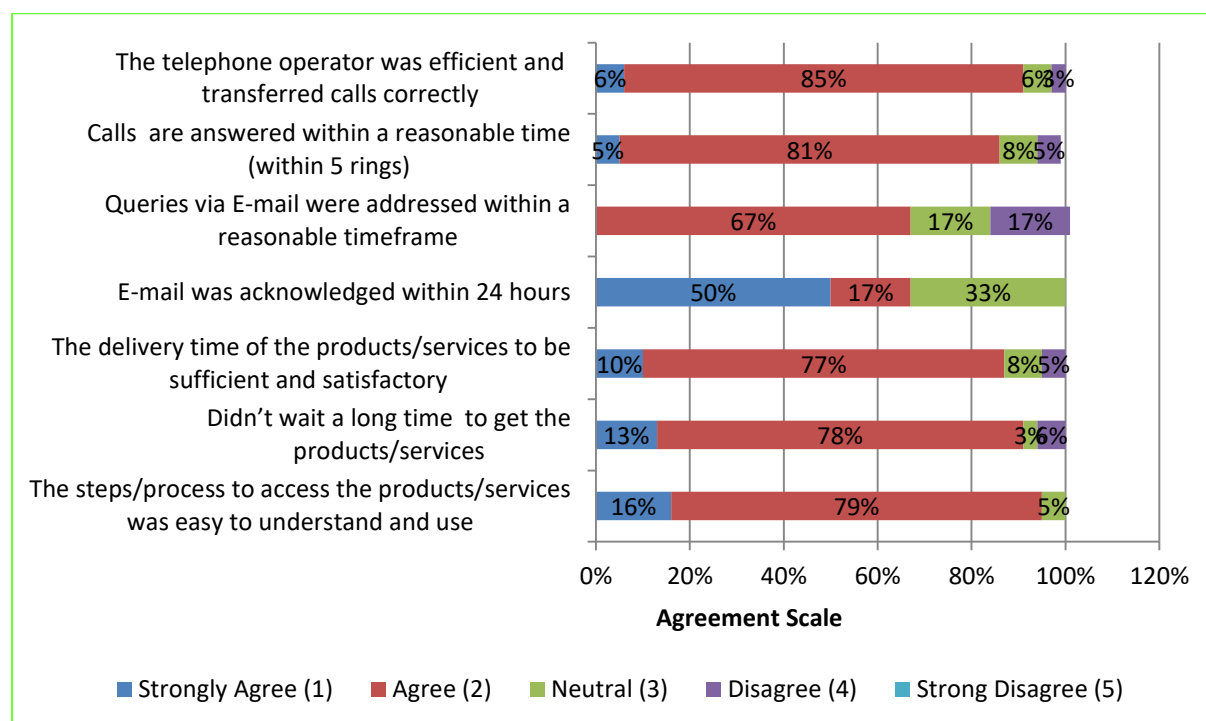


FIGURE 127: AGREEMENT SCALE - EASE OF DOING BUSINESS

II. Comfort of Facility

Twenty-six (26) respondents gave 68 responses on their agreement with the comfort of the facility. The mean score was two (2), which explains that the responses were mainly in agreement about the comfort of the facility. The result was mainly attributed to respondents' agreement that the entity provided sufficient amenities (**Figure 128**).

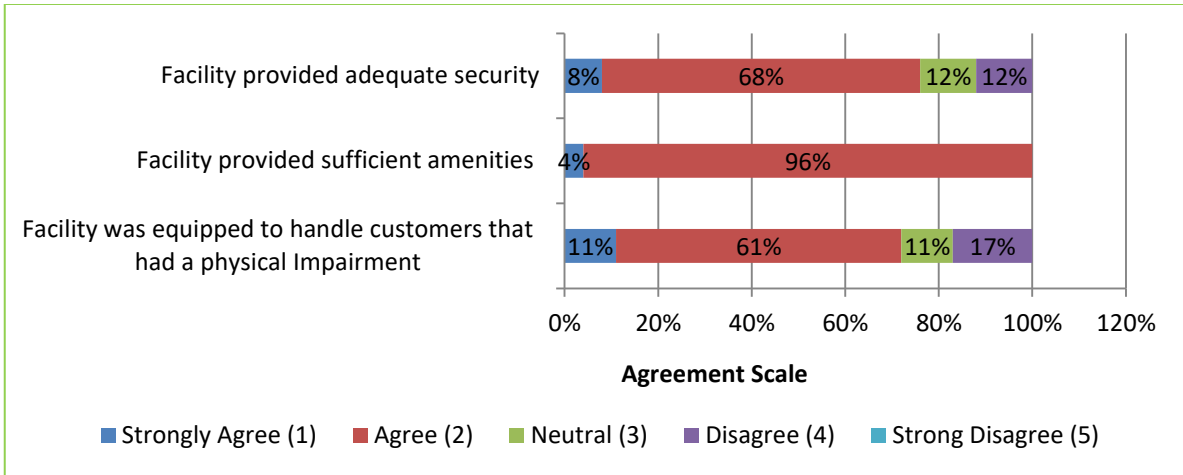


FIGURE 128: AGREEMENT SCALE- COMFORT OF FACILITY

III. Overall Satisfaction with Process and Facility

The satisfaction rate for process and facility was 80%, which met the target for service standard. Among the respondents, 46% (18) rated the efficiency of process and facility as good, while 28% (11) said it was excellent.

Communication

I. Level of Communication

Exactly 224 scores were obtained on the agreement scale to measure level of communication. The mean score across the statements was two (2); the respondents, on average, were in agreement about the efficiency of communication. The score was influenced by the large number of agreements that staff was able to communicate effectively and that there were clear touch points to access information (**Figure 129**).

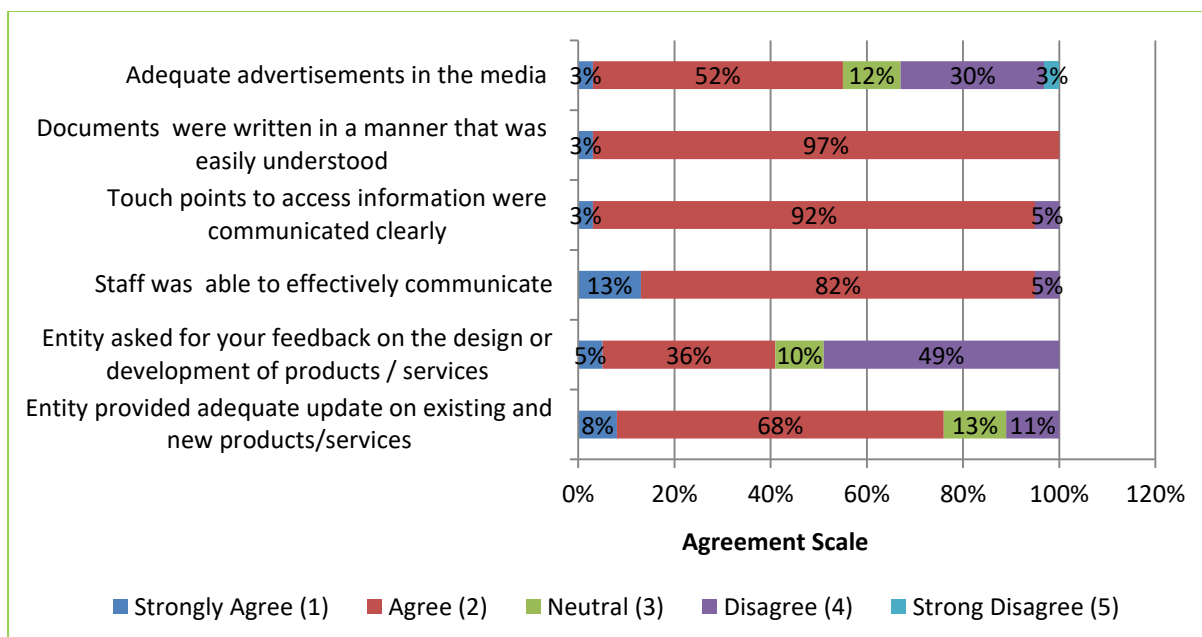


FIGURE 129: AGREEMENT SCALE- LEVEL OF COMMUNICATION

II. Overall Satisfaction with Communication

While the respondents thought that level of communication was efficient, they gave the service dimension an average satisfaction rating of 70 per cent. This explained that the average number of respondents felt that the communication efforts were between good and fair.

Reliability of Service

Eighty-nine (89) responses were received to measure agreement on reliability of service. Across the statements, the mean score recorded was two (2); the responses largely showed agreement that the services could be accessed within the stipulated business hours and that the respondents generally felt confident that they would always receive the best quality of service (**Figure 130**).

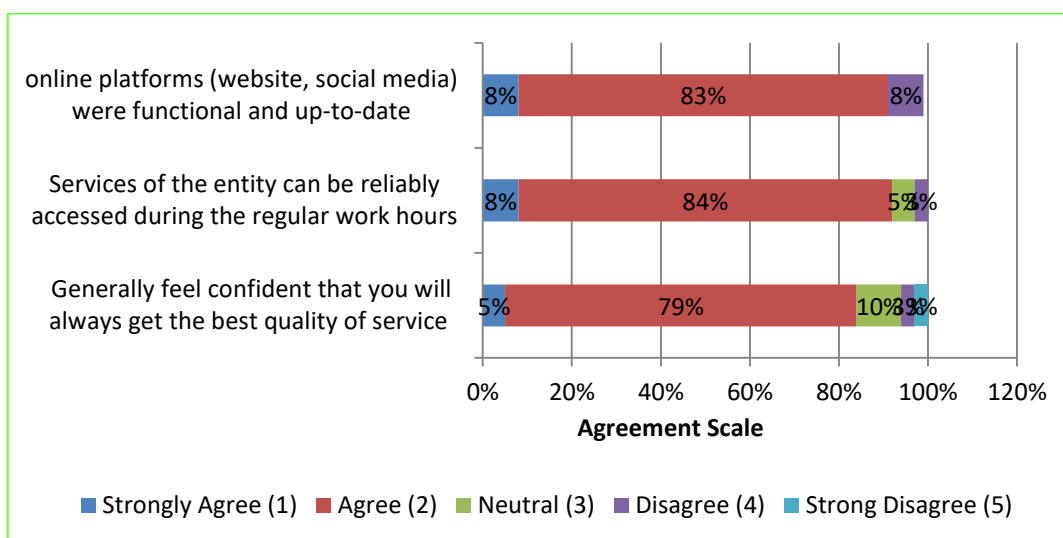


FIGURE 130: AGREEMENT SCALE - RELIABILITY OF SERVICE

Overall Customer Satisfaction Rate

I. Satisfaction with Customer Service

Among the respondents, roughly 56% (22) indicated that they were satisfied with the customer service and 33% (13) were extremely satisfied.

II. Satisfaction with Customer Experience

Only a marginal amount of respondents admitted that they were dissatisfied with their overall customer experience, as over 51% (20) were satisfied and 36% (14) expressed extreme satisfaction.

III. Overall Customer Satisfaction Rate

The overall customer satisfaction rate for the entity was 77%; this represented a marginal gap in service quality of three (3) per cent from meeting the targeted service standard of 80 per cent.

Jamaica Agricultural Society



JAMAICA
TRELAWNY
Scotch Bonnet Pepper

Summary of Main Findings

The table below provides a summary of the main findings for 98 respondents that were surveyed for the Jamaica Agricultural Society. The frequency output either reflects the full percentages or the largest proportion of the distribution. The scale-type responses are presented in averages and overall rating.

Summary of Main Findings	
Customers' Composition	Frequency (%)
Number of Respondents Surveyed:	98
<ul style="list-style-type: none"> Males Females 	69 (70.4%) 29 (29.6%)
Main Methods to Access Products & Services:	Number of Respondents: 98
<ul style="list-style-type: none"> Walk-in Visit from Agent 	49 (50.0%) 25 (26.0%)
Preferred Methods to Access Products & Services:	Number of Respondents: 98
<ul style="list-style-type: none"> Walk-in Telephone 	35 (36.0%) 34 (35.0%)
Five Point Agreement Scale	
Focus Area	Average Score
Efficiency of Responsiveness	2- Agreed that the division was responsive to delivery service
Efficiency of Process & Facility	2- Agreed that the process and facility was efficient
Efficiency of Communication	2- Agreed that the level of communication was efficient
Reliability of Service	2- Agreed that the service was reliable
Ten Point Rating Scale	
Focus Area	Average Rating
Responsiveness	80%- Met service standard target
Process and Facility	80%-Met service standard target
Communication	70%- Did not meet service standard target
Customer Satisfaction	
Variable	Average Rating
Customer Service	2- Satisfied with Customer Service
Customer Experience	2- Satisfied with Customer Experience
Overall Customer Satisfaction Rate	77% Did not meet targeted service standard

Customers' Composition

I. Number of Respondents Surveyed by Age and Sex

Among the respondents that participated in the survey, 70% (69) were males. The largest proportion of the distribution was within the age categories of 41 to 50 years and 60 years and older (**Figure 131**).

