



Ministry of Agriculture & Fisheries

Customer Satisfaction Assessment 2020

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oreword

The Ministry of Agriculture and Fisheries has completed its first independent Customer Satisfaction Assessment. This has been spearheaded by the Monitoring and Evaluation arm of the Customer Service Branch, within the Ministry. The execution of this assessment is in keeping with the Office of the Cabinet (OoC) initiative that commenced in 2015 and subsequent mandate by the Cabinet Secretary for all Permanent Secretaries to develop a Customer Service Improvement Plan (CSIP) across their portfolio Ministries. The CSIP, which is guided by the principles of the Service Excellence Policy, will be monitored and evaluated by annually published reports on customer satisfaction and service quality.

The Ministry therefore, fully endorses the information contained in this Customer Satisfaction Assessment report, which is necessary for paving the way forward for a transformed and modernised service culture of the Public Sector. Providing service excellence will foster an enabling environment for national competitiveness, economic growth and sustainability for all relevant industries and stakeholders within the sector.



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

A handwritten signature in black ink, appearing to be 'D. Spence', written over a horizontal line.

Brief Overview of the Ministry

The Ministry of Agriculture & Fisheries (MoAF) is responsible for driving the production of primary agricultural produce, livestock and fisheries to widen the supply chains; integrate production and develop a robust value chain. This mandate will facilitate value added and full commercialisation of outputs for the agriculture sector. The Ministry oversees a portfolio of twenty-four (24) divisions, nine (9) portfolio bodies; five (5) statutory bodies, and ten (10) public investment projects, which provide important services to the sector; as well as, the organisations that work to promote growth within the sector.

Being a large part of a service related industry; the Government of Jamaica is on a mission of transforming the public sector bodies into modernised organisations that can drive economic growth and sustainability of the country in a globally competitive market. The Public Sector Transformation and Modernisation (PSTM) Programme led by the Office of the Cabinet was introduced as the strategic tool to mobilise service culture. Moreover, contributing to the achievement of this vision is the implementation of projects and programmes that will lead to the creation of a dynamic public service that is responsive to the changing needs of the Jamaican Society to deliver professionalism, performance and service excellence, which brings to life the National Vision for Jamaica. This requires the public sector to be client-focused, results-oriented and constantly seeking ways to improve the delivery of public services.

The Ministry has, therefore, adapted the Service Excellence Policy and Framework that was developed by the Office of the Cabinet Jamaica (OoC), as the guiding principle for the transformation of the Public Sector service culture. The Government of Jamaica has outlined its Vision for a transformed Public Sector, the achievement of which rests on the modernisation of public service to: increase professionalism of public sector workers; foster change in service culture and national competitiveness to facilitate efficiency, accountability and responsiveness in service outputs to meet citizens' needs, along with other relevant stakeholders.

On this basis, the Ministry has developed a Customer Service Improvement Plan (CSIP) geared towards providing strategic directives and clear objectives on how to deliver, evaluate and improve service delivery. The CSIP was established from the guiding principles of the Service Excellence Policy, to assess the performance of service delivery, identify gaps in service quality and recommend areas for improvement to serve its external customers. Monitoring of

performance and overall satisfaction of the external customers will be done through the Ministry's Customer Satisfaction Assessment.

Executive Summary

The Ministry of Agriculture and Fisheries had successfully completed its Customer Service Improvement Plan. As a result, the Customer Service Branch within the Ministry was commissioned to undertake its first Customer Satisfaction Survey, as an initiative to monitor and evaluate the satisfaction level of its external customers. A total of five (5) portfolio agencies and four (4) intra-ministerial divisions participated in the survey. The views and satisfaction with service quality were captured, collectively, for 331 customers. The result of the findings revealed that the entities, governed by the Ministry, have been making significant strides to providing responsive and reliable services. The mechanism put in place to bolster ease of doing business is one of the most important factors of service quality. Based on the result, it was evident that the entities have conducted its business affairs in a manner that was conducive for efficiencies of doing business.

However, the entities still grappled with the concerns of level communication; many customers have highlighted the fact that the entities need to improve on interaction and communicate more through regular updates on the status of the services. Increase in communication efforts will ultimately increase customers' appreciation, patience and corporation with the entities. Increase in communication not only sparks awareness, but also fosters an environment for trust, integrity and transparency and subsequently strengthens customer relations

Public sector entities have undergone a long hold repetition for poor customer service and inefficiencies; however, notwithstanding the challenges, the Ministry's entities have proven that customers in general are satisfied with the service they have been receiving, but have also highlight that the service quality is still in need of improvement. The top three performing entities that achieved the target customer satisfaction rate of 80 per cent were, Veterinary Services Division (VSD), Rural Agricultural Development Authority (RADA) and Agricultural Land Management Division (ALMD). The other agencies and division achieved scores that ranged from 70 to 77 per cent, recording either a ten (10) or three (3) percentage decline from meeting the target score. Consequently, the overall scores of each entities resulted in the Ministry obtaining an overall customer satisfaction rate of 76 per cent. This represented a marginal four (4) percentage score from meeting the Government of Jamaica's target service standard score of 80 per cent.

In order to facilitate the mandate of the Ministry, and by extension the Government of Jamaica, the portfolio agencies and divisions are being encouraged to review processes and improvement of facility; and bolster communication efforts to increase interaction with customers. This will ultimately improve the service outputs to further meet the needs and satisfaction of the citizens of Jamaica, in which it serves.

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i. Introduction

i.1 Background

The office of the Cabinet is committed to carrying-out the mandate of the Government of Jamaica for a paradigm shift of customer-centricity across the Public Sector, through transformation of human resources, business processes, and technology to facilitate an enabling environment for the growth and development for a service excellence culture. As such, the Office of the Cabinet had selected two Ministries, Ministry of Health (MoH) and the former Ministry of Industry, Commerce, Agriculture and Fisheries (MICAF), to undertake a Customer Satisfaction Assessment that was used to assess customers' satisfaction.

This was needed to expedite and inform the decision making process for the development of a Service Improvement Plan for both Ministries and by further extension other Ministries within the Public Sector. These Assessments were conducted within the periods of 2015 and 2018. A Common Measurement Tool (CMT) was adapted from the Canadian Centre for Management Development in 1998, as the research instrument used for data collection. However, the instrument was edited to service the need of the Government of Jamaica.

To-date, the Ministry of Agriculture and Fisheries has completed its Customer Service Improvement Plan (CSIP). As a driver of the CSIP, the Ministry conducted its first independent Customer Service Satisfaction Assessment in in July 2020 to October 2020. This will allow monitoring and evaluation of customer satisfaction for its external customer. Therefore, the CMT was adapted from the OoC and was further edited by the Ministry to undertake the data collection exercise. The development of the CSIP was guided by the principles of the Service Excellence Policy and Framework.

i.2 Purpose of this Report

The purpose of this report is to present descriptive statistic 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 their respective results, which can be used for service recovery and other necessary measures that are required by each entity.

i.3 Objectives

The objectives of the Survey are to:

- Establish the satisfaction rate for the focus area
- Distinguish the key focus areas for reinforcement of satisfaction
- Establish the key focus area for service recovery
- Identify gaps in service quality
- Ascertain the overall customer satisfaction rate

i.4 Scope of work

Nine (9) entities were surveyed, which included five (5) portfolio agencies and four (4) 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 were 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 target satisfaction rate that was stipulated by the OoC of a score no less than 80 per cent to meet the accepted service standard.

i.4.1 Layout of the 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, with subsequent conclusion and recommendations. The data was then disaggregated for each agency and division, in order to provide the agreement scores and overall customer satisfaction rate separately. This will facilitate extrapolated data for each entity to bolster strategic decisions for service recovery or positive reinforcement of areas that met the target service standard.

ii. Approach

The survey was a quantitative study that collected primary data by means of a structured research instrument/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 likert scale of agreement or satisfaction. A ten (10) point rating scale was further used to ascertain the respondents' level of satisfaction across specified focus areas. The averages of each satisfaction rate were, then, 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 service quality across the focus areas.

ii.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 fifty (50) respondents was established as the target for each entity.

ii.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.

ii.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.

ii.3.1 Recoded Variables

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 into similar responses.

ii.4 Data Analysis and Statistical Measures

The results and analysis was done using descriptive statistics. 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 utilised to determine the exact number of respondents and responses that were provided for the statements across the focus areas.

ii.4.1 Five (5) Point Agreement/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. The likert scale presented in the analysis is an interval scale and therefore the averages (mean of the means) was calculated to ascertain the level of agreement and or satisfaction of the respondents across the focal areas. It should be noted that neutral in the survey was not an option for undecided, 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.

ii.4.1.1 Mean of the Means

The statements were grouped and computed. The mean of 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.

ii.4.2 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 means, each average of the customer satisfaction rate, across the focus areas, 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.

ii.4.3 Cross-tabulation Frequency

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

ii.4.4 Multiple Response

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

ii.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 corporation from some entities to provide customers' information.
- Challenges of some agencies and divisions to provide customers' information in a timely manner.

- Lack of active/updated customer information from agencies and visions.
- 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
- Data was not normally distributed and therefore limited the analysis of the findings to mainly descriptive statistic.
- 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/ Likert Scale

- The survey instrument was lengthy and took approximately 20 to 30 minutes on average to complete; 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 statistic.
- Unable to make generalisations, as inferential statistics to measure relationships and patterns could not have been utilised.

iii. Summary Tables of Main Findings

This section provides a brief summary of the main findings:

- Table iii.1 Customers' Composition
- Table iii.2 Average score for Agreement Scale
- Table iii.3 Average score for Satisfaction Scale
- Table iii.4 Customer Satisfaction on Ten (10) Point Rating Scale

iii.1 Summary of Customers' Composition

The data provides a summary of the customers' composition. The results 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	Frequency (%)
Number of Respondent Surveyed: <ul style="list-style-type: none">• Males• Females	331 230 (69.6%) 101 (30.5%)
Type of Customer: <ul style="list-style-type: none">• Individual• Organisation	Number of Respondent: 331 274 (82.8%) 57 (17.2%)
Customers' Main Methods to Access Products & Services: <ul style="list-style-type: none">• Walk-in• Telephone	Number of Respondents:326 168 (51.5%) 81 (24.8%)
Preferred Methods to Access Products & Services: <ul style="list-style-type: none">• Walk-in• Online	Number of Respondents:329 116 (35.3%) 99 (30.1%)

iii.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 sum and the averages computed.

Agreement Scale				
Focus Areas	Mean Score	Number of Respondents	Number of Responses	Analysis of Score
Responsiveness**	2	328	2034	Responses mainly showed agreement that the entities were responsive with service delivery.
Process & Facility**	2	326	2439	Responses mainly showed agreement that the entities' process and facility were efficient.
Communication**	3	326	1732	Responses were neutral on level of communication being efficient.
Reliability of Service**	2	322	1079	Responses mainly showed agreement that service was reliable.
Payment Process**	3	311	548	Responses were neutral that the payment process was efficient.

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

iii.3 Summary of Satisfaction Scale

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

Satisfaction Scale			
Focus Areas	Mean Score	Number of respondents	Analysis of Score
Customer Service ***	2	321	Respondents were mainly satisfied with Customer Service
Customer Experience***	2	320	Respondents were mainly satisfied with Customer Experience

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

iii.4 Summary of Overall Customer Satisfaction Rate

The table below illustrates the average rating on the ten (10) for the overall satisfaction rate with efficiencies of the focus areas. This was used to compute the Ministry’s over customer satisfaction rate.

Overall Customer Satisfaction Rate			
Focus Areas	Average Rating	Target Rating	Analysis of Score
Responsiveness ****	80%	80%	Met target service standard
Efficiency of Process & Facility****	80%	80%	Met target service standard
Efficiency of Communication****	70%	80%	Did not meet target service standard
Overall Customer Satisfaction Rate	76%	80%	Did not meet target service standard

Ten Point Rating Scale**** 1 Very Poor, 2- 3-Poor, 4-5 Average, 6-7 Fair, 8-9 Good, 10 Excellent

iv. List of Entities Surveyed

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

Portfolio Agencies	Number of Respondents
Jamaica Dairy Development Board (JDDB)	26
National Irrigation Commission (NIC)	67
Jamaica Agricultural Commodities Regulatory Authority (JACRA)	27
Agro Investment Corporation (AIC)	17
Rural Agricultural Development Authority (RADA)	50
Divisions	
Research & Development Division	48
Plant Quarantine Produce Inspection Division	37
Agricultural Land Management Division (ALMD)	31
Veterinary Services Division	28
Total	331

COMPREHENSIVE REPORT

Customers' Composition

1. Number of Respondents Surveyed by Age and Sex

A total of 331 customers were surveyed; approximately 69% (230) of the distribution were males. There was a similar spread of nearly 23% for each age category, except for those within the age range of 21-30 years. That age group accounted for only eight (8) per cent (26) of the distribution (**Figure 1**).

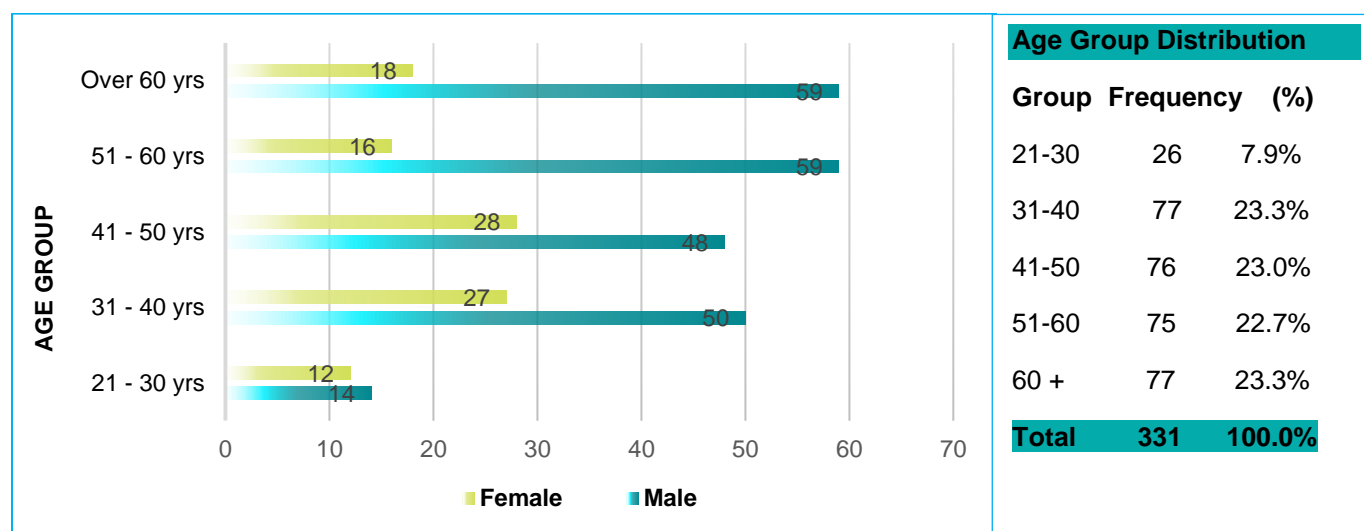


FIGURE 1: AGE & SEX COMPOSITION

2. Type of Customer by Geographical Location

Of 331 customers, 83% (274) were individual customers; while the remainder was customers associated through an organisation.

Among the individual customers, the largest proportion resided or operated in the parishes of Kingston and St. Andrew, which represented 20% (56) of the sample. The second largest proportion was from the parishes of St. Catherine and Clarendon, which accounted for 18% (48) and 15% (42) of the distribution, respectively (**Figure 2**).

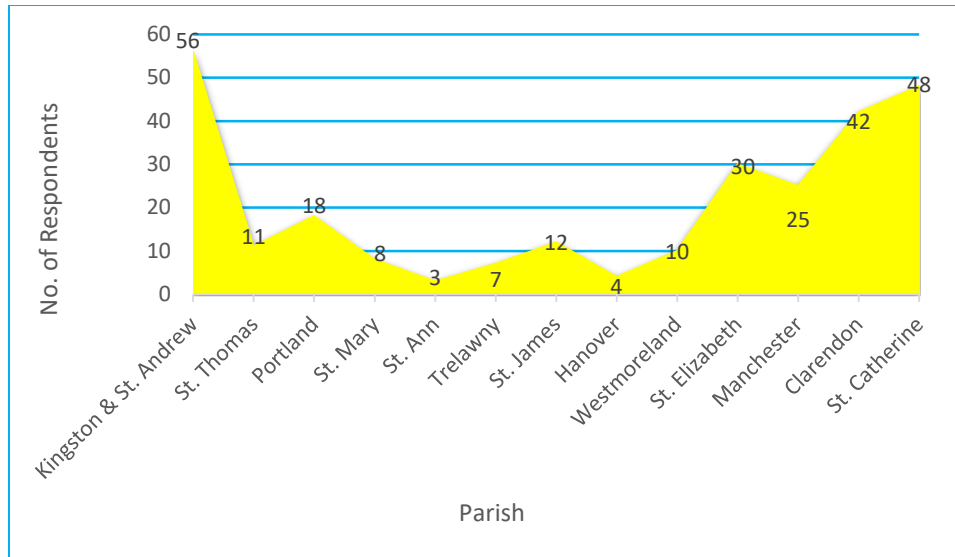


FIGURE 2: INDIVIDUAL CUSTOMERS BY LOCATION

3. Customers’ Main Methods to Access Products and Services

A sum 326 respondents indicated their main methods to access products and services across the agencies and divisions. Approximately 52% (168) physically visited the entities, while 25% (81) said they used the telephone. The remaining respondents either accessed the services online or a representative visited the customers directly (**Table 1**).

TABLE 1: CROSS TABULATION- MAIN METHODS BY AGE GROUP

Age Group	Main Methods				Row Total (%)
	Walk-in	Telephone	Online	Visit from Agent	
21 - 30	11 (42.3%)	5 (19.2%)	8 (30.8%)	2 (7.7%)	26 (7.9%)
31 - 40	44 (58.7%)	19 (25.3%)	6 (8.0%)	6 (8.0%)	75 (23.1%)
41 - 50	48 (64.9%)	7 (9.5%)	11 (14.9%)	8 (10.8%)	74 (22.7%)
51 - 60	29 (39.2%)	28 (37.8%)	8 (10.8%)	9 (12.2%)	74 (22.7%)
Over 60	36 (46.8%)	22 (28.6%)	4 (5.2%)	15 (19.5%)	77 (23.6%)
Column Total (%)	168(51.5%)	81(24.8%)	37 (11.3%)	40 (12.3%)	326 (100.0%)

4. Preferred Methods to Access Products and Services

The preferred methods to access service was analysed against the respondents' main methods; this information was disclosed by 329 respondents. The largest proportion of the distribution, (35%, 116), indicated they would rather to physically visit the entities.

However it was discovered that in comparison to their main methods, more respondents specified that they would prefer to access the products and service online. This accounted for 30% (99) of the respondents, which was the second largest proportion. The data showed that more respondents within the 21 to 30 age group would rather to do online services; this was also a noticeable pattern across all age groups (**Table 2**).

TABLE 2: CROSS TABULATION- PREFERRED METHODS BY AGE GROUP

Age Group	Preferred Methods				
	Walk-in	Telephone	Online	Visit from Agent	Row Total (%)
21 - 30	8 (30.8%)	5 (19.2%)	13 (50.0%)	0 (0.0%)	26 (7.9%)
31 - 40	24 (31.2%)	20 (26.0%)	25 (32.5%)	8 (10.4%)	77 (23.4%)
41 - 50	33 (44.6%)	7 (9.5%)	27 (36.5%)	7 (9.5%)	74 (22.5%)
51 - 60	23 (30.7%)	18 (24.0%)	23 (30.7%)	11 (14.7%)	75 (22.8%)
Over 60	28 (36.4%)	20 (26.0%)	11 (14.3%)	18 (23.4%)	77 (23.4%)
Colum Total (%)	116 (35.3%)	70 (21.3%)	99 (30.1%)	44 (13.4%)	329 (100.0%)

Responsiveness

Responsiveness measures the speed and quality at which the agencies and divisions provided service excellence to its 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 the same.

1. Delivery of Products/Services

Just about 54% (175) of the respondents said they agreed that the entities delivered the products and services within the standard time-frame; while 24% (76) strongly agreed when compared to 15% (48) 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, 52% (170) agreed that the entities' quality of service delivery met their expectations (**Figure 3**).

Therefore, the mean score across 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 product and service delivery.

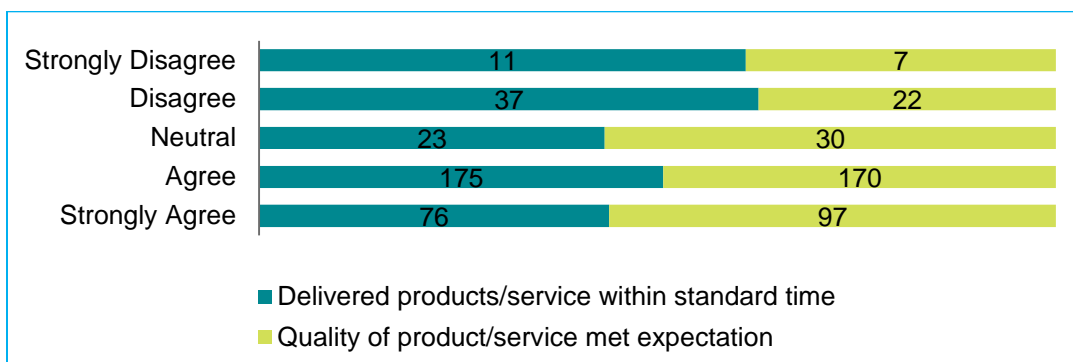


FIGURE 3: AGREEMENT SCALE- RESPONSIVENESS

2. Staff Responsiveness

A total of 320 respondents provided 1386 responses on staff responsiveness. The mean score obtained for this category was two (2); as 52% (738) of the responses were in agreement (738) that the Ministry's staff, across the portfolio agencies and divisions, were responsive to service delivery.

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

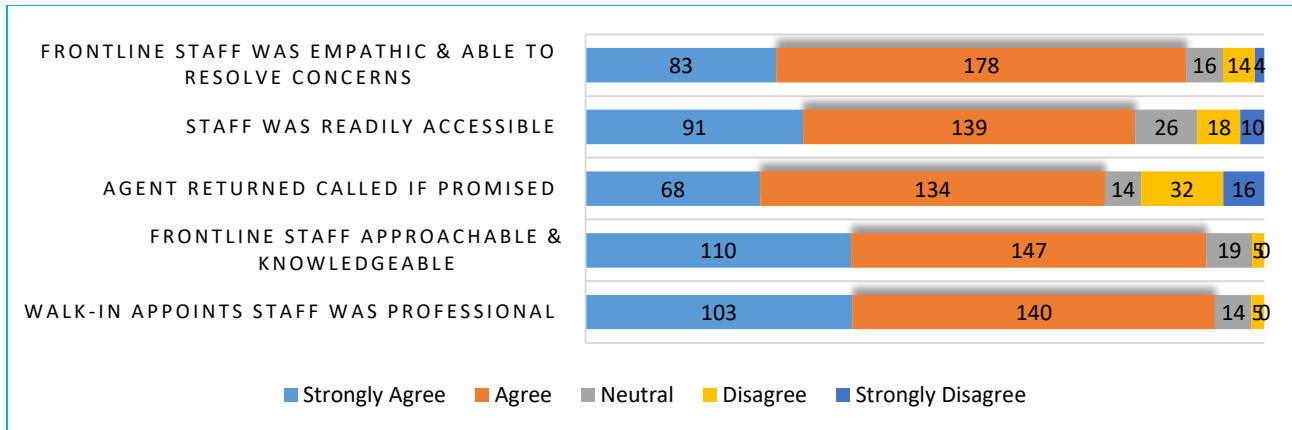


FIGURE 4: AGREEMENT SCALE-STAFF RESPONSIVENESS

3. Overall Satisfaction with Responsiveness

A sum of 325 respondents rated the overall responsiveness to delivery products and services on a ten (10) point rating scale. The average rating was 80 per cent. This was due to 44% (144) of the respondents that rated responsiveness as being good, while 26% (85) and 19% (90) expressed that it was either fair or excellent, respectively (Figure 5).



FIGURE 5: SATISFACTION WITH RESPONSIVENESS

Process & Facility

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

1. Ease of doing Business

Ease of doing business was reported by 326 respondents, which gave a total of 1869 responses across the agreement scale to measure ease of doing business. The mean score obtained was two (2); approximately 53% (998) of the responses were in agreement that there was some form of ease in the processes when conducting business with the entities.

While this was so, 22% (407) of the responses, collectively, disagreed that there was ease of doing business. There were noticeable records of disagreement with statements on efficiency on service delivery, availability of different payment options and calls being answered within service standard time-frame of five (5) rings (**Figure 6**).

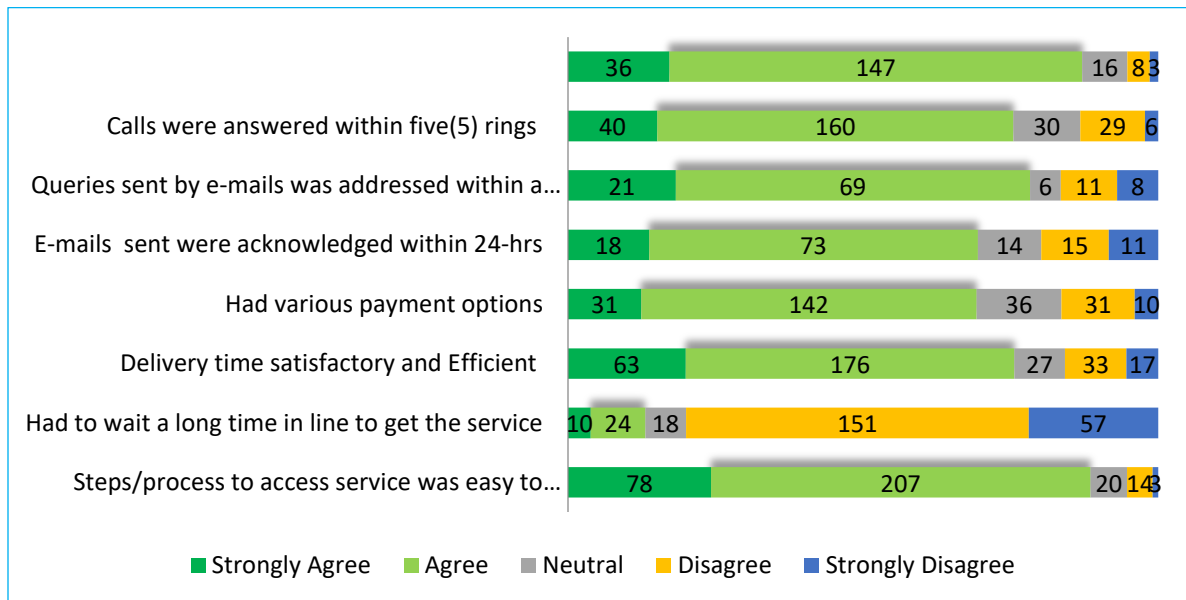


FIGURE 6: AGREEMENT SCALE - EASE OF DOING BUSINESS

2. Comfort of Facility

The comfort of the facilities was measured by the three (3) statements in the figure below. Comfort of the facility was reported by 229 respondents, which gave 570 responses along the agreement scale.

The collective mean of the statements was three (3), which highlighted that the average responses were neutral that the facilities provided adequate comfort to enhance customers' experience. This result was affected by the respondents mainly disagreeing that the entities were equipped to handle customers with a disability. However, they did agree that the entities had adequate security and amenities (**Figure 7**).

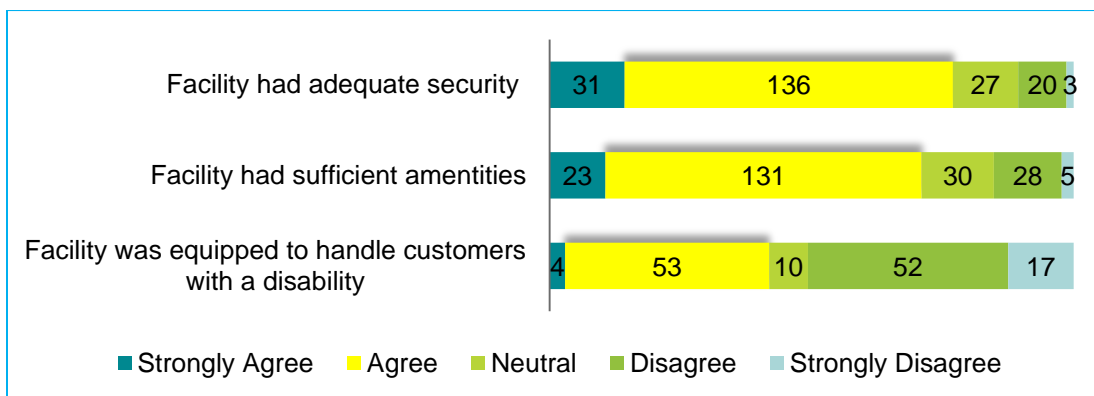


FIGURE 7: AGREEMENT SCALE -COMFORT OF FACILITY

3. Overall Satisfaction with Process and Facility

The efficiency of the process and facility obtained an averaged satisfaction rating of 80%; almost one half, (49%, 131), of the respondents rated the efficiency of the process and facility as being good; while another 39% (105) said it was fair (**Figure 8**).

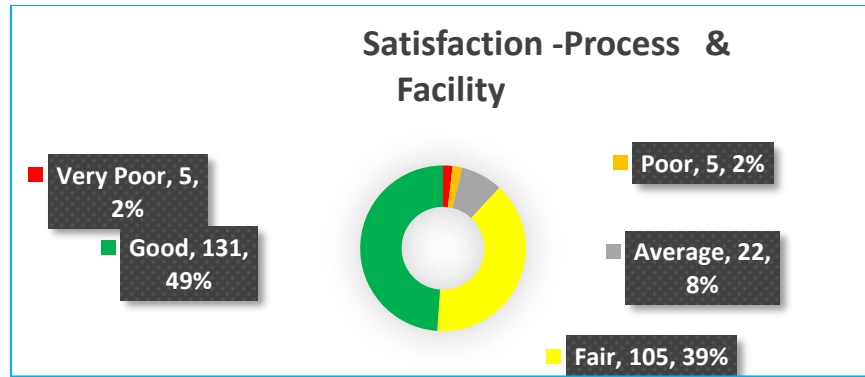


FIGURE 8: OVERALL SATISFACTION WITH PROCESS & FACILITY

Communication

Six (6) statements were used to measure agreement of the entities' level of communication to serve the public. The statements were used to ascertain whether the customers' perceived that the level of communication from the entities were in an efficient manner to deliver quality of service and heighten customer experience.

1. Level of Communication

A sum of 326 respondents reported on the level of communication along the agreement scale; exactly 1732 responses were obtained. The sum mean, for this focus area, recorded an overall score of three (3) on the scale; this seeks to explain that the average number of respondents were mainly neutral in their perception that the entities' level of communication was efficient (**Figure 9**).

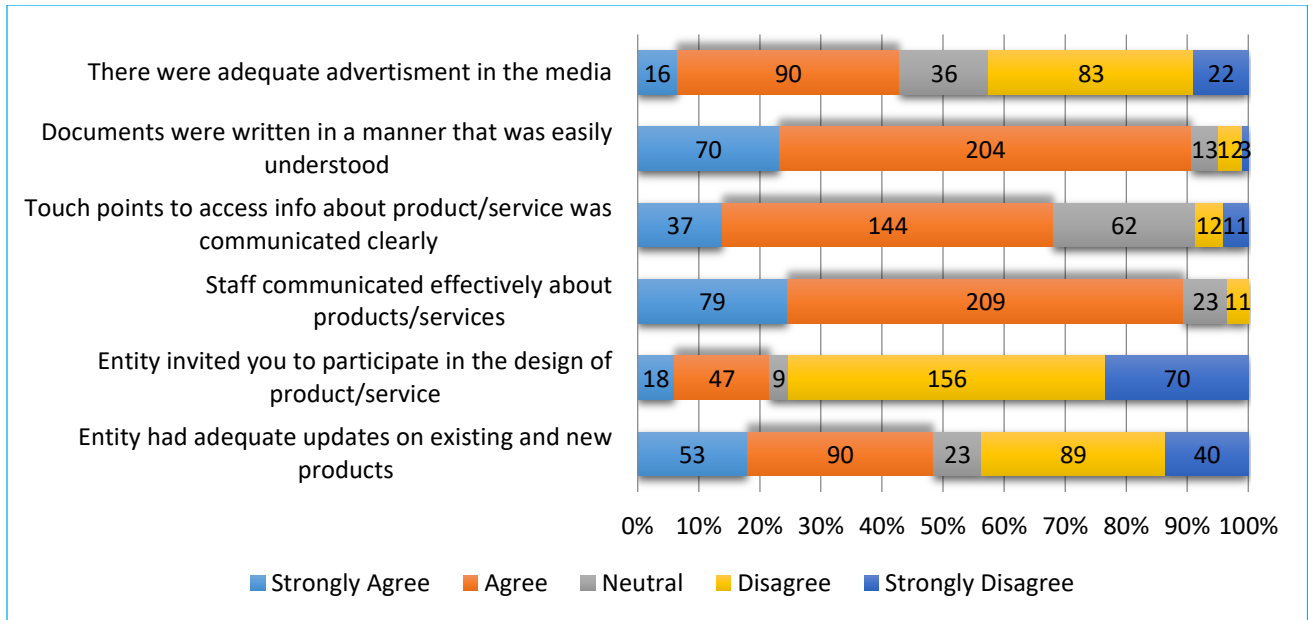


FIGURE 9: AGREEMENT SCALE- LEVEL OF COMMUNICATION

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 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**).

2. Overall Satisfaction with Level of Communication

A total of 314 respondents rated the entities' level of communication. The average satisfaction rating received was 70%, which highlighted that the majority of the respondents perceived that the level of communication was fair. This was due to roughly one half (46%, 143) of the distribution that rated communication between fair to very poor; while 54% (171) accounted for those that rated communication from good to excellent (**Figure 10**).

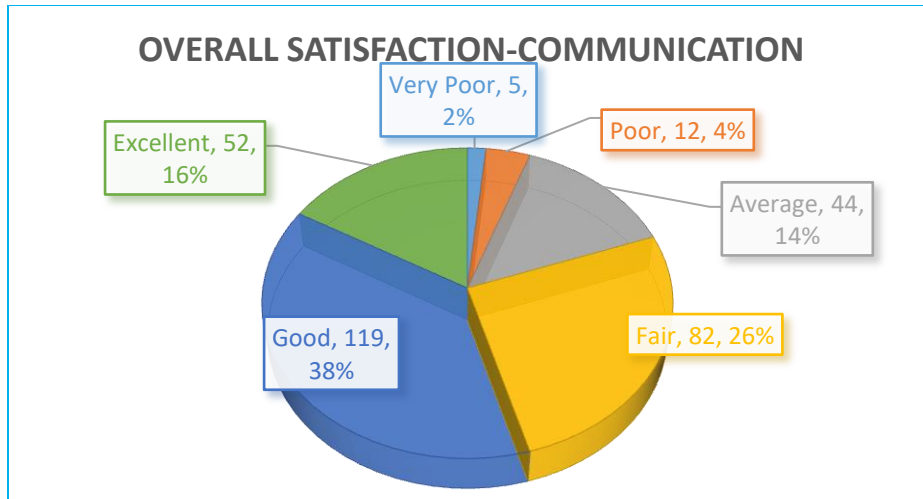


FIGURE 10: OVERALL SATISFACTION- LEVEL OF COMMUNICATION

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**).

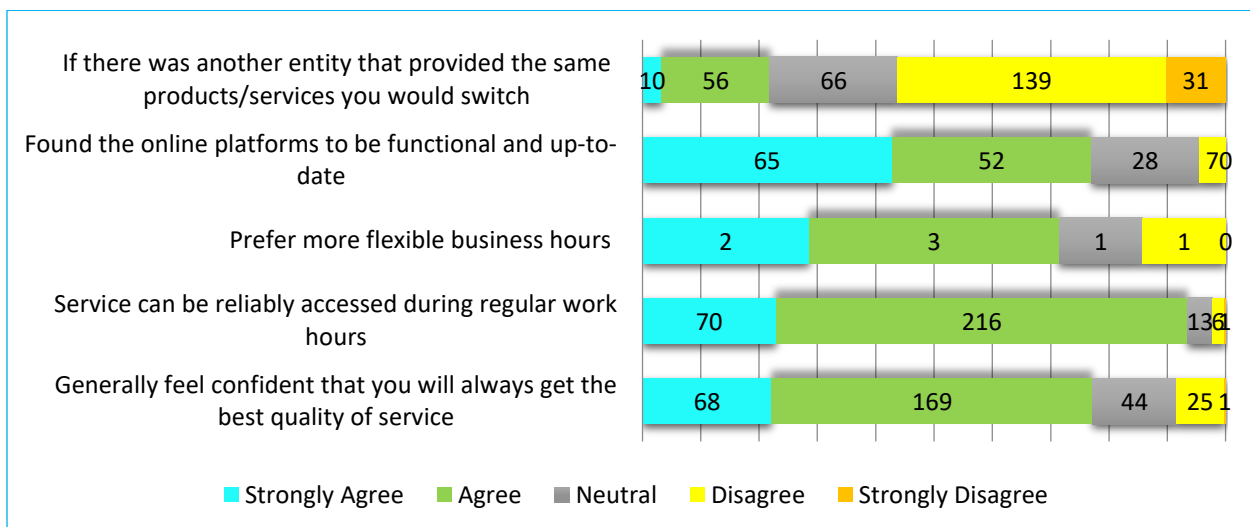


FIGURE 11: AGREEMENT SCALE- RELIABILITY OF SERVICE

Majority of the respondents agreed that they felt confident that they would generally get quality service from the entities. Additionally, they also reported to be satisfied with the regular business hours and did not need extended hours to access the services. However, based on the results, it was noted that respondents mainly disagree on the functionality the entities' online platforms (**Figure 11**).

1. Perceived Customer Loyalty

The respondents were asked if there were other entities that provided the same services and products, as the Ministry's agencies and divisions, would they switch to those providers. Approximately 56% (170) of 302 respondents disagreed; while 22% (66) agreed that they would switch (**Figure 12**).

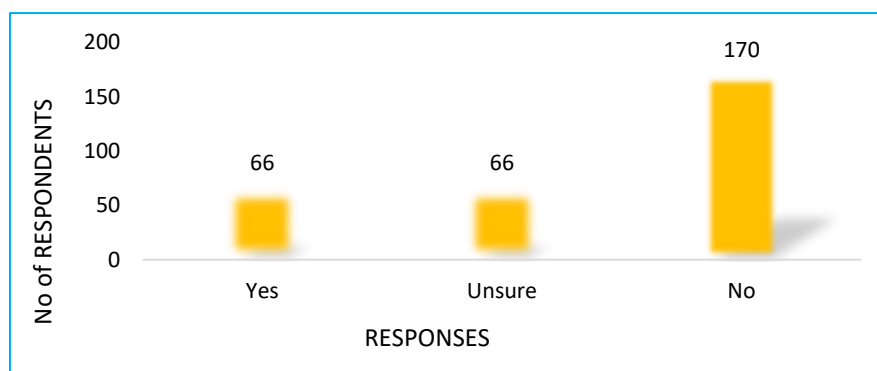


FIGURE 12: PERCEPTION ON SWITCHING TO ANOTHER SERVICE PROVIDER

Exactly 57 of the 66 respondents that said they would switch provided the reasons. The largest proportion (23%, 13) said they had received poor service, while 18% (10) reportedly would switch because of the fees and prices for the products and services (**Appendix 2**).

Payment Process

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

1. Availability of Different Payment Options

Agreement that the entities had different payment options to meet of customers' needs was provided by 250 respondents. Just about 57% (142) agreed that the entities had implemented different payment options, when compared to a combination of 16% (41) that disagreed and strongly disagreed that the entities had various types of payment options (**Figure 13**).

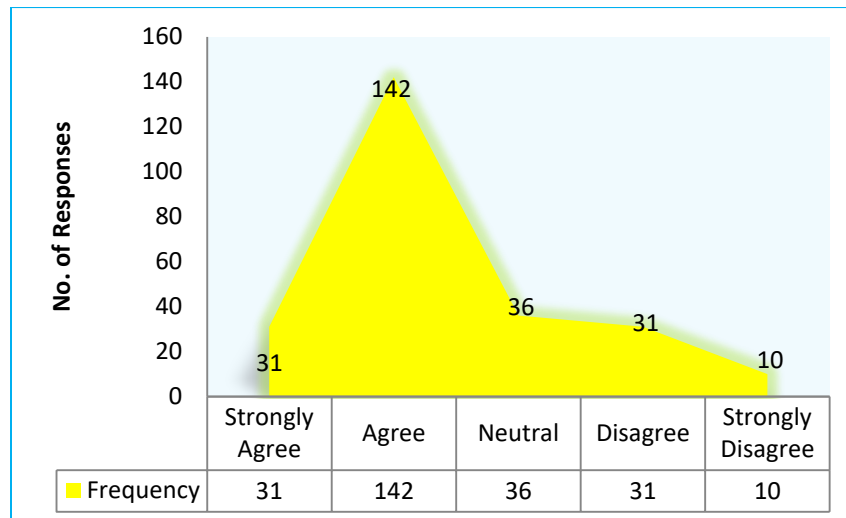


FIGURE 13: AGREEMENT SCALE- PAYMENT OPTIONS

2. Willingness to Pay for Faster Service

Agreement on willingness to pay for faster service was expressed by 298 respondents. When combined, just about 50% (149) of the distribution disagreed and strongly disagreed that they would be willing to pay more. Additionally, 11% (33) of the respondents were neutral on the idea; while the remaining 39% (116) either said they agreed or strongly agreed (**Figure 14**).

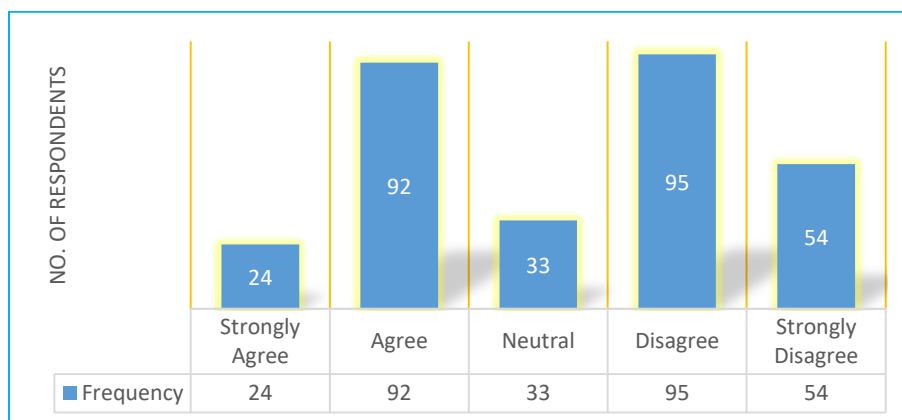


FIGURE 14: WILLINGNESS TO PAY MORE FOR FASTER SERVICE

In combination of the two statement variables, the average mean received a score of three (3); this indicated that the majority of the respondents were neutral that the entities had an efficient payment process (Figure 14).

Overall Customer Satisfaction

1. Satisfaction with Customer Service

Exactly 321 respondents reported on their level of satisfaction with the customer service received the agencies and divisions. A little over one half (52%, 167) revealed that they were satisfied when compared to 34% (110) that expressed that they were extremely satisfied. Extreme dissatisfaction was expressed by only one (1) respondent, while three (3) per cent indicated that they were only dissatisfied with the service. The remaining 10% (33) of the respondents expressed that they were neither satisfied nor dissatisfied (Figure 15).

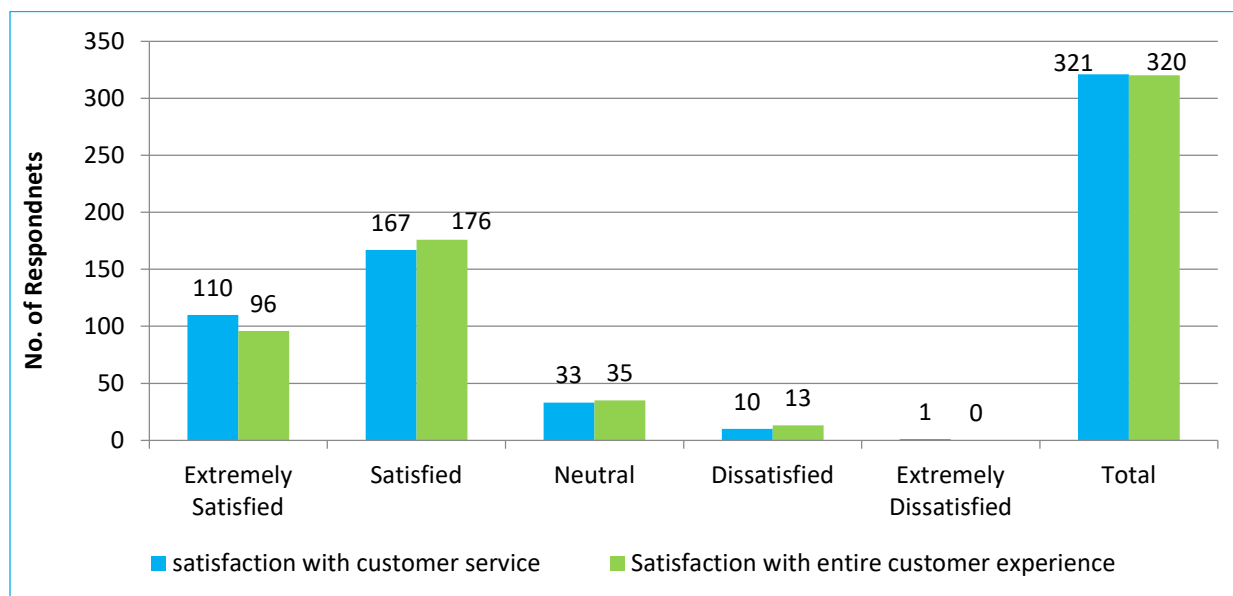


FIGURE 15: SATISFACTION SCALE- CUSTOMER SERVICE & CUSTOMER EXPERIENCE

2. Satisfaction with Customer Experience

A total of 320 respondents expressed their overall views on how satisfied they were with the entire customer experience¹. Approximately 55% (176) of the respondents felt that they were satisfied with their experience; 30% (98) were extremely satisfied, while only four (4) per cent expressed dissatisfaction. The remaining 11% (35) of the respondents felt neutral about their experience (**Figure 15**).

3. Overall Customer Satisfaction Rate

Among the five (5) inter-ministerial agencies, only Rural Agricultural Development Authority (RADA) obtained a satisfaction score of 80 per cent. The others recorded scores that ranged from 70 per cent to 77 per cent. Of the four (4) intra-ministerial divisions, only Agricultural Land Management and Veterinary Services achieved a satisfaction score of 80% and 83%, respectively. As a result, the Ministry obtained an overall customer satisfaction score of 76%; this represented a four (4) percentage gap in service quality from meeting the target service standard of 80 per cent (**Table 3**)

TABLE 3: MINISTRY'S OVERALL CUSTOMER SATISFACTION RATE

Overall Customer Satisfaction Rate					
	Name of Entity	Service Dimensions/Focus Areas			Average Score
		Responsiveness	Process and Facility	Communication	
1	Agricultural Land Management Division	80%	80%	80%	80%
2	Agro-Investment Corporation	70%	70%	70%	70%
3	Research and Development Division	80%	70%	60%	70%
4	Jamaica Agricultural Commodities Regulatory Authority	70%	70%	70%	70%
5	Jamaica Dairy Development Board	80%	70%	80%	77%
6	National Irrigation Commission	70%	70%	70%	70%
7	Plant Quarantine Produce Inspection	80%	80%	70%	77%
8	Rural Agricultural Development Authority	80%	80%	80%	80%
9	Veterinary Services Division	90%	80%	80%	83%
Overall Customer Satisfaction rate					76%

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

Conclusion & Recommendation

The survey was conducted during one of the most challenging period, with the presence of the novel corona virus (COVID 19) pandemic. Despite this challenge, the Ministry was able to conduct its first independent customer satisfaction survey for its external customers.

Approximately 331 respondents were surveyed across nine (9) entities. The preponderance of the sample was males, which was chiefly as a result of agricultural industries being male dominated. Across the different age groups there was a similar spread in the distribution, except for those within the 20 to 31 cohort; this age group accounted for only eight (8) per cent of the sample. This too, could be as a result of agricultural industries, mainly farming, being classified as a rural, gender and age stereotype that mostly males of older age groups, living in rural communities practice farming.

The respondents primarily accessed the services by walk-in appointments and were mainly individual customers or sole traders that predominately operated in the parishes of Kingston and St. Andrew, St. Elizabeth, Clarendon and St. Catherine. The majority of the respondents indicated that they would prefer to continue walk-in appointments to access products and services, but this reflected a decrease in the numbers of respondents. This was so, because the second largest proportion of the respondents expressed preferences for doing business online. There was no significant difference in preference of online services versus walk-in appointments across the age groups. However, it was noted that the youngest age group (20 to 31 years) had the highest percentage preference for online services.

Based on the service experiences across the focus areas, the respondents felt that the entities were responsive in the delivery of products and services. They largely believed that staff was professional and knowledgeable when delivering the same. More importantly, in a culture that desire quick and hassle-free service, the respondents mainly felt that the entities provided ease of doing business and that the processes to access the products and services were easy to use and understand. Based on this positive outlook, they ultimately agreed that the service was somewhat reliable. However, the respondents reported high level of disagreement that the Ministry's portfolio agencies and divisions were adequately equipped to serve customers that were living with a disability.

As it relates to level of communication, the respondents were of a neutral view on the entities' efficiency to successfully interact. They perceived that the entities did not do enough to keep customers aware of the products and services through traditional and social media. More so, they were of the opinion that the entities did not provide sufficient interaction and engagement with customers. They desired regular follow-ups through text messages, telephone calls and e-mails that would facilitate updates on service status.

Notwithstanding the challenges, the respondents were reportedly satisfied with the customer service, as efficiencies with responsiveness and process and facility met the service standards and obtained an 80% customer satisfaction rate. But, the respondents thought that the entities could do more to improve areas of communication to better serve the public. Communication was the only service dimension that did not meet the target score. This focus area achieved an overall satisfaction rate of 70%, which was a ten (10) percentage gap in service quality. The surveyed proved that while the entities had made strides in providing service quality, there were still some level of dissatisfaction and subsequent need for gradual improvement. Of the nine (9) entities, only three (3) were able to achieve an overall customer satisfaction rate of 80 per cent. Consequently, this hampered the Ministry from achieving the target score. For the year under review, the Ministry's overall customer satisfaction rate was 76 per cent, falling four (4) per cent behind from the 80% target score.

Nonetheless, majority of the respondents were of the perception that they would not switch from the Ministry's entities, if there were other entities available that provided the same products and services. While this was so, the minority that thought they would switch, revealed that this could be contributory to poor service, high processing fees and slow turn-around time to delivery products and services.

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. Based on these findings it is being recommended:

1. Increase horizontal coordination between inter-ministerial agencies with interconnected services 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 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, service and process.
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 corporation for greater level of participate with the Ministry's mandate to monitor and evaluate satisfaction among its external customers.
9. Majority of the customers accessed the products and services by walk-in appoint; 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 presence and service offerings.

ANNEX REPORTS

List of Reports

1. Agro-Investment Corporation
2. Jamaica Dairy Development Board
3. Jamaica Agricultural Commodities Regulatory Authority
4. National Irrigation Commission
5. Rural Agricultural Development Authority
6. Agricultural Land Management Division
7. Research And Development Division
8. Plant Quarantine Produce Inspection
9. Vet Services Division



Summary of Main Findings

The table below provides a summary of the main findings for the 17 respondents that were surveyed. 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:	17
<ul style="list-style-type: none"> Males Females 	15 (88.2%) 2 (11.8%)
Main Methods to access Products & Services:	
<ul style="list-style-type: none"> Walk-in Telephone 	10 (58.8%) 6 (35.3%)
Preferred Methods to access Products & Services:	
<ul style="list-style-type: none"> Walk-in Online 	8 (47.1%) 4 (23.5%)
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 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	70% - Did not meet target service standard
Efficiency of Process and Facility	70% - Did not meet target service standard
Efficiency of Communication	70%- Did not meet target service standard
Customer Satisfaction	
Variable	Average Rating
Customer Service	2- Satisfied with Customer Service
Customer Experience	2- Satisfied with Customer Experience
Customer Satisfaction Rate	70%- Did not meet target service standard

Customers' Composition

1. Number of Respondents Surveyed by Age & Sex

A total of 17 respondents were captured during the survey; 88% (15) were males. The respondents' age group ranged from 31 to 40 years up to 60 years and over. The only two (2) female respondents were within the age groups 51 to 60 years and 60 years and over (**Figure 16**).

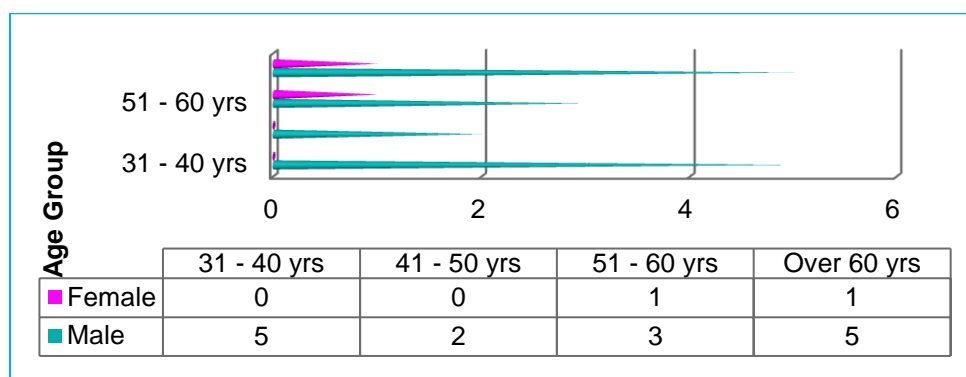


FIGURE 16: AGE & SEX COMPOSITION

2. Customers' Main Methods to Access Products and Services

The table below illustrates the main methods respondents used to access products and services. More than one half (59%, 10) of the respondents visited the entity. Approximately 35% (6) 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 (%)
31 - 40	2 (40.0%)	2 (40.0%)	1 (20.0%)	-	5 (29.4%)
41 - 50	2(100.0%)	0 (0.0%)	0 (0.0%)	-	2 (11.8%)
51 - 60	1 (25.0%)	3 (75.0%)	0 (0.0%)	-	4 (23.5%)
Over 60	5 (83.3%)	1 (16.7%)	0 (0.0%)	-	6(35.3%)
Column Total (%)	10 (58.8%)	6 (35.3%)	1 (5.9%)	-	17(100.0%)

3. Preferred Methods to Access Products and Services

The 17 respondents disclosed their preferred methods of access. Just about 47% (8) said they would prefer to continue visiting the entity; 24% (4), each, would rather to use the telephone or online. In comparison to the main methods, the data revealed that more persons would prefer online services (**Table 5**).

TABLE 5: CROSS TABULATION -PREFERRED METHODS BY AGE GROUP

Age Group	Preferred Methods					Row Total (%)
	Walk-in	Telephone	Online	Visit from Agent	Tele-conferencing	
31 - 40	2 (40.0%)	0 (0.0%)	2 (40.0%)	-	1 (20.0%)	5 (29.4%)
41 - 50	2 (100.0%)	0 (0.0%)	0 (0.0%)	-	0 (0.0%)	2 (11.8%)
51 - 60	1 (25.0%)	2 (50.0%)	1 (25.0%)	-	0 (0.0%)	4 (23.5%)
Over 60	3 (50.0%)	2 (33.3%)	1 (16.7%)	-	0 (0.0%)	6 (35.3%)
Column Total (%)	8 (47.1%)	4 (23.5%)	4 (23.5%)	-	1 (5.9%)	17(100.0%)

Responsiveness

1. Delivery of Products and Services

Among the respondents, a total of 34 responses were received on the statements used to measure responsiveness to delivery products and services. Plates one (1) and two (2), shows the distribution of the respondents' views along the agreement scale.

Roughly, 77% (13) agreed that the entity delivered the product in standard time-frame (**Plate 1**). For customers' expectation on quality of the delivery of products and service, 53% (9) and 23% (4) indicated that they either agreed or strongly agreed that the quality met their expectations, respectively (**Plate 2**). Therefore, the average score for responsiveness to delivery products and services was two (2) on the agreement scale.

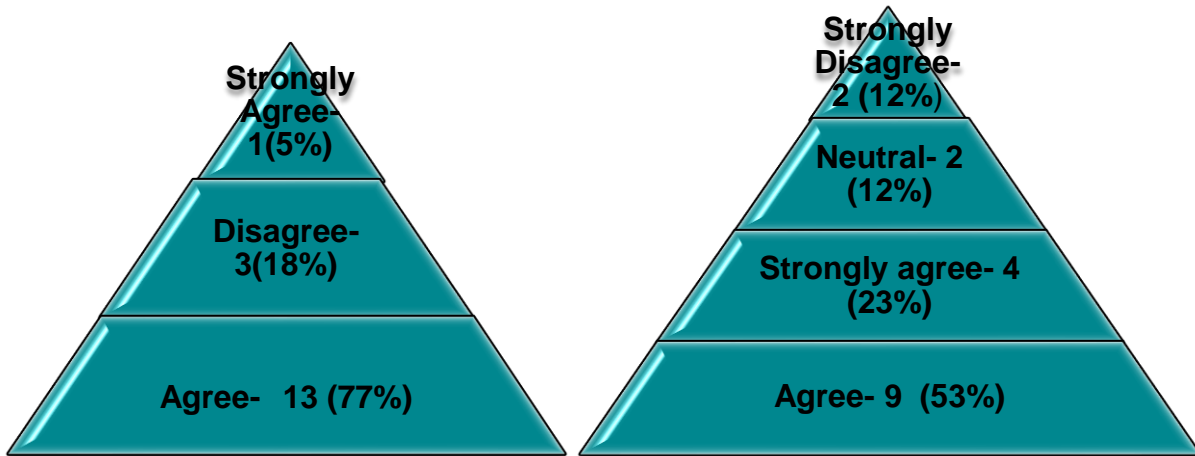


PLATE 1: STANDARD DELIVERY TIME

PLATE 2: EXPECTATION ON QUALITY OF DELIVERY

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

The respondents were asked to state factors that they liked and or dislike about the products and services received from the entity. Approximately, 29% (5) and 24% (4) indicated that they either liked the quality of the products and services or the interaction they received from the staff, respectively. The third largest proportion, with 17% (3), liked the fact that the entity provided support for small businesses (**Figure 17**).



FIGURE 17: AREAS OF SATISFACTION WITH PRODUCTS & SERVICES

As for the factors that the respondents disliked, 25% (3) perceived the level of communication or service to be unsatisfactory, while 17% (2) thought the turn-around time for product and service delivery was lengthy.

There was an even distribution of respondents that thought the entity did not fulfill its promises, had strict policies and regulations or provided inaccurate information about the products and services (**Figure 18**).

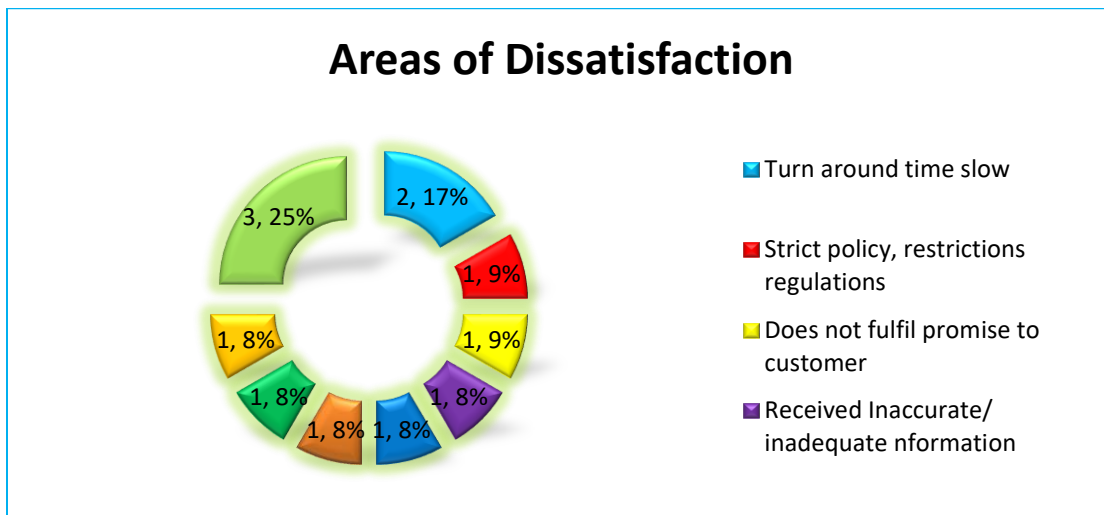


FIGURE 18: AREAS OF DISSATISFACTION WITH PRODUCTS AND SERVICES

1. Staff Responsiveness

Staff responsiveness to service customers was measured with five (5) statements below. A sum of 81 responses was received on the agreement the statements. The mean score obtained was two (2), as 58% (47) of responses revealed that the respondents mainly agreed that staff was responsive; while another 22% (18) strongly agreed.

Areas with the high level of agreement were with staff being professional, approachable and knowledgeable about the products and services (**Figure 19**).

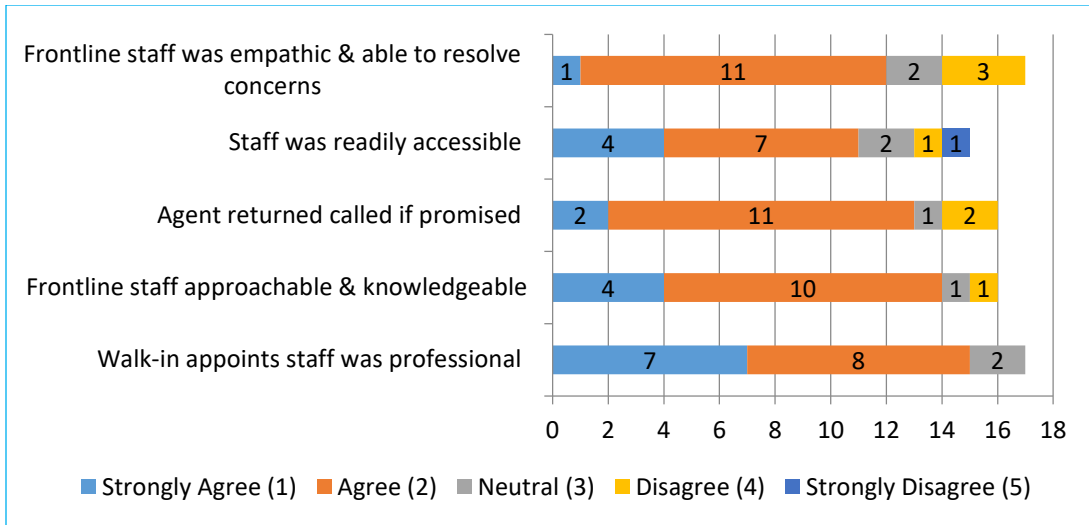


FIGURE 19: AGREEMENT SCALE- STAFF RESPONSIVENESS

2. Overall Satisfaction with Responsiveness

Approximately 65% (11) of 17 respondents rated responsiveness between fair to good; as a result, the average score for this focus area received an overall satisfaction rating of 70 per cent (Figure 20).

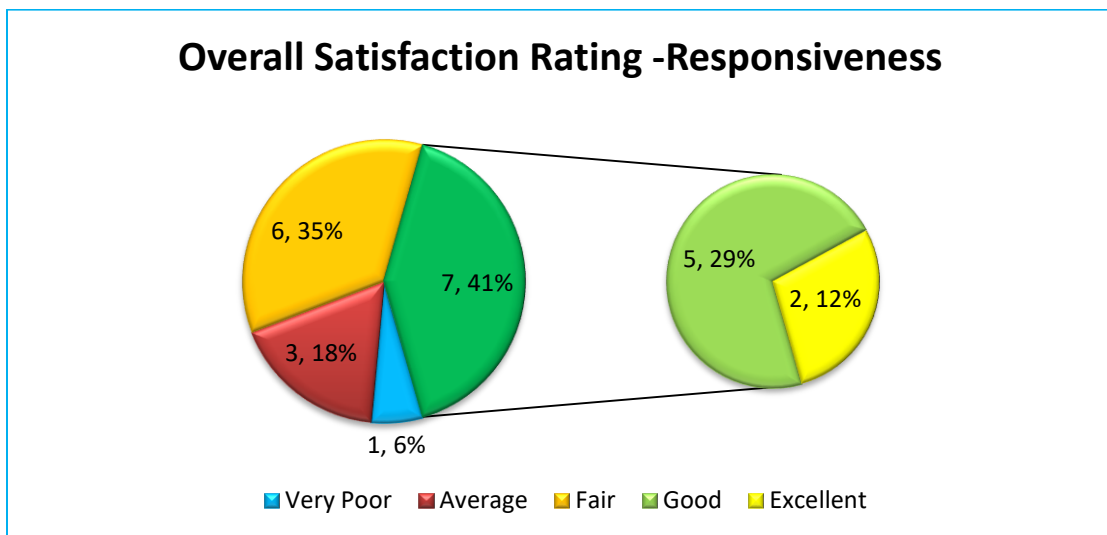


FIGURE 20: OVERALL RATING- RESPONSIVENESS

Process and Facility

1. Ease of Doing Business

A total of 112 responses on the agreement with ease of doing business were measured by the statements illustrated in figure 21 below. Just about 59% (66) of the responses were agreement that there was ease of doing business. As a result, the mean score obtained was two (2) along the scale (**Figure 21**).

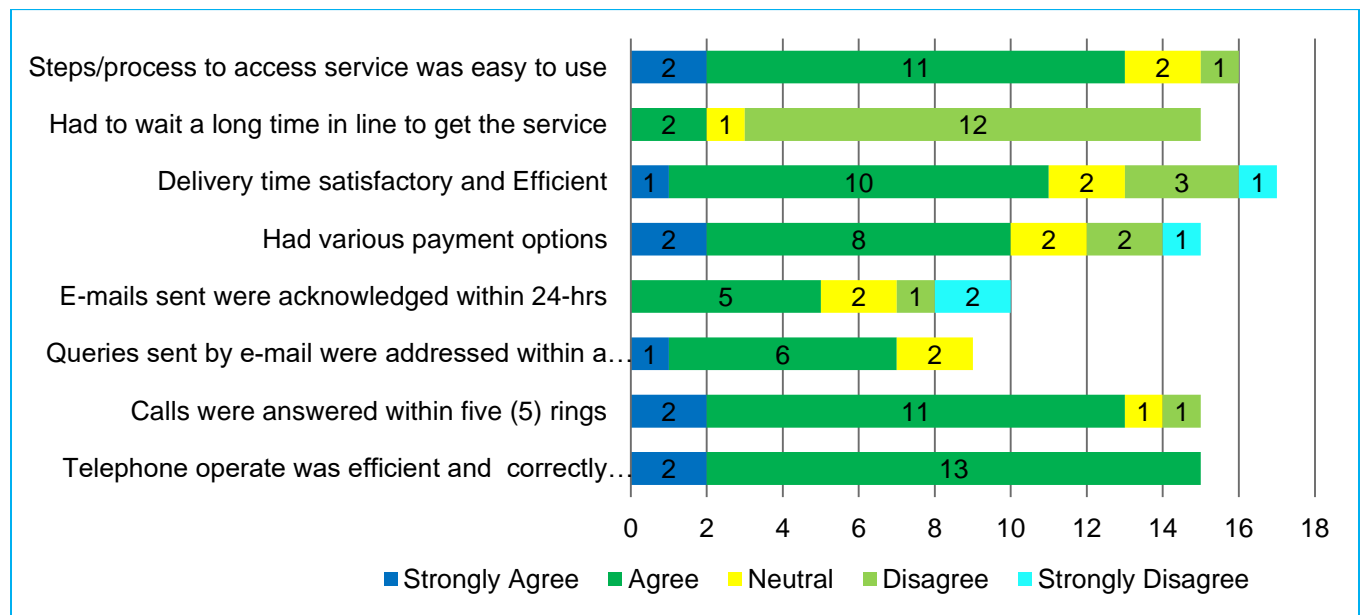


FIGURE 21: AGREEMENT SCALE- EASE OF DOING BUSINESS

2. 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 39 responses was recorded. The average score on the scale was three (3); this was an indication that responses were neutral about the comfort of the facility. This was largely attributed to significant disagreement with the facility being equipped to handle customers with a disability. However, the respondents did agree that the entity had adequate security and provided sufficient amenities for comfort while conducting business (**Figure 22**).

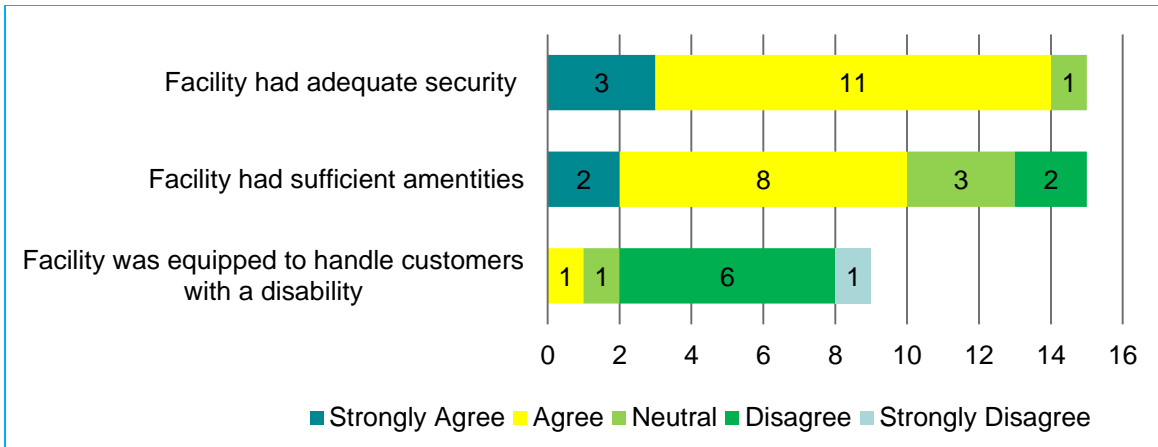


FIGURE 22: AGREEMENT SCALE- COMFORT OF FACILITY

3. Factors to Improve Process

Fifteen (15) respondents provided information on the factors they believed the entity should review in order to increase efficiency of its business processes. Approximately 53% (8) of the respondents thought the entity can improve their response time and communicative interaction with its customers; 20% (3) reported that the entity needed more staff that was informed or knowledgeable about the services. There was an even distribution of respondents that thought the entity needed to: review or decrease fees, provide more variation of products, conduct customer service training for staff; as well as, provide more assistance for farmers and small businesses (Figure 23).