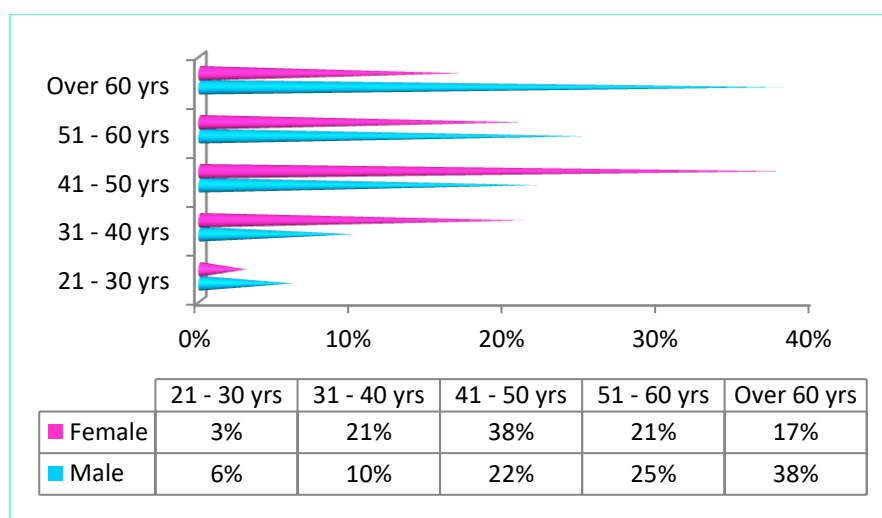


FIGURE 131: AGE/SEX COMPOSITION

II. Customers' Main Methods to Access Products and Services

One half of the respondents (50% 49) reportedly visited the entity to gain access to the products and services; 23% (23) used the telephone, while 26% (25) gained access through a representative from the entity (**Figure 132**).

III. Preferred Method to Access Product and Service

When compared to the respondents' main method of access, there was a decrease in preference for walk-in appointments, when compared to an increase in preference for online and telephonic options (**Figure 132**).

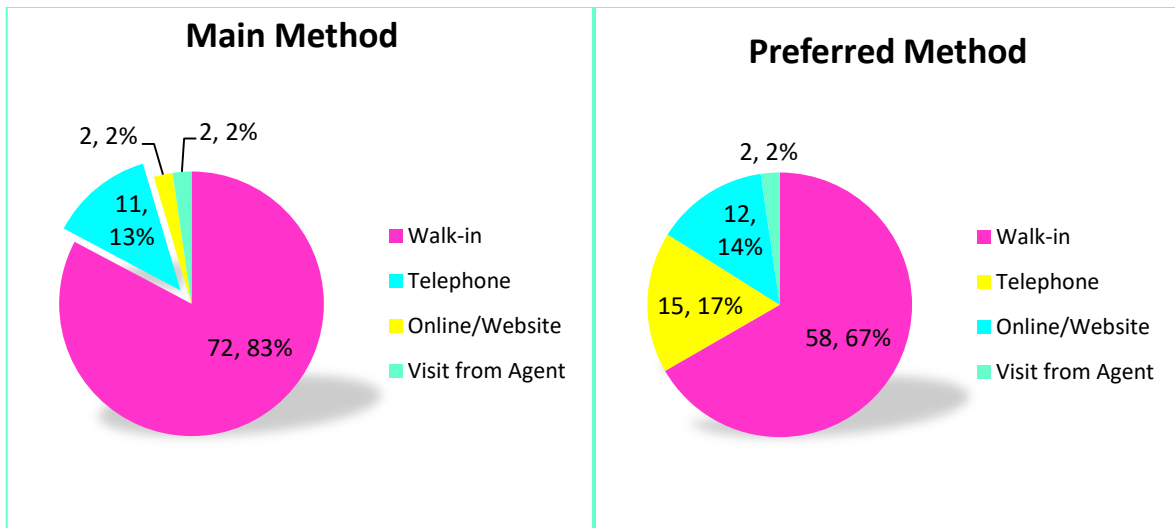


FIGURE 132: MAIN & PREFERRED METHODS TO ACCESS PRODUCTS & SERVICES

Responsiveness

I. Delivery of Products and Services

Ninety-seven (97) respondents provided 191 responses on their agreement with responsiveness to delivery of products and services. The mean score obtained was two (2), as 62% (119) of all the responses mainly agreed that the entity delivered products and services within the standard time-frame and that the quality of the delivery met the respondents' expectation (**Figure 133**).

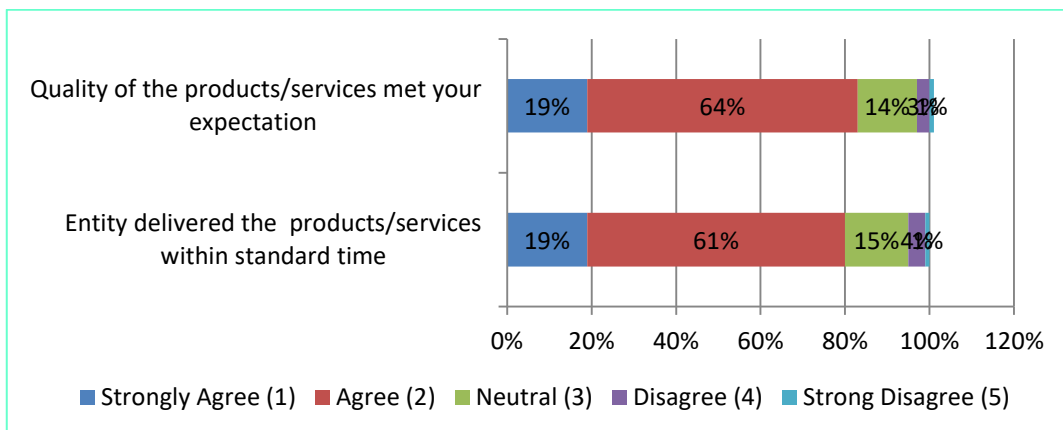


Figure 133: agreement scale- delivery of products & services

II. Staff Responsiveness

Among the respondents, a total of 432 responses were collected. The mean score recorded was two (2); as such, 59% (255) of the responses chiefly showed agreement that the staff was responsive. The respondents largely agreed that front line staff was capable to resolve concerns and was readily accessible to deliver services (**Figure 134**).

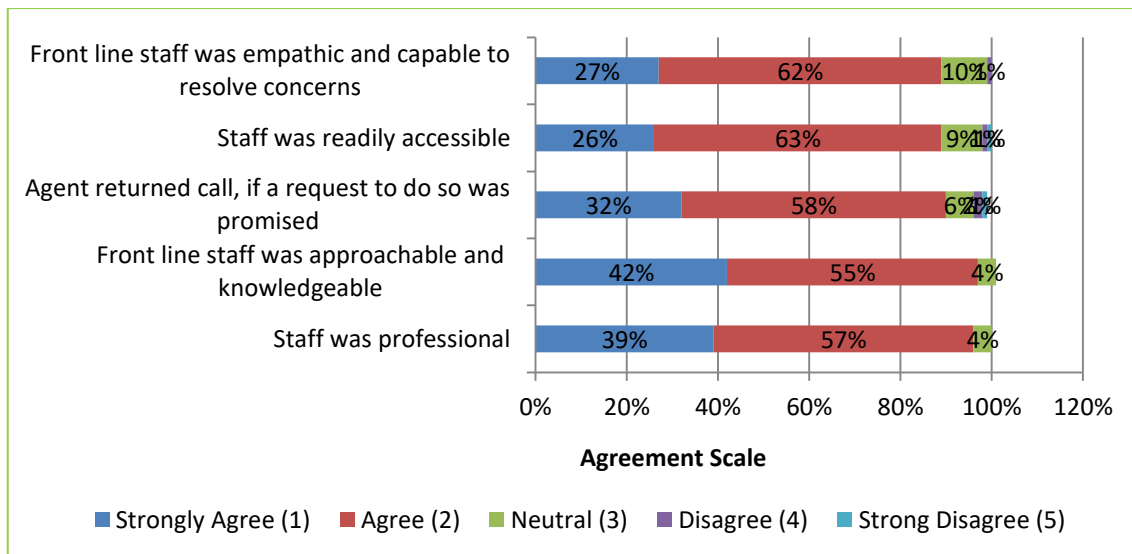


FIGURE 134: AGREEMENT SCALE- STAFF RESPONSIVENESS

III. Overall Satisfaction with Responsiveness

The overall satisfaction rating for responsiveness was 80 per cent. Approximately 58% (56) of the respondents rated responsiveness as being good, while another 13% (13) said it was excellent (**Figure 135**).

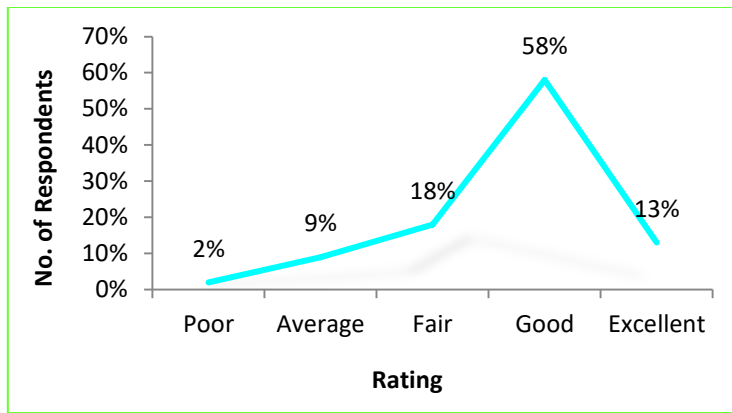


Figure 135: SATISFACTION RATE- RESPONSIVENESS

Process and Facility

I. Ease of Doing Business

A total of 446 responses were obtained, from 98 respondents, on the agreement scale to measure ease of doing business. Approximately 62% (277) of all the responses agreed that the entity provided ease when doing business. The largest number of agreement was found with the statement that processes to access products and services were easy to understand, followed by efficiency with service delivery time (**Figure 136**).

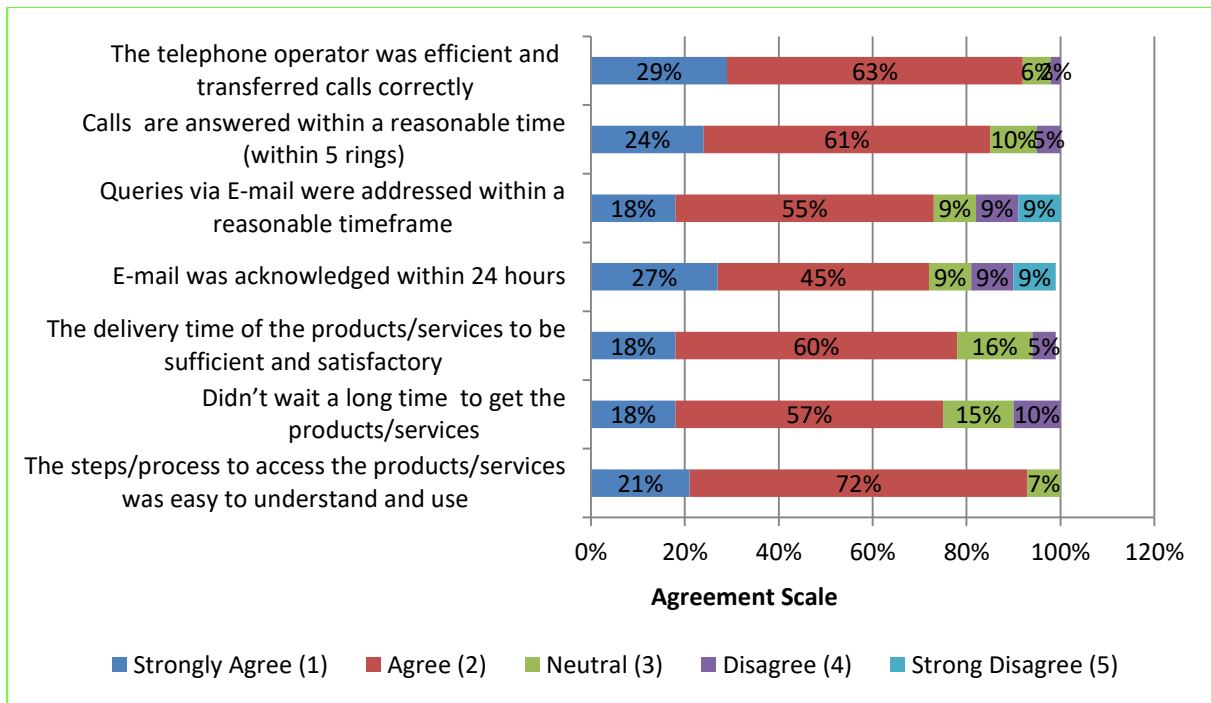


FIGURE 136: AGREEMENT SCALE- EASE OF DOING BUSINESS

II. Comfort of Facility

Eighty-three (83) respondents gave 211 responses to measure comfort of the facility. Nearly 54% (113) of the responses primarily agreed that the entity proved comfort while doing business. The respondents largely agreed that there was adequate security and amenities. The main area of disagreement was found with the entity being equipped to handle customers that were living with a disability (**Figure 137**). Based on these results, the average score obtained for comfort was two (2) on the agreement scale.