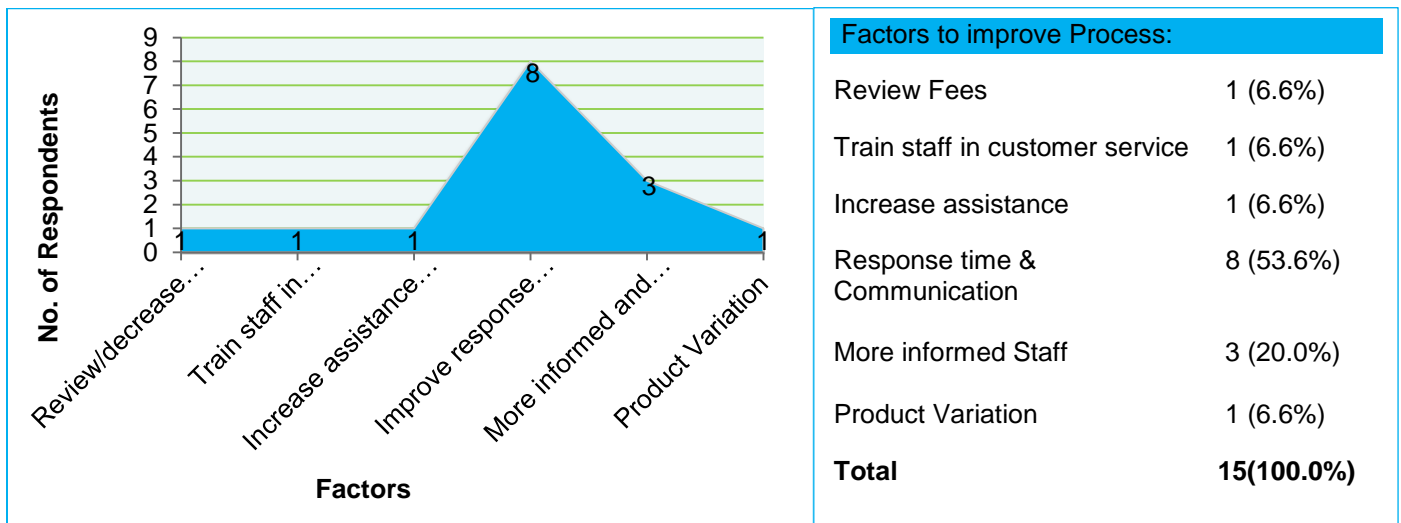


FIGURE 23: FACTORS TO IMPROVE EFFICIENCY OF PROCESS

3. Overall Satisfaction with Process and Facility

The entity received an average satisfaction rating of 70% for process and facility. This was due to 59% (10) of the respondents that indicated that process and facility was fair; while 23% (4) said that it was good (**Figure 24**).

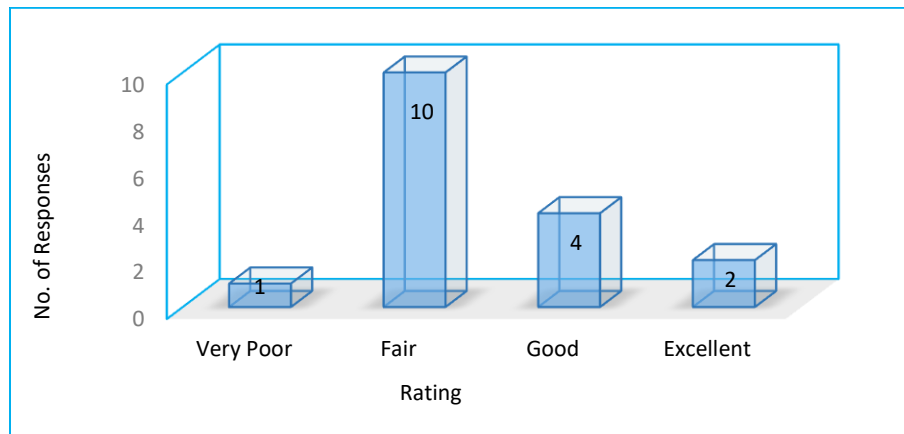


FIGURE 24: OVERALL SATISFACTION –PROCESS & FACILITY

Communication

1. Level of Communication

Ninety-three (93) responses were ascertained on the agreement scale for the level of communication. Up to 67% (63) of the responses were in agreement that the entity's level of communication was somewhat 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 25**). As such, the average score recorded for communication was two (2) along the agreement scale.

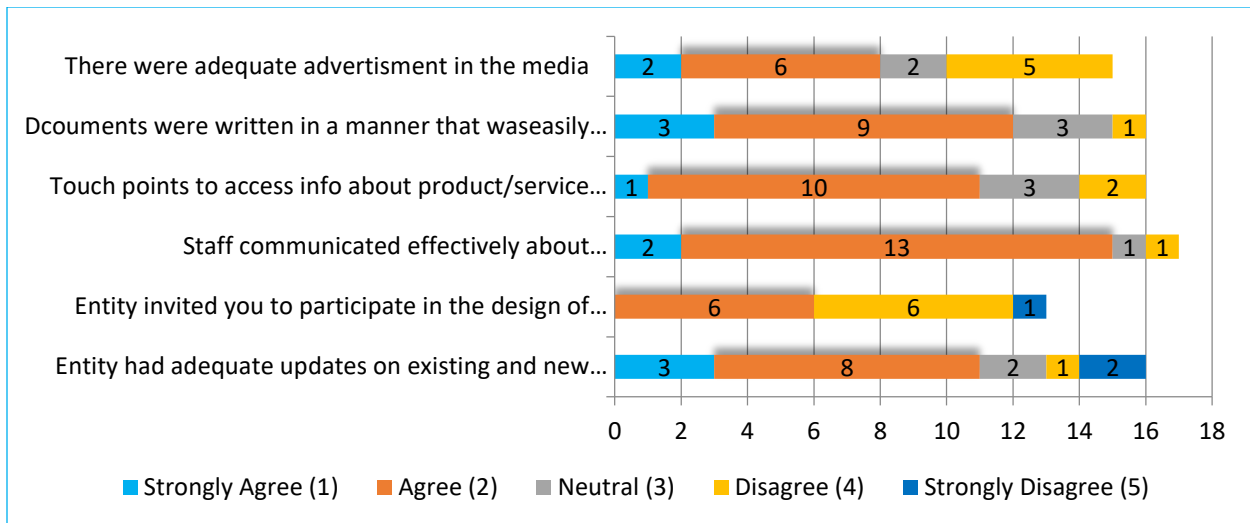


FIGURE 25: AGREEMENT SCALE- LEVEL OF COMMUNICATION

2. Areas to Improve Communication

Exactly 10 of the 17 respondents expressed their views on ways to improve level of communication. Forty (40) per cent would like to see increases in staff interaction with customers; followed by an even spread of 20% (2), that felt that the entity should advertise more on traditional media; as well as, train staff to practice active listening (Figure 26).

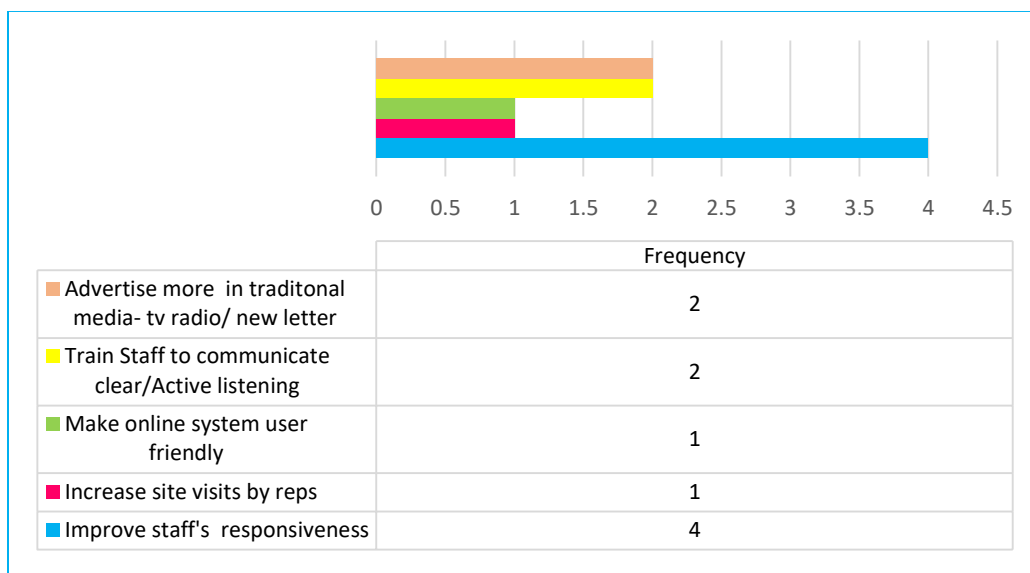


FIGURE 26: AREAS TO IMPROVE COMMUNICATION

3. Overall Satisfaction with Level of Communication

Communication obtained an average satisfaction rating of 70 per cent. Between 47% (8) and 29% (5) of the respondents, the rating for level of communication ranged from fair to good, respectively (**Figure 27**).



FIGURE 27: OVERALL RATING-LEVEL OF COMMUNICATION

Reliability of Service

A sum of 42 responses was collected on the statements to measure reliability of service. Based on the results, the mean score recoded was two (2) on the scale; this was supported by the largest proportion of the respondents that chiefly agreed that the services of the entity were reliable. Only a marginal number of the respondents disclosed that they disagreed that the online platform was functional and up-to-date, or felt confident that they would always get the best quality of service (**Figure 28**).

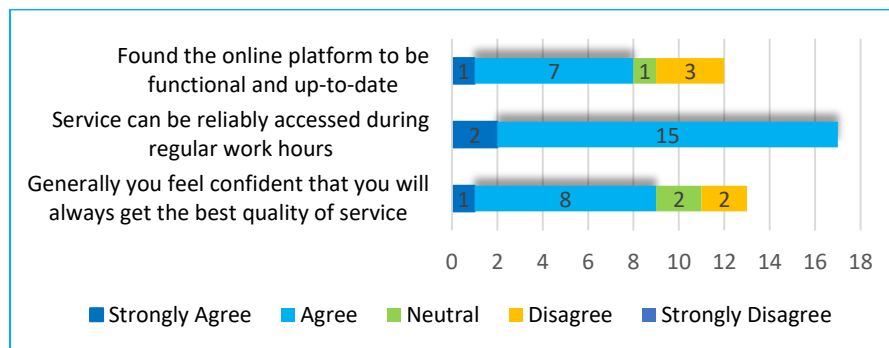


FIGURE 28: AGREEMENT SCALE-RELIABILITY OF SERVICE

1. Perceived Customer Loyalty

Sixteen (16) respondents expressed their views on whether they would switch from the entity, if there were other entities that provided the same products and services. Exactly one half (50% 8) of the distribution reportedly would not switched, in comparison to 25% (4) that believed they would switch (**Figure 29**).

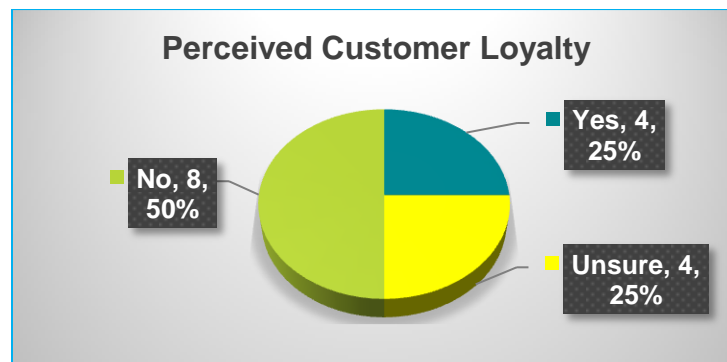


FIGURE 29: ASSESSMENT OF PERCEIVED CUSTOMER LOYALTY

Customer Satisfaction

1. Satisfaction with Customer Service

Among the 17 respondents, it was found that 76% (13) were satisfied with the customer service, while 18% (3) expressed extreme satisfaction (**Figure 30**).

2. Satisfaction with Customer Experience

Based on their satisfaction with the service quality, 70% (12) reported that they were satisfied with their overall customer experience and 12% (2) were extremely satisfied (**Figure 30**).



FIGURE 30: AREAS OF SATISFACTION AND DISSATISFACTION

3. Overall Customer Satisfaction Rate

Based on the respondents' experience, the entity received an average satisfaction rating of 70 per cent. This indicated that customers mainly rated their satisfaction as being fair. The entity therefore had a ten (10) percentage gap from meeting the target service standard.



Summary of Main Findings

The table below provides a summary of the main findings for the 26 respondents that were surveyed for the agency Jamaica Dairy Development Board. The frequency output either reflects the full percentages or the largest proportion percentage 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 	23 (88.5%) 3 (11.5%)
Main Methods to access Products & Services:	Number of Respondents 26
<ul style="list-style-type: none"> Visit from Agent Telephone 	14 (53.8%) 6 (23.1%)
Preferred Methods to access Products & Services:	Number of Respondents 25
<ul style="list-style-type: none"> Visit from Agent Telephone 	11 (44.0%) 8 (32.0%)
Five Point Agreement Scale	
Focus Area	Average Score
Responsiveness	2- Agreed that the entity was responsive with delivery of products and services
Process & Facility	2- Agreed that the 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 target service standard
Efficiency of Process and Facility	70% - Did not meet target service standard
Efficiency of Communication	80%- Met target service standard
Customer Satisfaction	
Variable	Average Score
Customer Service	2- Satisfied with Customer Service
Customer Experience	2-Satisfied with Customer Experience
Customer Satisfaction Rate	77% - Did not meet target service standard

Customers' Composition

1. Number of Respondents Surveyed by Age and sex

A total of 26 respondents were surveyed; roughly 88% (23) were males. The age group 60 years and over represented 50% (13) of the distribution, while 31% (8) were within the age cohort 51 to 60 years (**Figure 31**).

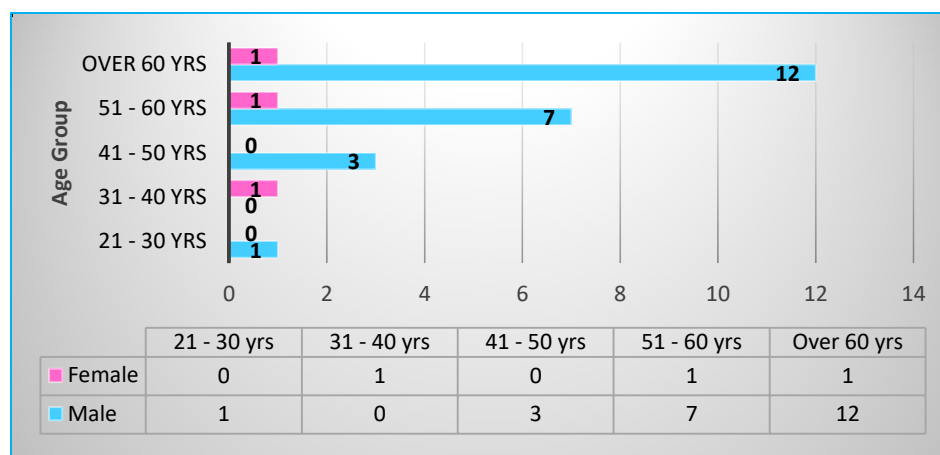


FIGURE 31: AGE/SEX COMPOSITION

2. Customers' Main Methods to Access Products and Services

Among the respondents, roughly 54% (14) accessed the service through direct visits from an agent or representative of the entity, followed by 23% (6) that said they used the telephone (**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	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (100.0%)	1 (3.8%)
31 - 40	0 (0.0%)	1 (100.0%)	0 (0.0%)	0 (0.0%)	1 (3.8%)
41 - 50	0 (0.0%)	0 (0.0%)	2 (66.7%)	1 (33.3%)	3 (11.5%)
51 - 60	1(12.5%)	1 (12.5%)	1(12.5%)	5 (62.5%)	8 (30.8%)
Over 60	1 (7.7%)	4 (30.8%)	1 (7.7%)	7 (53.8%)	13 (50.0%)
Column Total (%)	2 (7.7%)	6(23.1%)	4 (15.4%)	14 (53.8%)	26 (100.0%)

3. Preferred Method to Access Products and Services

Of 25 respondents that disclosed how they would prefer to access the products and services, 44% (11) said they would rather to continue receiving visits from an agent; access by telephone accounted for the second largest proportion with 32% (8) of the distribution (**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	0 (0.0%)	1 (100.0%)	0 (0.0%)	0 (0.0%)	1 (4.0%)
31 - 40	0 (0.0%)	1 (100.0%)	0 (0.0%)	0 (0.0%)	1 (4.0%)
41 - 50	0 (0.0%)	0 (0.0%)	1 (50.0%)	1 (50.0%)	2 (8.0%)
51 - 60	0 (0.0%)	2 (25.0%)	2 (25.0%)	4 (50.0%)	8 (32.0%)
Over 60	3 (23.1%)	4 (30.8%)	0 (0.0%)	6 (46.2%)	13 (52.0%)
Column Total (%)	3 (12.0%)	8 (32.0%)	3 (12.0%)	11 (44.0%)	25 (100.0%)

Responsiveness

1. Delivery of Products/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 32**).

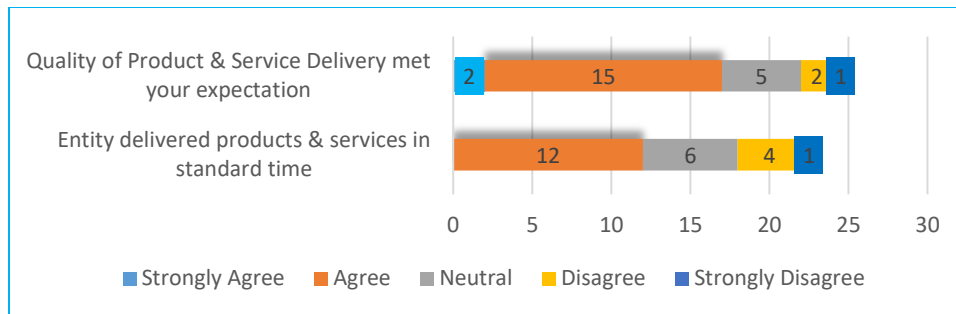


FIGURE 32: AGREEMENT SCALE- DELIVERY OF PRODUCT & SERVICES

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

Areas of satisfaction were expressed by 18 respondents; 50% (9) said they were pleased with the level of support offered to small businesses; while 33% (6) thought the products and service offered were generally good.

Areas of dissatisfaction were obtained from 11 respondents; 46% (5) was dissatisfied with the turn-around time of service delivery and 27% (3) thought the entity had strict policies and regulations (**Figure 33**).

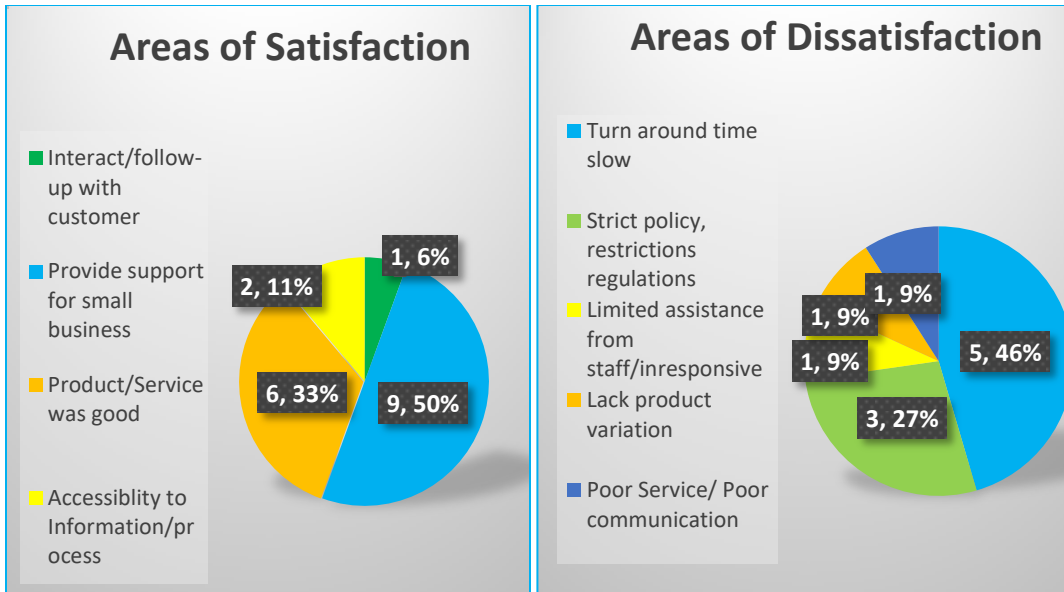


FIGURE 33 AREAS OF SATISFACTION AND DISSATISFACTION

3. Staff Responsiveness

A sum of 22 respondents provided 86 responses on their agreement with the statements to measure staff responsiveness. The mean score was two (2), as 93% (80) of the responses 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 34).

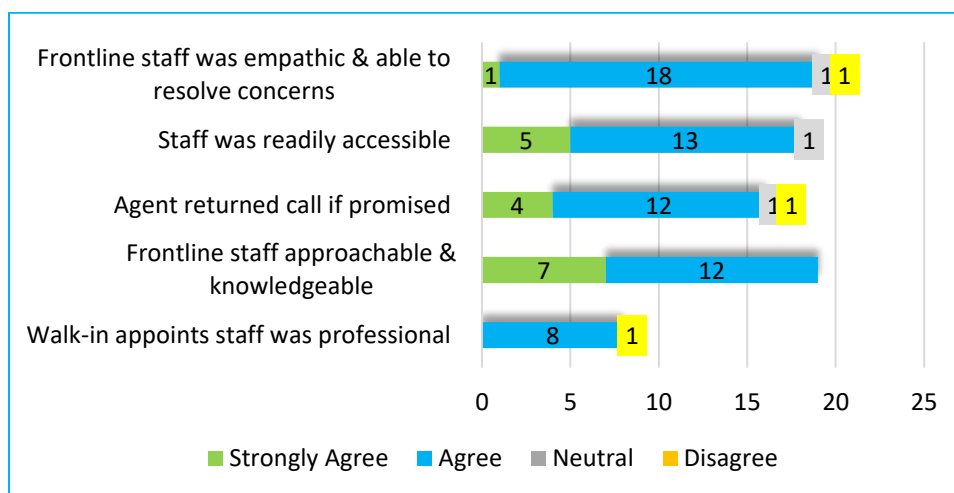


FIGURE 34: AGREEMENT SCALE- STAFF RESPONSIVENESS

4. Overall Satisfaction with Responsiveness

The average satisfaction rating for this service dimension was 80%; this resulted from 84% (21) of the respondents that gave a rating between fair and good, while 12% (93) said responsiveness of service delivery was excellent (**Figure 35**).



FIGURE 35: OVERALL RATING –RESPONSIVENESS

Process and Facility

1. Ease of Doing Business

Twenty-four (24) respondents produced 110 responses on their agreement with the statements to measure ease of doing business. The mean score recorded was two (2), as 71% (78) 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. Areas with the largest amount of disagreement were also with efficiency of service delivery (**Figure 36**).

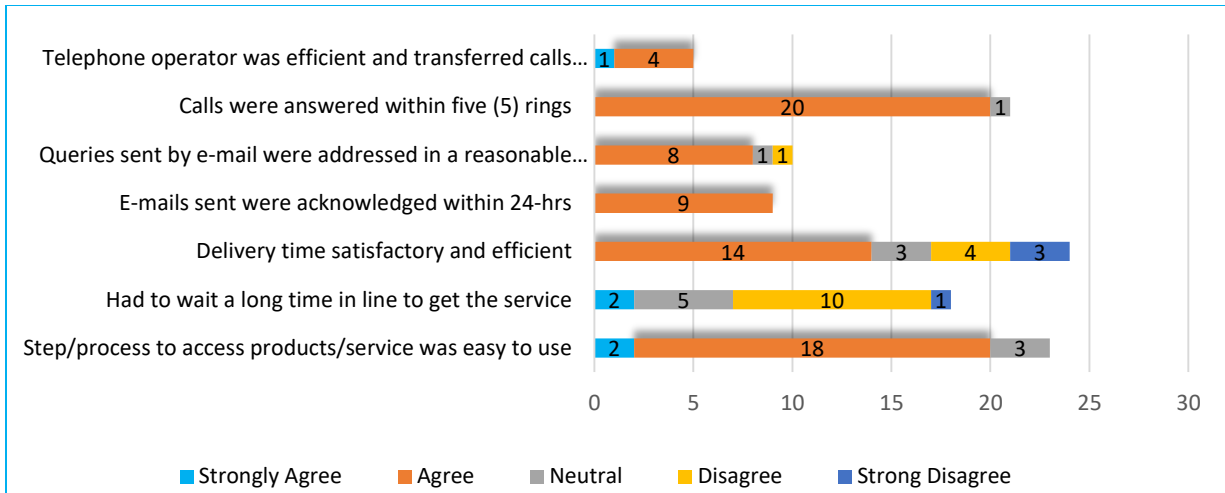


FIGURE 36: AGREEMENT SCALE- EASE OF DOING BUSINESS

2. Comfort of Facility

Comfort of the facility was measured by the three (3) variables listed in the figure below. Only 10 responses were received for only two (2) of the three (3) statements. The low responses were as a result of the fact that majority of the respondents accessed the service by an agent and did not visit the facility.

However, among the responses the largest proportion mainly agreed that the facility had sufficient amenities to provide comfort while conducting business at the entity (**Figure 37**).

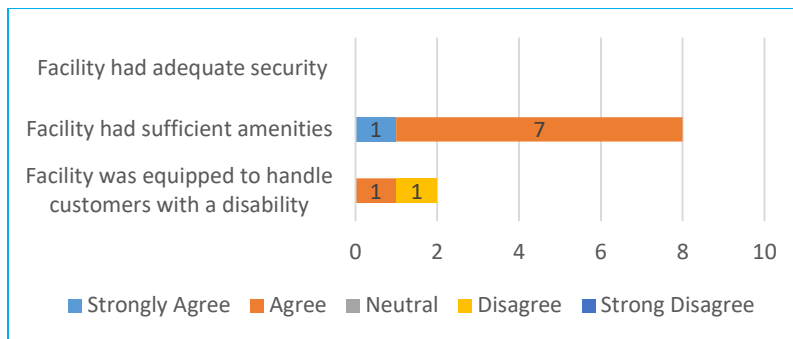


FIGURE 37: AGREEMENT SCALE-COMFORT OF FACILITY

3. Factors to Improve Process

A total of 12 respondents provided factors which they believe could improve the efficiency of the business process. Thirty-three (33) per cent would like to see faster turn-around time; while 17% (2), each, would like to see a decrease in bureaucracy and increased assistance for farmers and small businesses (**Appendix 3**).

4. Overall Satisfaction with Process and Facility

A sum of 24 respondents rated their satisfaction with process and facility; the average score was 70 per cent. This was due to, 38% (9) of the respondents that rated process and facility has fair, while 33% (8) said it was good (**Figure 38**).

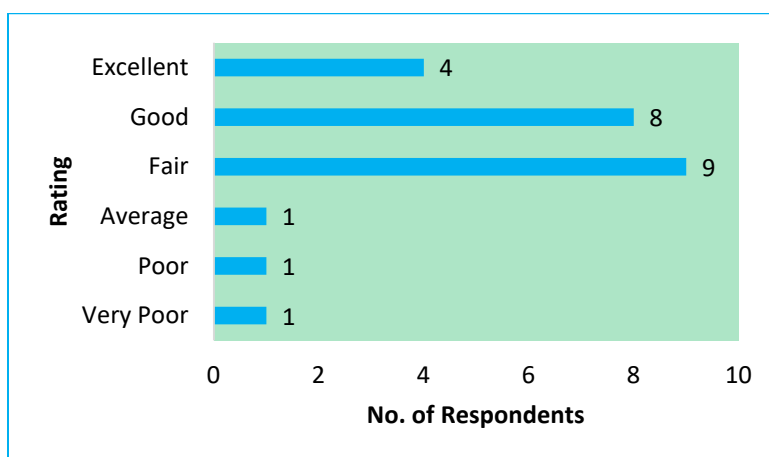


FIGURE 38: OVERALL RATING- PROCESS & FACILITY

Communication

1. Level of Communication

Twenty-three (23) respondents gave 104 responses on their agreement with level of communication. The mean score was two (2); approximately 75% (78) of the responses were of the 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 39).

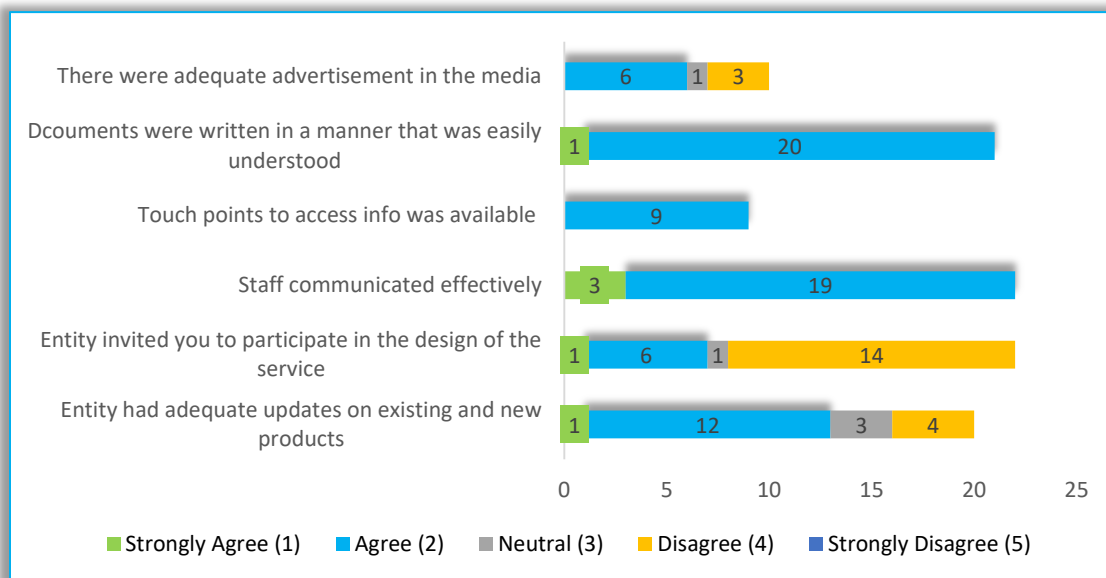


FIGURE 39: AGREEMENT SCALE- LEVEL OF COMMUNICATION

2. Areas to Improve Communication

Only eight (8) respondents provided feedback on ways they believe the entity could improve its level of communication. Exactly 50% (4) would like to see an increase in staff interaction by providing follow-up calls and e-mails to update customers. Twenty-five (25) per cent (2) thought that implementing a mobile app or live chat could improve communication (Figure 40).

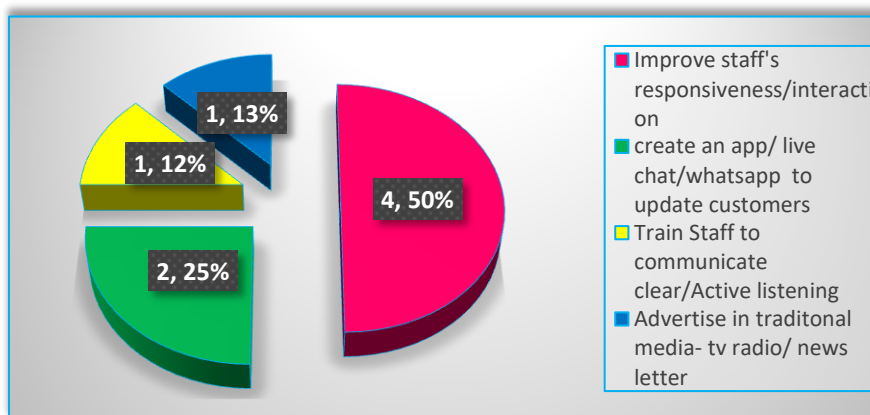


FIGURE 40: AREAS TO IMPROVE COMMUNICATION

3. Overall Satisfaction with Communication

Twenty-three (23) respondents expressed their satisfaction with the level of communication; the average score obtained was 80 per cent. Approximately 44% (10) of the respondents rated the service dimension as being good, while another 22% (5) said it was excellent (**Figure 41**).

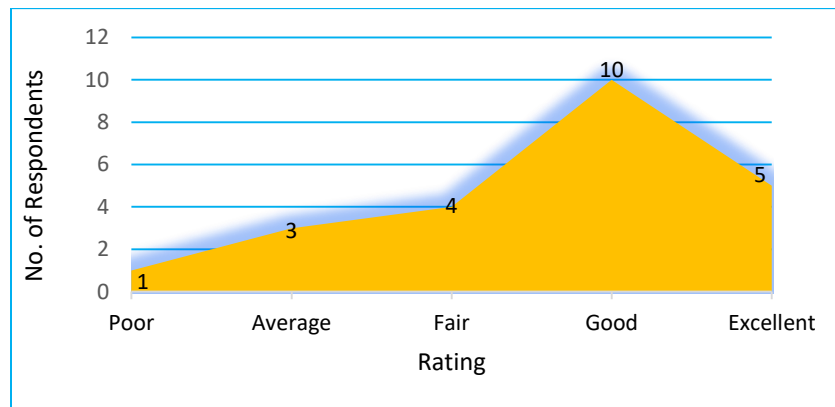


FIGURE 41: SATISFACTION RATING-LEVEL OF COMMUNICATION

Reliability of Service

Twenty-three (23) respondents provided a sum of 46 replies to express their agreement with the entity’s effort to provide reliable service. The mean score was two (2), which resulted from 89% (41) of the responses that were mainly 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 42**).

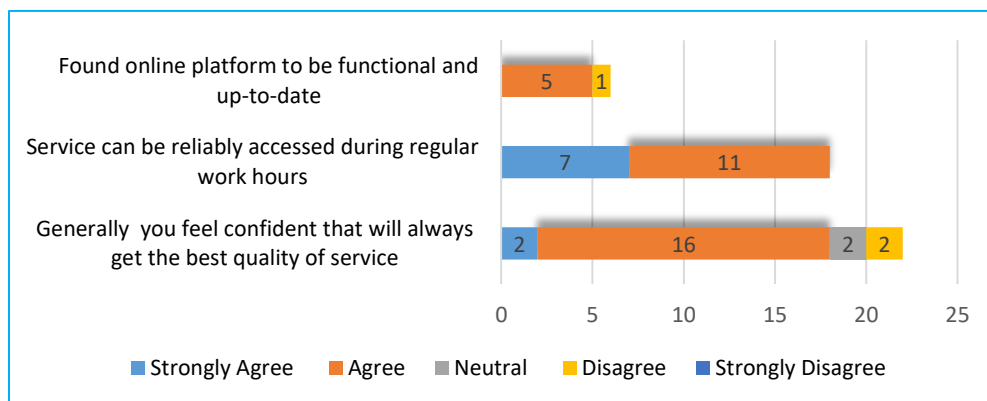


FIGURE 42: AGREEMENT SCALE- RELIABILITY OF SERVICE

Overall Customer Satisfaction

1. Satisfaction with Customer Service

Twenty-three (23) respondents expressed satisfaction with the customer service. A little over one half (52%,12) of the distribution said they were just satisfied, in contrast to 31% (7) that expressed that they were extremely satisfied (**Figure 43**).

2. Satisfaction with Customer Experience

For customer experience, 48% (11) of the respondents indicated that they were satisfied and 35% (8) were extremely satisfied. Only marginal amount of the respondents expressed dissatisfaction with their overall experience (**Figure 43**).

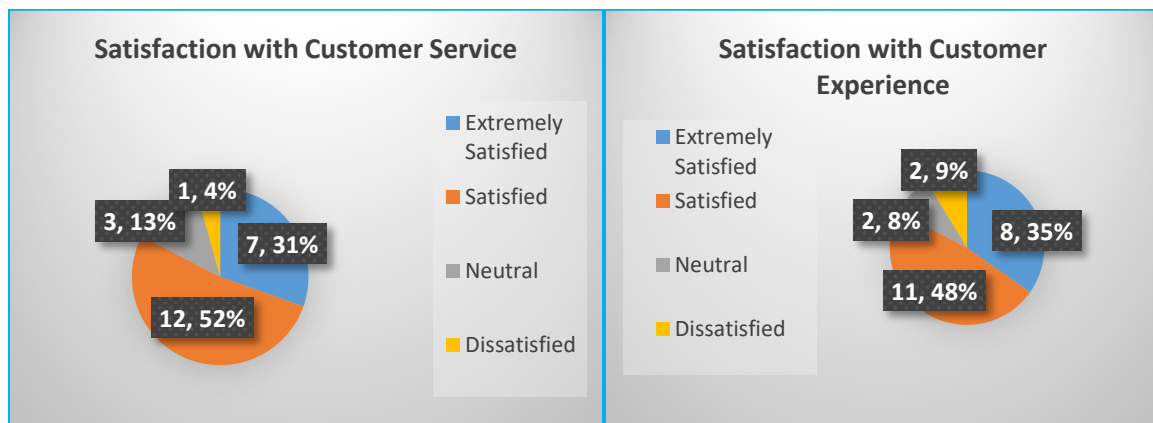


FIGURE 43: SATISFACTION WITH CUSTOMER SERVICE AND CUSTOMER EXPERIENCE

3. 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 77 per cent. This represented a three (3) per cent gap in service quality to meet the target service standard.



Summary of Main Findings

The table below provides a summary of the main findings for 27 respondents that were surveyed for the agency Jamaica Agricultural Commodities Regulatory 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:	27
<ul style="list-style-type: none"> Males Females 	23 (85.2%) 4 (14.8%)
Main Methods to access Products & Services:	
<ul style="list-style-type: none"> Telephone Walk-in 	14 (51.9%) 7 (25.9%)
Preferred Methods to access Products & Services:	
<ul style="list-style-type: none"> Telephone Visit from Agent 	13 (48.1%) 11 (40.7%)
Five Point Agreement Scale	
Focus Area	Average Score
Responsiveness	2 – Agreed that the entity was responsive with service delivery
Process & Facility	3- Neutral on the efficiency of process and facility
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
Efficiency of Responsiveness	70% - Did not meet target service standard
Efficiency of Process and Facility	70% - Did not meet target service standard
Efficiency of Communication	70%- Did not meet target service standard
Customer Satisfaction	
Variable	Average Rating
Customer Service	2- Satisfied with Customer Service
Customer Experience	2- Satisfied with Customer Experience
Customer Satisfaction Rate	70% did not meet target service standard

Customers' Composition

1. Number of Respondents Surveyed by Age and Sex

A sum of 27 individuals were surveyed, 85% (23) were males and were mainly within the age groups of 51 to 60 years and 60 years and over. Only two (2) male respondents were with the age groups of 31 to 40 years and 41 to 50 years (**Figure 44**).

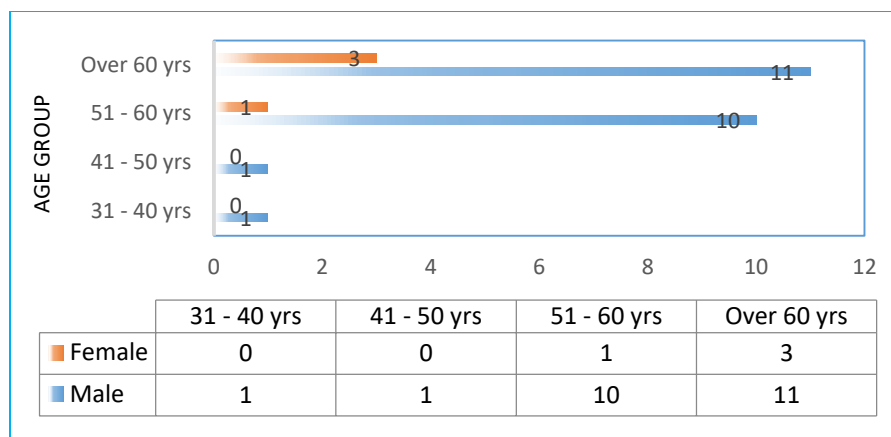


FIGURE 44: AGE/SEX COMPOSITION

2. Customers' Main Methods to Access Products and Services

The respondents provided information on the methods they used to access the products and services. Just a little over one half of the distribution (52%, 14) disclosed that they gained access by telephone; 26% (7) did direct visits, while 22% (6) indicated that an intermediary agent provided the products and services. There were no respondents that used the online platform (**Table 8**).

TABLE 8: 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%)	0 (0.0%)	-	1 (100.0%)	1 (3.7%)
41 - 50	1 (100.0%)	0 (0.0%)	-	0 (0.0%)	1 (3.7%)
51 - 60	2 (18.2%)	8 (72.7%)	-	1 (9.1%)	11 (40.7%)
Over 60	4 (28.6%)	6 (42.9%)	-	4 (28.6%)	14 (51.9%)
Column Total (%)	7 (25.9%)	14 (51.9%)	-	6 (22.2%)	27 (100.0%)

3. Preferred Method to Access Products and Services

The largest proportion (48%, 13) of the respondents expressed that they would rather to continue telephonic access to products and services. However, there was almost a double in the numbers of respondents that indicated that they would prefer to gain access by an intermediary agent, when compare to the numbers that actually accessed the service by the same method (**Table 8**). Direct visit to the entity obtained the least preference (**Table 9**).

TABLE 9: 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%)	0 (0.0%)	-	1 (100.0%)	1 (3.7%)
41 - 50	1 (100.0%)	0 (0.0%)	-	0 (0.0%)	1 (3.7%)
51 - 60	1 (9.1%)	8 (72.7%)	-	2 (18.2%)	11 (40.7%)
Over 60	1 (7.1%)	5 (35.7%)	-	8 (57.1%)	14 (51.9%)
Column Total (%)	3 (11.1%)	13 (48.1%)	-	11 (40.7%)	27 (100.0%)

Responsiveness

1. Delivery of Products and Service

Fifty-one (51) agreement scores were obtained to mean responsiveness to delivery products and services. Nearly 75% (38) of the scores were agreement that the entity delivered the products and service within the stipulated service standard; as such, the mean score was two (2) on the scale (**Figure 45**).

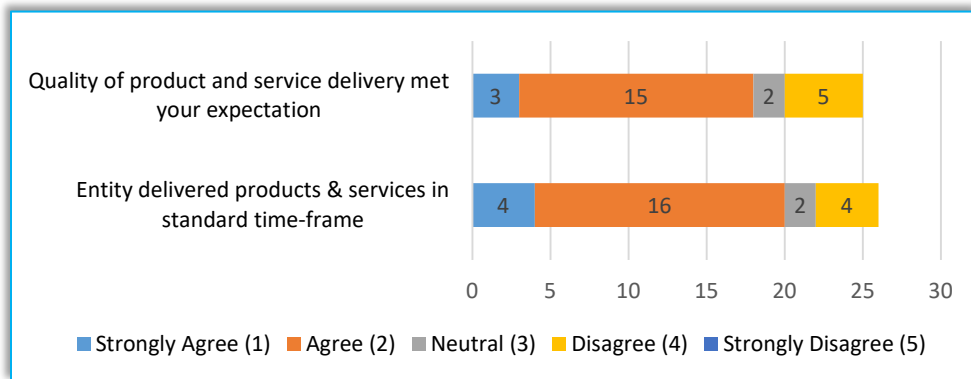


FIGURE 45: AGREEMENT SCALE- DELIVERY OF PRODUCTS & SERVICES

2. Areas of Satisfaction and Dissatisfaction with Products and Services

Twenty-two (220) respondents stated factors of satisfaction or dissatisfaction. The respondents mainly liked that the products and services they received were generally good; as well as, they had access to information about the products and services. Each factor accounted for 36% (8) of the distribution (**Figure 46**).

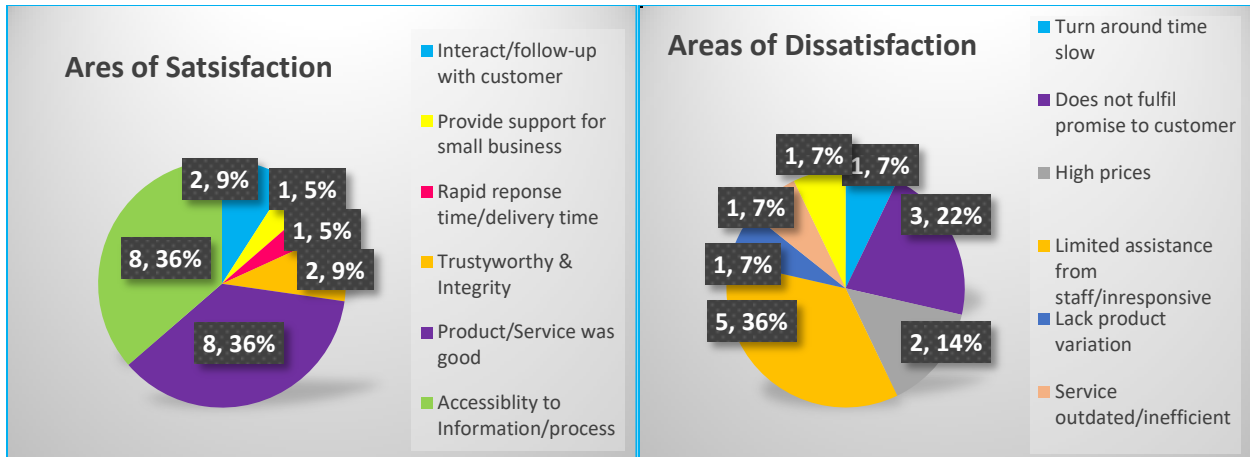


FIGURE 46: AREAS OF SATISFACTION AND DISSATISFACTION

Only 14 respondents reported on the areas of dissatisfaction; 36% (5) thought the entity did not provide enough assistance for its customers, while 22% (3) disclosed that the entity did not fulfil promises. The third factor was dissatisfaction with high fees; this represents 14% (2) of the distribution (**Figure 46**).

3. Staff Responsiveness

On the agreement scale, 99 responses were ascertained for staff responsive. The mean score recorded was two (2), as 87% (86) of the responses were skewed towards agreement that the staff were responsive in delivering the products and services.

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. The area with the highest disagreement was with staff returning calls to the customers, if a promise to do so was offered (**Figure 47**).

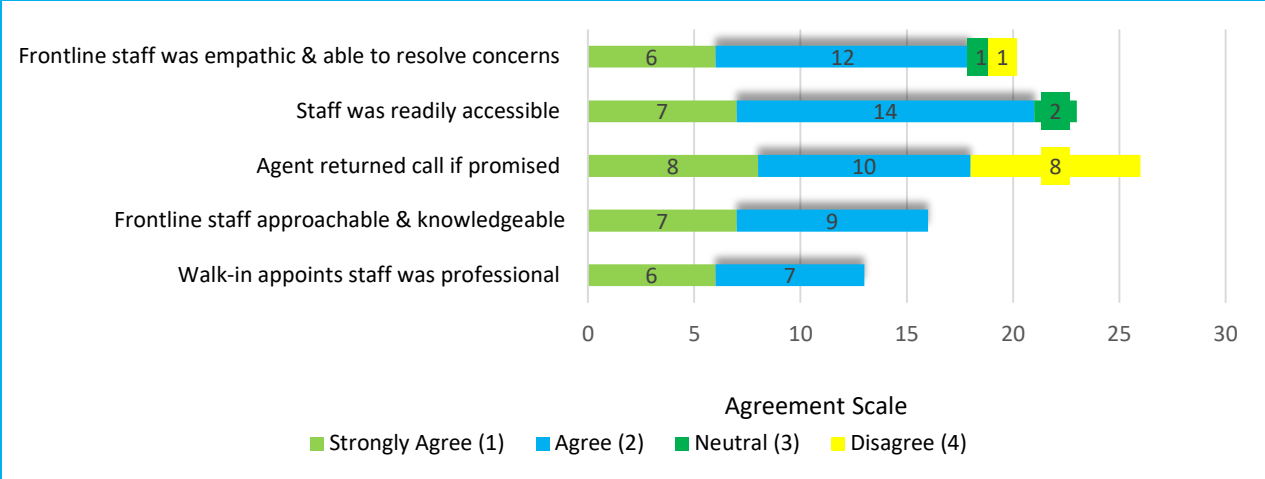


FIGURE 47: AGREEMENT SCALE- STAFF RESPONSIVENESS

4. Overall Satisfaction with Responsiveness

A sum of 26 respondents provided a satisfaction rating on the entity’s efficiency with responsiveness. The average rating obtained was 70 per cent; this explains, that overall, the respondents perceived the level of responsiveness to service customers was fair. Collectively, among the respondents, 61% (16) rated responsiveness from average to good. Additionally, another 31% (8) of the distribution thought the responsiveness was excellent (**Figure 48**). This service dimension recorded a ten (10) per cent gap from meeting the target service standard.

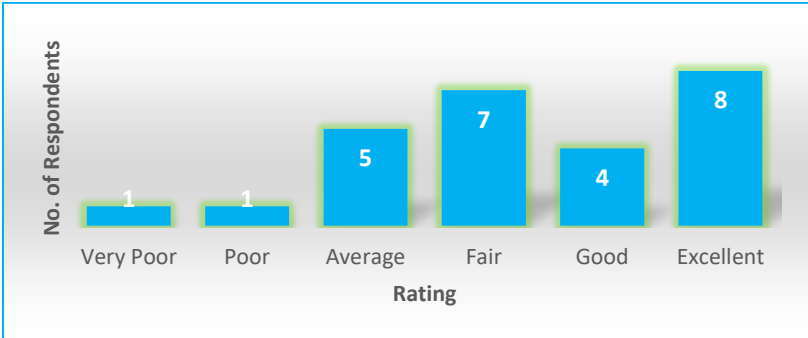


FIGURE 48: SATISFACTION RATING –RESPONSIVENESS

Process and Facility

1. Ease of Doing Business

On the agreement scale the average score for ease of doing business was three (3), indicating that the respondents were largely neutral on their perception about the entity's ease of the doing business. The areas that respondents expressed the highest level of disagreement were with the entity acknowledging and addressing e-mails. However, the respondents largely agree with statements that the process to access products and services was easy to use, telephone calls were answered within reasonable time-frame and that the telephone operators were efficient and transferred calls correctly (**Figure 49**).

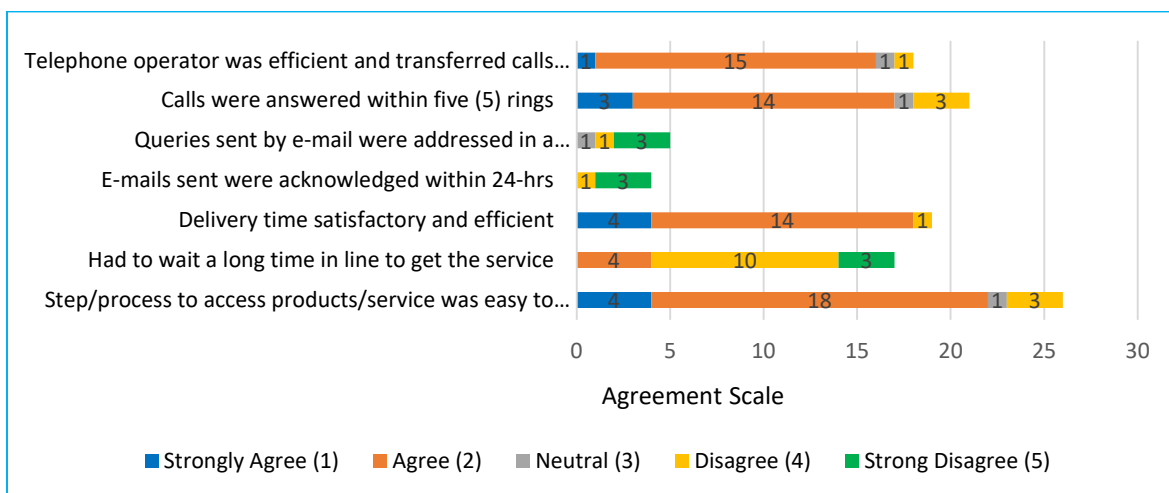


FIGURE 49: AGREEMENT SCALE- EASE OF DOING BUSINESS

2. Comfort of Facility

Seven (7) respondents gave 17 agreement scores to measure comfort of the facility. The mean score was four (4); this was contributed by 82% (14) of the responses being disagreements that the entity provided adequate comfort for customers (**Figure 50**).

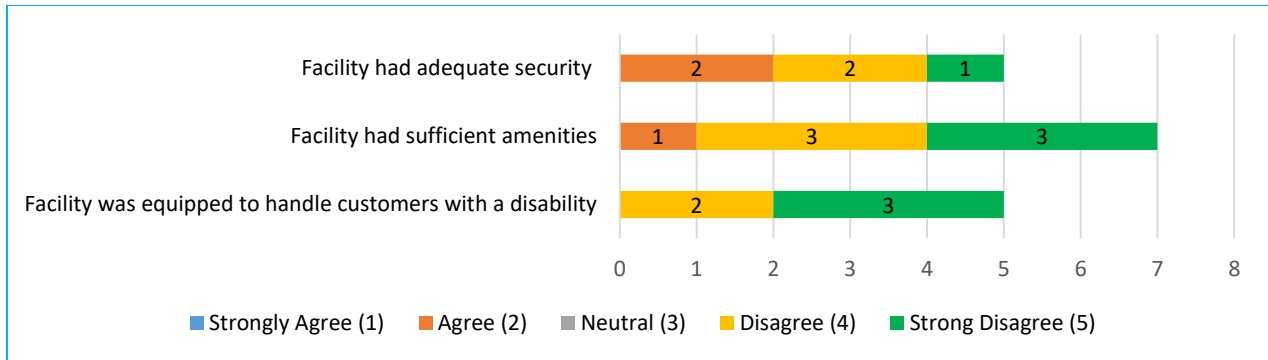


FIGURE 50: AGREEMENT SCALE- COMFORT OF FACILITY

Based on the average scores for ease of doing business and comfort of facility, it was found that along the agreement scale the respondents were, overall, neutral on their views on the efficiency of the entity’s processes and facility.

3. Factors to Improve Process

Ten (10) respondents stated factors they perceived could help improve efficiency of the entity’s process. One half (50%, 5) of the distribution said the entity should increase its effort to provide more assistance and meetings with the farmers and small businesses (**Figure 51**).

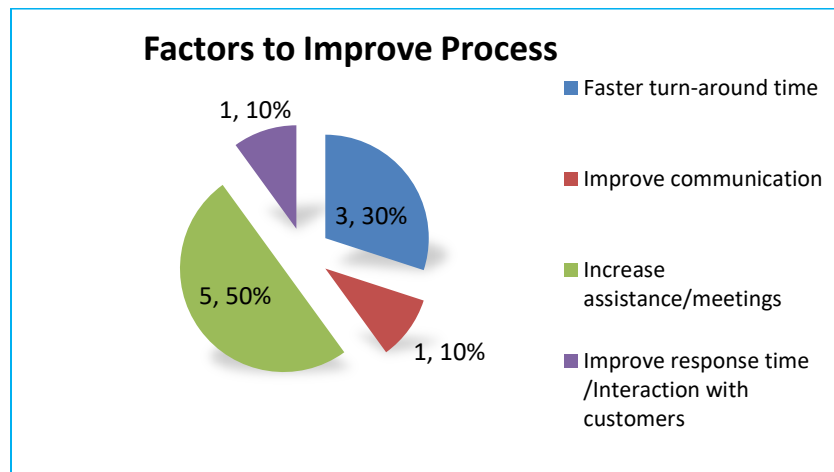


FIGURE 51: FACTORS TO IMPROVE PROCESS

4. Overall Satisfaction with Process and Facility

A sum of 24 respondents provided their satisfaction rating with the process and facility; the average score obtained 70 per cent. As, collectively, 65% (18) of the respondents rated process

and facility from average to good (**Figure 52**). This was a 10% gap in service quality to meet the target score of 80 per cent.

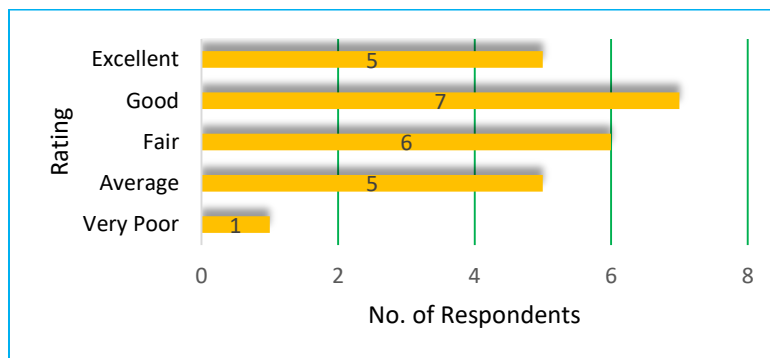


FIGURE 52: SATISFACTION RATING- PROCESS AND FACILITY

Communication

1. Level of Communication

Among 133 agreement scores that were obtained for level of communication, approximately 44% (58) were mainly disagreement and neutral scores; while 43% (57) were agreement scores. As a result of this, the mean score recoded was three (3); this indicated that the responses were mainly neutral about entity's efficiency with communication. Main areas of disagreement were with the entity inviting customers to participate in the design of the products and service and adequate advertisements in the media (**Figure 53**).

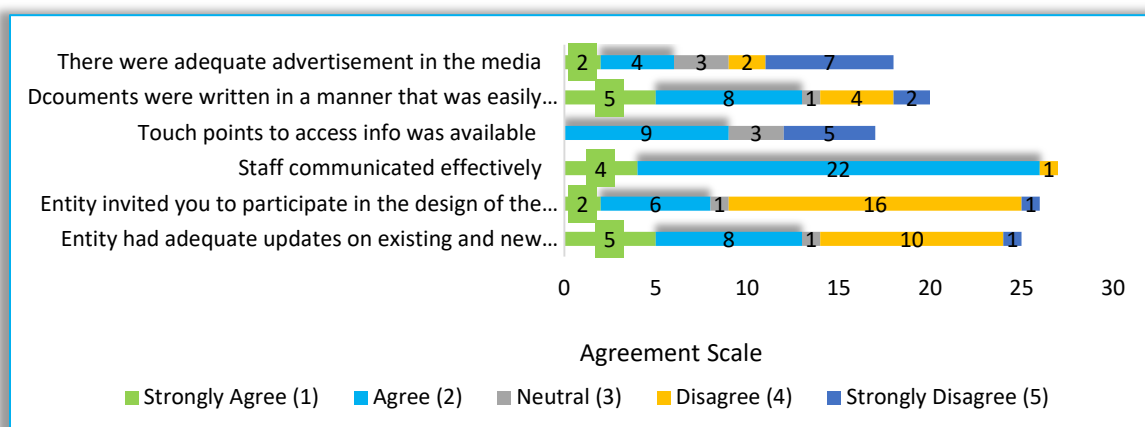


FIGURE 53: AGREEMENT SCALE- COMMUNICATION

2. Areas to Improve Communication

Of the 12 respondents that provided insights on factors that could improve communication, 50% (6) thought the entity could increase its efforts to improve follow-up with customers through e-mails and text messages (**Figure 54**).

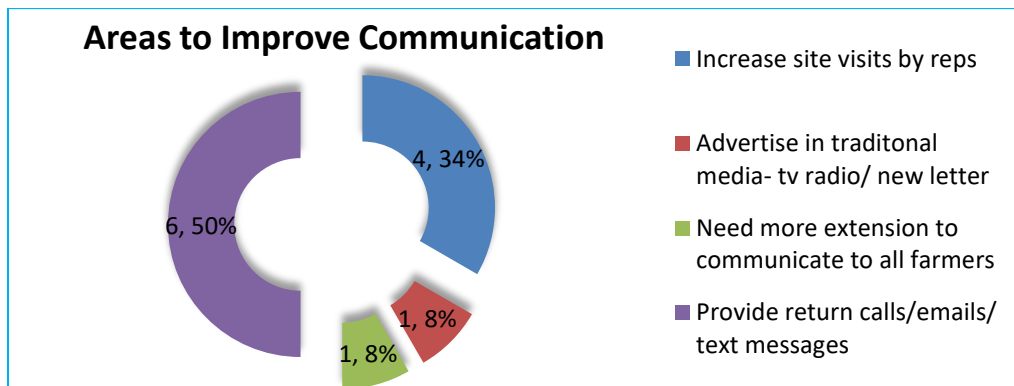


FIGURE 54: AREA TO IMPROVE COMMUNICATION

3. Overall Satisfaction with Communication

The respondents gave an average satisfaction rating of 70% for communication. Those that rated communication as either average or excellent, each, represented 28% (7) of the respondents (**Figure 55**). Communication recorded a ten (10) per cent gap in service quality from meeting the target service standard.



FIGURE 55: SATISFACTION RATING-COMMUNICATION

Reliability of Service

Forty-seven (47) responses were collected on the agreement scale to ascertain reliability of service. The mean score was two (2), as 87% (41) of the responses were agreement that the entity provided reliable service (**Figure 56**). This was mainly attributed to customers being able to access the services within the allotted business hours.

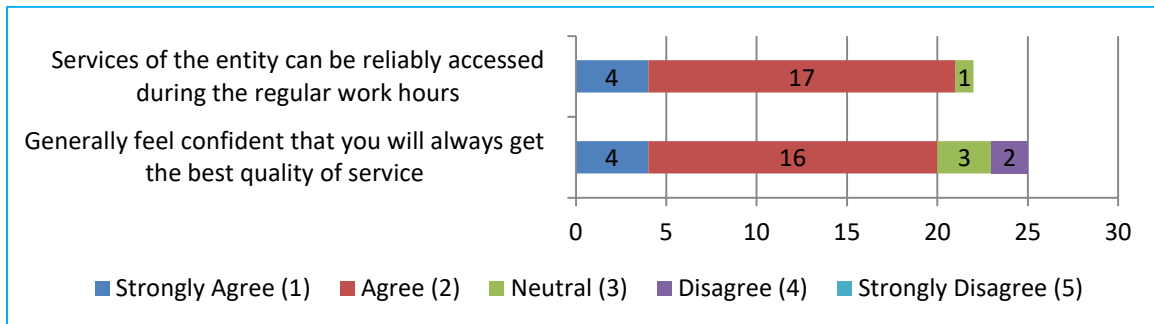


FIGURE 56: AGREEMENT SCALE- RELIABLY OF SERVICE

1. Perceived of Customer Loyalty

Twenty-four (24) respondents disclosed their perceived level of customer loyalty. Just about 42% (10) stated that they would not switch if there was another entity that provided the same products and services, while 21% (5) said they believed they would switch to another entity (**Figure 57**). Of these five (5) respondents, only three (3) provided a reason; approximately 67% (2) felt that the entity lacked consideration for its customers.

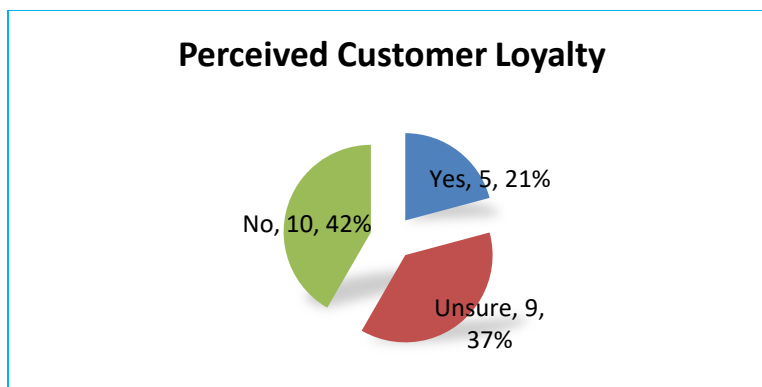


FIGURE 57: PERCEIVED CUSTOMER LOYALTY

Customer Satisfaction

1. Satisfaction with Customer Service

Of the 27 respondents, 59% (16) said expressed satisfaction with customer service, while 33% (9) were extremely satisfied (**Figure 58**).

2. Satisfaction with Customer Experience

Exactly 55% (15) stated that they were mainly satisfied with their overall experience and 26% (7) were extremely satisfied (**Figure 58**).

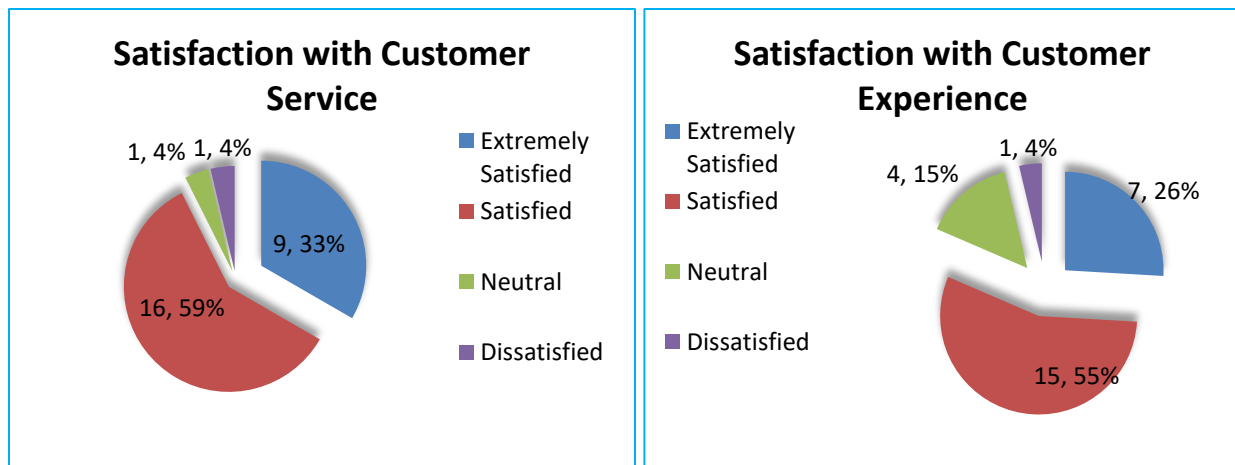


FIGURE 58: SATISFACTION WITH CUSTOMER SERVICE & EXPERIENCE

3. Overall Customer Satisfaction Rate

Based on the overall findings and experiences of the respondents, the entity obtained a customer satisfaction rate of 70 per cent. This fell ten (10) per cent short from meeting the target service standard of 80 per cent. Nonetheless, the respondents rated their overall satisfaction rate as fair.



Summary of Main Findings

The table below provides a summary of the main findings for the survey conducted for the agency 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:	67
<ul style="list-style-type: none"> • Males • Females 	52 (77.6%) 15 (22.4%)
Main Methods to access Products & Services:	
<ul style="list-style-type: none"> • Telephone • Walk-in 	14 (51.9%) 7 (25.9%)
Preferred Methods to access Products & Services:	
<ul style="list-style-type: none"> • Telephone • Visit from Agent 	13 (48.1%) 11 (40.7%)
Five Point Agreement Scale	
Focus Area	Average Score
Responsiveness	2 – Agreed that the entity was responsive
Process & Facility	3- Neutral that the 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	70% -Did not meet target service standard
Efficiency of Process and Facility	70% - Did not meet target service standard
Efficiency of Communication	70%- Did not meet target service standard
Customer Satisfaction	
Variable	Average Rating
Customer Service	2- Satisfied with Customer Service
Customer Experience	2- Satisfied with Customer Experience
Customer Satisfaction Rate	70% Did not meet target service standard

Customers' Composition

1. Number of Respondents Surveyed by Age and Sex

Sixty-seven (67) respondents were captured in the survey; of this total, 78% (52) were males. The largest proportion of the distribution was within the age group 41 to 50 years (**Figure 59**).

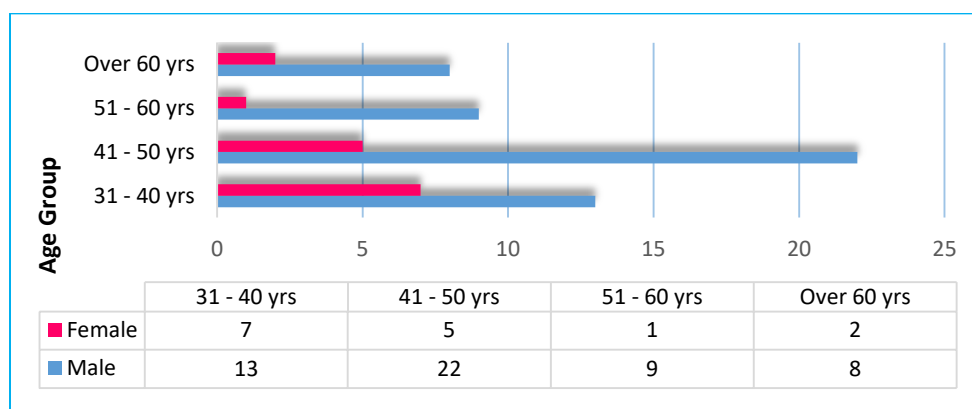


FIGURE 59: AGE/SEX COMPOSITION

2. Customers' Main Methods to Access Products and Services

Around 81% (54) of the respondents said they mainly accessed the service by walk-in appointments, compared to 15% (10) that said they used the telephone (**Table 10**).

TABLE 10: CROSS TABULATION MAIN METHODS BY AGE GROUP

Age Group	Main Methods				Row Total (%)
	Walk-in	Telephone	Online	Visit from Agent	
31 - 40	15 (75.0%)	4 (20.0%)	1 (5.0%)	-	20 (29.9%)
41 - 50	23 (85.3%)	3 (11.1%)	1 (3.7%)	-	27 (40.3%)
51 - 60	8 (80.0%)	1 (10.0%)	1 (10.0%)	-	10 (14.9%)
Over 60	8 (80.0%)	2 (20.0%)	0 (0.0%)	-	10 (14.9%)
Column Total (%)	54 (80.6%)	10 (14.9%)	3 (4.5%)	-	67 (100.0%)

3. Preferred Method to Access Products and Services

When compared to the main methods, the data revealed that preference for online service had significantly increased, this accounted for 33% (22) of the respondents. As a result, preference for walk-in appointments was 58% (39); which reflected a decrease over the main method (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	8 (40.0%)	3 (15.0%)	9 (45.0%)	-	20 (%)
41 - 50	21 (77.8%)	1 (3.7%)	5 (18.5%)	-	27 (%)
51 - 60	4 (40.0%)	1 (10.0%)	5 (50.0%)	-	10 (%)
Over 60	6 (60.0%)	1 (10.0%)	3 (30.0%)	-	10 (%)
Column Total (%0	39 (58.2%)	6 (9.0%)	22 (32.8%)	-	67 (100.0%)

Responsiveness

1. 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 delivery within the standard time-frame (Figure 60).

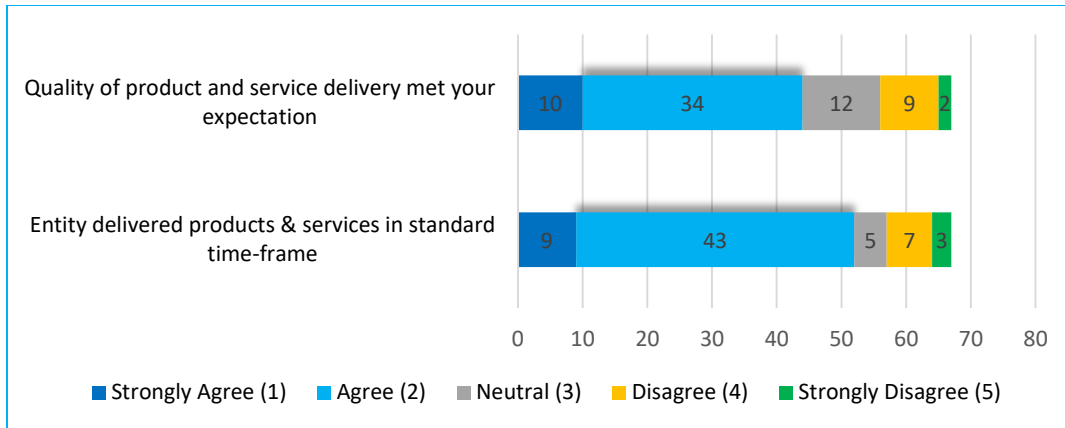


FIGURE 60: AGREEMENT SCALE-DELIVERY OF PRODUCTS & SERVICE

2. Areas of Satisfaction and Dissatisfaction with Products and Services

For satisfaction with products and service delivery, 32% (18) of the respondents stated they were pleased with the professionalism of the staff; while 24% (14) said that they were satisfied with the water pressure (**Figure 61**).