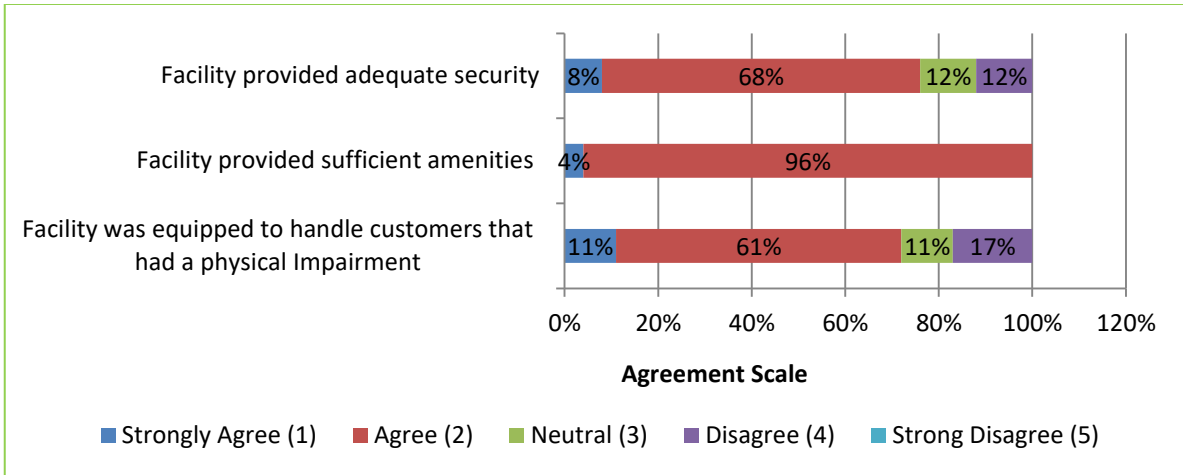


FIGURE 137: AGREEMENT SCALE- COMFORT OF FACILITY

III. Overall Satisfaction with Process and Facility

Exactly 89 respondents stated their satisfaction with the process and facility. The average rating received was 80%, as 56% (50) respondents rated the process and facility as being good, while another 16% (14) said it was excellent (**Figure 138**)

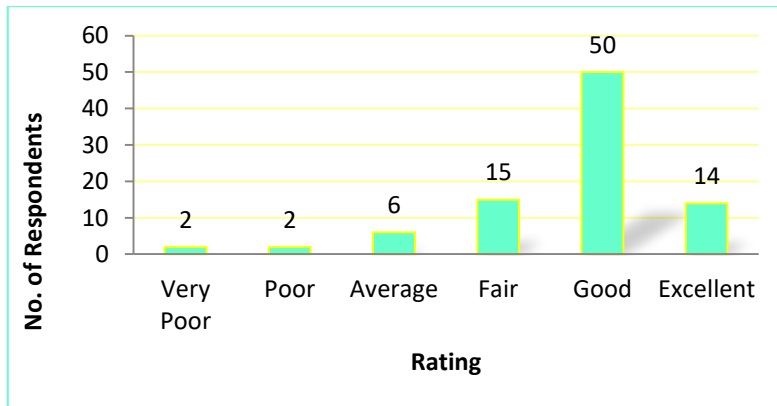


FIGURE 138: SATISFACTION RATE- PROCESS & FACILITY

Communication

I. Level of Communication

The agreement scale to measure level of communication received 563 scores. The average score was two (2), as 57% (322) of all the responses were mainly in agreement that the entity's level of communication was efficient. The largest number of agreement was with documents being written in a clear manner that was easy to understand and that staff was able to communicate effectively. The statements with the highest number of disagreements were with the entity inviting customers to participate in the design of the products and services and the entity providing adequate advertisement in the media (**Figure 139**).

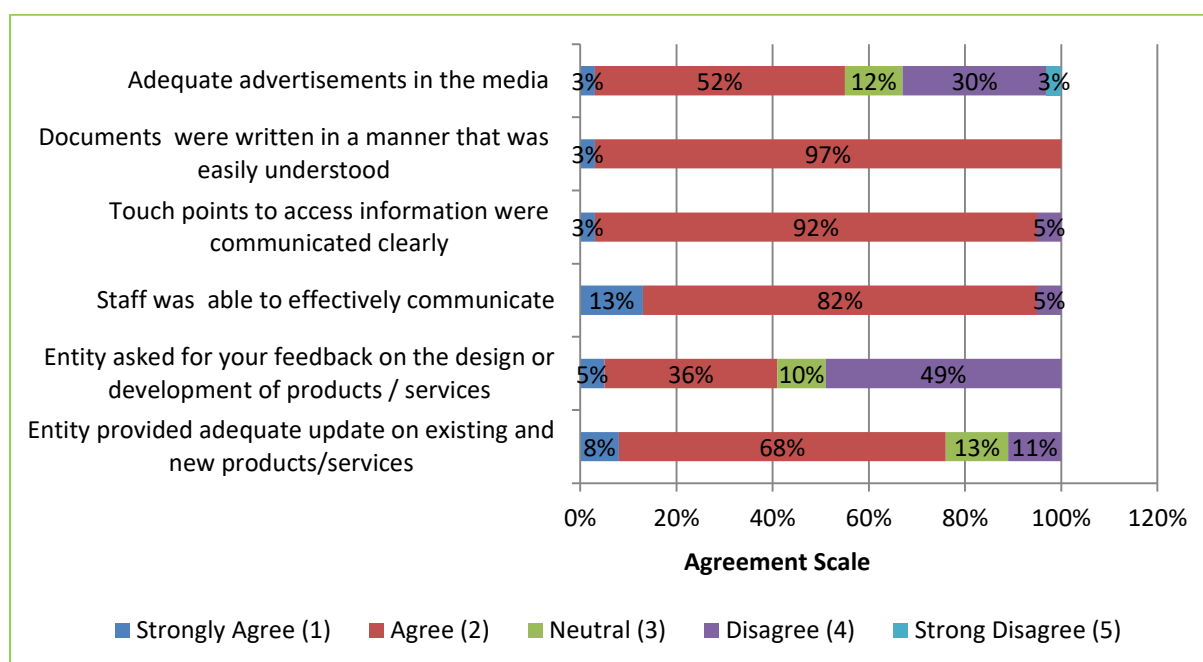


FIGURE 139: AGREEMENT SCALE- LEVEL OF COMMUNICATION

II. Factors to Improve Communication

Fifty-eight (58) respondents reported factors they perceived could improve communication. Just about 33% (19) of the respondents suggested that the entity promote the services through social media, followed by 19% (11) that would like to see an increase in regular updates about the services (**Appendix 14**).

III. Overall Satisfaction with Communication

Ninety-seven (97) respondents disclosed their satisfaction rating with the level of communication. The average rating was 70%; collectively, 75% (73) of the respondents' satisfaction ranged from average to good (**Figure 140**).

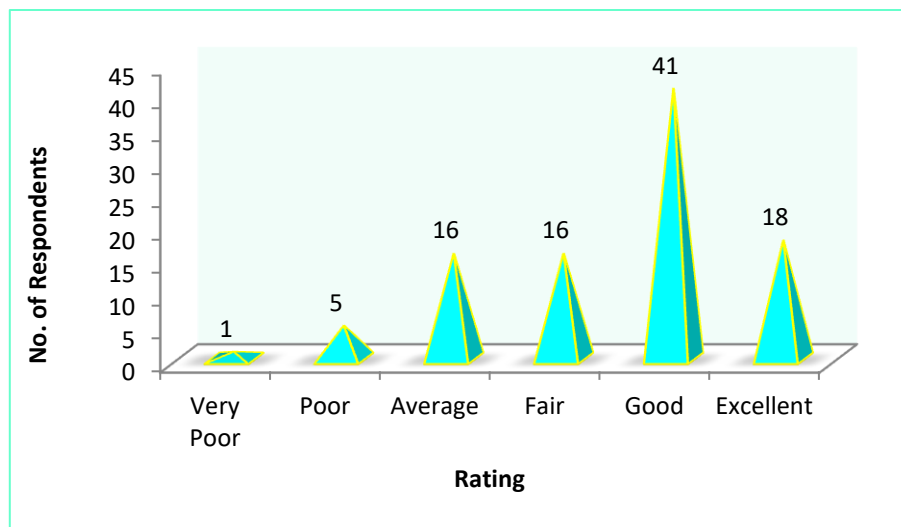


FIGURE 140: SATISFACTION- LEVEL OF COMMUNICATION

Reliability of Service

Statements to measure reliability of service obtained 72 responses on the agreement scale. The mean score was two (2); this resulted from 63% (45) of the responses were in agreement that the service can be reliably accessed during the regular business hour or the respondents generally felt confident that they would always get the best quality of service (**Figure 141**).

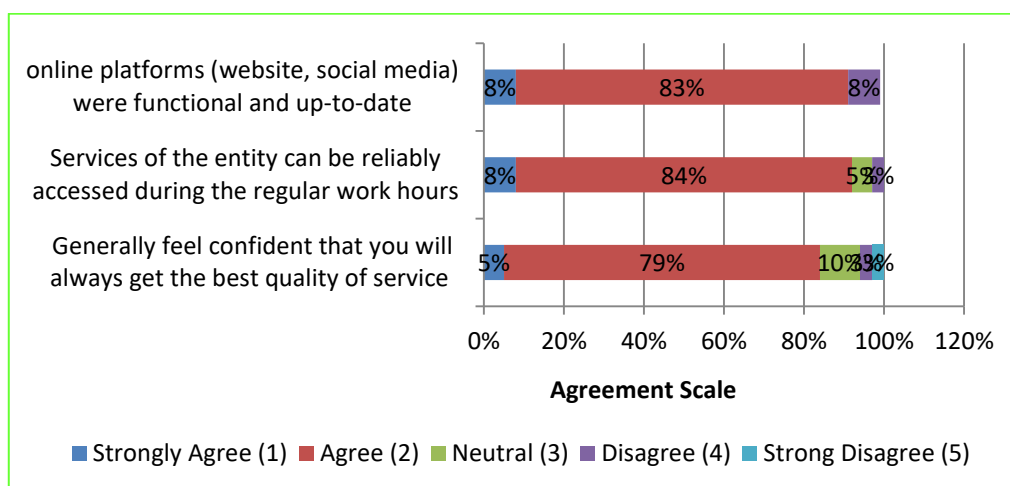


FIGURE 141: AGREEMENT SCALE- RELIABILITY OF SERVICE

I. Perceived Customer Loyalty

Ninety-five (95) respondents reported on their perceived level of customer loyalty. Approximately 62% (59) of the respondents proclaimed that they would not switch if there was another entity that provided the same products and services. Just about 24% (23) said they were unsure, while the remaining proportion of the distribution said they would switch.

Customer Satisfaction

II. Satisfaction with Customer Service

Exactly 62% (61) of the respondents said they were satisfied with the entity's customer service, while 25% (24) were extremely satisfied.

III. Satisfaction with Customer Experience

For entire customer experience, 59% (57) of the respondents were reportedly satisfied when compared to those that were either neutral or dissatisfied.

IV. Overall Customer Satisfaction Rate

The overall customer satisfaction rate for the entity was 77%; this represented a marginal gap in service quality by three (3) per cent from meeting the targeted service standard of 80 per cent.

National Fisheries Authority



Summary of Main Findings

The table below provides a summary of the main findings for 87 respondents that were surveyed for the National Fisheries Authority. The frequency output either reflects the full percentages or the largest proportion of the distribution. The scale-type responses are presented in averages and overall rating.

Summary of Main Findings	
Customers' Composition	Frequency (%)
Number of Respondents Surveyed:	87
<ul style="list-style-type: none"> Males Females 	77 (88.5%) 10 (11.5%)
Main Methods to Access Products & Services:	Number of Respondents: 87
<ul style="list-style-type: none"> Walk-in Telephone 	72 (83.0%) 11 (13.0%)
Preferred Methods to Access Products & Services:	Number of Respondents: 87
<ul style="list-style-type: none"> Walk-in Telephone 	58 (67.0%) 15 (17.0%)
Five Point Agreement Scale	
Focus Area	Average Score
Efficiency of Responsiveness	2- Agreed that the division was responsive to delivery service
Efficiency of Process & Facility	2- Agreed that the process and facility was efficient
Efficiency of Communication	2- Agreed that the level of communication was efficient
Reliability of Service	2- Agreed that the service was reliable
Ten Point Rating Scale	
Focus Area	Average Rating
Responsiveness	80%- Met service standard target
Process and Facility	80%-Met service standard target
Communication	80%-Met service standard target
Customer Satisfaction	
Variable	Average Rating
Customer Service	2- Satisfied with Customer Service
Customer Experience	2- Satisfied with Customer Experience
Overall Customer Satisfaction Rate	77% Did not meet targeted service standard

Customers' Composition

I. Number of Respondents Surveyed by Age and Sex

A total of 87 respondents were surveyed; approximately 89% (77) were males. The largest proportion of the distribution was within the age groups 31 to 40 years and 41 to 50 years (Figure 142).

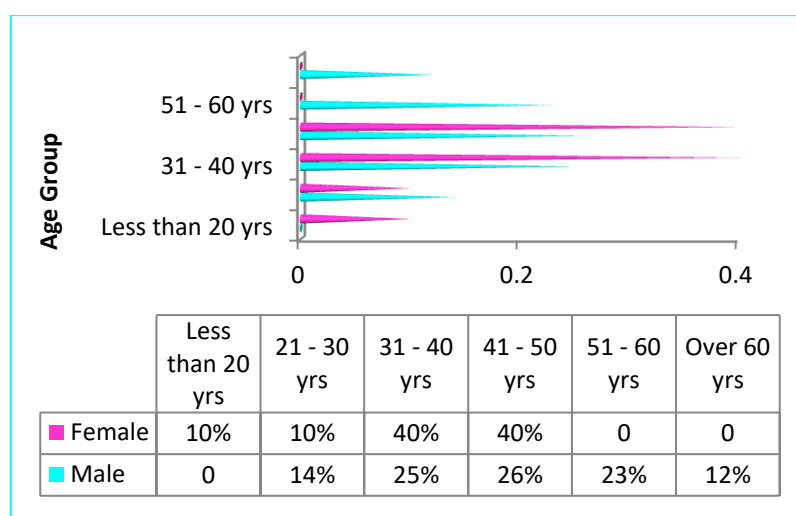


Figure 142: age/sex composition

II. Customers' Main Methods to Access Products and Services

Among the respondents, 83% (72) mainly accessed the service through visiting the entity, followed by 13% (11) that said they used the telephone (Figure 143).

III. Preferred Method to Access Products and Services

For the respondents that disclosed how they would prefer to access the products and services, 67% (58) said they would rather to continue visiting the entity's office location; and preference of telephone accounted for the second largest proportion with 17% (15) of the distribution (Figure 143).

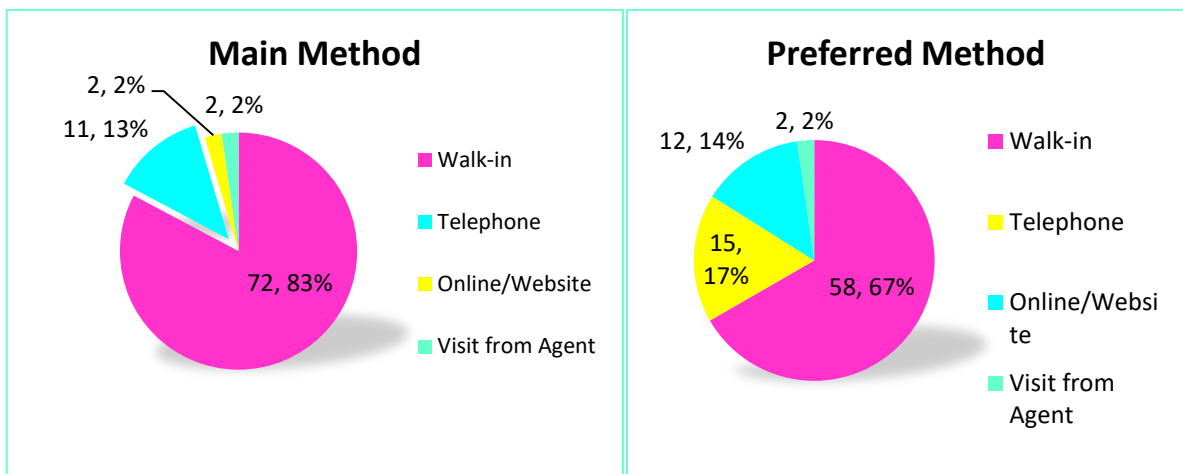


FIGURE 143: MAIN & PREFERRED METHODS TO ACCESS PRODUCTS & SERVICES

Responsiveness

I. Delivery of Products and Services

On average, it was revealed that majority of the respondents agreed that the entity delivered products and services within the standard time-frame and that the quality of the delivery met their expectation (**Figure 144**).

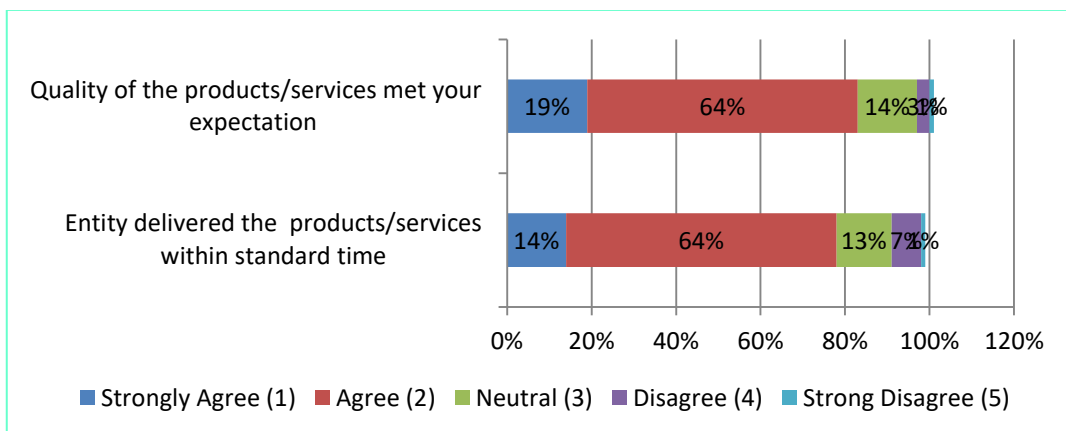


FIGURE 144: AGREEMENT SCALE- DELIVERY OF PRODUCT & SERVICES

II. Staff Responsiveness

A total of 367 responses were obtained on the agreement scale to measure staff responsiveness. The mean score was two (2), as 66% (241) of the responses were inclined towards an agreement that the entity’s staff was responsive. Marginal disagreement was noted with the statements: ‘frontline staff was professional’, ‘agent returned call if a promise to do so was made’ and ‘frontline staff was able to resolve concerns’ (Figure 145).

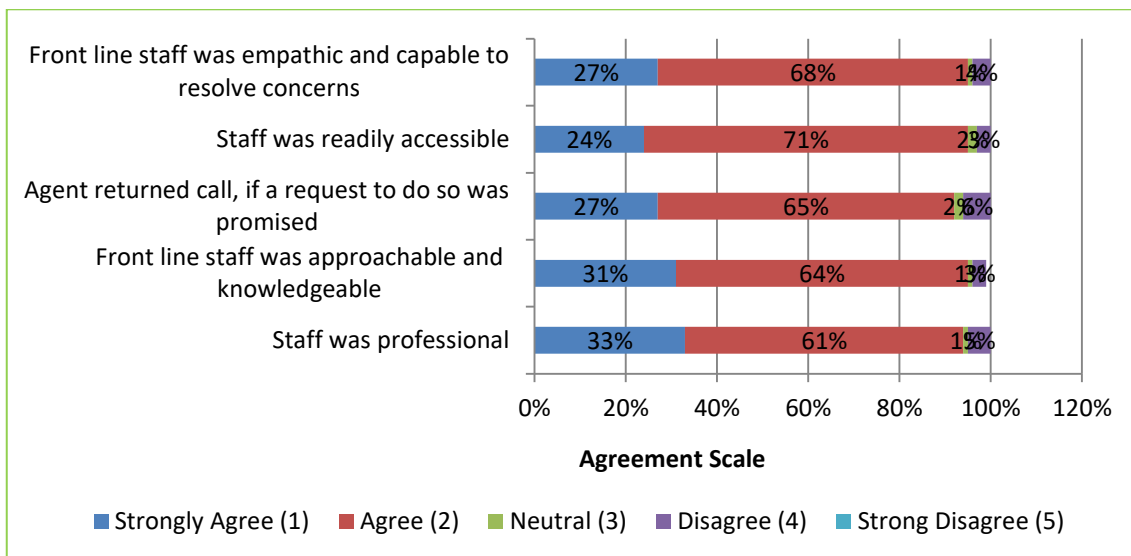


FIGURE 145: AGREEMENT SCALE- STAFF RESPONSIVENESS

III. Overall Satisfaction with Responsiveness

The average satisfaction rating for this service dimension was 80%; this resulted from 48% (41) of the respondents that gave a rating of good, while 38% (32) said responsiveness was excellent.

Process and Facility

I. Ease of Doing Business

The respondents produced 357 responses on the agreement scale to measure ease of doing business. The mean score recorded was two (2), as 68% (241) of the responses mainly indicated an agreement that there was some form of ease when conducting business with the entity. The areas of significant agreement were that the process to access products and service was easy to use; and that the delivery time was efficient (**Figure 146**).

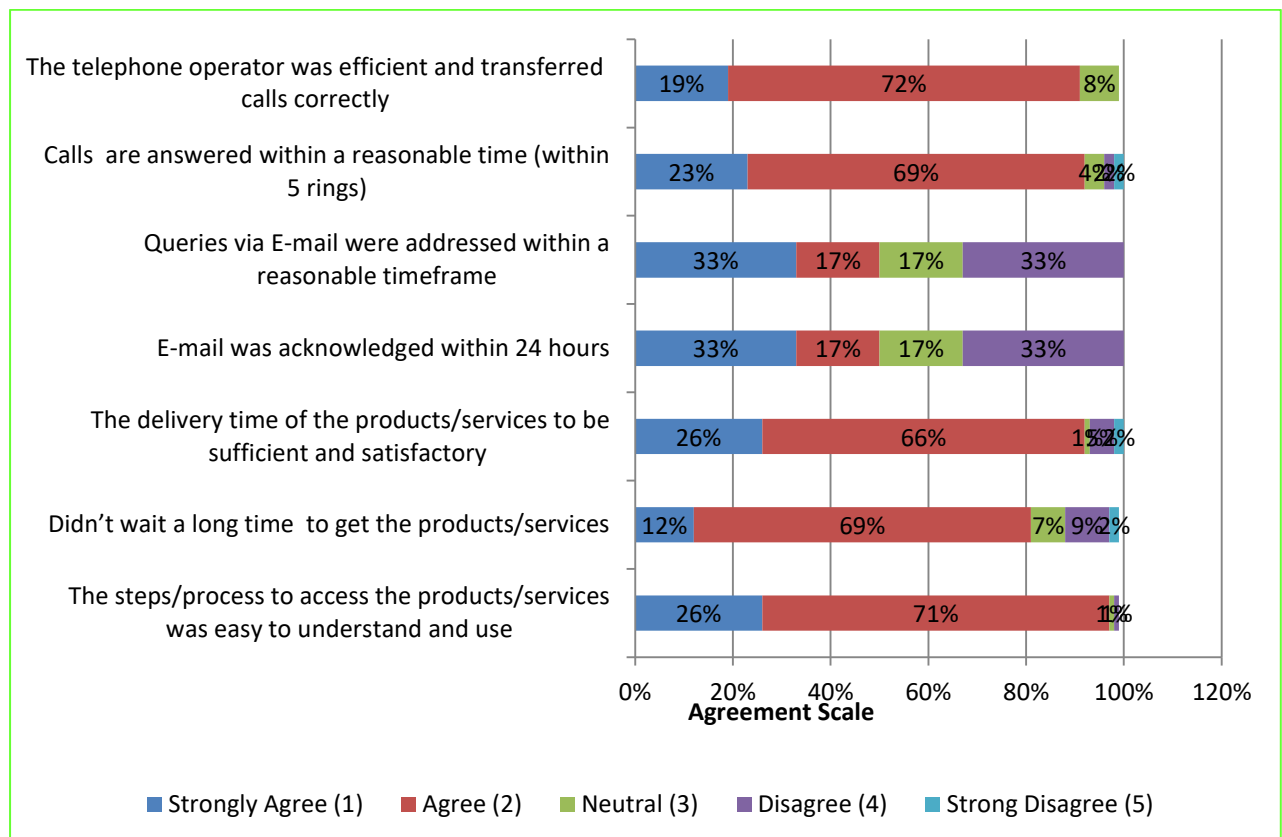


FIGURE 146: AGREEMENT SCALE- EASE OF DOING BUSINESS

II. Comfort of Facility

Eighty-three (83) respondents gave a sum of 213 responses to measure comfort of the facility. Nearly 61% (129) of the responses primarily agreed that the entity provided comfort while doing business. The respondents largely agreed that there was adequate security and amenities (**Figure 147**). Nonetheless, customers reportedly wanted to see an improvement in space and ambiance of the office locations. Based on these results, the average score obtained for comfort was two (2) on the agreement scale.

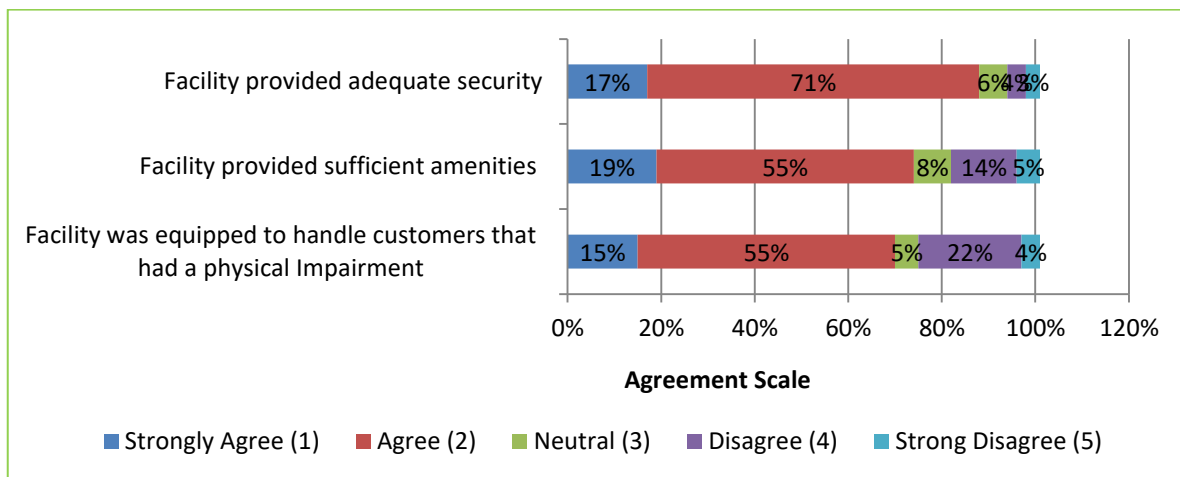


FIGURE 147: AGREEMENT SCALE-COMFORT OF FACILITY

III. Overall Satisfaction with Process and Facility

A sum of 81 respondents rated their satisfaction with the process and facility; the average score was 80 per cent. This was due to, 51% (41) of the respondents that rated process and facility as good, while 28% (23) said it was excellent.

Communication

I. Level of Communication

Eighty-seven (87) respondents gave 432 responses on their agreement with level of communication. The mean score was two (2); approximately 54% (233) of the responses agreed that the entity’s level of communication was efficient and 16% (67) strongly agreed.

The area with the highest level of agreement was with documents being written in a clear manner for customers to easily understand, and staff being able to communicate effectively about the products and services. The areas with the largest amount of disagreement were with customers being invited to participate in the design and development of the services, along with provision of adequate updates about services (**Figure 148**).