Contrary to areas of satisfaction, 32% (11) of the respondents disclosed that they were dissatisfied with low water pressure and 23% (8) indicated that the price for services were unaffordable (**Figure 61**).



FIGURE 61: AREAS OF SATISFACTION & DISSATISFACTION

3. Staff Responsiveness

Exactly 300 responses were obtained on the agreement scale for staff responsiveness. The mean score was two (2), which explains that the average responses mainly agreed that the staff were responsive with service delivery. However, the statements with the most disagreement were that an agent returned a call if a promise to do was made, or that a staff was readily accessible to assist customers (**Figure 62**).

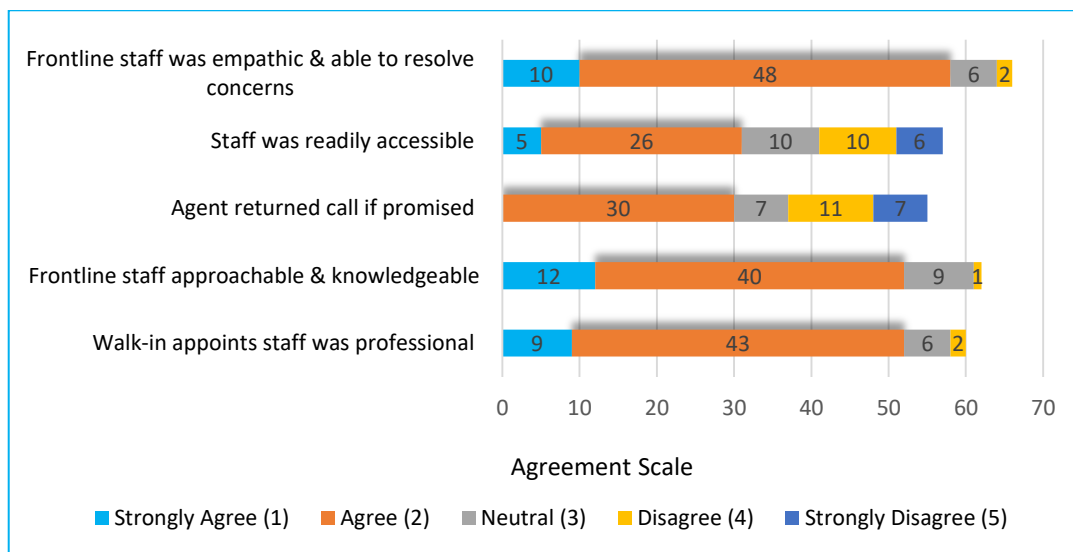


FIGURE 62: AGREEMENT SCALE: STAFF RESPONSIVENESS

4. Overall Satisfaction with Responsiveness

The average satisfaction rating for responsiveness was 70%; this resulted from a little over one half (53% (36) of the distribution that rated responsiveness from fair to very poor; while the remaining distribution rated from good to excellent (**Figure 63**).

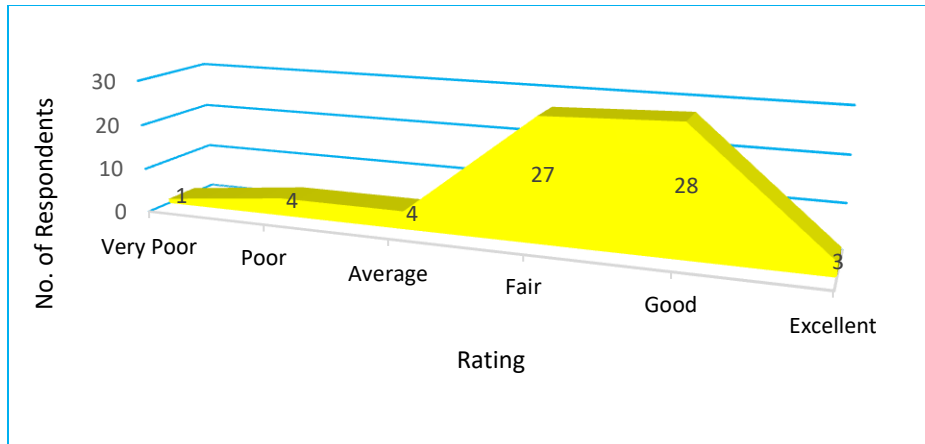


FIGURE 63: SATISFACTION RATING- RESPONSIVENESS

Process and Facility

1. Ease of Doing Business

Sixty-six (66) respondents gave a sum of 324 replies to the statements used to measure ease of doing business. Collectively, the mean score on the scale was three (3), indicating that the average responses were neutral that the entity provided ease of doing business. Respondents were particularly neutral or disagreed with the statement that calls were answered within five (5) rings or standard time-frame (**Figure 64**).

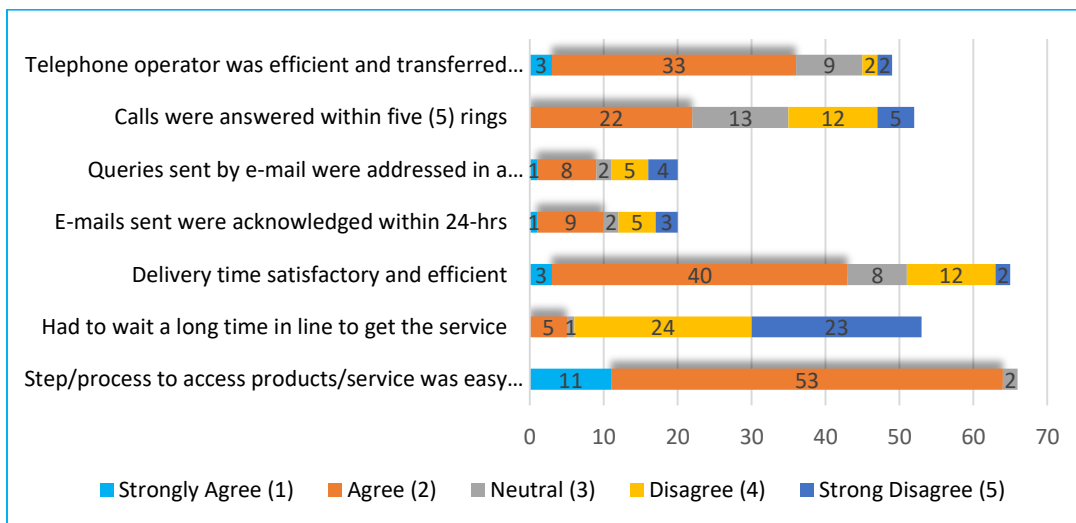


FIGURE 64: AGREEMENT SCALE-EASE OF DOING BUSINESS

2. Comfort of Facility

A sum of 157 responses was collected to measure comfort of the facility. Across the statements the mean agreement score was three (3); this was as a result of the large number of the responses being neutral that the facility had adequate security and amenities coupled with the large number of disagreement that the entity was equipped to handle customers living with a disability (**Figure 65**).

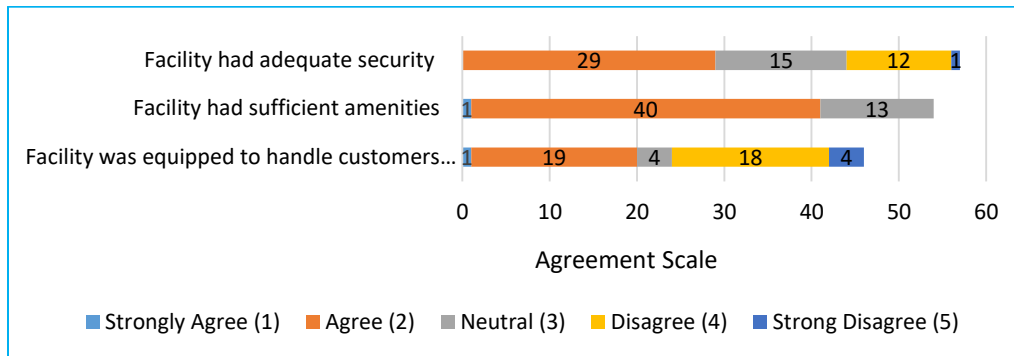


FIGURE 65: AGREEMENT SCALE- COMFORT OF FACILITY

3. Factors to Improve Process

Only thirty (30) respondents gave a feedback on factors they believed could improve process and facility. The popular factors were customer service training for staff, improvement in the knowledge and presence of security workers, and increase payment options; each, represented for 23% (7), 16% (5) and 13% (4) of the distribution, respectively (**Appendix 4**).

4. Overall Satisfaction with Process and Facility

The average satisfaction rate for process and facility was 70 per cent. Approximately 44% (29) and 36% (24) rated process and facility as fair or good, respectively (**Figure 66**).

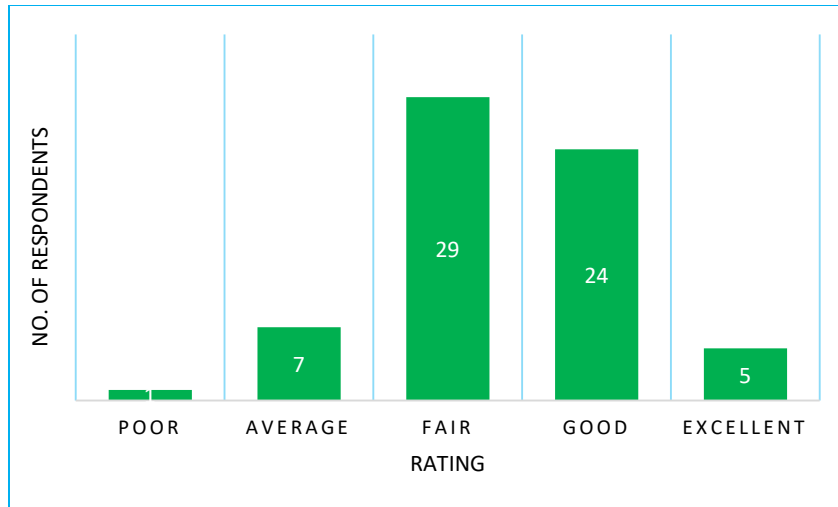


FIGURE 66: SATISFACTION RATING- PROCESS & FACILITY

Communication

1. Level of Communication

A total of 368 responses were collected on the statements to measure agreement with level of communication. Based on the results, the mean score recorded was three (3); the responses were largely neutral that the touch points to access information were available and strongly disagreed that the entity provided adequate updates to customers (**Figure 67**).

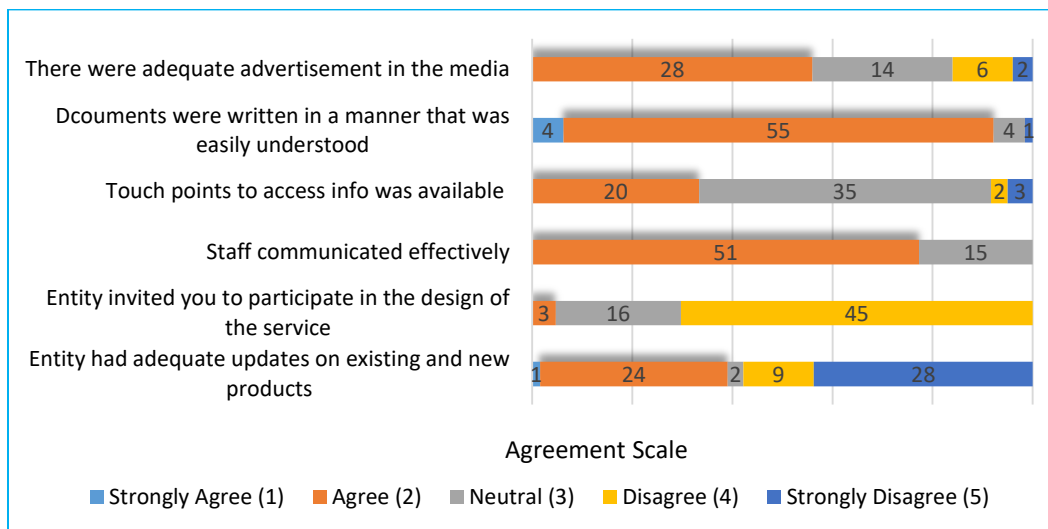


FIGURE 67: AGREEMENT SCALE- COMMUNICATION

2. Areas to Improve Communication

Thirty-five (35) respondents reported on areas the entity could improve in order to facility efficiency with communication. Approximately 31% (11) of the respondents thought staff should be more responsive and provide frequent follow-up with customers. The second largest proportion (23%, 8) believed the entity should increase its presence on traditional and social media (**Appendix 5**).

3. Overall Satisfaction with Communication

The satisfaction rate with communication was 70%, which was a ten (10) percentage gap in service quality from meeting the target rating of 80 per cent. The vast majority of the distribution rated communication from fair to good (**Figure 68**).

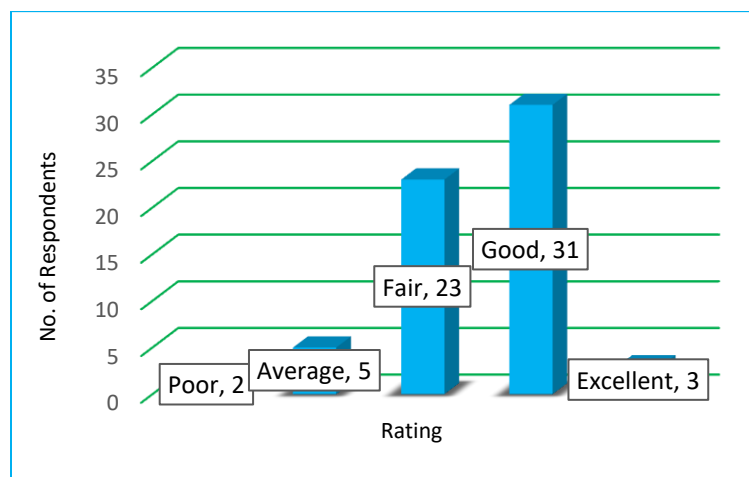


FIGURE 68: SATISFACTION RATING-COMMUNICATION

Reliability of Service

Of 175 responses, on the agreement that the entity had reliable service, the mean score obtained two (2); this was reflective of nearly 65% (113) of the responses mainly agreeing that the service was reliable. The highest number of agreement was with the statement that service could be reliably accessed during the regular business hours (**Figure 69**).

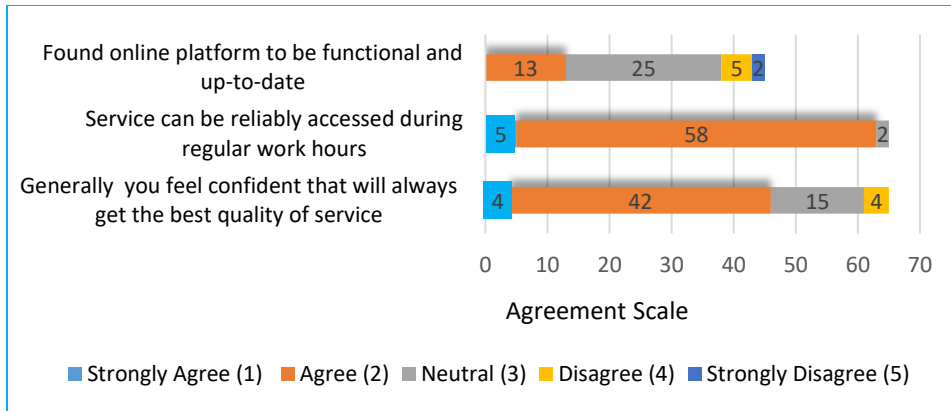


FIGURE 69: AGREEMENT SCALE- RELIABILITY OF SERVICE

1. Perceived Customer Loyalty

Among 65 respondents, 71% (46) indicated that they would not switch if there was another entity that provided the same products and services; while 11% (7) said they would switch and 18% (12) were unsure (**Figure 70**).

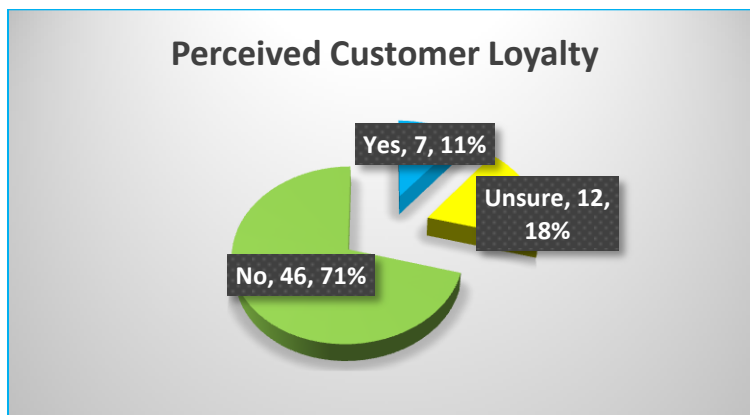


FIGURE 70: PERCEIVED CUSTOMER LOYALTY

Customer Satisfaction

1. Satisfaction with Customer Service

Exactly 60% (39) of the respondents said they were satisfied with the entity's customer service, compared to 19% (13) that were neutral (**Figure 71**).

2. Satisfaction with Customer Experience

For entire customer experience, 60% (39) of the respondents, also, were reportedly satisfied when compared to those that were either neutral or dissatisfied (**Figure 71**).

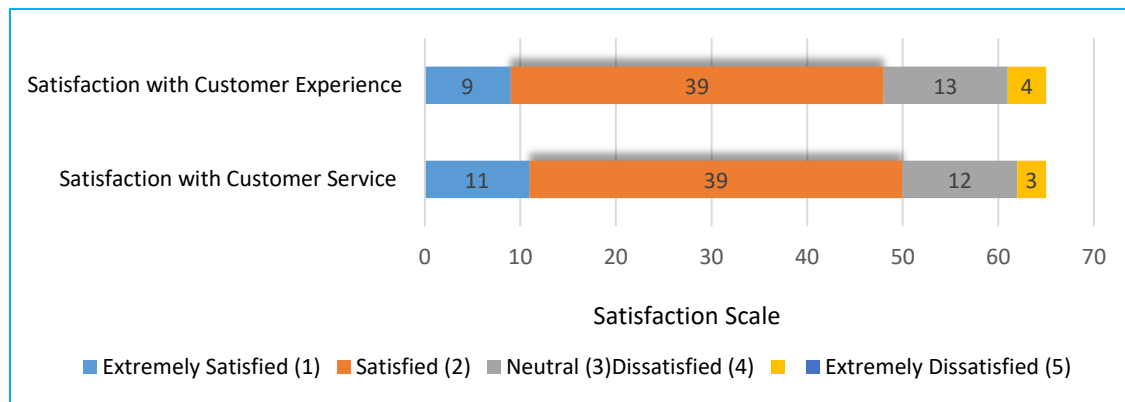


FIGURE 71: SATISFACTION SCALE: CUSTOMER SERVICE & EXPERIENCE

3. Over Customer Satisfaction Rate

Based on the results, the overall customer satisfaction rate was 70%; this recorded a ten (10) percentage gap from meeting the target service standard score of 80 per cent.



RADA

**RURAL AGRICULTURAL
DEVELOPMENT AUTHORITY**

Summary of Main Findings

The table below provides a summary of the main findings for 50 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:	50
<ul style="list-style-type: none"> • Males • Females 	34 (68.0%) 16 (32.0%)
Main Methods to access Products & Services:	Number of Respondents 49
<ul style="list-style-type: none"> • Walk-in • Visit from Agent 	21 (42.9%) 15 (30.6%)
Preferred Methods to access Products & Services:	Number of Respondents 50
<ul style="list-style-type: none"> • Walk-in • Visit from Agent 	19 (38.0%) 18 (36.0%)
Five Point Agreement Scale	
Focus Area	Average Score
Efficiency of Responsiveness	2- Agreed that the entity was responsive
Efficiency of Process & Facility	2- Agreed on entity's process and facility was efficient
Efficiency of 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
Responsiveness	80%- Met Target
Process and Facility	80%- Met Target
Communication	80%- Met Target
Customer Satisfaction	
Variable	Average Score
Customer Service	2- Satisfied with Customer Service
Customer Experience	2-Satisfied with Customer Experience
Customer Satisfaction Rate	80%- Met Target

Customers' Composition

1. Number of Respondents Surveyed by Age and Sex

A total of respondents were surveyed; 68% (34) were males. The largest proportion of the distribution (40%, 20) was within the age group 31 to 40 years; while 22% (11) was represented by those within the 51 to 60 age group (**Figure 72**).

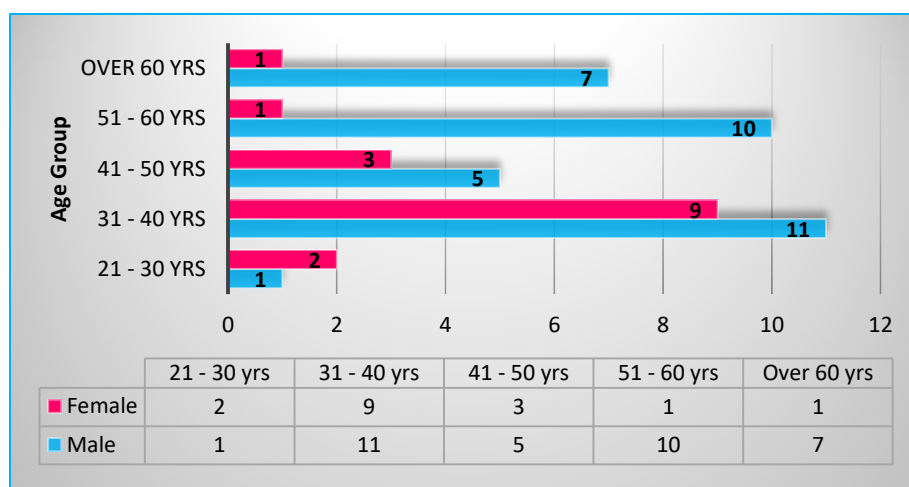


FIGURE 72: AGE/SEX COMPOSITION

2. Customers' Main Methods to Access Products and Services

Forty-nine (49) respondents provided information on the main methods they used to access products and services. Roughly 43% (21) visited the entity, compared to 31% (15) that received a visit from an agent. Across the age groups, those within the 21 to 30 and 31 to 40 cohort mainly accessed the service by actual visits; while those 41 to 50 years mainly received a visit from an agent. Access by telephone was predominately used by those 51 to 60 years and 60 years and over (**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	2 (66.7%)	0 (0.0%)	-	1 (33.3%)	3 (6.1%)
31 - 40	11 (57.9%)	4 (21.1%)	-	4 (21.1%)	19 (38.8%)
41 - 50	3 (37.5%)	1 (15.5%)	-	4 (50.0%)	8 (16.3%)
51 - 60	3 (27.3%)	5 (45.5%)	-	3 (27.3%)	11 (22.5%)
Over 60	2 (25.0%)	3 (37.5%)	-	3 (37.5%)	8 (16.3%)
Column Total (%)	21 (42.9%)	13 (26.5%)	-	15 (30.6%)	49 (100.0%)

1. Preferred Method to Access Products and Services

Of 50 respondents, 38% (19) indicated that would prefer to continue visiting the entity. This represented a decrease when compared to the main methods. Visit from an agent was expressed by 36% (18) of the distribution, which reflected an increase in the preference for this method (Table 13).

TABLE 13 CROSS TABULATION PREFERRED METHODS BY AGE GROUP

Age Group	Preferred Methods				
	Walk-in	Telephone	Online	Visit from Agent	Row Total (%)
21-30	1 (33.3%)	1 (33.3%)	1 (33.3%)	0 (0.0%)	3 (6.0%)
31 - 40	8 (40.0%)	6 (30.0%)	-	6 (30.0%)	20 (40.0%)
41 - 50	2 (25.0%)	2 (25.0%)	-	4 (50.0%)	8 (16.0%)
51 - 60	5 (45.5%)	1 (9.1%)	-	5 (45.5%)	11 (22.0%)
Over 60	3 (37.5%)	2 (25.0%)	-	3 (37.5%)	8 (16.0%)
Column Total (%)	19 (38.0%)	12 (24.0%)	1 (2.0%)	18 (36.0%)	50 (100.0%)

Responsiveness

1. Delivery of Products and Services

A total of 49 respondents provided 98 responses on the agreement scale to assess responsiveness to deliver products and services. The mean score received was two (2); as 47% (46) and 37% (36) of the responses either agreed or strongly agreed that the entity was responsive in the delivery of its products and service, respectively (**Figure 73**).

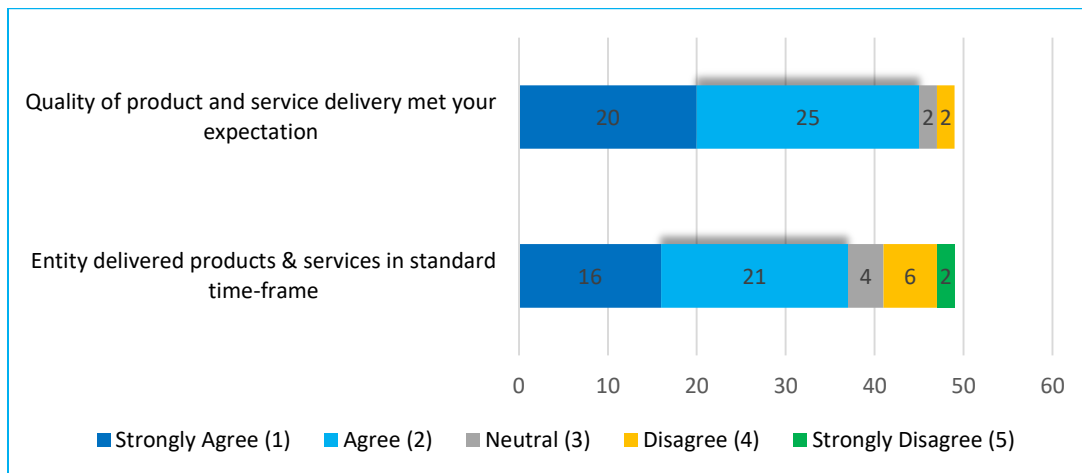


FIGURE 73: AGREEMENT SCALE-DELIVERY PRODUCTS & SERVICES

2. Areas of Satisfaction and Dissatisfaction with Products and Services

Forty-seven (47) respondents expressed the areas that they experience satisfaction with the delivery of the products and service; more than one half of the distribution (53%, 25) stated that the quality of the products and service delivery were satisfactory.

Areas of dissatisfaction were disclosed by only 17 respondents; just about 29% (5) said they were displeased with the limited assistance received from the staff (**Figure 74**).

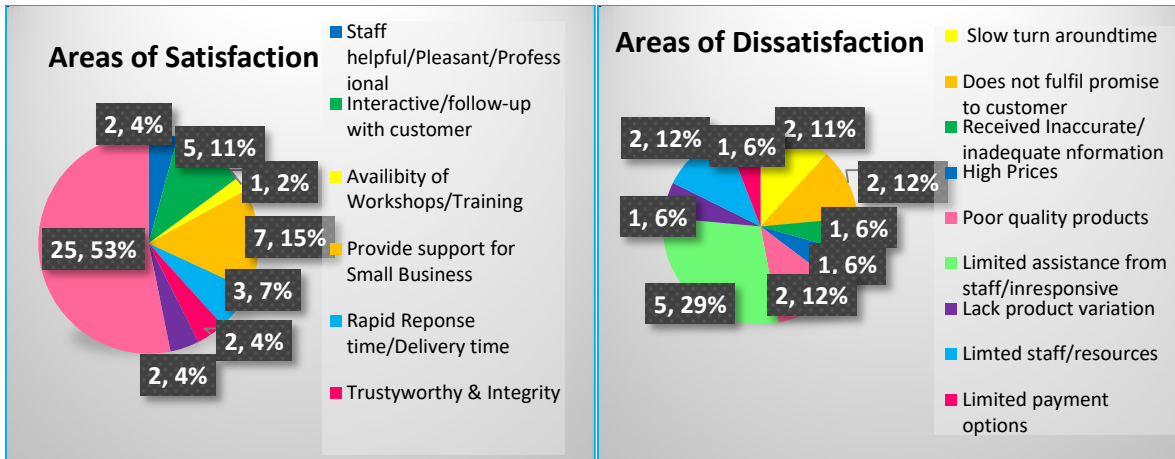


FIGURE 74: AREAS OF SATISFACTION & DISSATISFACTION

3. Staff Responsiveness

Forty-nine (49) respondents provided a total of 217 responses on the agreement scale to measure their views on staff responsiveness, across the five (5) statements illustrated below. The mean score obtained for the statements were one (1), as 59% (127) of the responses strongly agreed that staff was responsive (**Figure 75**).

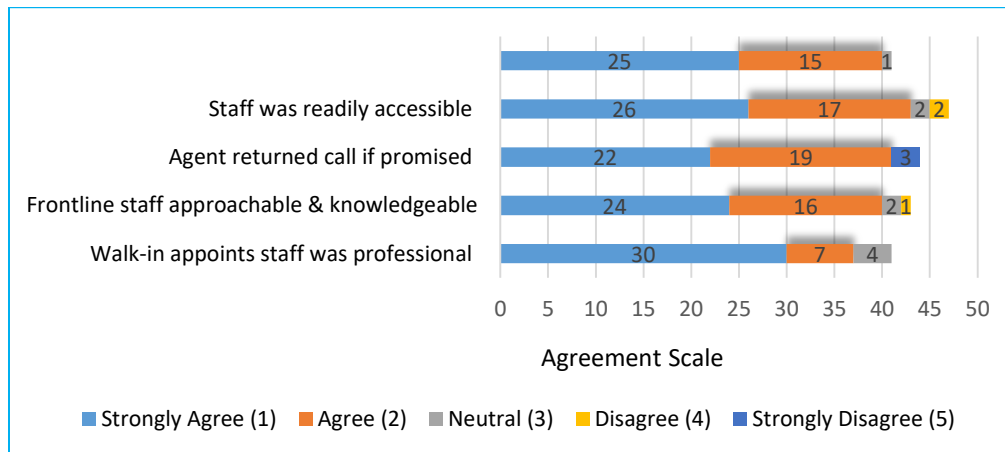


FIGURE 75: AGREEMENT SCALE- STAFF RESPONSIVENESS

Therefore, responsiveness of products and service delivery and staff, recorded a combined mean score of two (2) on the agreement scale.

4. Overall Satisfaction with Responsiveness

A sum 49 respondents rated their satisfaction with responsiveness. The average rating obtained was 80%, this resulted from 37% (18) and 35 (17%) of the distribution that either rated responsiveness as good or excellent, respectively (**Figure 76**).



FIGURE 76: SATISFACTION RATING-RESPONSIVENESS

Process and Facility

1. Ease of Doing Business

A total of 235 responses were obtained on the agreement scale for the ease of doing business. The means score was two (2), as 75% (174) of the responses mainly showed agreement that the entity provided ease of doing business (**Figure 77**).

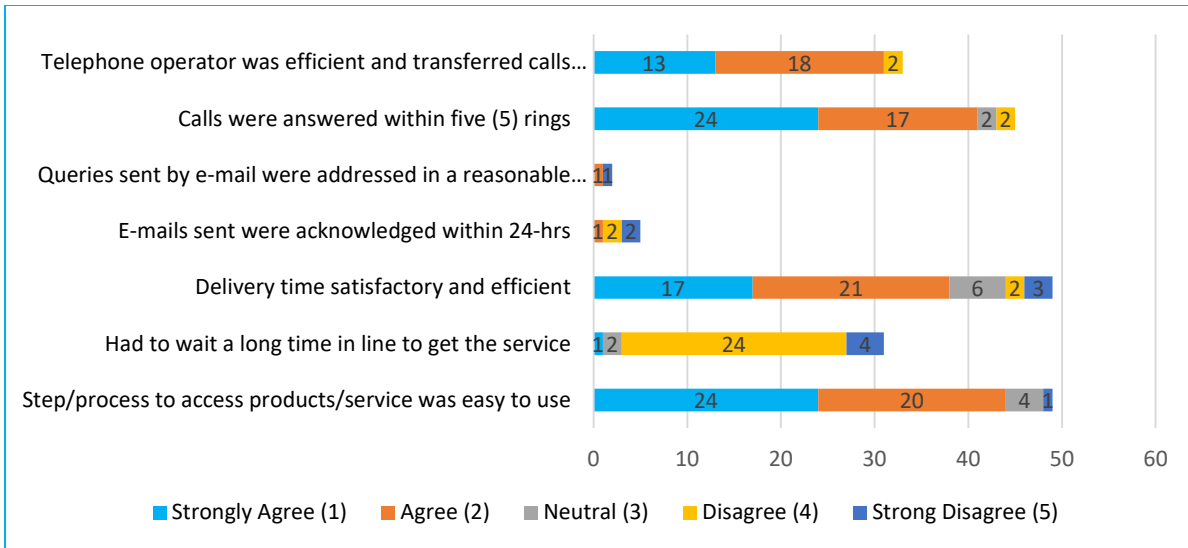


FIGURE 77: AGREEMENT SCALE- EASE OF DOING BUSINESS

2. Comfort of Facility

Thirty-three (33) respondents produced a total of 79 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 (Figure 78).

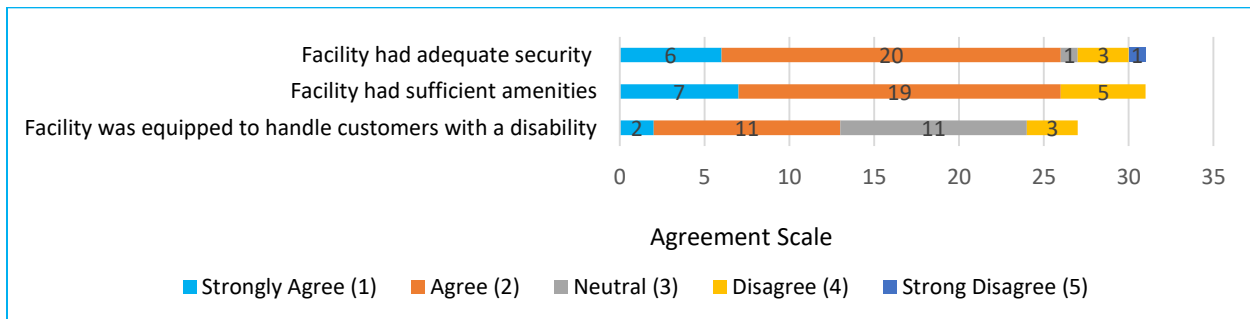


FIGURE 78: AGREEMENT SCALE- COMFORT OF FACILITY

3. Factors to Improve Process

Ways to improve process was reported by 24 respondents. Approximately 21% (5), each, accounted for respondents that would like to see faster turn-around time, better monitoring of field officers and increased provision of farm products, such as animals and equipment (Appendix 6).

4. Overall Satisfaction with Process and Facility

Process and facility achieved an average satisfaction rating of 80%. Roughly 94% (46) of the 49 respondents rated the efficiency of the process and facility from fair to excellent (**Figure 79**).

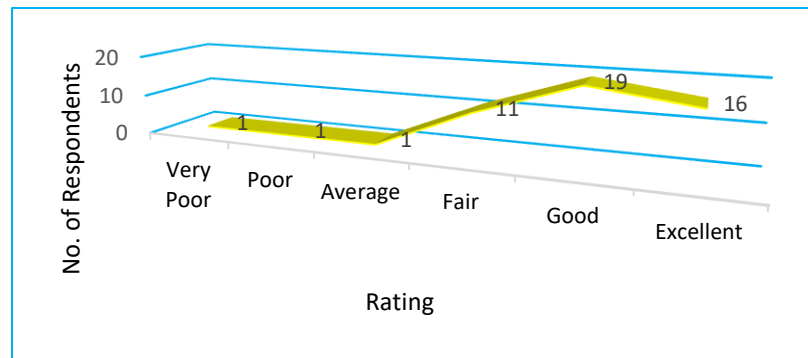


FIGURE 79: SATISFACTION RATE- PROCESS & FACILITY

Communication

1. Level of Communication

The mean agreement 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 disagree that the entity had invited customers to participate in the development and designs of the products and services (**Figure 80**).