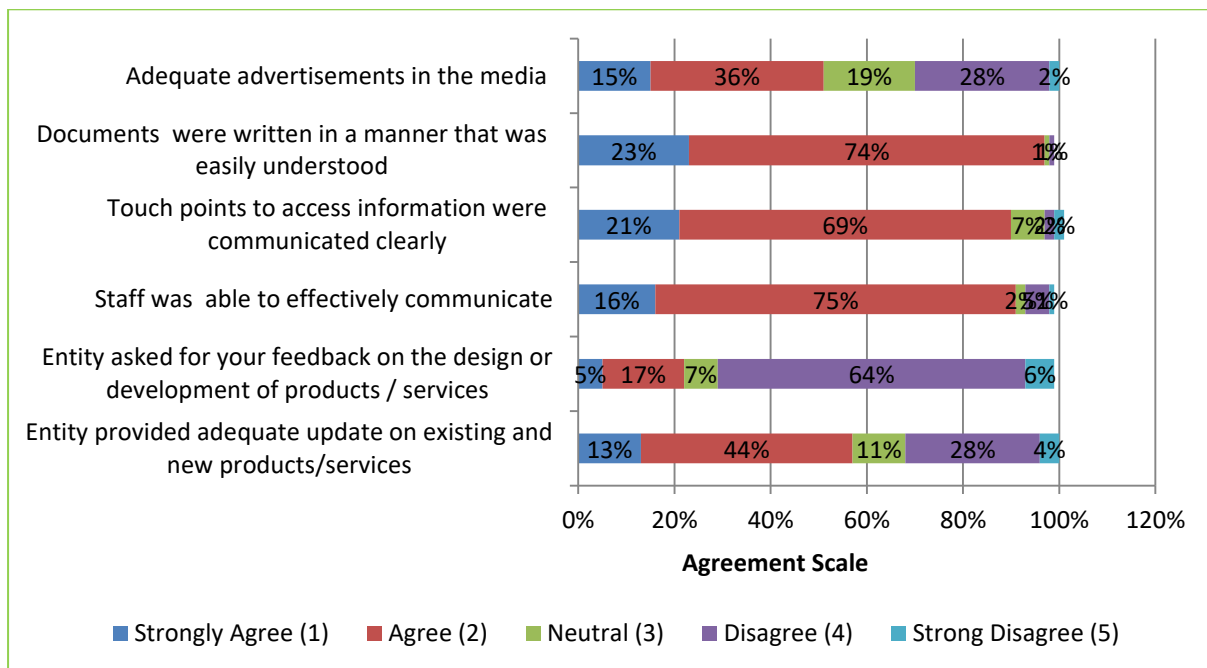


FIGURE 148: AGREEMENT SCALE- LEVEL OF COMMUNICATION

II. Areas to Improve Communication

Only 26 respondents provided feedback on ways they believed the entity could improve its level of communication. Roughly 27% (6) would like to see an increase in advertisement about the products and services on social media; followed by 15% (4), that would either desire an increase of field staff and a creation of a WhatsApp group to bolster communication efforts (**Appendix 15**).

III. Overall Satisfaction with Communication

Eighty-six (86) respondents expressed their overall satisfaction with the level of communication; the average score obtained was 80 per cent. Approximately 41% (35) of the respondents rated the service dimension as being good, while another 38% (33) said it was excellent.

Reliability of Service

Eighty-seven (87) respondents provided 195 replies to express their agreement with the entity's effort to provide reliable service. The mean score was two (2), which resulted from 71% (138) of the responses that were mainly in agreement that the service was reliable. The respondents largely felt they could access the services within the regular works hours and that they generally felt confident in the entity's ability to provide reliable service (**Figure 149**).

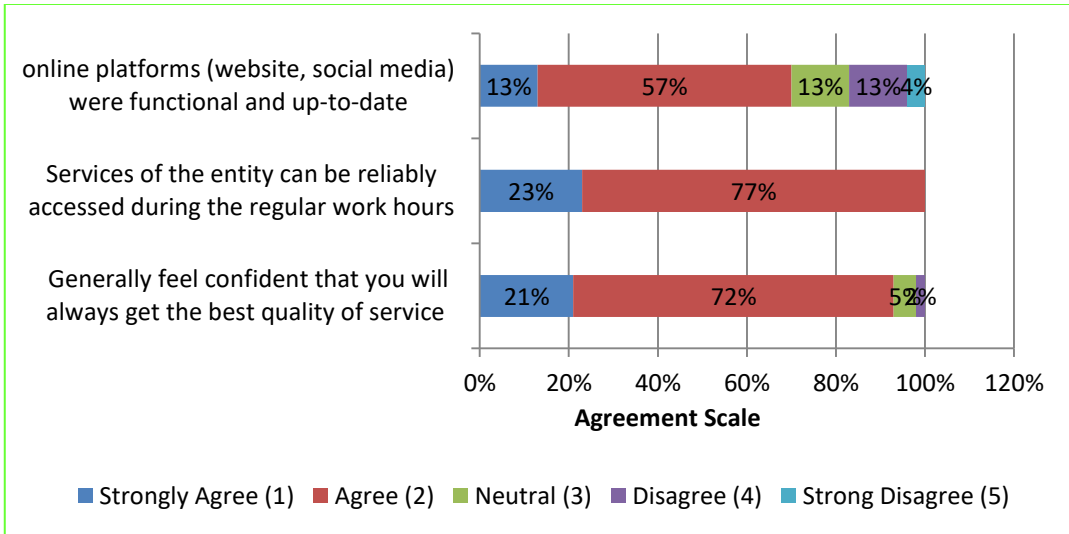


FIGURE 149: AGREEMENT SCALE- RELIABILITY OF SERVICE

I. Perceived Customer Loyalty

Eight-one (81) respondents reported on their perceived level of customer loyalty. Approximately 76% (62) of the respondents proclaimed that they would not switch, if there was another entity that provided the same products and services. Just about 11% (9) said they were unsure, while the remaining proportion of the distribution said they would switch.

Overall Customer Satisfaction

I. Satisfaction with Customer Service

The respondents expressed satisfaction with the customer service. Approximately 63% (55) of the respondents said they were satisfied, compared to 33% (29) that expressed that they were extremely satisfied.

II. Satisfaction with Customer Experience

For customer experience, 54% (47) of the respondents indicated that they were satisfied and 37% (32) were extremely satisfied. Only a marginal number of the respondents expressed dissatisfaction with their overall experience.

III. Overall Customer Satisfaction Rate

Based on the assessment of the rating of the focus areas and the overall experience of the respondents, the average customer satisfaction rate obtained was 80 per cent. The entity therefore met the targeted service standard.

Recommendations

Based on the results for the entities that participated in the survey, it is being recommended:

1. Increase horizontal coordination between agencies with interconnected services, in order to improve efficiency of service delivery.
2. Each portfolio agency and division should use their respective results to analyse the focus areas that needs improvement and arrange strategic efforts to bolster service recovery.
3. Entities should review their level of communication, and seek ways to increase interaction to mobilise customer engagement.
4. Tailor communication efforts and service delivery by targeting and segmenting customers into to similar clusters by their demographic composition to maximise efficiency of service delivery needs.
5. In order to improve and maintain customer satisfaction, entities should increase level of customers' involvement in the design and development of products, services and processes.
6. Entities should review their payment process to reinforce the efficiency with ease of doing business by implementing various methods of payment, such as online payment.
7. Based on the limitations of the survey, each entity is being encouraged to keep an active and regularly updated customer databank; as this will facilitate efficiency when conducting the monitoring and evaluation of customer satisfaction.
8. Heads of Departments should liaison with their internal departments to encourage and foster cooperation for greater level of participation with the Ministry's mandate to monitor and evaluate satisfaction among its external customers.
9. Majority of the customers gained access to products and services by walk-in appoints; entities can therefore increase efforts of service recovery by implementation and monitoring of an active suggestion box to recover complaints, queries and compliments.

10. Online services were the second preferred method to access products and services, entities should revise mechanisms that can improve their online presences and service offerings.
11. All entities should observe COVID-19 protocol and thereby implement proper sanitization system.

GLOSSARY OF TERMS

Terms	Definition
Arithmetic Mean	This is the simplest and most widely used measure of a mean or average.
Bivariate	This includes data for two variables (usually two types of related data)
Central Tendency	A summary of statistic that represents the centre point or typical value of a dataset.
Cross-Tabulation	These are data tables that present the results of the entire group of respondents and also from sub-groups of survey respondents
Customer Experience	This is the impression your customers have of your brand as a whole throughout all aspects of the buyer's journey.
Descriptive Statistic	These are brief descriptive coefficients that summarize a given data set, which can either be a representation of the entire or a sample of population.
Distribution	The act of sharing something among a number of recipients.
Frequency Output	The number of occurrences of a repeating event per unit of time that is produced by a person or machine.
Likert Scale	This is a type of rating scale used to measure attitudes or opinions.
Primary Data	This is data collected by a researcher from first hand sources like: surveys or interviews.
Quantitative Study	The process of collecting and analyzing numerical data
Survey	A research method used for collecting data from a predefined group of respondents to gain information and insight.
Systematic Random Sampling Method	This is a method used to select samples at a particular preset interval.
Telephone Interview	A type of data collection method in which the interviewer communicates with the respondent via telephone using a prepared questionnaire.
Touch Point	A place or situation in which a business has contact with its customers.
Variable	A quantity that may assume any one of a set of values.

APPENDICES

Appendix 1: Questionnaire

External Customer Service Assessment Measurement Tool Ministry of Agriculture and Fisheries Customer Service Branch July 2021

Introduction to the survey Instrument:

This questionnaire serves as a means to obtain information on the customers' perception about the service quality of the portfolio Agencies and Divisions monitored by the Ministry of Agriculture and Fisheries.

The instrument has seven (7) sections and consists of open and close-ended questions, as well as Likert scales-type statements to measure customers' feedback and satisfaction on their service experience.

Responsibility of Administrator:

Ask questions/statements in sequential order of the instruction. Record the responses in the slot provided for each question and or statement.

1. GENERAL INFORMATION

This section is used to obtain general information. Please indicate the appropriate answers for the following questions:

1. Please state your gender (**Observation/Auditory question**)
 Male Female
2. What is your age group?
 <20 21-30 31-40 41-50 51-60 >61

3. Which of the following category of customer do you represent?

(Please use appropriate skip option)

Individual (go to 3C) Organization (go to 3b)

3b. Please state name and address of the entity

Name: _____

Address: _____

3c. In which parish do you reside/operate?

2. Products and Services

The following questions are designed to assess your level of access to the products and services offered by the entity.

Please indicate the appropriate answers for the following questions:

1. How did you **mainly** access the product/service from this entity?

Walk-in Telephone

Online/Website Other, please specify _____

2. How would you have preferred to access the products/services?

Walk-in Telephone

Online/Website Other, please specify _____

3. If 'Walk-in' was selected at question 1, how often do you visit the facility?

(Enter frequency of visits by week, month or year, select only one option)

_____ per week _____ per month

_____ per year Not sure

(Please Skip question 4)

4. If 'Online/Website' was selected at question 1, how often do you visit the online platform?

(Enter frequency of visits by week, month or year, select only one option)

_____ per week _____ per month

_____ per year Not sure

Satisfaction with Products and Services

The following statements are also designed to assess your level of satisfaction with the products and services offered by the entity. Please indicate your opinion along a scale of strongly agree to

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strongly disagree. The scale has five points strongly agree, agree, neither agree or disagree, strongly disagree.

5. The entity delivered the products/services within standard time (established processing time of the entity)

Strongly Agree Agree Neutral Disagree Strongly Disagree
 D/K

6. The quality of the products/services met your expectation

Strongly Agree Agree Neutral Disagree Strongly Disagree
 D/K

7. What did you like the most about the products/services you received?

8. What did you like the least about the products/services you received?

3. Staff Responsiveness

The following statements are designed to assess your level of satisfaction with the staff responsiveness. Please indicate your opinion along a scale of strongly agree to strongly disagree. The scale has five points strongly agree, agree, neither agree or disagree, strongly disagree.

1. For walk- appointments, you found that the staff was professional

Strongly Agree Agree Neutral Disagree Strongly Disagree
 N/A

2. Front line staff was approachable and knowledgeable about products/services

Strongly Agree Agree Neutral Disagree Strongly Disagree
 N/A

3. An agent returned your call, if a request to do so was promised

Strongly Agree Agree Neutral Disagree Strongly Disagree
 N/A

4. A staff was readily accessible/available to answer enquiries via telephone

Strongly Agree Agree Neutral Disagree Strongly Disagree
 N/A

5. Front line staff was empathic and capable to resolve concerns

Strongly Agree Agree Neutral Disagree Strongly Disagree
 N/A

6. On a scale of 1-10, rate your overall satisfaction with staff responsiveness (1 being the lowest and 10 being the highest)

1 2 3 4 5 6 7 8 9 10
2

7. State one factor the entity can do to improve staff responsiveness in order to serve you better?

4. Access & Facility

The following statements are designed to assess your level of satisfaction with the access and facility of the entity. Please indicate your opinion along a scale of strongly agree to strongly disagree. The scale has five points strongly agree, agree, neither agree or disagree, strongly disagree.

The steps/process to access the products/services was easy to understand and use

Strongly Agree Agree Neutral Disagree Strongly Disagree
 D/K

1. You had to wait in line a long time to get the products/services

Strongly Agree Agree Neutral Disagree Strongly Disagree
 N/A

2. You found the delivery time of the products/services to be sufficient and satisfactory

Strongly Agree Agree Neutral Disagree Strongly Disagree
 N/A

3. The entity had different methods of payment that suit your needs (credit, debit, cash and online payment).

Strongly Agree Agree Neutral Disagree Strongly Disagree
 N/A

4. Information about the entity was available on several mediums (Telephone, social media, website, pamphlets).

Strongly Agree Agree Neutral Disagree Strongly Disagree
 N/A

E-mail sent to the entity was acknowledged within 24 hours.

Strongly Agree Agree Neutral Disagree Strongly Disagree
 N/A

5. Queries via E-mail sent to the entity were addressed within a reasonable timeframe.

Strongly Agree Agree Neutral Disagree Strongly Disagree
 N/A

6. The facility was equipped to handle customers that had a physical Impairment (visual, mobility and hearing disability).
 Strongly Agree Agree Neutral Disagree Strongly Disagree
 D/K
7. The facility provided waiting areas with sufficient amenities (e.g. chairs, magazines etc.) to make you feel comfortable while waiting
 Strongly Agree Agree Neutral Disagree Strongly Disagree
 N/A
8. Calls made to the entity are normally answered within a reasonable time (within 5 rings)
 Strongly Agree Agree Neutral Disagree Strongly Disagree
 N/A
9. The telephone operator was efficient and transferred calls to the correct department/personnel.
 Strongly Agree Agree Neutral Disagree Strongly Disagree
 N/A
10. The facility provided adequate security for you to feel safe while conducting business
 Strongly Agree Agree Neutral Disagree Strongly Disagree
 N/A
11. On a scale of 1-10, rate the efficiency of the access and facility of the entity (1 being the lowest and 10 being the highest)
 1 2 3 4 5 6 7 8 9 10
12. State one factor the entity can do to improve the access and or facility in order to serve you better?