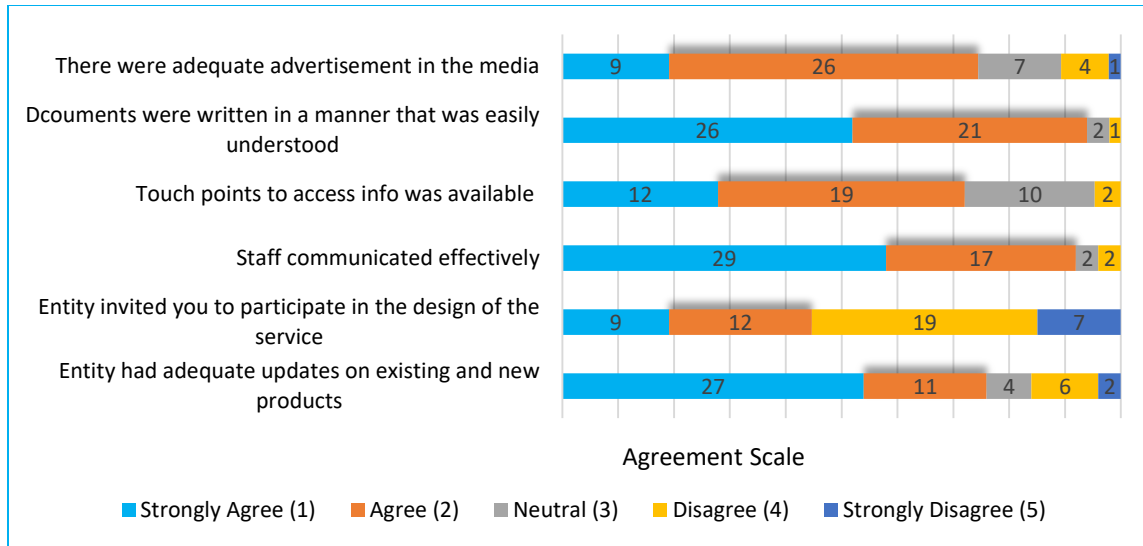


FIGURE 80: AGREEMENT SCALE-LEVEL OF COMMUNICATION

2. Areas to Improve Communication

Eight-teen (18) respondents disclosed factors in which they believed could improve communication. Just around 33% (5) were of the perception that increases in advertisement in traditional and social media could boost communication efforts. Respondents further felt that increase of staff responsiveness to update customers by email or text messages would provide greater engagement between service provider and its customers; this accounted for 20% (3) of the distribution (Figure 81).

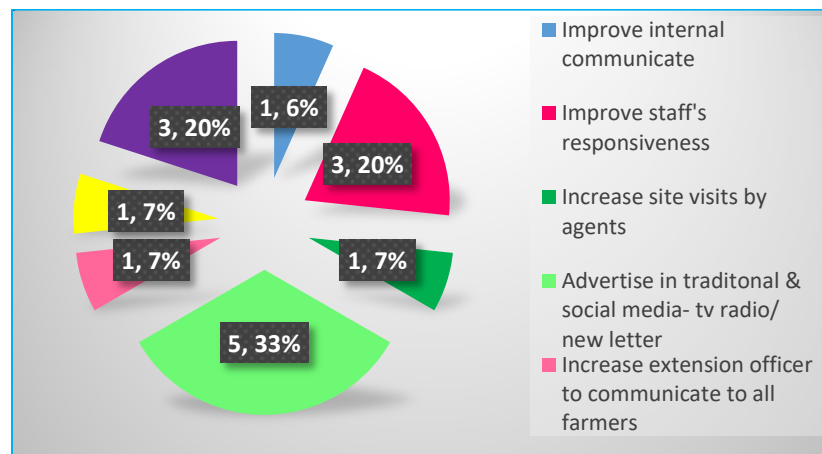


FIGURE 81: AREAS TO IMPROVE COMMUNICATION

3. Overall Satisfaction with Communication

Level of Communication received a satisfaction rating of 80 per cent. Almost one half of the respondents (49%, 24) indicated that the communication level of the entity was good, while 29% (14) felt that it was excellent (**Figure 80**).

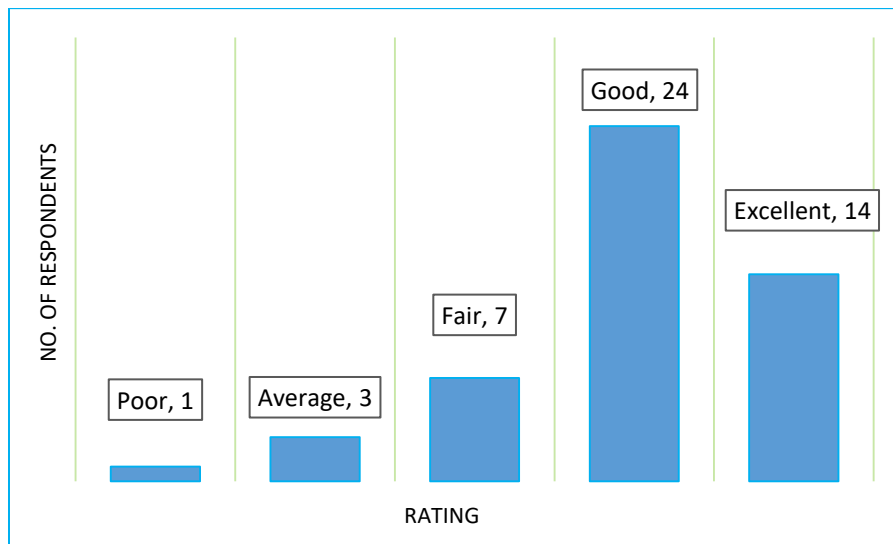


FIGURE 82: SATISFACTION RATE-COMMUNICATION

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 82% (88) of responses showed agreement that the service was reliable (**Figure 83**).

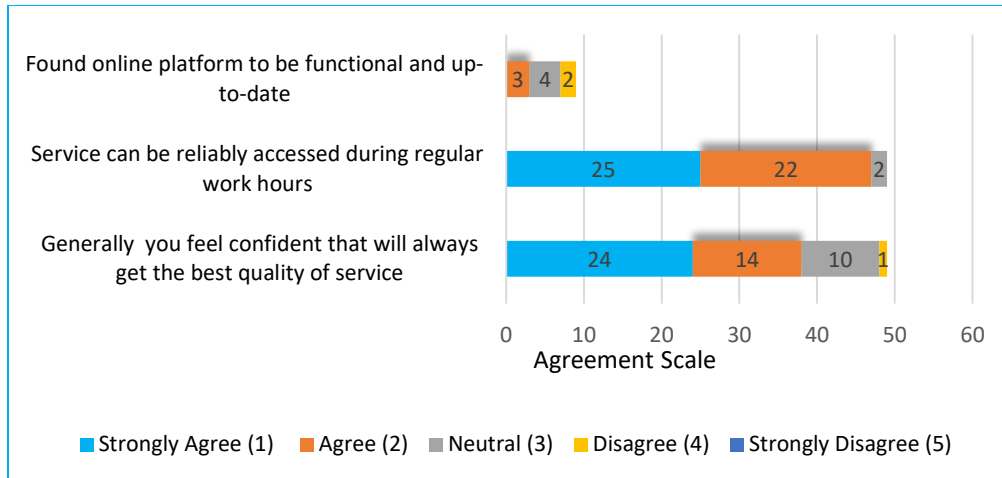


FIGURE 83: AGREEMENT SCALE- RELIABILITY OF SERVICE

1. Perceived Customer Loyalty

Forty-eight (48) respondents expressed their perceived level of customer loyalty. A little more than one half (52%, 25) of the distribution stated that they would not switch, if there was another entity that provided the same products and services. However, 21% (10) admitted that they would switch, while 27% (13) was unsure (**Figure 84**).

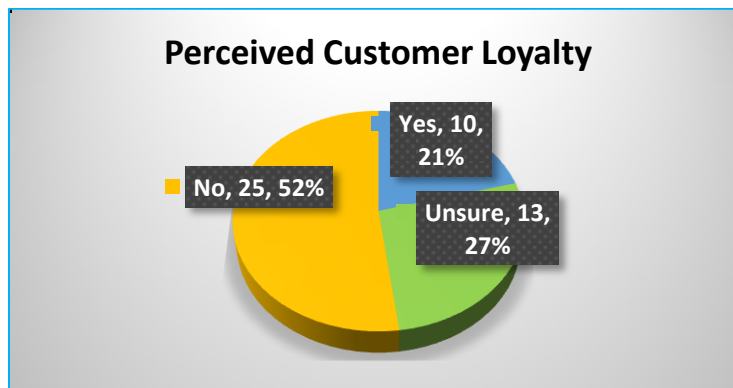


FIGURE 84: PERCEIVED CUSTOMER LOYALTY

Of the 25 respondents that said they would switch, only seven (7) stated the reasons that would influence their decision to switch to another entity. The popular responses was that the service quality was poor, this accounted for 43% (3) of the distribution, when compared to 29% (2) that felt that the fees for the services were unaffordable (**Figure 85**).

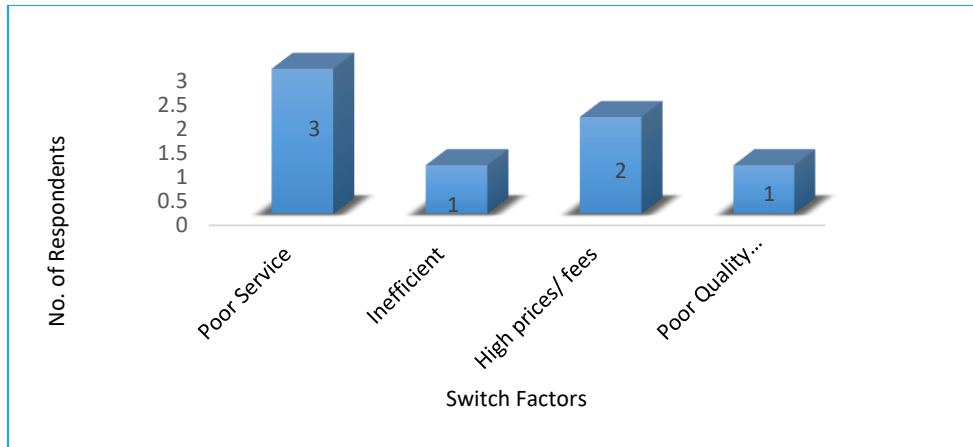


FIGURE 85: SWITCH FACTORS

Overall Customer Satisfaction

1. Satisfaction with Customer Service

Among the 50 respondents, 56% (28) said that they were satisfied with the customer service, while 34% (17) were extremely satisfied (**Figure 86**).

2. Satisfaction with Customer Experience

Similarly to satisfaction with customer service, 52% (26) of the respondents disclosed that they were satisfied with their overall customer experience and 36% indicated that they were extremely satisfied (**Figure 86**).

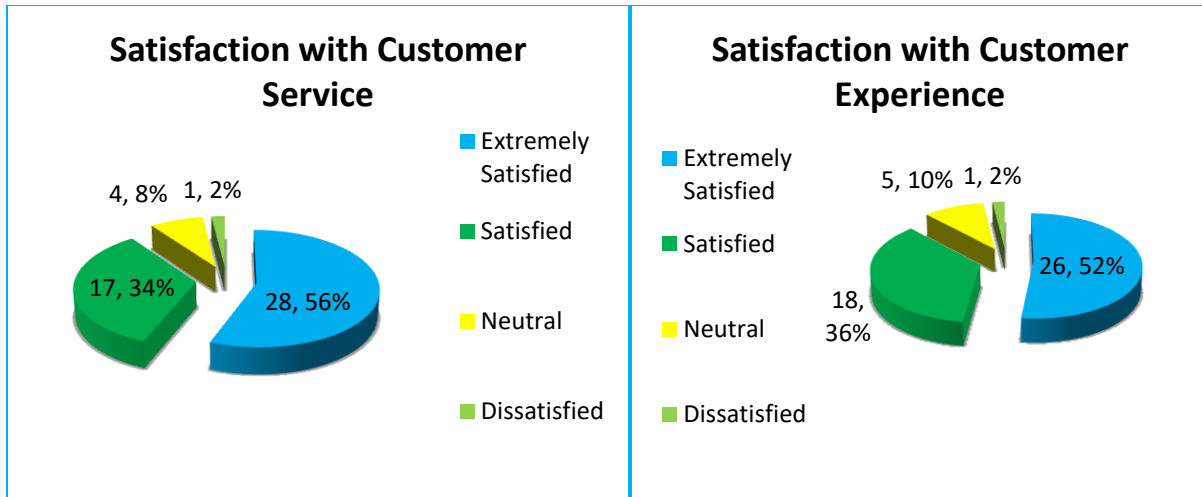


FIGURE 86: SATISFACTION SCALE- CUSTOMER SERVICE & EXPERIENCE

3. 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 target service standard for providing quality service to the customers that were surveyed.

AGRICULTURAL LAND MANAGEMENT DIVISION



Summary of Main Findings

The table below provides a summary of the main findings for 31 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:	31
<ul style="list-style-type: none"> Males Females 	24 (77.4%) 7 (22.6%)
Main Methods to access Products & Services:	Number of Respondents 31
<ul style="list-style-type: none"> Walk-in Telephone 	15 (48.4%) 7 (22.6%)
Preferred Methods to access Products & Services:	Number of Respondents 31
<ul style="list-style-type: none"> Online Walk-in 	12 (38.7%) 8 (25.8%)
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 process and facility was efficient
Efficiency of Communication	3- Neutral that level of communication was efficient
Reliability of Service	2- Agreed that service was reliable
Satisfaction Rating Scale	
Focus Area	Average Rating
Responsiveness	80%- Met target service standard
Process and Facility	80%- Met target service standard
Communication	80%- Met target service standard
Overall 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 target service standard

Customers' Composition

1. Number of Respondents Surveyed by Age and Sex

Thirty-one (31) respondents participated in the survey; of this sum, 77% (24) were males. Just about 32% (10) were within the age category of 41 to 50 years; 29% (9) were 21 to 30 years, while 23% (7) were 31 to 40 years (**Figure 87**).

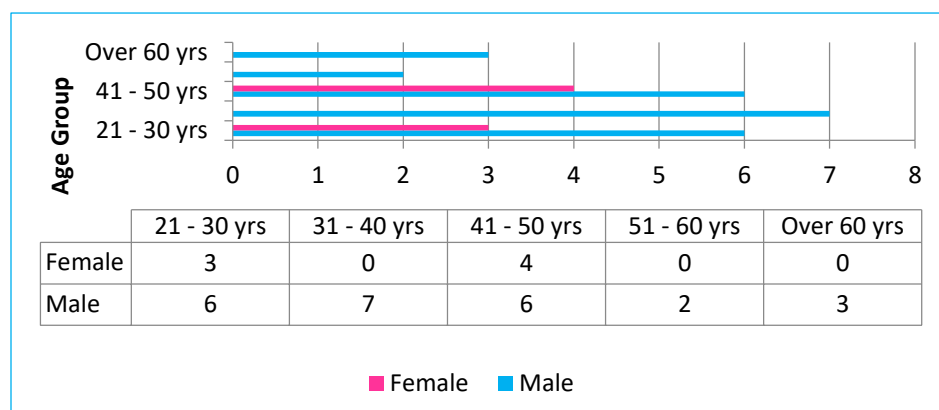


FIGURE 87: AGE/SEX COMPOSITION

2. Customers' Main Methods to Access Products and Services

Almost one half of the respondents (48% 15) reportedly visited the entity to gain access to the products and services; 23% (7) used the telephone, while 16% (5) gained access online (**Table 14**).

TABLE 14: CROSS TABULATION –MAIN METHODS BY AGE GROUP

Age Group	Main Methods				Row Total (%)
	Walk-in	Telephone	Online	Visit from Agent	
21-30	4 (44.4%)	4 (44.4%)	1 (11.1%)	0 (0.0%)	9 (29.0%)
31 - 40	4 (57.1%)	2 (28.6%)	0 (0.0%)	1 (14.3%)	7 (22.6%)
41 - 50	4 (40.0%)	1 (10.0%)	3 (30.0%)	2 (20.0%)	10 (32.3%)
51 - 60	2 (100.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (6.4%)
Over 60	1 (33.3%)	0 (0.0%)	1 (33.3%)	1 (33.3%)	3 (9.7%)
Column Total (%)	15 (48.4%)	7 (22.6%)	5 (16.1%)	4 (12.9%)	31 (100.0%)

3. 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 options. Preference to access the services online was represented mainly by the age group 21 to 30 years and 41 to 50 years (**Table15**).

TABLE 15: CROSS TABULATION- PREFERRED METHODS BY AGE GROUP

Age Group	Preferred Methods				
	Walk-in	Telephone	Online	Visit from Agent	Row Total (%)
21-30	2 (22.2%)	3 (33.3%)	4 (44.4%)	0 (0.0%)	9 (29.0%)
31 - 40	1 (14.3%)	3 (42.9%)	2 (28.6%)	1 (14.3%)	7 (22.6%)
41 - 50	2 (20.0%)	2 (20.0%)	5 (50.0%)	1 (10.0%)	10 (32.3%)
51 - 60	2 (100.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (6.4%)
Over 60	1 (33.3%)	0 (0.0%)	1 (33.3%)	1 (33.3%)	3 (9.7%)
Column Total (%)	8 (25.8%)	8 (25.8%)	12 (38.7%)	3 (9.7%)	31 (100.0%)

Responsiveness

1. Delivery of Products and Services

A sum of 62 responses was received on the agreement that the entity was responsiveness with delivery of products and services. The mean score was two (2) on the scale; this was so, as 90% (57) of the responses showed agreement that the entity was responsiveness (**Figure 88**).

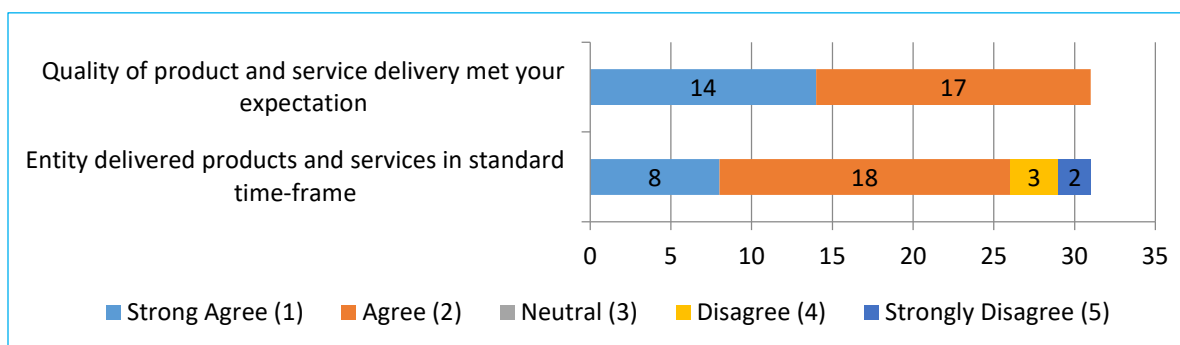


FIGURE 88: AGREEMENT SCALE-DELIVERY PRODUCTS & SERVICES

2. Areas of Satisfaction and Dissatisfaction with Products and Services

There was an even spread in the distribution of 27% (7), each, that said they were satisfied with the quality of the products and services and the response time for the delivery of same. Another 23% (6) said they were satisfied with the professionalism of the staff (**Figure 89**).

For areas of dissatisfaction, 25% (3) of the respondents were displeased with lack of product variation and the cost for products and services (**Figure 89**).

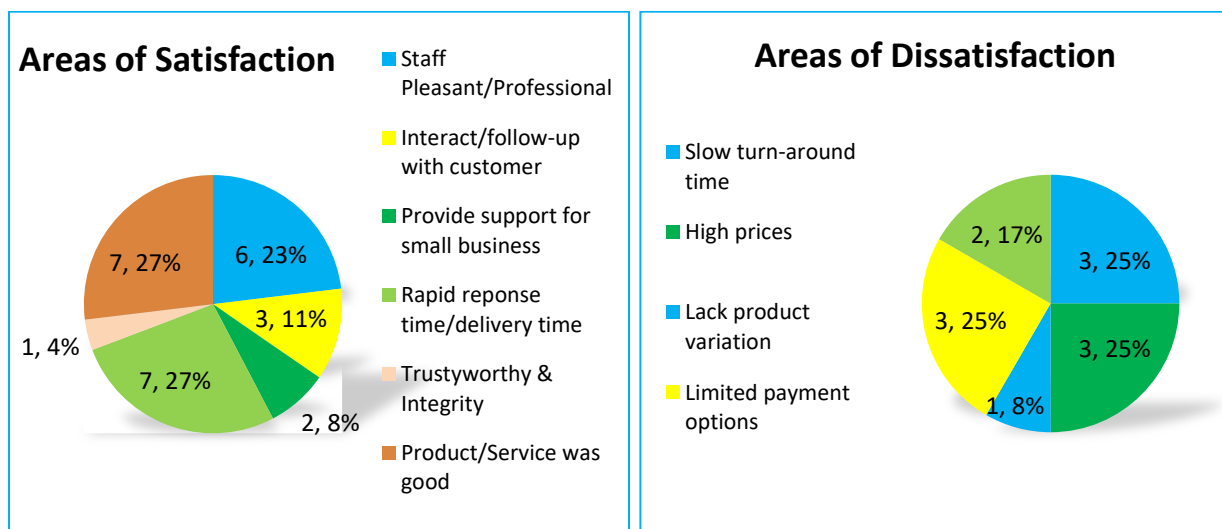


FIGURE 89: AREAS OF SATISFACTION & DISSATISFACTION

3. Staff Responsiveness

Twenty-nine (29) respondents provided a total of 137 responses on the agreement scale to measure staff responsiveness. The mean score recorded was two (2); as 52% (71) of the responses mainly agreed that the staff were responsive with delivery of products and services. There was no disagreement with staff being professional or staff being readily accessible (**Figure 90**).

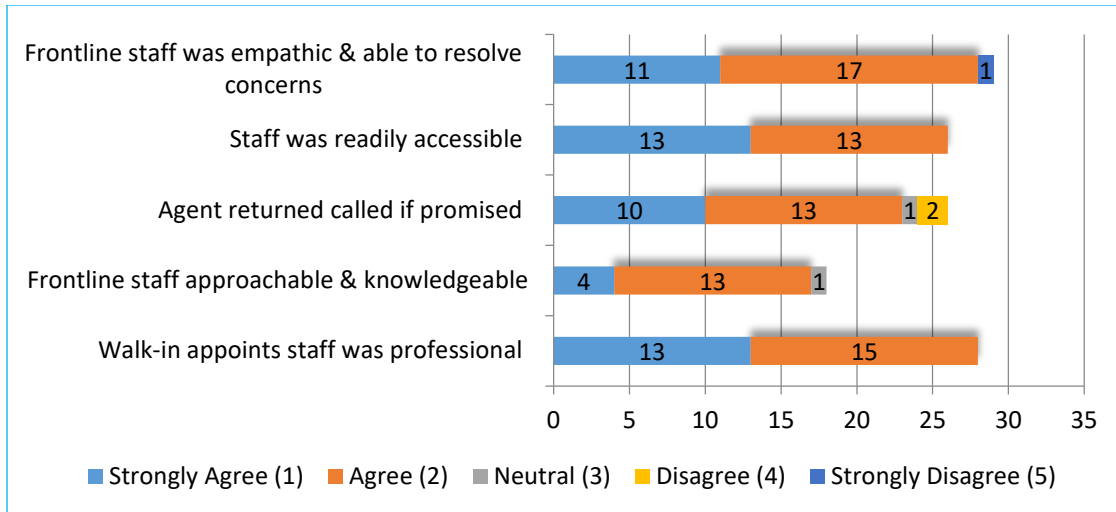


FIGURE 90: AGREEMENT SCALE- STAFF RESPONSIVENESS

4. Overall Satisfaction with Responsiveness

The overall satisfaction rate for responsiveness was 80 per cent. Approximately 77% (24) said the responsiveness of the entity to delivery products and services was good. Only a marginal proportion either gave a rating of average, fair or excellent (**Figure 91**).

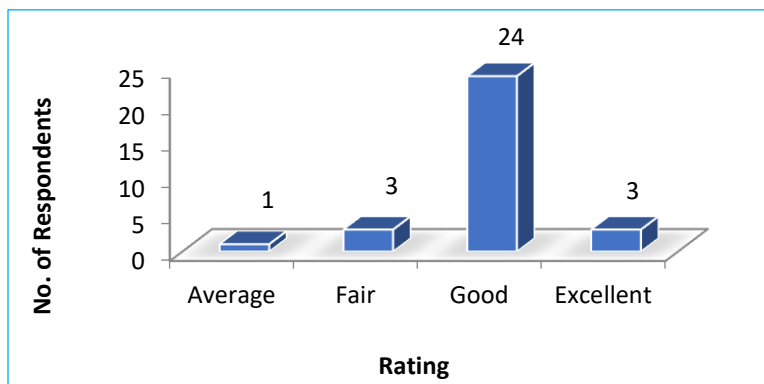


FIGURE 91: SATISFACTION RATE- RESPONSIVENESS

Process and Facility

1. Ease of Doing Business

A total of 152 responses were obtained to measure ease of doing business. Based on the responses, captured for the statements below, the mean score recorded was two (2) on the

scale. This indicated that the respondents mainly agreed that there was some form of ease when conducting business with the entity (**Figure 92**).

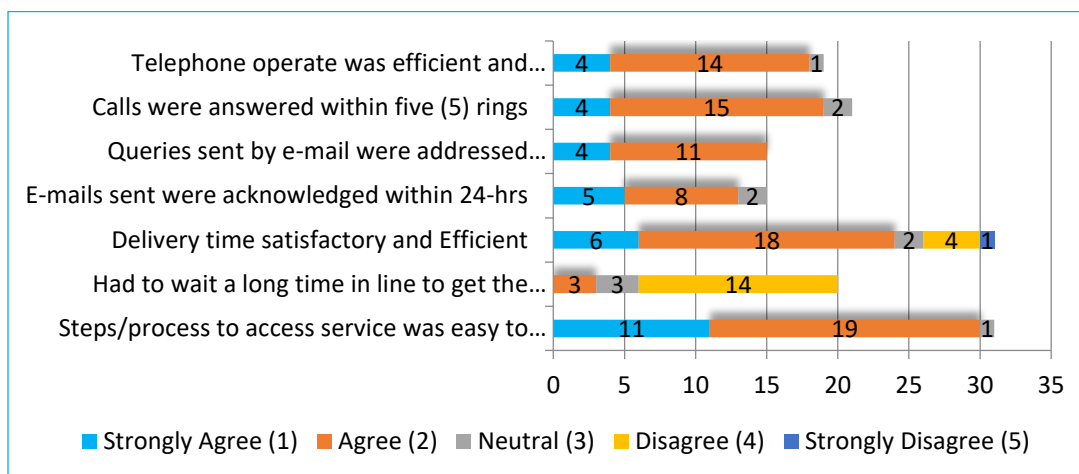


FIGURE 92: AGREEMENT SCALE-EASE OF DOING BUSINESS

2. Comfort of Facility

Thirty (30) respondents provided 73 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 (57%, 42) of the responses being agreements; where the majority agreed that the facility had adequate security. The largest number of disagreement was with the facility having sufficient amenities (**Figure 93**).

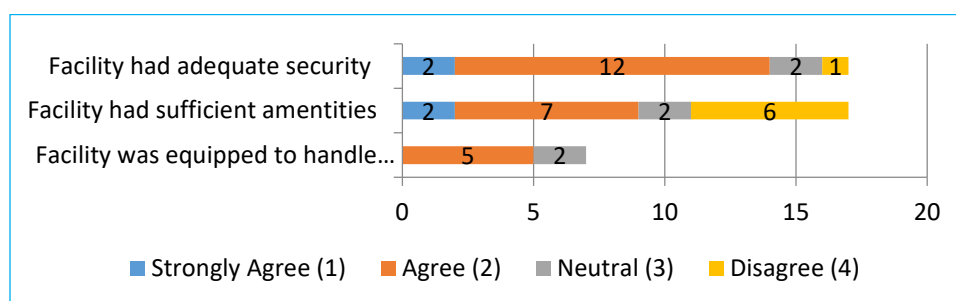


FIGURE 93: AGREEMENT SCALE- COMFORT OF FACILITY

3. Factors to Improve Process

Twenty-one (21) respondents voiced their opinion on factors they believed could improve efficiency of process. Roughly 29% (6) of the respondents thought implementing online payment

would increase efficiency of the process; while 19% (4) explained that providing adequate information would improve the process (**Appendix 7**).

4. Overall Satisfaction with Process and Facility

Thirty (30) respondents provided their overall satisfaction rating for process and facility. The average rating obtained was 80%, as 53% (16) and 13% (4) rated their satisfaction as good or excellent, respectively (**Figure 94**).



FIGURE 94: SATISFACTION- PROCESS & FACILITY

Communication

1. Level of Communication

A total of 176 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. Highest number of disagreement was found with the statements of entity providing adequate advertisement in the media and adequate updates on services (**Figure 95**).

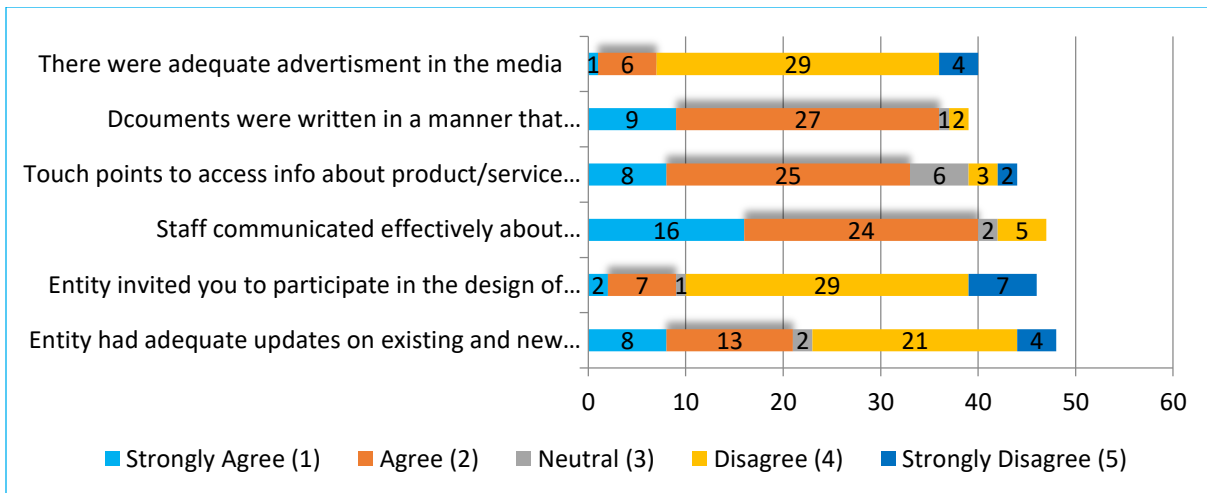


FIGURE 95: AGREEMENT SCALE- LEVEL OF COMMUNICATION

2. Factors to Improve Communication

A sum of only 18 respondents stated factors they perceived was necessary to improve communication. Of this sum, 55% (10) thought that the entity should increase advertisement on traditional and social media. Thirty- nine (39) per cent (7) of the respondents further stated that the entity should provide regular updates on services through e-mail, text messages and telephone calls (Figure 96).

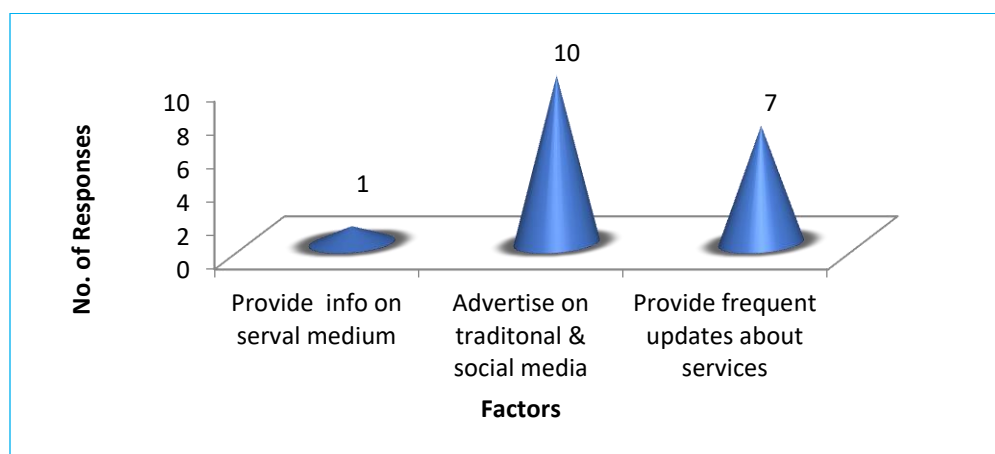


FIGURE 96: FACTORS TO IMPROVE COMMUNICATION

3. Overall Satisfaction with Communication

The average rating for satisfaction with communication was 80 per cent. In combination, 80% (24) of the respondents rated communication from fair to good (**Figure 97**).

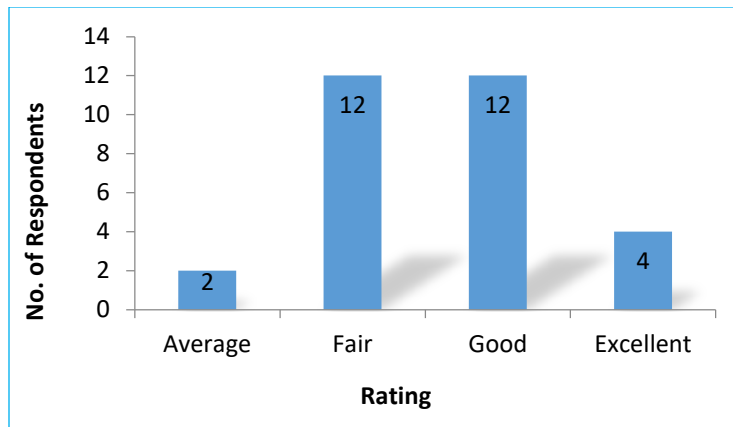


FIGURE 97: SATISFACTION RATE- LEVEL OF COMMUNICATION

Reliability of Service

A total of 73 responses were obtained from 30 respondents on the agreement that the entity's service was reliable. The mean score on the agreement scale was two (2), as 57% (42) of the responses mainly agreed on the service being reliable. There was no disagreement that the service was accessible within the regular business hours (**Figure 98**).

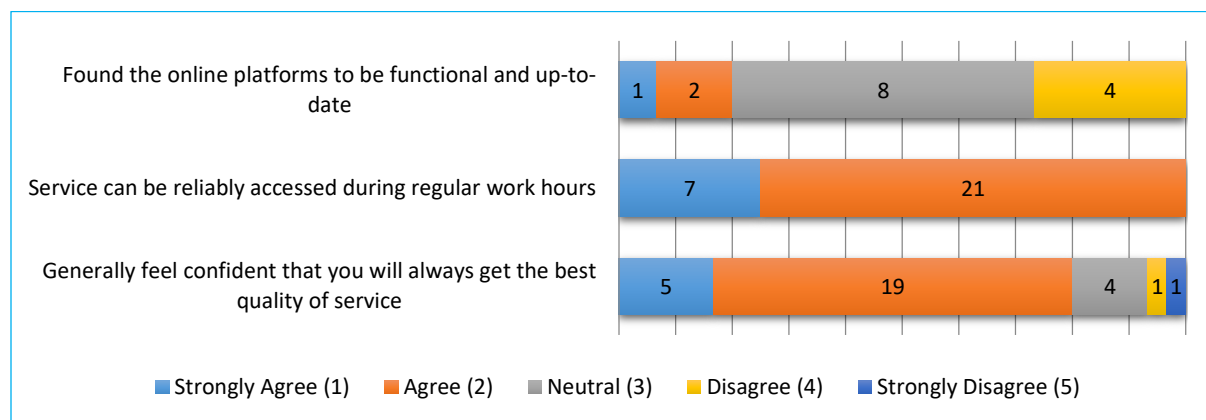


FIGURE 98: AGREEMENT SCALE-RELIABILITY OF SERVICE

1. Perceived Customer Loyalty

Just 28 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, 71% (20) said they would not switch.