5. Communication

The following statements are designed to assess your level of satisfaction with the communication of the entity. Please indicate your opinion along a scale of strongly agree to strongly disagree. The scale has five points strongly agree, agree, neither agree or disagree, strongly disagree.

1. The entity provided adequate update on existing and new products/services.
 Strongly Agree Agree Neutral Disagree Strongly Disagree
 D/K

2. The entity has asked you for your feedback on the design or development of products / services.
 Strongly Agree **Agree** **Neutral** **Disagree** **Strongly Disagree**
 D/K
3. Staff was knowledgeable and was able to effectively communicate information about products/ services.
 Strongly Agree **Agree** **Neutral** **Disagree** **Strongly Disagree**
 D/K
4. Touch points to access information about products/services were communicated clearly and effectively (**touch point refers to medium of information: website, help desk, customer service desk/information desk**).
 Strongly Agree **Agree** **Neutral** **Disagree** **Strongly Disagree**
 D/K
5. Documents related to the products/services were written in a manner that was easily understood (**e.g. packaging, manuals, invoices etc.**).
 Strongly Agree **Agree** **Neutral** **Disagree** **Strongly Disagree**
 N/A
6. There were adequate advertisements in the media to keep you aware of the products/services (**TV, radio, social media, newspapers**).
 Strongly Agree **Agree** **Neutral** **Disagree** **Strongly Disagree**
 D/K
7. On a scale of 1-10, rate the efficiency of the entity's level of communication (**1 being the lowest and 10 being the highest**)

1 2 3 4 5 6 7 8 9 10
8. List one factor that you would propose the entity do to improve its communication to serve you better.

6. Reliability of Service

The following statements are designed to assess your level of satisfaction with the reliability of service of the entity. Please indicate your opinion along a scale of strongly agree to strong disagree. The scale has five points strong agree, agree, neither agree or disagree, strong disagree.

1. You generally feel confident that you will always get the best quality of service when conducting business with the entity
 Strongly Agree **Agree** **Neutral** **Disagree** **Strongly Disagree**
 D/K

2. Services of the entity can be reliably accessed during the regular work hours
 Strongly Agree **Agree** **Neutral** **Disagree** **Strongly Disagree**
 N/A

(If respondent selected 1, 2 or 3 choose N/A at question 3).

3. You would prefer more flexible business hours to access products/services (earlier/late opening hours).
 Strongly Agree **Agree** **Neutral** **Disagree** **Strongly Disagree**
 N/A

4. You would be willing to pay more for faster service
 Strongly Agree **Agree** **Neutral** **Disagree** **Strongly Disagree**
 D/K

5. You find the online platforms (website, social media) to be functional and up-to-date
 Strongly Agree **Agree** **Neutral** **Disagree** **Strongly Disagree**
 N/A

6. If there was another entity that provided the same products/services you would switch to that provider
 Strongly Agree **Agree** **Neutral** **Disagree** **Strongly Disagree**
 D/K

(If agree go to question 7, if neutral or disagree go to section 7).

7. State one factor that would cause you to switch?

7. Customer Satisfaction

1. Overall, how satisfied were you with the customer service?

Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. How satisfied were you with entire customer experience (knowledge of staff, comfort of facility, and ease of doing business).

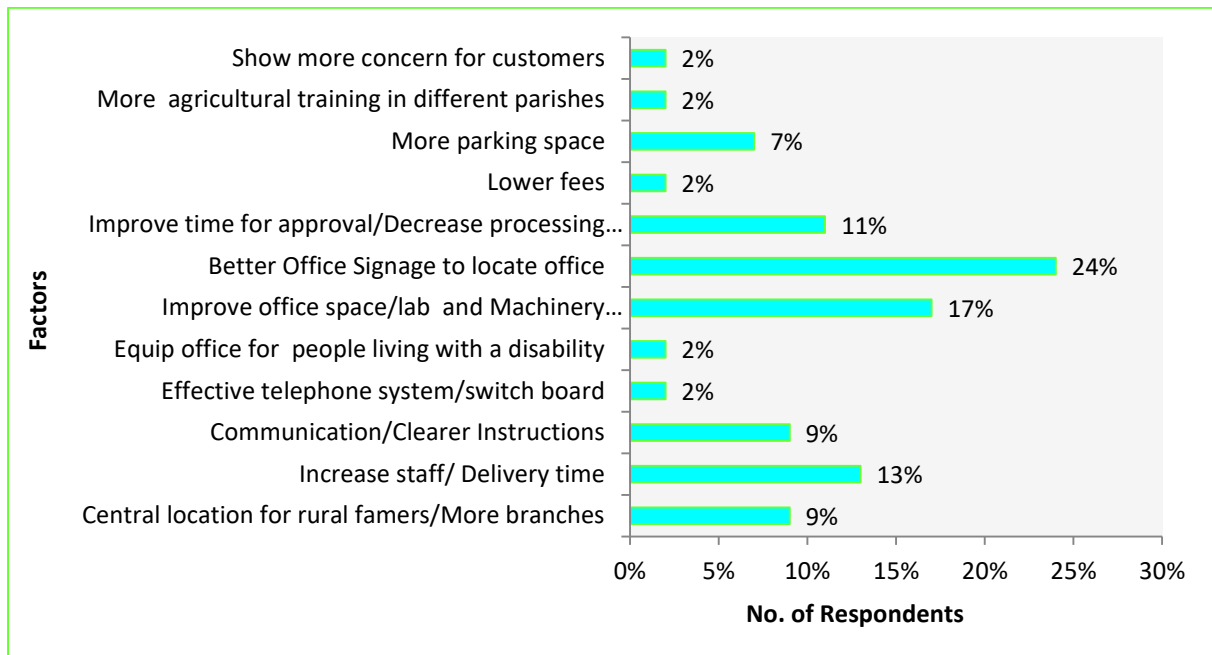
Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

_____END_____

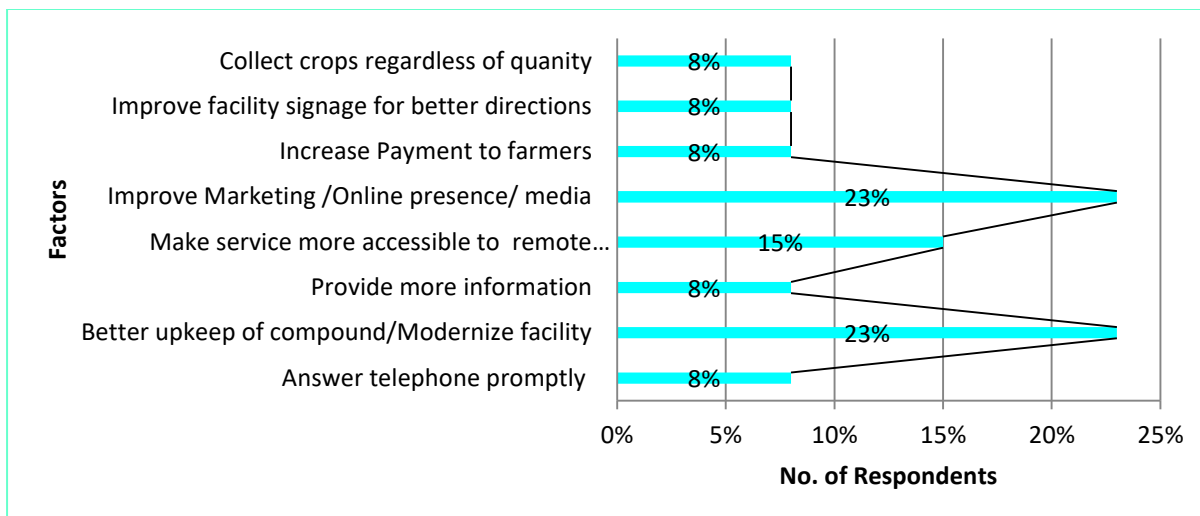
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Date of interview: _____

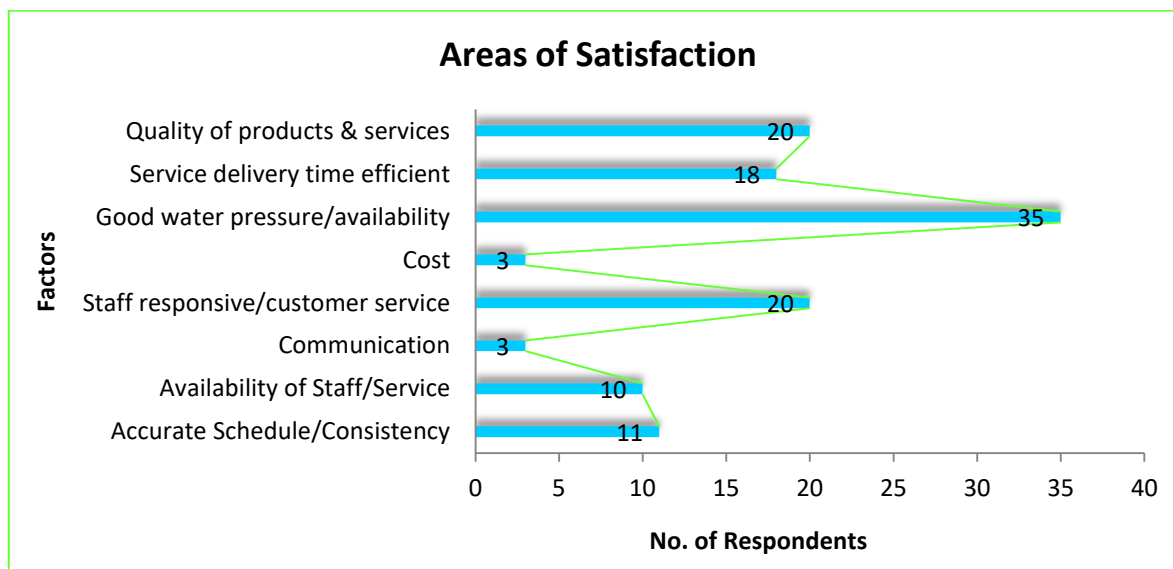
Appendix 2: Improvement Factors for Process & Facility- ALMD



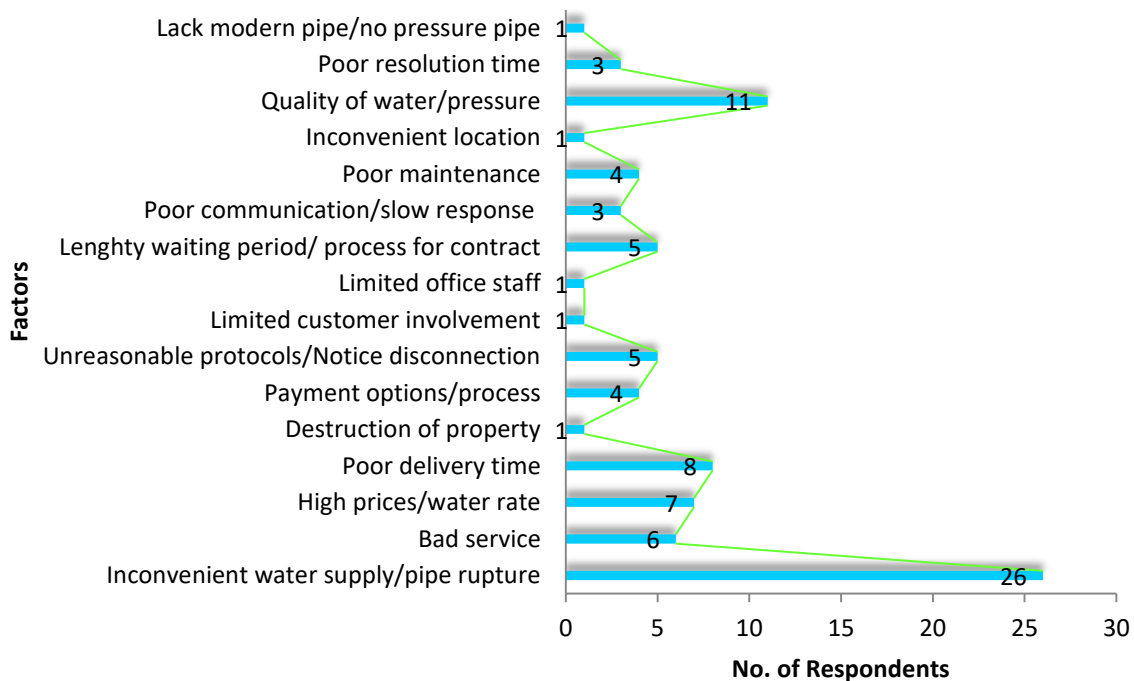
Appendix 3: Improvement Factors for Process & Facility- JACRA



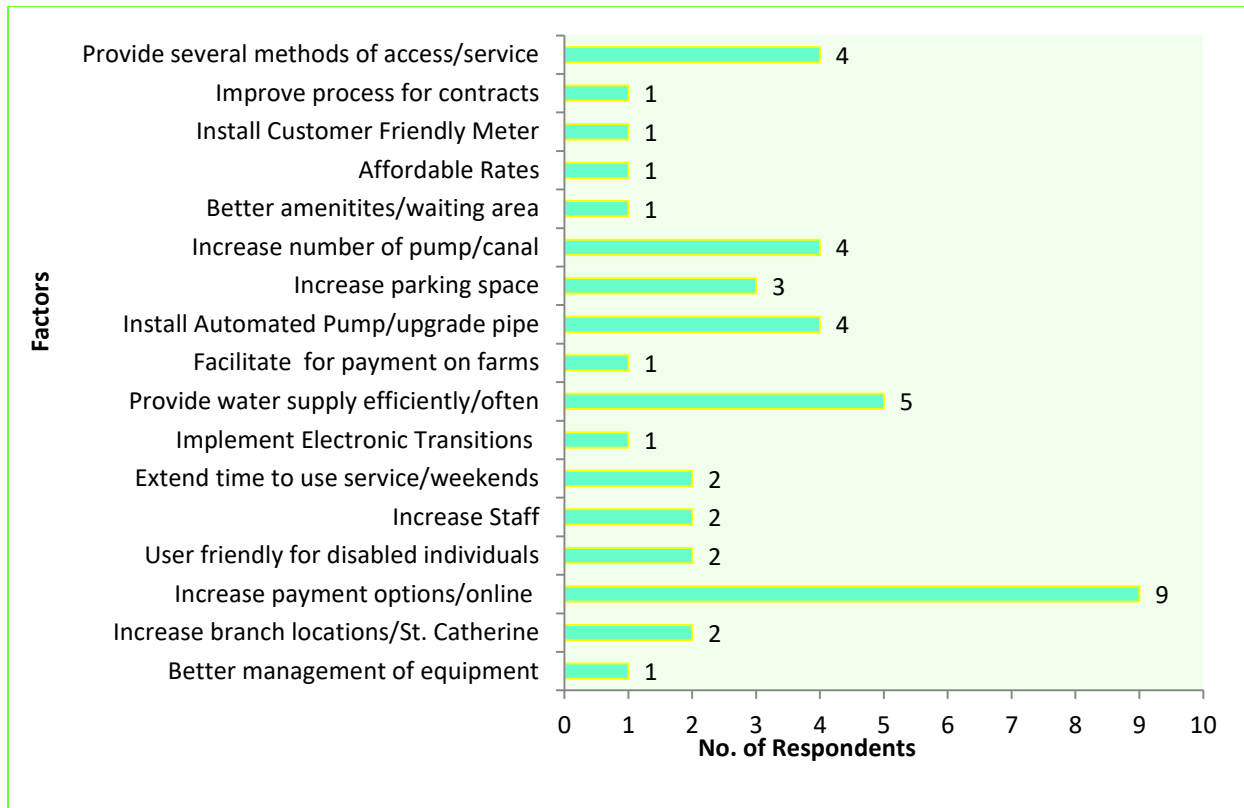
Appendix 4: Areas of Satisfaction and Dissatisfaction – NIC



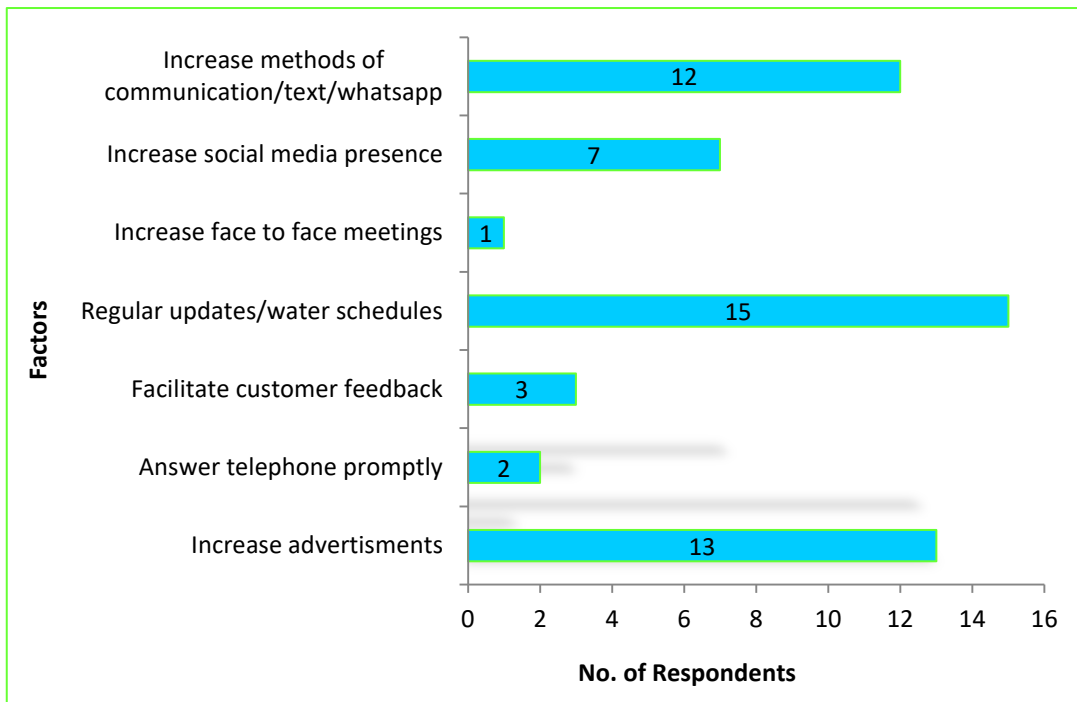
Areas of Dissatisfaction



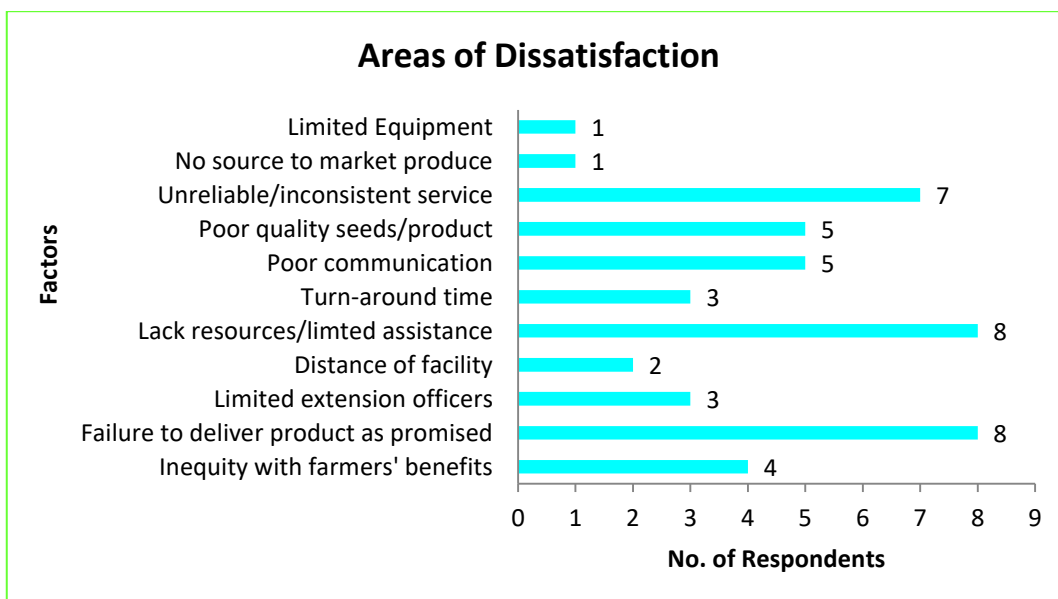
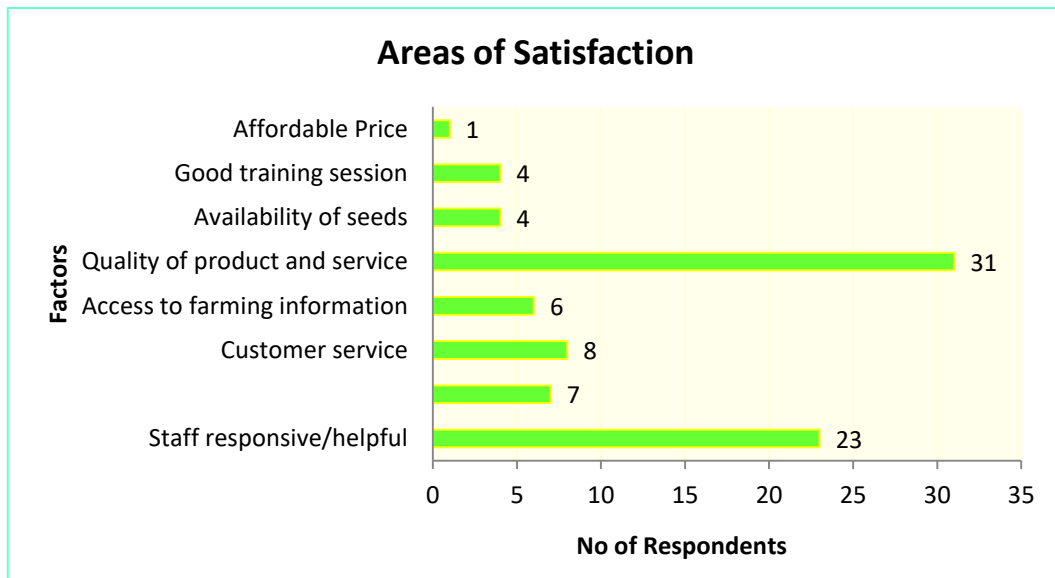
Appendix 5: Improvement Factors for Process & Facility- NIC



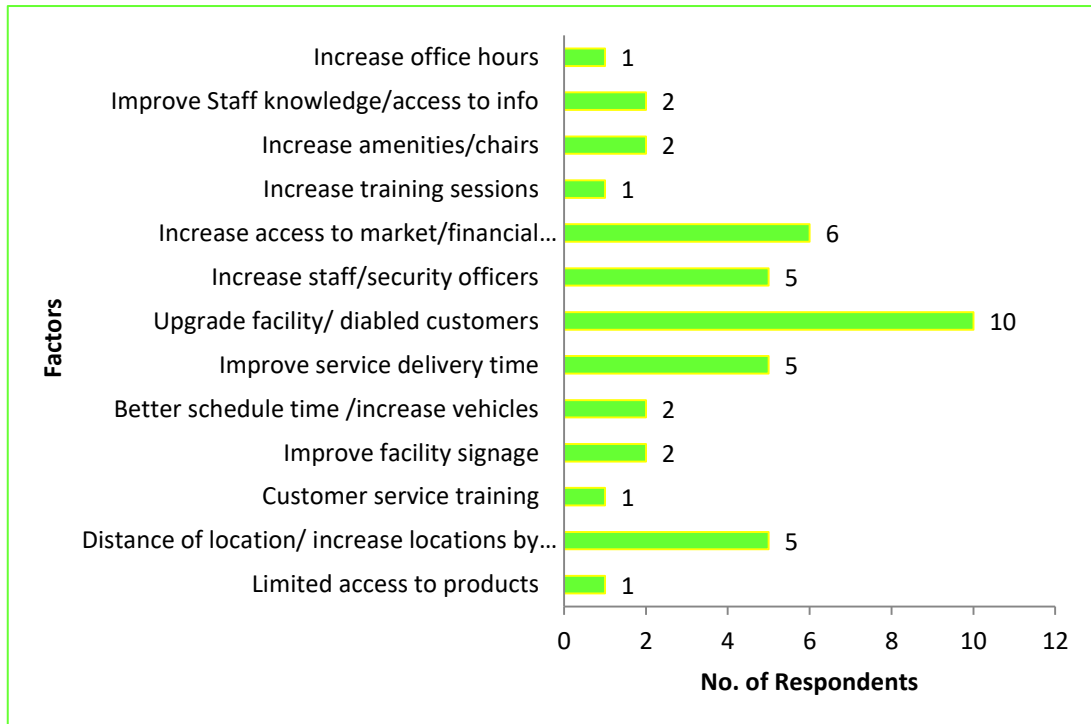
Appendix 6: Improvement Factors for Level of Communication -NIC



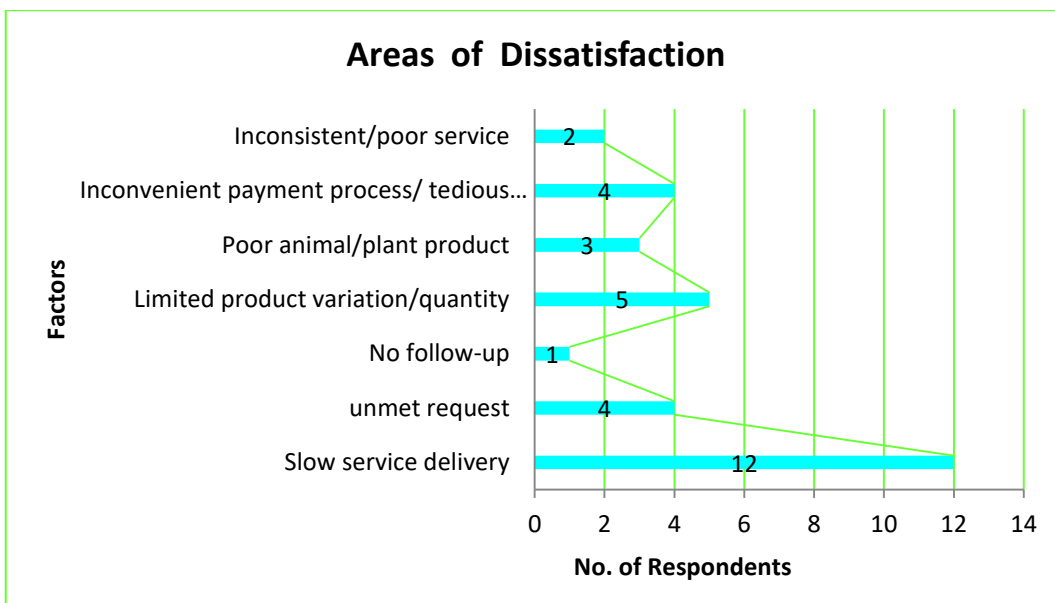
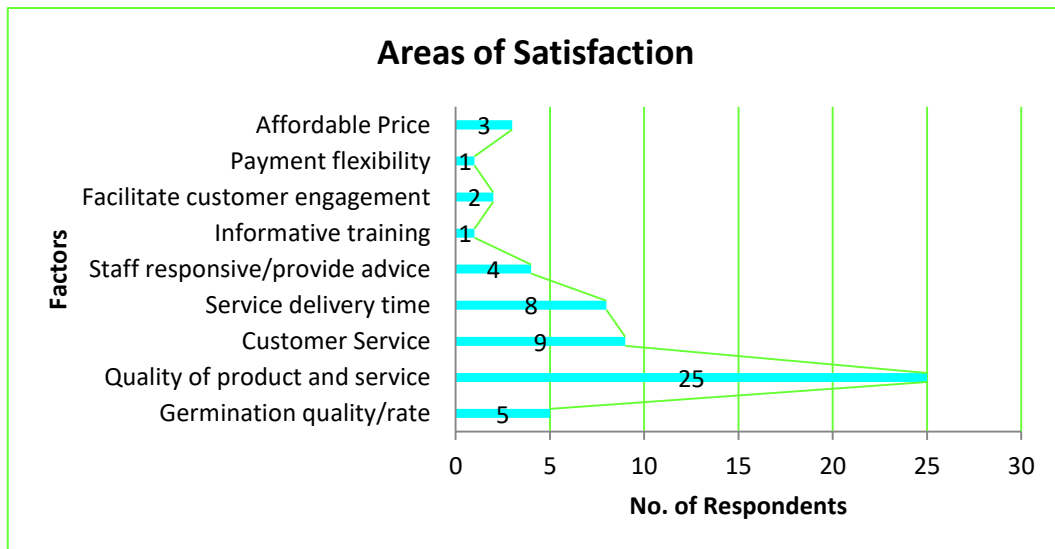
Appendix 7: Areas of Satisfaction and Dissatisfaction- RADA