Customer Satisfaction

1. Satisfaction with Customer Service

Among 30 respondents that stated their level of satisfaction with customer service, 50% (15) was satisfied, while the other half was extremely satisfied.

2. Satisfaction with Customer Experience

For satisfaction with entire customer experience, of 30 respondents 73% (22) was satisfied while the remaining 27% (8) expressed extreme satisfaction.

3. Overall Customer Satisfaction Rate

Based on the overall service experience of the respondents, the overall customer satisfaction rate was 80 per cent. As such, the entity met the target service standard of 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 48 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:	48
<ul style="list-style-type: none"> • Males • Females 	32 (66.7%) 16 (33.3%)
Main Methods to Access Products & Services:	Number of Respondents 46
<ul style="list-style-type: none"> • Walk-in • Telephone 	26 (56.5%) 17 (37.0%)
Preferred Methods to Access Products & Services:	Number of Respondents 48
<ul style="list-style-type: none"> • Walk-in • Telephone 	23 (47.9%) 13 (27.1%)
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 target service standard
Process and Facility	70%- Did not meet target service standard
Communication	60%- Did not meet target service standard
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	70%- Did not meet target service standard

Customers' Composition

1. Number of Respondents Surveyed by Age and Sex

Forty-eight (48) respondents were surveyed, where nearly 67% (32) were males. The majority of the respondents were within the age groups that ranged from 41 to 50 up to 60 years and over (**Figure 99**).

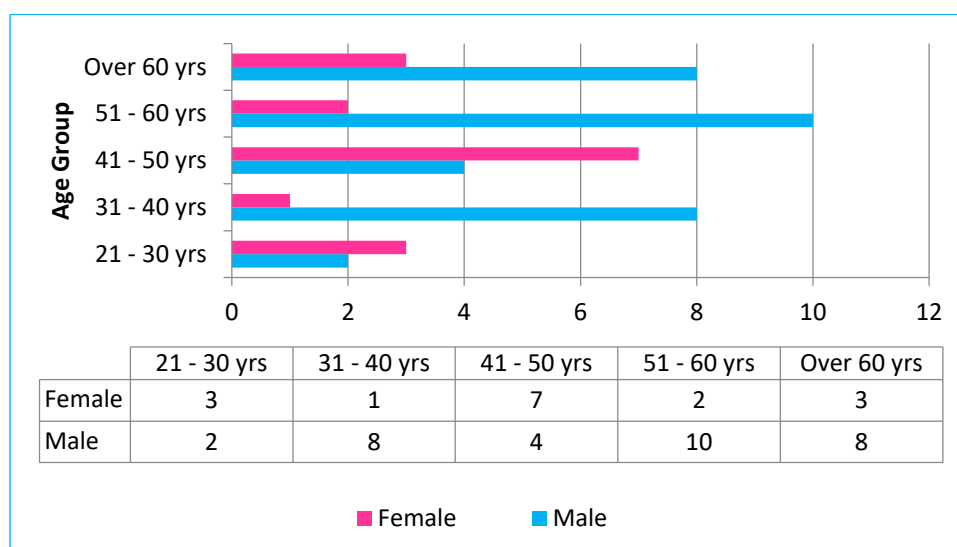


FIGURE 99: AGE/SEX COMPOSITION

2. Customers' Main Methods to Access Products and Services

Exactly 46 respondents stated the main methods used to access products and service. Of this sum, 57% (26) visited the entity, while 37% (17) used the telephone. Only four (4) per cent (2) of the distribution indicated that they used online platform; those respondents were within the age group 21 to 30 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	2 (40.00%)	1 (20.0%)	2 (40.0%)	0 (0.0%)	5 (10.9%)
31 - 40	4 (50.0%)	4 (50.0%)	0 (0.0%)	0 (0.0%)	8 (17.4%)
41 - 50	7 (70.0%)	2 (20.0%)	0 (0.0%)	1 (10.0%)	10 (21.7%)
51 - 60	7 (58.3%)	5 (41.7%)	0 (0.0%)	0 (0.0%)	12 (26.1%)
Over 60	6 (54.5%)	5 (45.5%)	0 (0.0%)	0 (0.0%)	11 (23.9%)
Column Total (%)	26 (56.5%)	17 (37.0%)	2 (4.3%)	1 (2.2%)	46 (100.0%)

3. Preferred Method to Access Products and Services

A sum of 48 respondents expressed their preferred methods to access products and services there was a noticeable increase of respondents that would prefer to gain access online (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	3 (60.0%)	0 (0.0%)	2 (40.0%)	-	5 (%)
31 - 40	4 (44.4%)	5 (55.6%)	0 (0.0%)	-	9 (%)
41 - 50	3 (27.3%)	2 (18.2%)	6 (54.5%)	-	11 (%)
51 - 60	8 (66.7%)	1 (8.3%)	3 (25.0%)	-	12 (%)
Over 60	5 (45.5%)	5 (45.5%)	1 (9.1%)	-	11 (%)
Column Total (%)	23 (47.9%)	13 (27.1%)	12 (25.0%)	-	48 (100.0%)

Responsiveness

1. Delivery of Products and Services

Forty-eight (48) respondents gave 98 responses to measure responsiveness to deliver products and services. The mean score obtained was two (2); as 43% (41) of the responses accounted for those that strongly agreed, and another 38% (36) agreed that the entity delivered the products in standard time-frame and that the quality of the service delivery met their expectations (**Figure 100**).

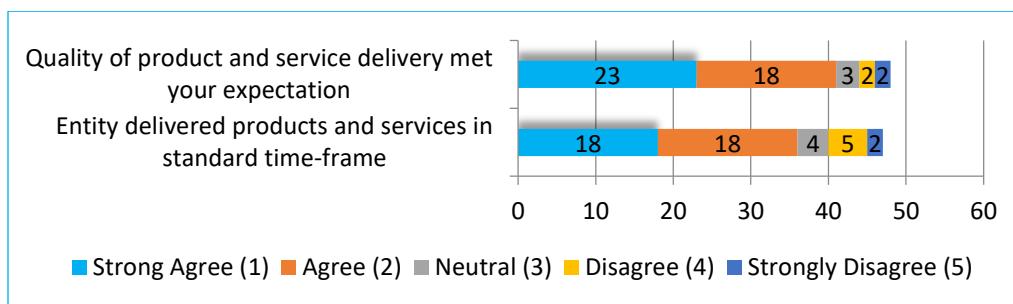


FIGURE 100: AGREEMENT SCALE- DELIVERY OF PRODUCTS & SERVICES

2. Areas of Satisfaction and Dissatisfaction with Products and Services

Forty-six (46) respondents stated the areas they experienced satisfaction; the largest proportion (48%, 22) inferred that the product and services offered were satisfactory, while 33% (15) said they were satisfied with the professionalism of the staff (**Figure 101**).

Areas of dissatisfaction were reported by 33 respondents. Just about one half of the respondents were dissatisfied with the lack of product variation and the inefficiency of the service, as they thought it was outdated (**Figure 101**).



FIGURE 101: AREAS OF SATISFACTION AND DISSATISFACTION

3. Staff Responsiveness

A total of 213 responses were obtained to measure agreement with staff responsiveness. The mean score recorded was two (2), as more than 80% (187) of the responses showed agreement that the entity’s staff were responsiveness. The data revealed that there was no disagreement with staff being professional. The areas with disagreement were staff being able to resolve concerns, accessibility of staff and staff returning calls if a promise to do so was requested (Figure 102).

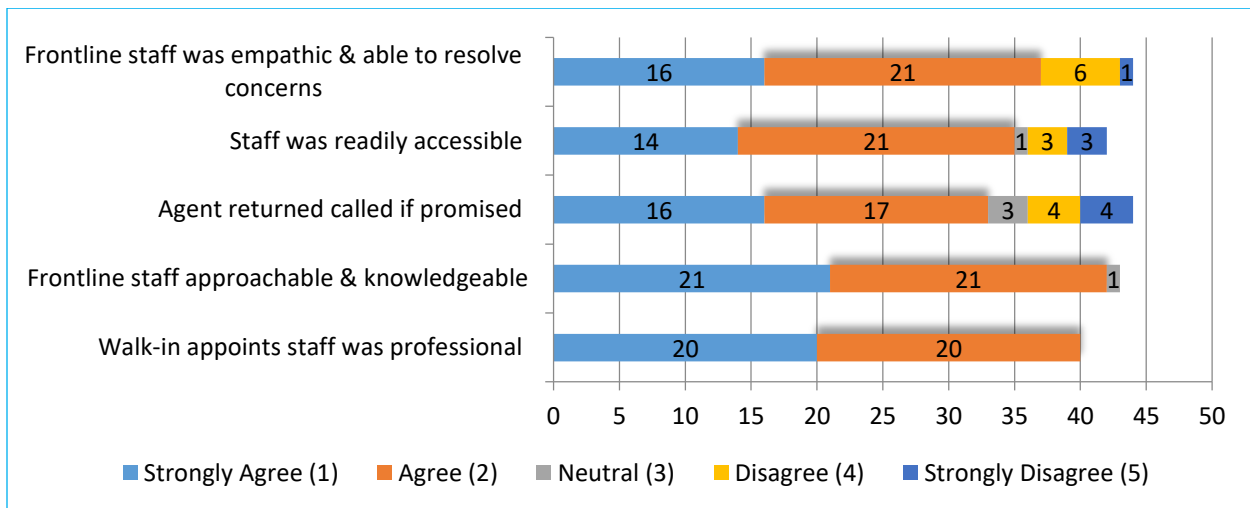


FIGURE 102: AGREEMENT SCALE- STAFF RESPONSIVENESS

4. Overall Satisfaction with Responsiveness

The 48 respondents gave an overall satisfaction rating of 80% for responsiveness to service customers. Approximately 38% (18) rated responsiveness as being good; while 29% (14) and 23% (11) said it was either fair or excellent, respectively (**Figure 103**).

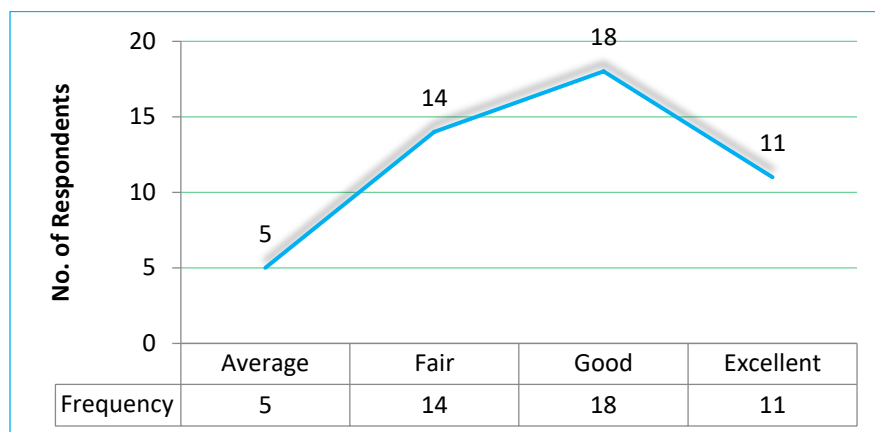


FIGURE 103: SATISFACTION RATE- RESPONSIVENESS

Process and Facility

1. Ease of Doing Business

Agreement with ease of doing business had 258 responses. The mean score along the scale was two (2); this was due to 71% (183) of the responses showing agreement that there was ease of doing business. The statement with the highest amount of agreement was that the steps or process to access the products and services were easy to use and understand. Statement with the highest disagreement was that delivery time was efficient (**Figure 104**).

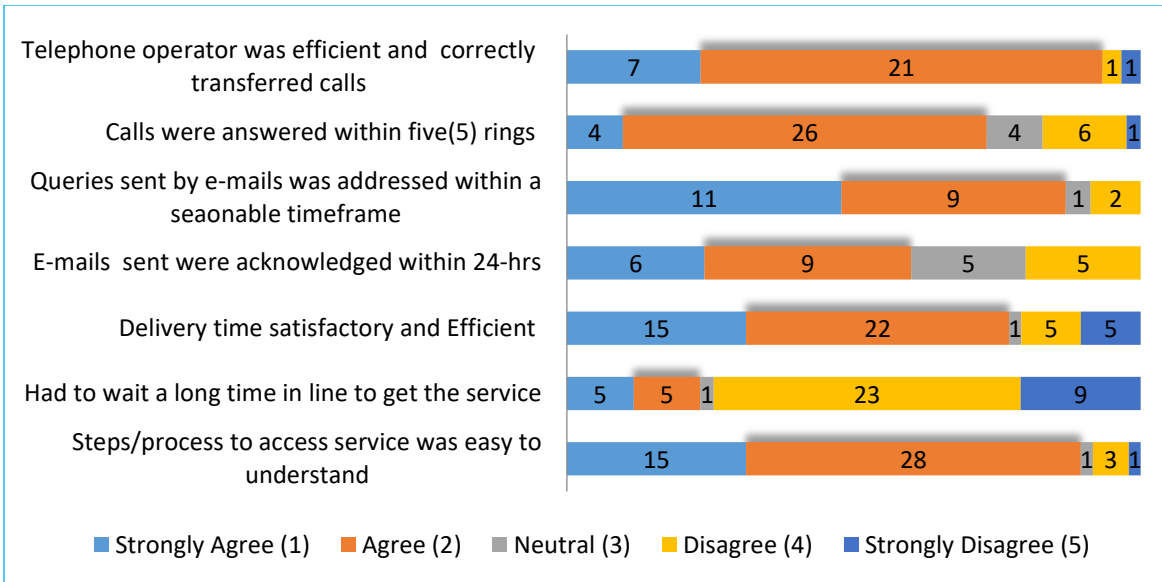


FIGURE 104: AGREEMENT SCALE- EASE OF DOING BUSINESS

2. Comfort of Facility

A sum of 95 responses was provided to express agreement with comfort of the facility. Approximately 55% (52) of the responses agreed that there was some form of comfort at the facility while conducting business. However, 21% (20) disagreed; this was due mainly to disagreement that the entity was equipped to handle customers with a disability. As a result, the average score on the scale was three (3) for this category (**Figure 105**).

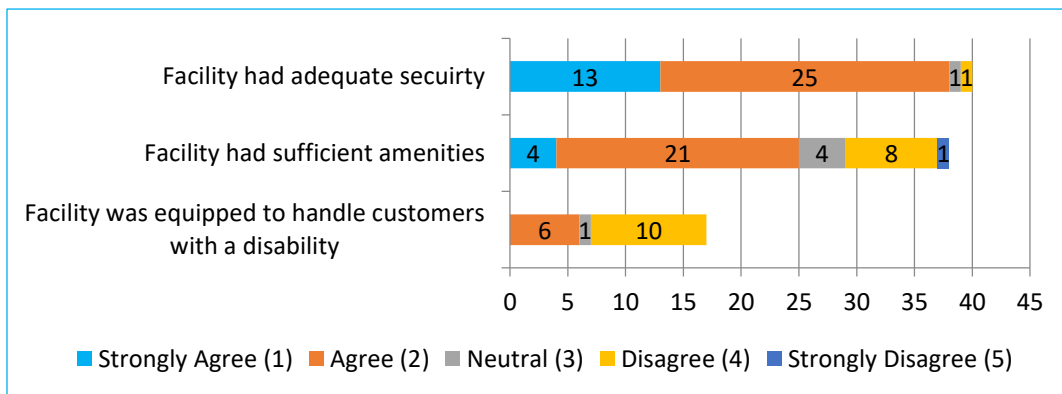


FIGURE 105: AGREEMENT SCALE- COMFORT OF FACILITY

3. Factors to Improve Process

Thirty-five (35) respondents reported the factors they thought could improve the process. Just around 20% (7) said they entity needed more staff and resources such as farm animals and other farm related equipment. In combination 34% (12) said faster turn-around time and an increase in amenities, to provide comfort, could improve the process.

4. Overall Satisfaction with Process and Facility

the average satisfaction rating obtained for process and facility was 70 per cent. This was due to 48% (23) of the respondents that rated process and facility as good, compared to 27% (13) that said it was fair (**Figure 106**).

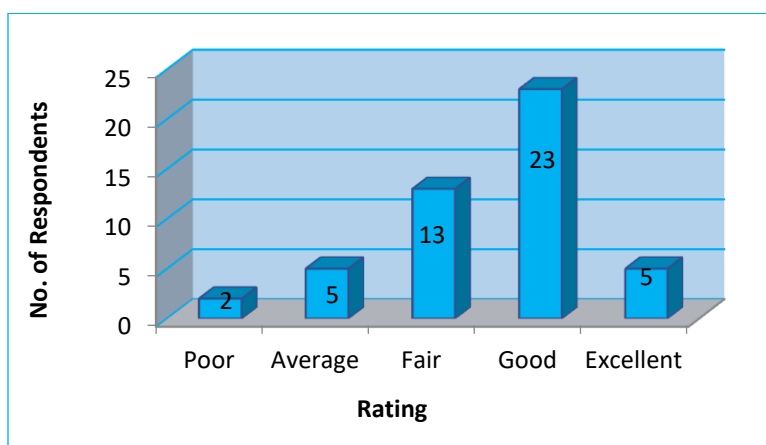


FIGURE 106: SATISFACTION RATE- PROCESS & FACILITY

Communication

1. Level of Communication

There was a collected sum of 264 responses on the agreement to measure level of communication. The average score was three (3), indicating that the respondents were neutral in their purview about the communication efforts of the entity. The respondents largely disagreed that there was adequate advertisement in the media to keep them informed or that

the entity had invited them to participate in the design of the products and services (**Figure 107**).

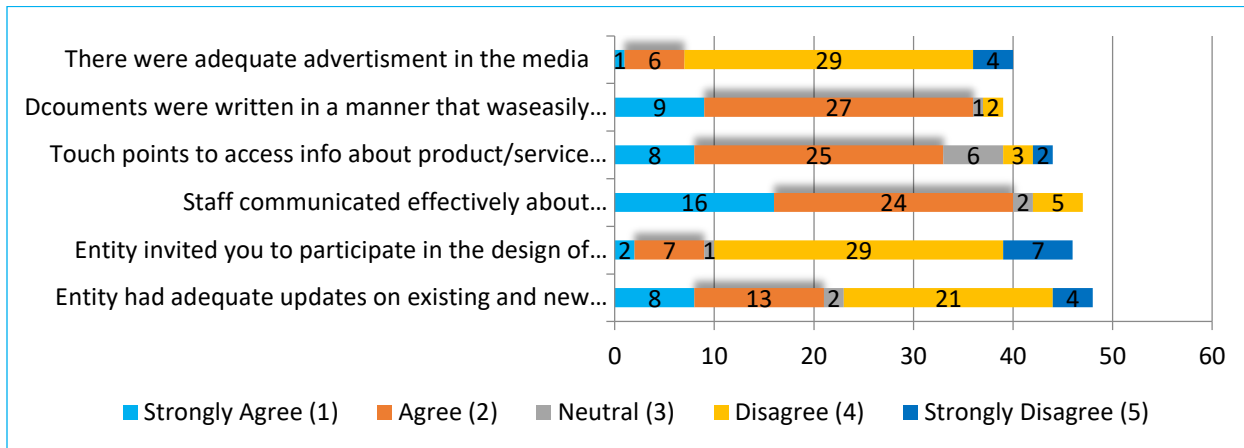


FIGURE 107: AGREEMENT SCALE- LEVEL OF COMMUNICATION

2. Factors to Improve Communication

Thirty-nine (39) respondents reported factors they thought could improve communication. Nearly 54% (21) suggested that the entity provide frequent updates about the service through text messages and e-mails. Approximately 31% (12) thought increased advertisement in traditional and social media could bolster communication efforts (**Figure 108**).

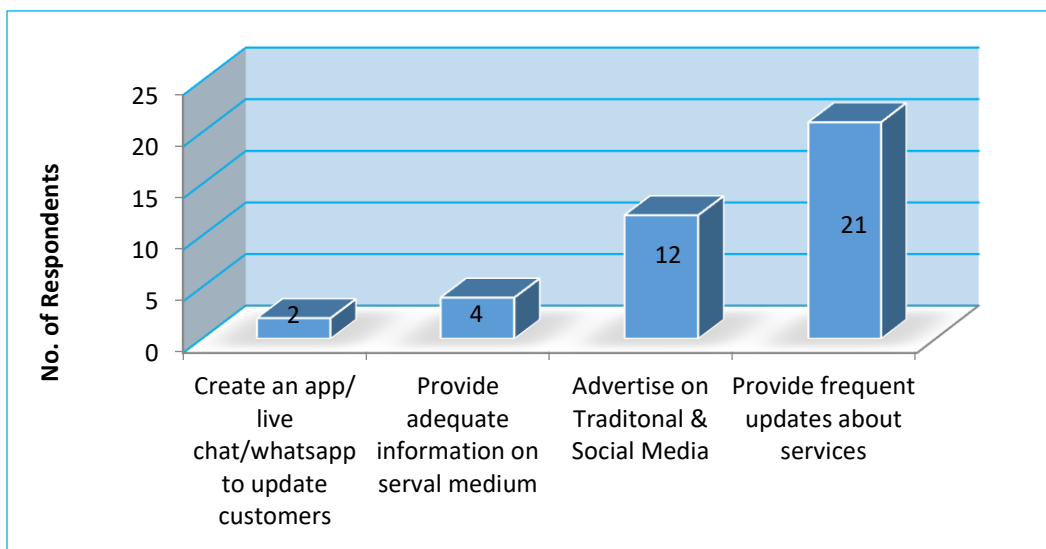


FIGURE 108: FACTORS TO IMPROVE COMMUNICATION

3. Overall Satisfaction with Communication

Forty-seven (47) respondents disclosed their satisfaction rating with the level of communication. The average rating was 60%; collectively, 62% (29) of the respondents' satisfaction ranged from fair to very poor (**Figure 109**).



FIGURE 109: SATISFACTION- LEVEL OF COMMUNICATION

Reliability of Service

Forty-six (46) respondents provided a total of 110 responses on the agreement scale to measure reliability of service. Just about 60% (57) 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 hour and that they generally felt confident that they would always get the best quality of service (**Figure 110**).

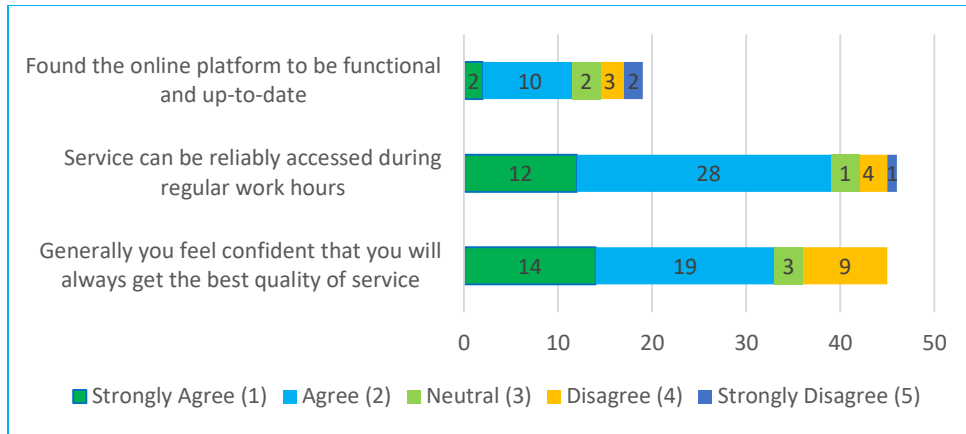


FIGURE 110: AGREEMENT SCALE- RELIABILITY OF SERVICE

1. 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, 47% (21) said they would not switch, while 36% (16) said they would.

Among the respondents that said they would switch, 33% (5) said the quality of the products and services was poor, and 27% (4) said the location of the entity was inconvenient (**Figure 111**).

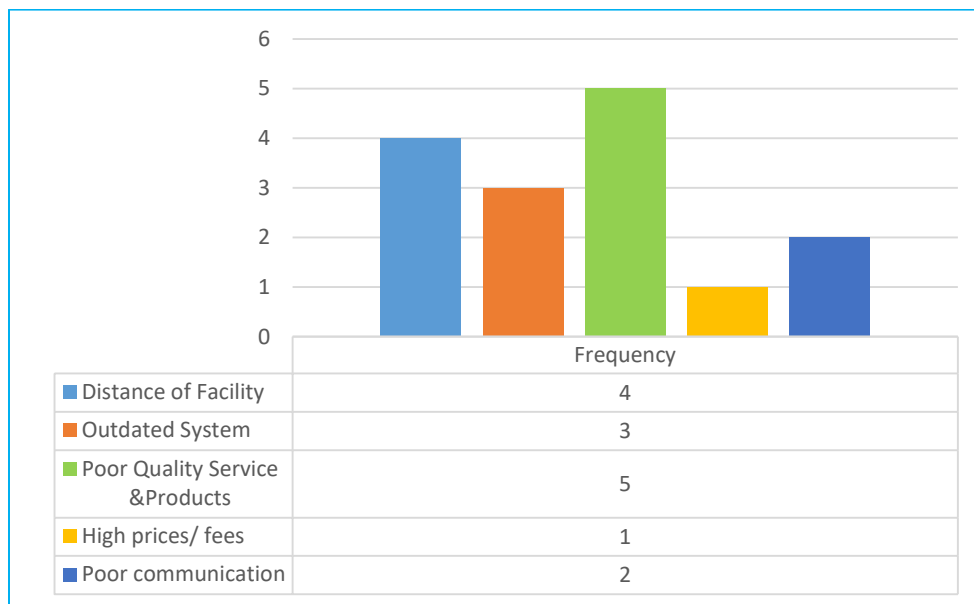


FIGURE 111: SWITCH FACTORS

Customer Satisfaction

1. Satisfaction with Customer Service

Of 45 respondents, 42% (19) said they were satisfied with the customer service; and 33% (15) of the distribution were extremely satisfied (**Figure 112**).

2. Satisfaction with Customer Experience

For entire customer experience, 51% (23) of the respondents said they were satisfied, while 33% (15) were extremely satisfied (**Figure 112**).

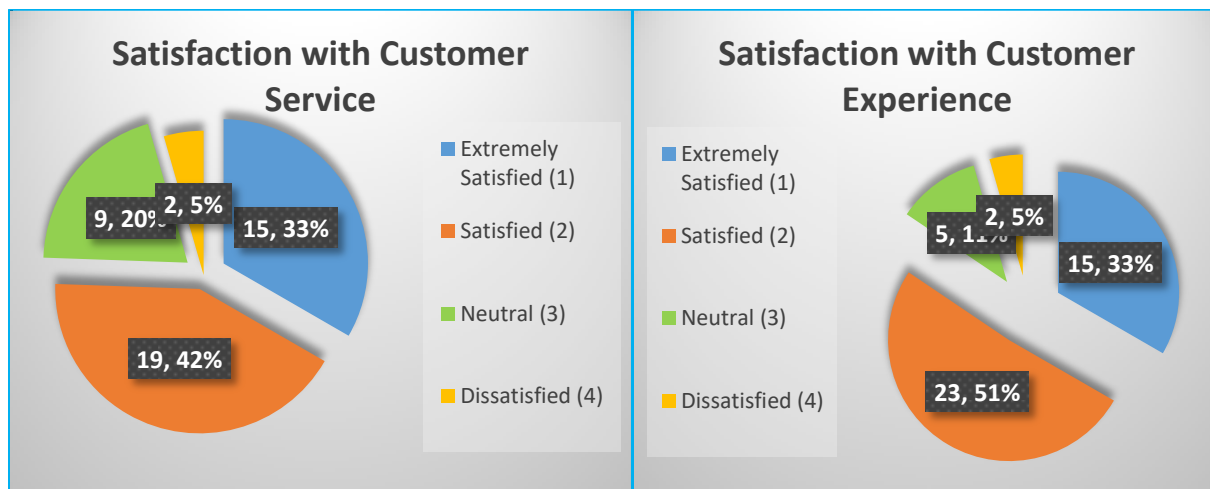


FIGURE 112: SATISFACTION SCALE-CUSTOMER SERVICE & EXPERIENCE

3. 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 70%; this represented a ten (10) per cent gap in service quality from meeting the target score of 80 per cent.

PLANT QUARANTINE PRODUCE INSPECTION

Summary of Main Findings

The table below provides a summary of the main findings for 37 respondents that were surveyed for the division, Plant Quarantine Produce Inspection. 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:	37
<ul style="list-style-type: none"> • Males • Females 	18 (48.6%) 19 (51.4%)
Main Methods to Access Products & Services:	Number of Respondents 46
<ul style="list-style-type: none"> • Walk-in • Telephone 	26 (56.5%) 17 (37.0%)
Preferred Methods to Access Products & Services:	Number of Respondents 48
<ul style="list-style-type: none"> • Walk-in • Telephone 	23 (47.9%) 13 (27.1%)
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
Process and Facility	80%- Met service standard
Communication	70%- Did not meet service standard
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 service standard

Customers' Composition

1. Number of Respondents Surveyed by Age and Sex

Thirty-seven (37) respondents were surveyed. A little over one half (51%, 19) of the distribution were females. The age group 31 to 40 years represented 27% (10) of the distribution, while 24% (9) and 22% (8) accounted for those within the cohort of 51 to years and 60 years and over, respectively (**Figure 113**).

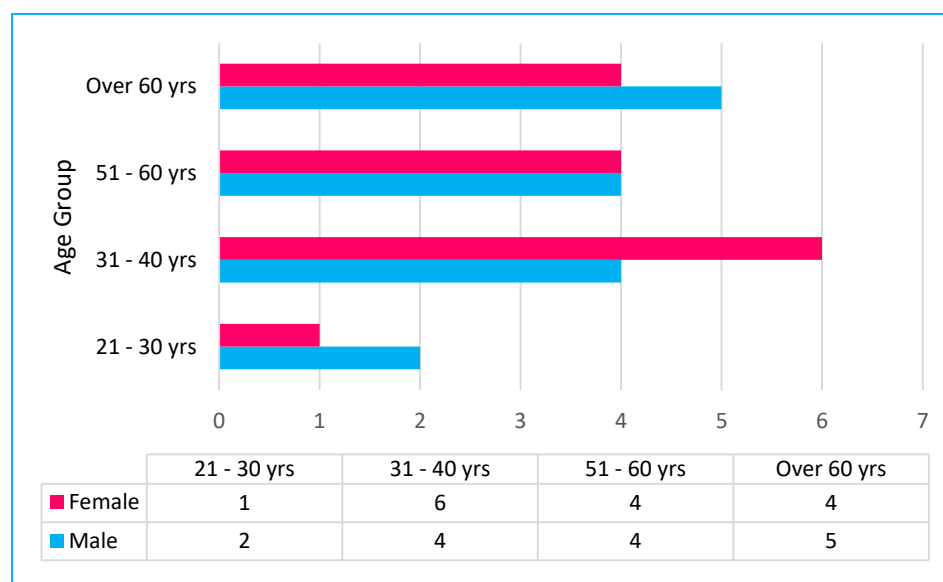


FIGURE 113: AGE/SEX COMPOSITION

2. Customers' Main Methods to Access Products and Services

Seventy (70) per cent (26) of the respondents said they mainly accessed the products and services by visiting the entity, while 22% (8) said they gained access online (**Figure 114**).

3. Preferred Method to Access Products and Services

Just around 68% (25) of the distribution said they would rather to gain access to products and service online, in comparison to 24% (9) that indicated that they would prefer to continue visiting the entity (**Figure 114**).

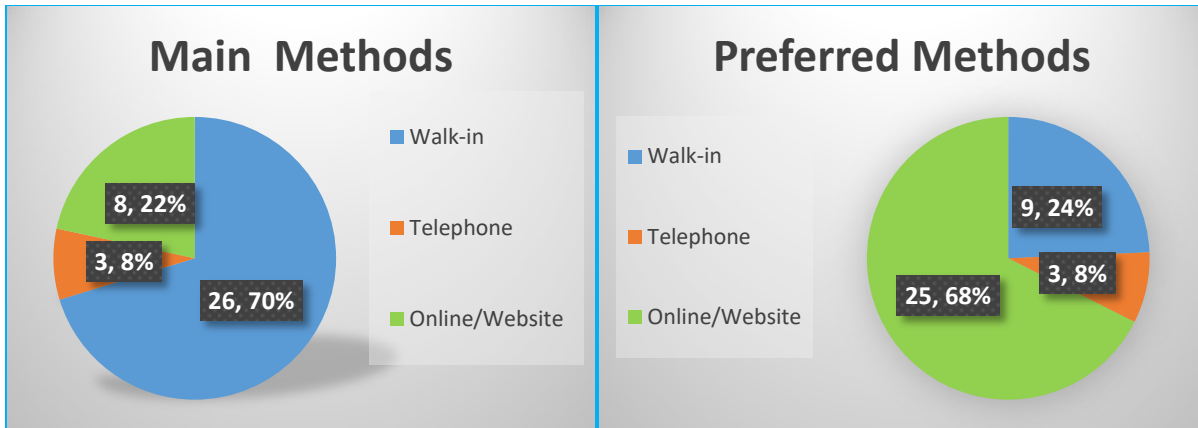


FIGURE 114: MAIN AND PREFERRED METHODS TO ACCESS PRODUCTS AND SERVICES

Responsiveness

1. Delivery of Products and Services

Seventy-three (73) responses were collected on the agreement with responsiveness to delivery products and services. The mean score was two (2) on the scale. This signified that the respondents mainly agreed with the statements below; this was represented by 59% (43) of the responses (**Figure 115**).

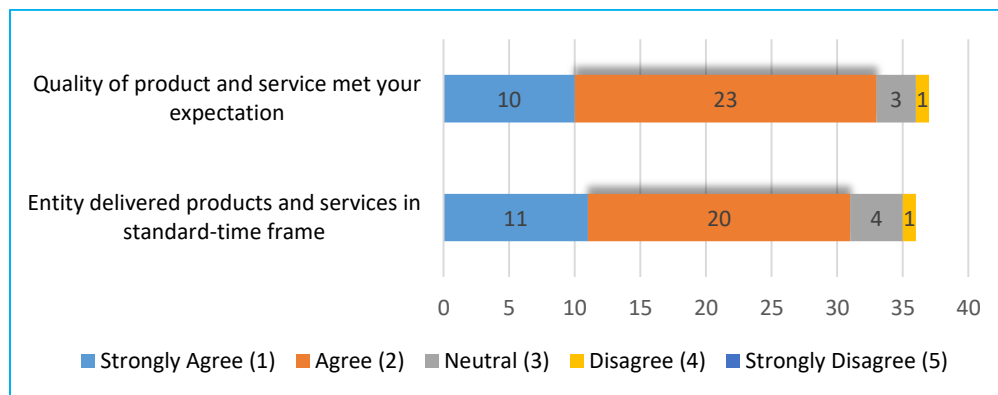


FIGURE 115: AGREEMENT SCALE- DELIVERY OF PRODUCTS & SERVICES

2. Staff Responsiveness

A total of 163 responses were obtained on the agreement scale about staff responsiveness. The mean score was two (2); 49% (79) represented the largest proportion of the responses that agreed that the staff was responsive (**Figure 116**).