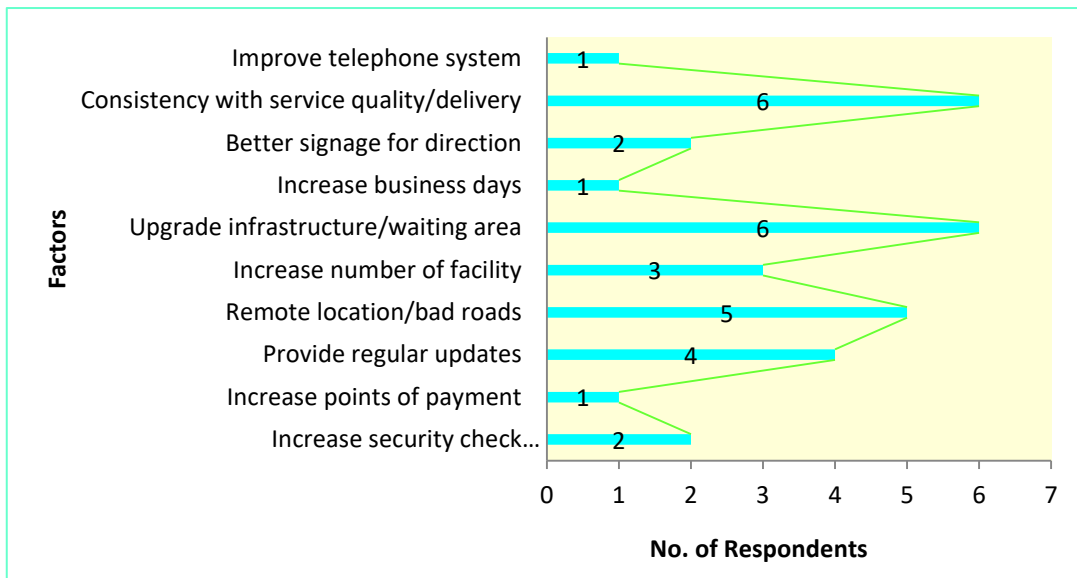
Appendix 8: Improvement Factors for Process & Facility- RADA



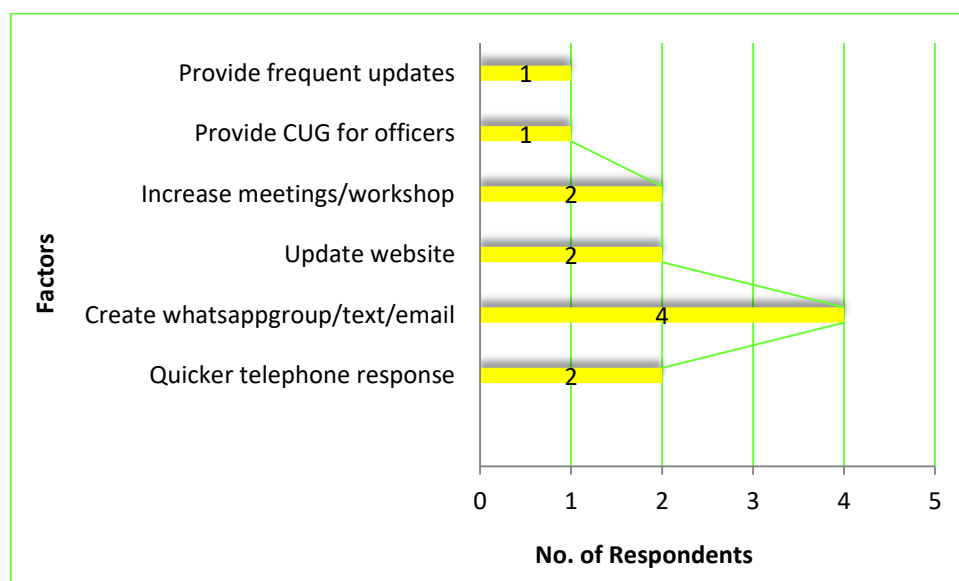
Appendix 9: Areas of Satisfaction and Dissatisfaction- R&D



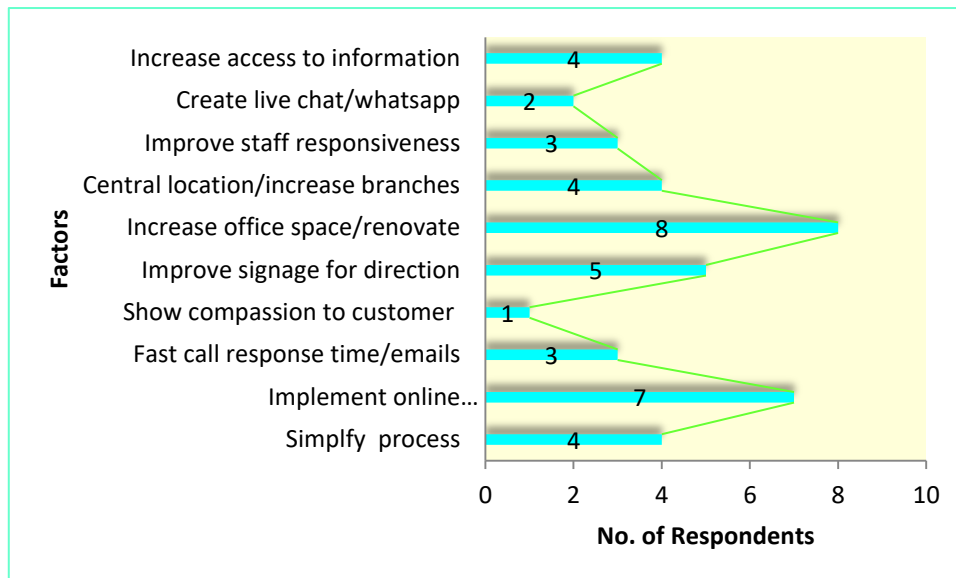
Appendix 10: Improvement Factors for Process & Facility- R&D



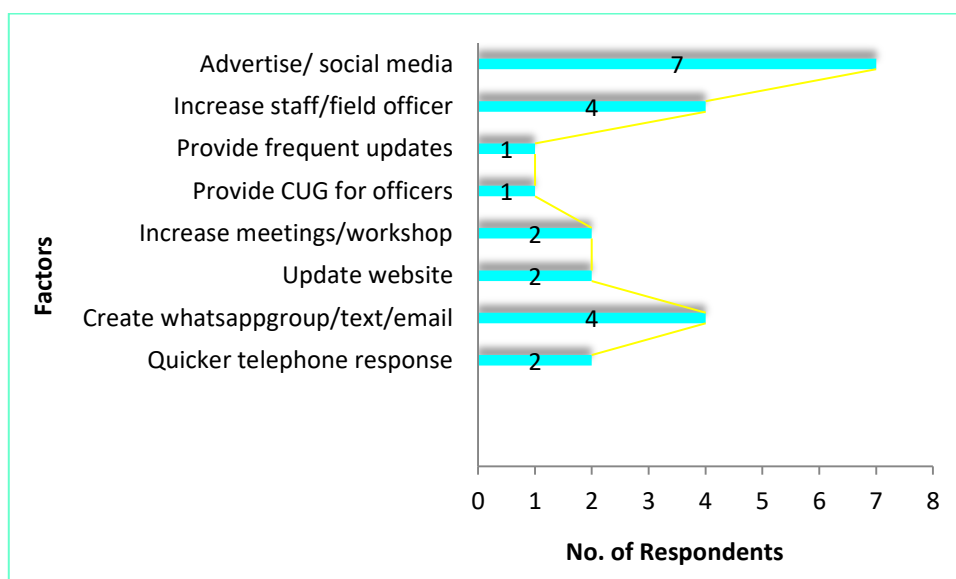
Appendix 11: Improvement Factors for level of Communication- PQPI



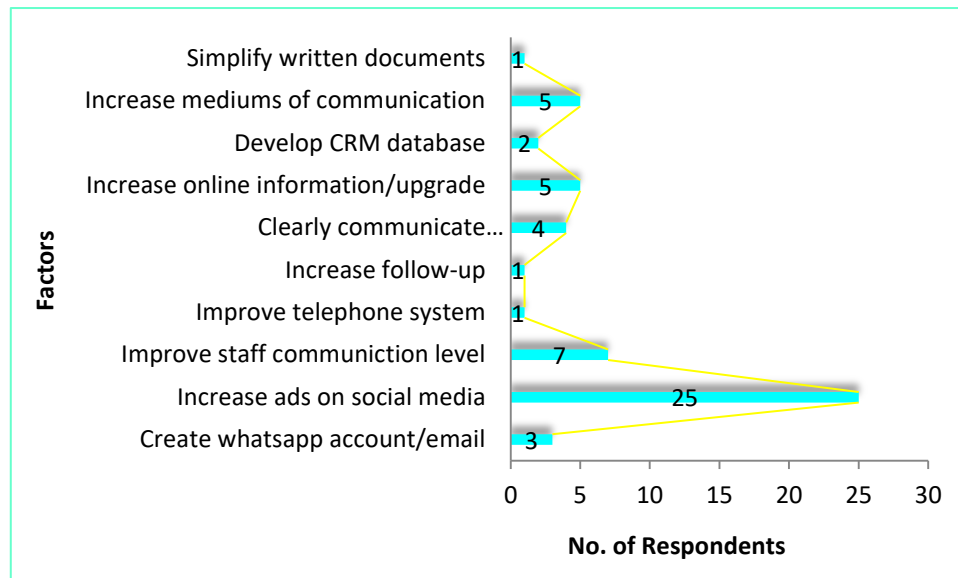
Appendix 12: Improvement Factors for Process & Facility- VSD



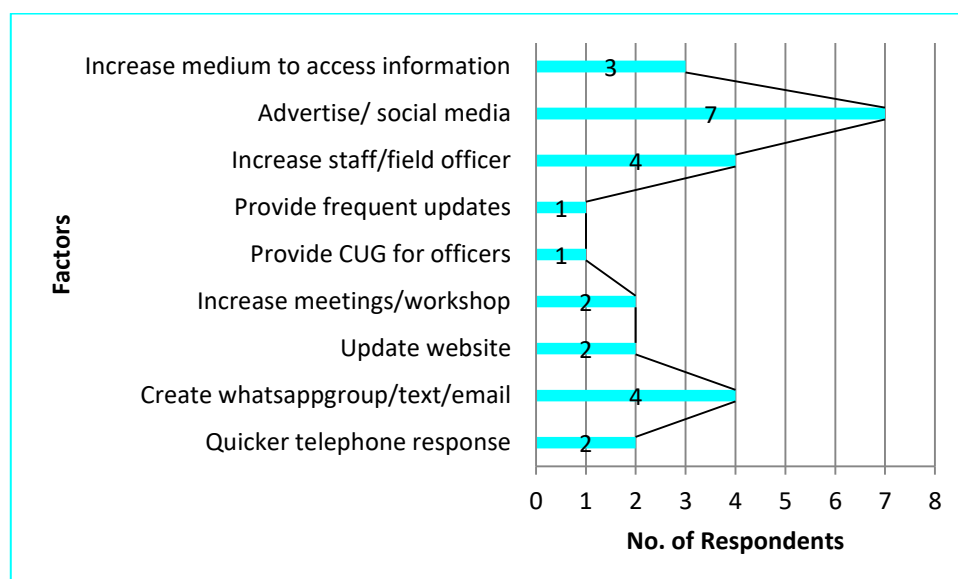
Appendix 13: Improvement Factors for Level of Communication-VSD



Appendix 14: Improvement Factors for Level of Communication-JAS



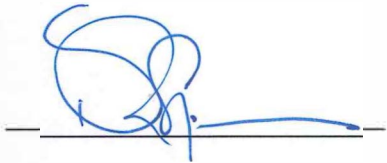
Appendix 15: Improvement Factors for Level of Communication-NFA



Version and Document Control:			
Version/Draft No.	Date of Issue	Description	Author
v1	November, 2021	Submitted to Principal Director, Corporate Services	Manager, Customer Service M&E /Customer Service Branch

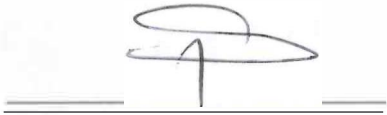
DOCUMENT APPROVAL AND SIGN OFF

This document is approved by the Permanent Secretary and the Principal Director, Corporate Services.



Date: 5/Sept/2022

Permanent Secretary



Date: JUNE 13, 2022

Principal Director, Corporate Services