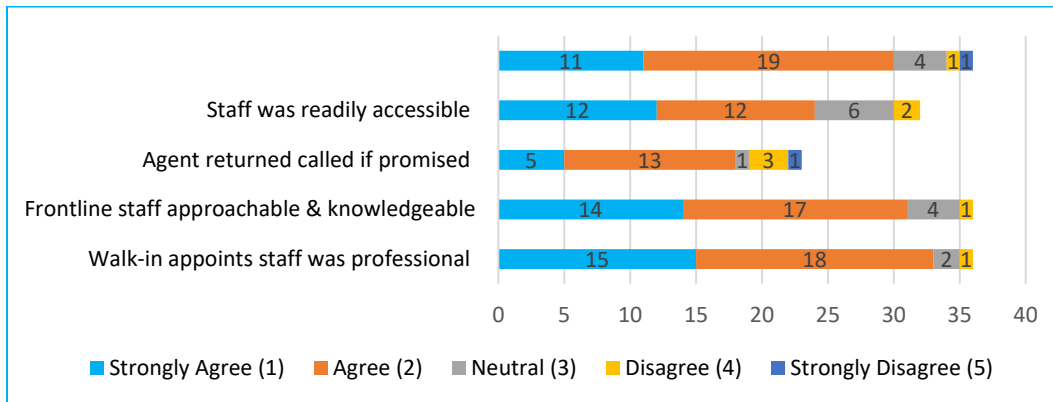


FIGURE 116: AGREEMENT SCALE-STAFF RESPONSIVENESS

3. Overall Satisfaction with Responsiveness

Overall satisfaction with responsiveness obtained an average score of 80 per cent. This was mainly due to 62% (23) of the respondents that rated the overall responsiveness as good (**Figure 117**).

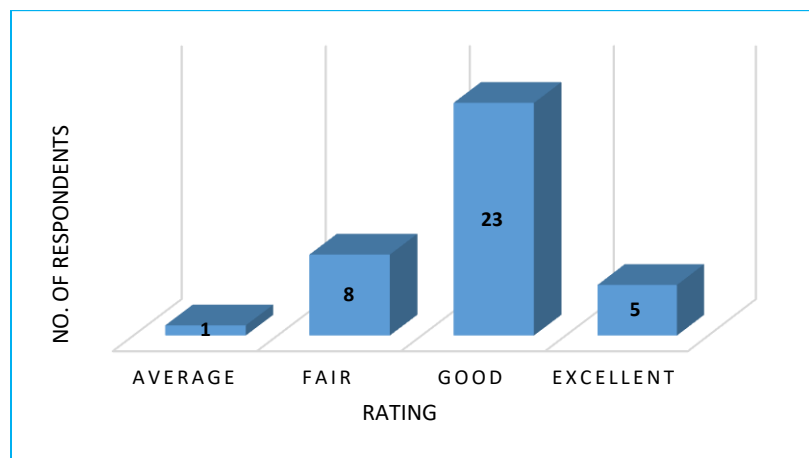


FIGURE 117: SATISFACTION- RESPONSIVENESS

Process and Facility

1. Ease of Doing Business

The respondents gave, in total, 239 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 highest number of agreement was that delivery time was satisfactory and efficient (**Figure 118**).

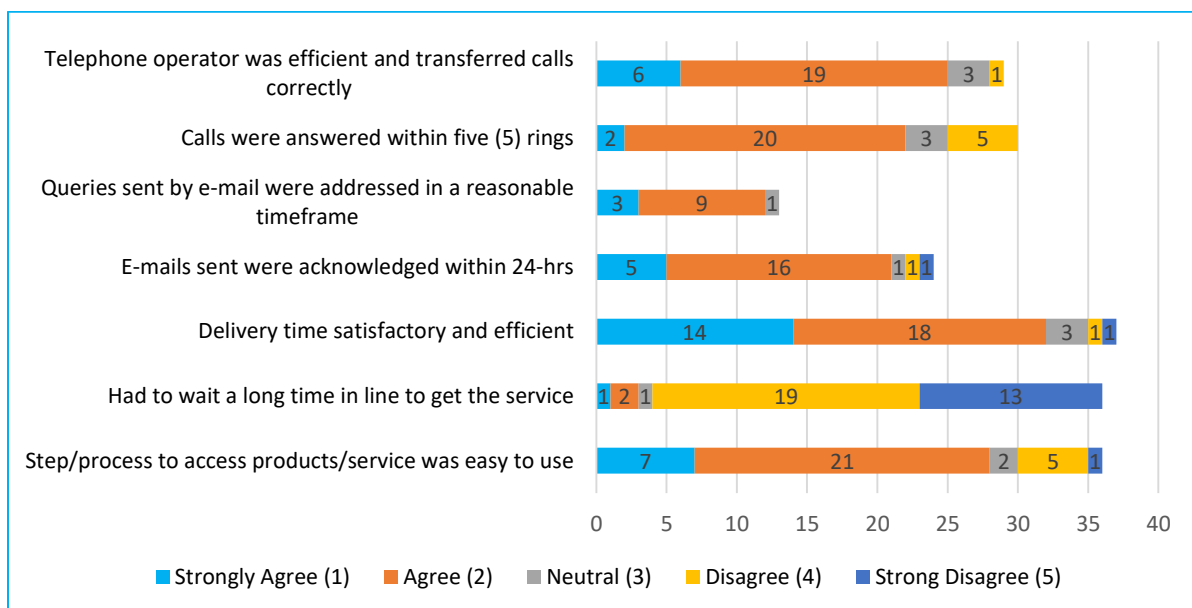


FIGURE 118: AGREEMENT SCALE - EASE OF DOING BUSINESS

2. Comfort of Facility

Thirty-four (34) respondents gave 89 responses on their agreement with the comfort of the facility. The mean score was three (3), which explained that the responses were neutral about comfort of the facility. This was mainly attributed to respondents' disagreement that the entity was equipped to handle customers with a disability (**Figure 119**).

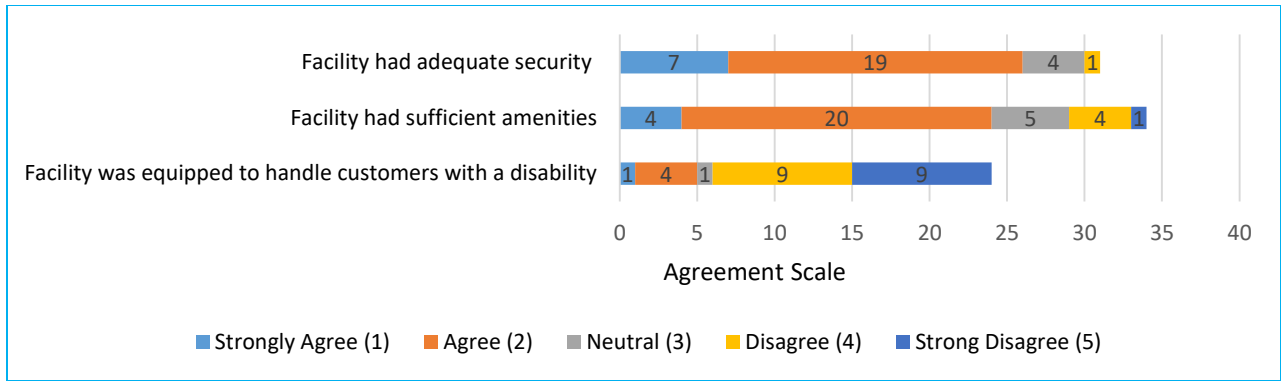


FIGURE 119: AGREEMENT SCALE- COMFORT OF FACILITY

3. Overall Satisfaction with Process and Facility

The satisfaction rate for process and facility was 80%, which met the target for service standard. Among the 37 respondents, 46% (17) rated the efficiency of process and facility as good, while 41% (15) said it was fair.

Communication

1. Level of Communication

Exactly 187 scores were obtained on the agreement scale to measure level of communication. The mean score across the statements was three (3); the respondents, on average, were neutral about the efficiency of communication. The score was impacted by the large number of disagreement that the entity invited customers to participate in the design of the services, along with adequate advertisements in the media (**Figure 120**).

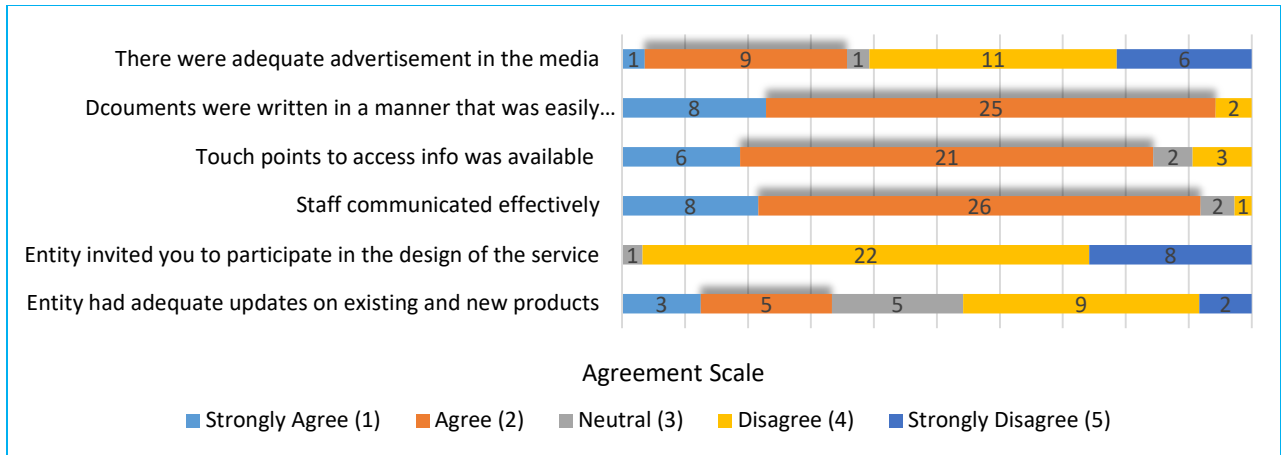


FIGURE 120: AGREEMENT SCALE- LEVEL OF COMMUNICATION

2. Overall Satisfaction with Communication

Satisfaction with communication received an average rating of 70 per cent, which explained that the average number of respondent felt that the communication efforts were fair. This reflected a ten (10) percentage gap in service quality to meet the target service standard score of 80 per cent.

Reliability of Service

Ninety-eight (98) 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 121).

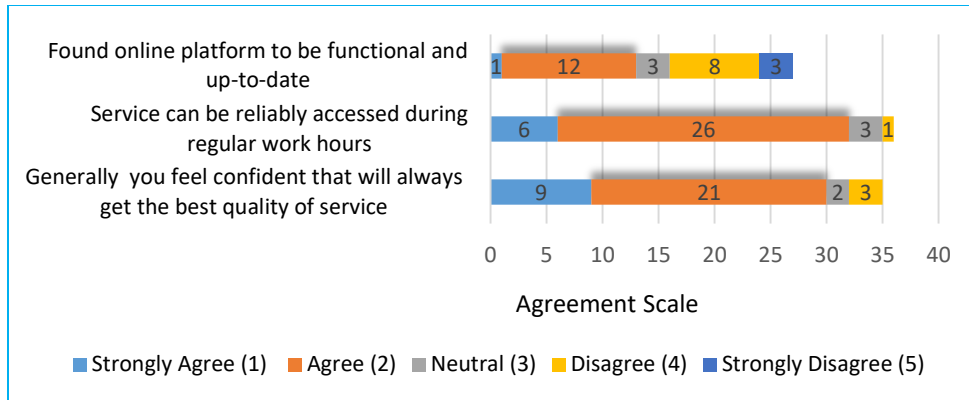


FIGURE 121: AGREEMENT SCALE - RELIABILITY OF SERVICE

Overall Customer Satisfaction Rate

1. Satisfaction with Customer Service

Among the respondents, roughly 60% (22) indicated that they were satisfied with the customer service and 30% (11) were extremely satisfied (Figure 122).

2. Satisfaction with Customer Experience

Only a marginal amount of respondents admitted that they were dissatisfied with their overall customer experience, as over 60% (25) were satisfied and 22% (8) expressed extreme satisfaction (Figure 122).

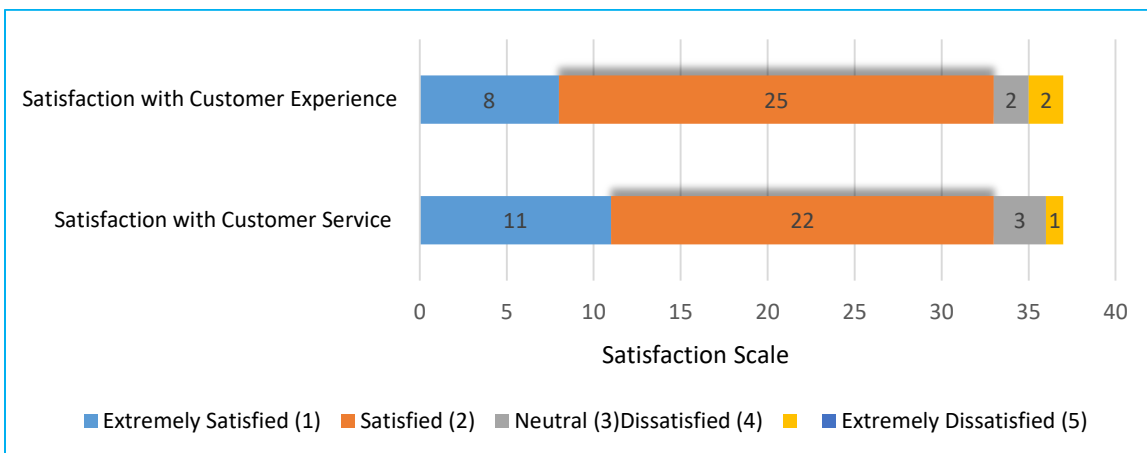


FIGURE 122: SATISFACTION SCALE: CUSTOMER SERVICE & EXPERIENCE

3. 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 target service standard of 80 per cent.

VETERINARY SERVICES DIVISION

Summary of Main Findings

The table below provides a summary of the main findings for 28 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:	28
• Males	9 (32.1%)
• Females	19 (67.9%)
Main Methods to Access Products & Services:	Number of Respondents 26
• Online	26 (53.8%)
• Walk-in	7 (26.9%)
Preferred Methods to Access Products & Services:	Number of Respondents 27
• Online	20 (74.1%)
• Walk-in	4 (14.8%)
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	90%- Met target service standard
Process and Facility	80%-Met target service standard
Communication	80%-Met target service standard
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 target service standard

Customers' Composition

1. Number of Respondents Surveyed by Age and Sex

Twenty-eight (28) respondents were accounted for in the survey. Females represented the largest proportion, which represented nearly 68% (19) of the distribution. Collectively, more than one half of the distribution (57%, 16) was with the age groups of 41 to 50 years and 51 to 60 years (**Figure 123**).

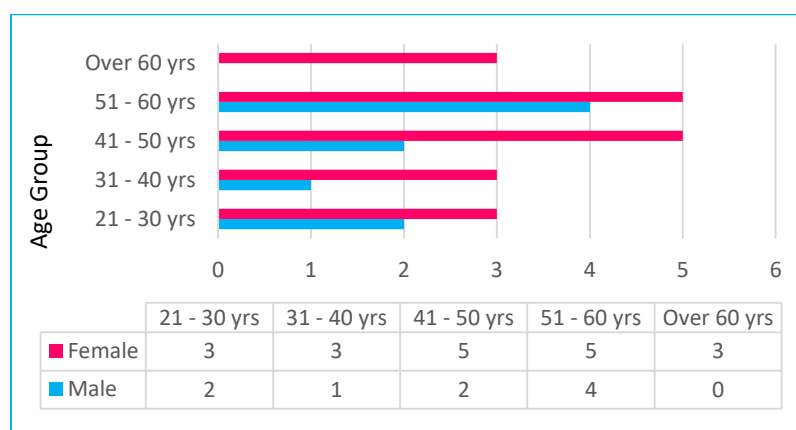


FIGURE 123: AGE/SEX COMPOSITION

2. Customers' Main Methods to Access Products and Services

Of 26 respondents, 54% (14) mainly accessed products and services online; while 27% (7) said they visited the entity (**Figure 124**).

3. 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 74% (20) of the distribution (**Figure 124**).

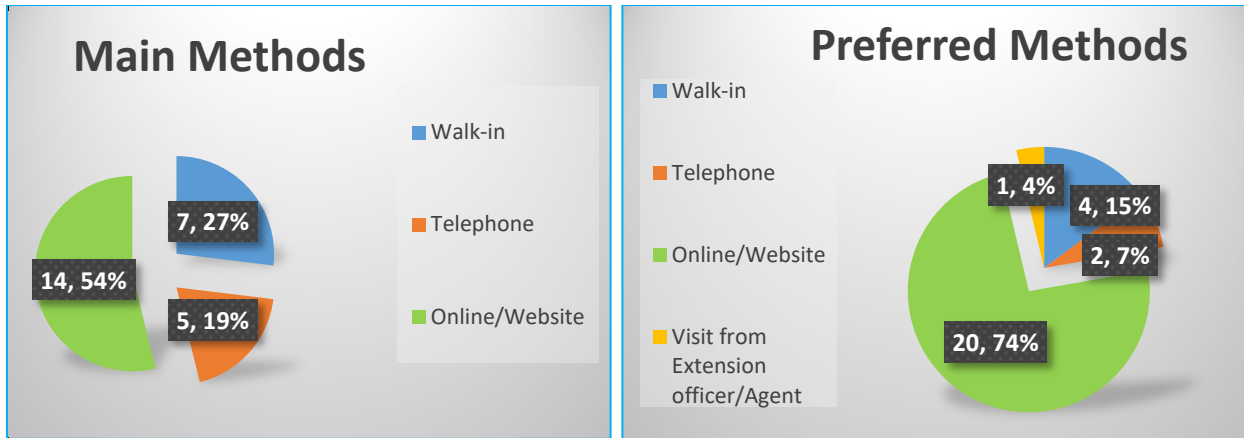


FIGURE 124: MAIN & PREFERRED METHODS TO ACCESS PRODUCTS & SERVICES

Responsiveness

1. Delivery of Products and Services

Twenty-seven (27) respondents provided 53 responses on their agreement with responsiveness to delivery products and services. The mean score obtained was two (2), as 53% (28) of 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 125**).

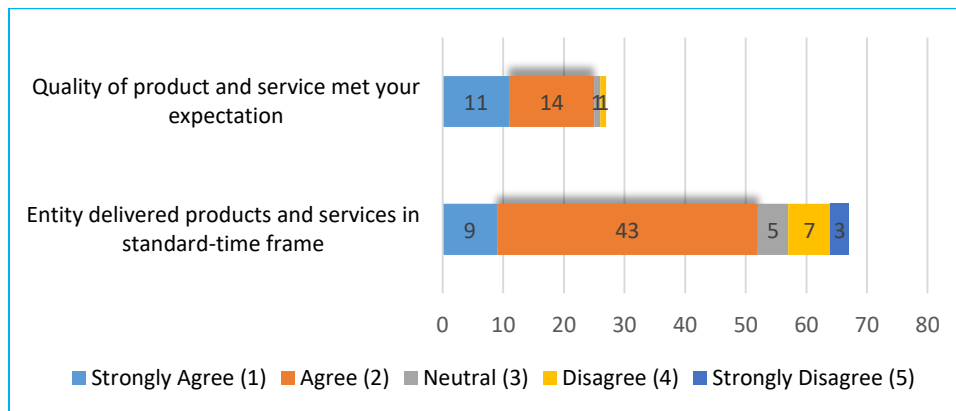


FIGURE 125: AGREEMENT SCALE- DELIVERY OF PRODUCTS & SERVICES

2. Staff Responsiveness

.Among 25 respondents, a total of 90 responses were collected. The mean score recorded was two (2); as such, 72% (65) of the responses chiefly showed agreement that the staff was responsive. The respondents largely agreed that the staff was professional and that staff was readily accessible to deliver services (**Figure 126**).

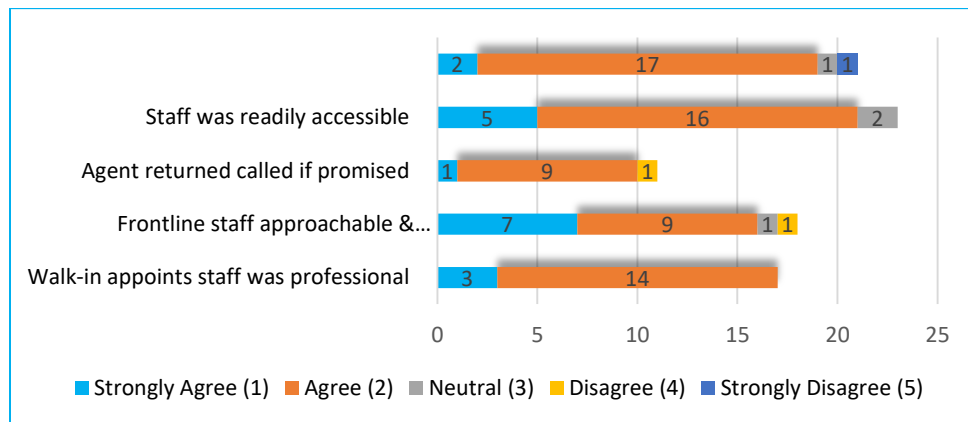


FIGURE 126: AGREEMENT SCALE- STAFF RESPONSIVENESS

3. Overall Satisfaction with Responsiveness

The overall satisfaction rating for responsiveness was 90 per cent. This represented a ten (10) percentage score above the target service standard score of 80 per cent.

Process and Facility

1. Ease of Doing Business

A total of 150 responses were obtained, from 27 respondents, on the agreement scale to measure ease of doing business. Approximately 66% (99) of the responses agreed that the entity provided ease when doing business. The largest number of agreement was found with statements on efficiency with delivery time and that the steps or process to obtain services was easy to understand (**Figure 127**).

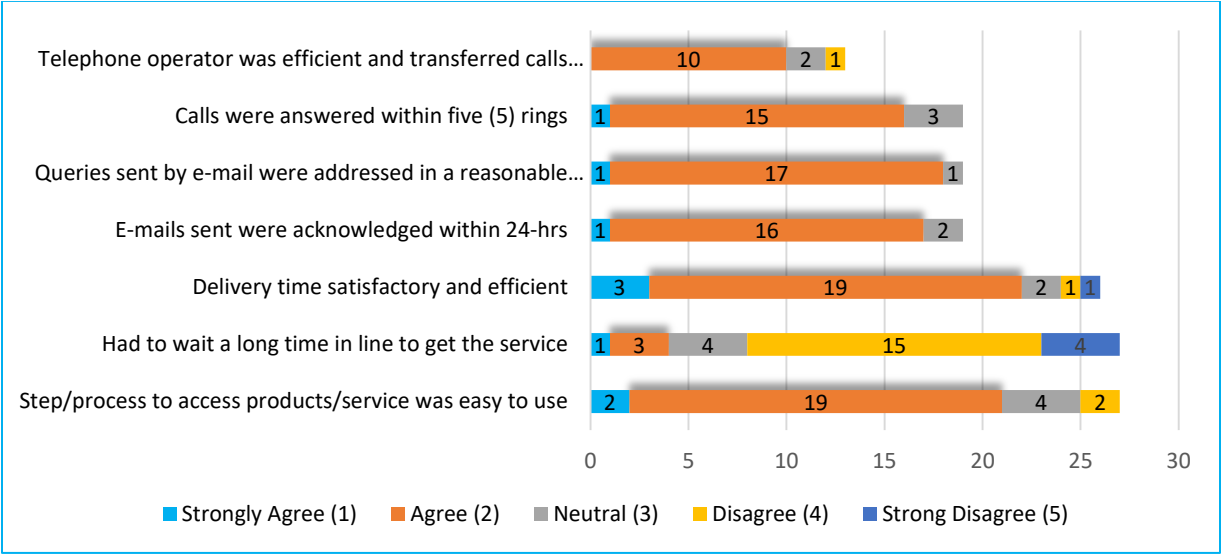


FIGURE 127: AGREEMENT SCALE- EASE OF DOING BUSINESS

2. Comfort of Facility

Thirty-four (34) responses were received, from only 15 respondents, to measure comfort of the facility. Nearly 68% (23) 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 largest proportion indicated that the facility was equipped to handle customers with a disability when compared to those that disagreed (**Figure 128**). Based on these results, the average score obtained for comfort was two (2) on the scale.

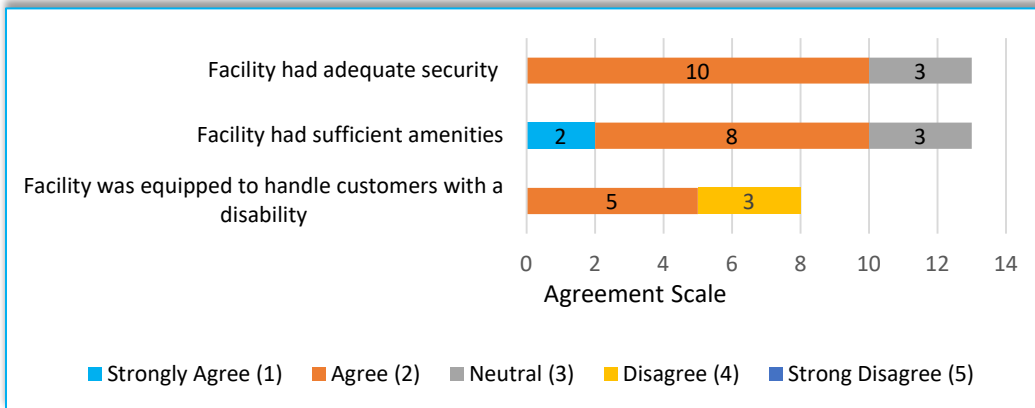


FIGURE 128: AGREEMENT SCALE- COMFORT OF FACILITY

3. Overall Satisfaction with Process and Facility

Exactly 25 respondents stated their satisfaction with process and facility. The average rating received was 80%, as 52% (13) respondents rated process and facility as being good, while another 24% (6) said it was excellent. Based on the results, the entity met the target service standard score.

Communication

1. Level of Communication

The agreement scale to measure level of communication had a sum of 120 scores. The average score was three (3), as there was an almost even spread for those that agreed or disagreed that the entity’s communication efforts were efficient. The largest number of agreement was with documents being written in a clear manner that was easy to understand. The statements with the highest number of disagreement was with the entity inviting customers to participate in the design of the products and services and entity providing adequate updates on services (**Figure 129**).

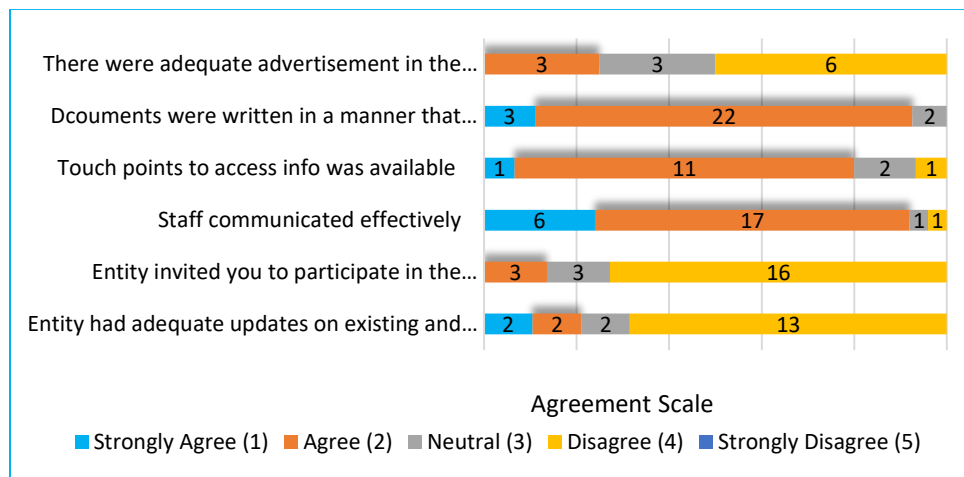


FIGURE 129: AGREEMENT SCALE- LEVEL OF COMMUNICATION

2. Overall Satisfaction with Communication

A total of 23 respondents stated their satisfaction with level of communication. The average rating was 80%, this resulted from 39% (9) and 26% (6) of the respondents that rated communication as being either good or excellent, respectively.

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 was 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 130**).

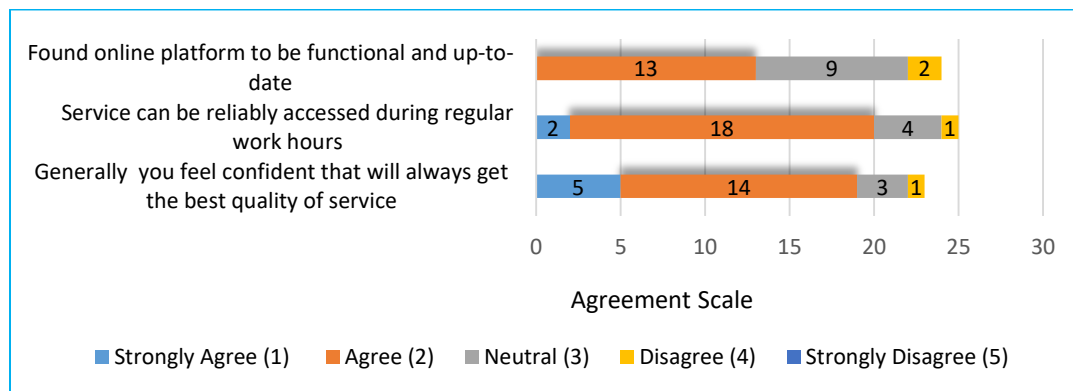


FIGURE 130: AGREEMENT SCALE- RELIABILITY OF SERVICE

1. Perceived Customer Loyalty

Twenty-three (23) respondents reported on their perceived level of customer loyalty. Approximately 48% (11) proclaimed that they would not switch, if there was another entity that provide the same products and services. Just about 30% (7) said they were unsure, while the remaining proportion of the distribution said they would switch.

Overall Customer Satisfaction Rate

1. Satisfaction with Customer Service

Of 27 respondents, 51% (14) said that they were satisfied with customer service; while 41% (11) expressed that they were extremely satisfied (**Figure 131**).

2. Satisfaction with Customer Experience

Among 26 respondents, exactly one half (50%, 13) stated that they were extremely satisfied; while 42% (11) said that they were satisfied (**Figure 131**).

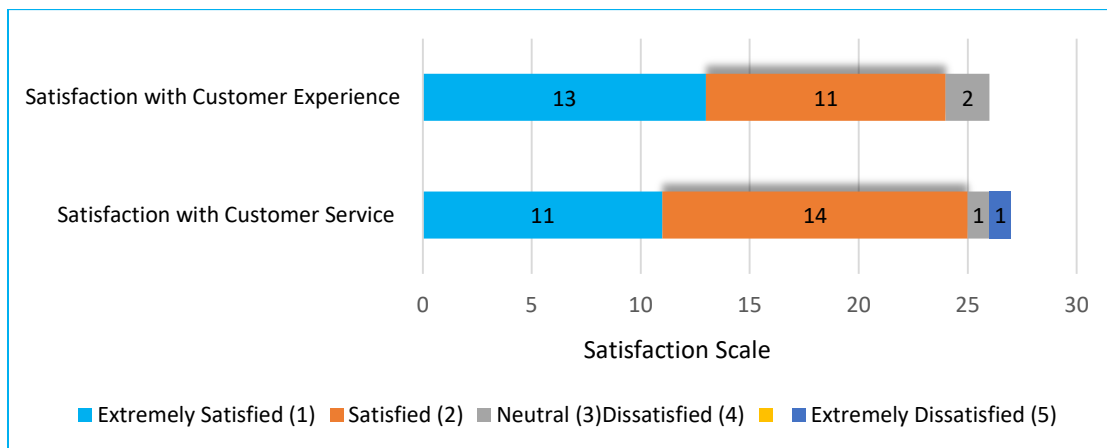


FIGURE 131: SATISFACTION SCALE- CUSTOMER SERVICE & EXPERIENCE

3. Overall Customer Satisfaction Rate

Based on the results of the respondents' entire experience with the entity, the average customer satisfaction rate was 83%; this represented a three (3) percentage score above the target service standard of 80 per cent.

ACKNOWLEDGEMENT

The Ministry of Agriculture and Fisheries would like to express gratitude to the all staff members, agencies and other relevant stakeholders that facilitated the administering of our Customer Satisfaction Assessment. The Assessment was managed by the Ministry's Customer Service Branch. Enthusiasm of all the staff members to complete the required tasks in an efficient and professional manner is appreciated.

Acknowledgement is also being given to the Agricultural Land Management and Plant Quarantine Produce Inspection Divisions, within the Ministry of Agriculture and Fisheries, for allocating staff to expedite the data collection exercise

Special acknowledgement is also being given to the Information Communication Technology (ICT) team, of the Ministry, for creating an enabling environment for the data collection and data entry exercise. The unit provided the technical expertise of software support and data processing, which was a critical component for the successful completion of the final report of the survey.

We commend the following Agencies and Divisions that facilitated the assessment with provision of customers' information; these included:

- Agro Investment Co-operation (AIC)
- Agricultural Land Management Division (ALMD)
- Jamaica Agricultural Commodities Regulatory Authority (JACRA)
- Jamaica Dairy Development Board (JDDB)
- National Irrigation Commission (NIC)
- Plant Quarantine Produce Inspection Division (PQ/PI)
- Rural Agricultural Development Agency (RADA)
- Research and Development Division (Bodles)
- Veterinary Services Division (VSD)

GLOSSARY OF TERMS

<i>Term</i>	<i>Definition</i>	<i>Page</i>
Arithmetic Mean	This is the simplest and most widely used measure of a mean or average.	4
Bivariate	This includes data for two variables (usually two types of related data)	5
Central Tendency	A summary of statistic that represents the center point or typical value of a dataset.	4
Cross-Tabulation	These are data tables that present the results of the entire group of respondents and also from sub-groups of survey respondents	5
Customer Experience	This is the impression your customers have of your brand as a whole throughout all aspects of the buyer's journey.	8
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.	1
Distribution	The act of sharing something out among a number of recipients.	7
Frequency Output	The number of occurrences of a repeating event per unit of time that is produced by a person or machine.	7
Likert Scale	This is a type of rating scale used to measure attitudes or opinions.	3
Primary Data	This is data collected by a researcher from first hand sources like: surveys or interviews.	3
Quantitative Study	The process of collecting and analyzing numerical data	3
Survey	A research method used for collecting data from a predefined	

	group of respondents to gain information and insight.	3
Systematic Random Sampling Method	This is a method used to select samples at a particular preset interval.	3
Telephone Interview	A type of data collection method in which the interviewer communicates with the respondent via telephone using a prepared questionnaire.	3
Touch Point	A place or situation in which a business has contact with its customers.	19
Variable	A quantity that may assume any one of a set of values.	4

APPENDICES

vi.1 Appendix: Questionnaire

Questionnaire No. _____

Entity Code _____

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. 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 _____

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Questionnaire No. _____

Entity Code _____

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
5. How recent did you purchase or use the product/service of this entity?
 <Week (1-7 days) 1 month <6 months
 >12months 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 strong disagree. The scale has five points strong agree, agree, neither agree or disagree, strong disagree.

6. The entity delivered the products/services within standard time (established processing time of the entity)
 Strongly Agree Agree Neutral Disagree Strongly Disagree D/K
7. The quality of the products/services met your expectation
 Strongly Agree Agree Neutral Disagree Strongly Disagree D/K
8. What did you like the most about the products/services you received?

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

10. On a scale of 1-10, rate the quality of products/services that you received (1 being the lowest and 10 being the highest)

1 2 3 4 5 6 7 8 9 10

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July 2020

3. Staff Responsiveness

The following statements are designed to assess your level of satisfaction with the staff responsiveness at 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. 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

4. Process & Facility

The following statements are designed to assess your level of satisfaction with the process and facility 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. The steps/process to access the products/services was easy to understand and use
 Strongly Agree Agree Neutral Disagree Strongly Disagree D/K
2. You had to wait in line a long time to get the products/services
 Strongly Agree Agree Neutral Disagree Strongly Disagree N/A
3. You found the delivery time of the products/services to be sufficient and satisfactory
 Strongly Agree Agree Neutral Disagree Strongly Disagree N/A
4. 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
5. Information about the entity was available on several mediums (Telephone, social media, website, pamphlets).
 Strongly Agree Agree Neutral Disagree Strongly Disagree N/A

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 July 2020

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 strong disagree. The scale has five points strong agree, agree, neither agree or disagree, strong 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/later 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?

Questionnaire No. _____

Entity Code _____

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"/>

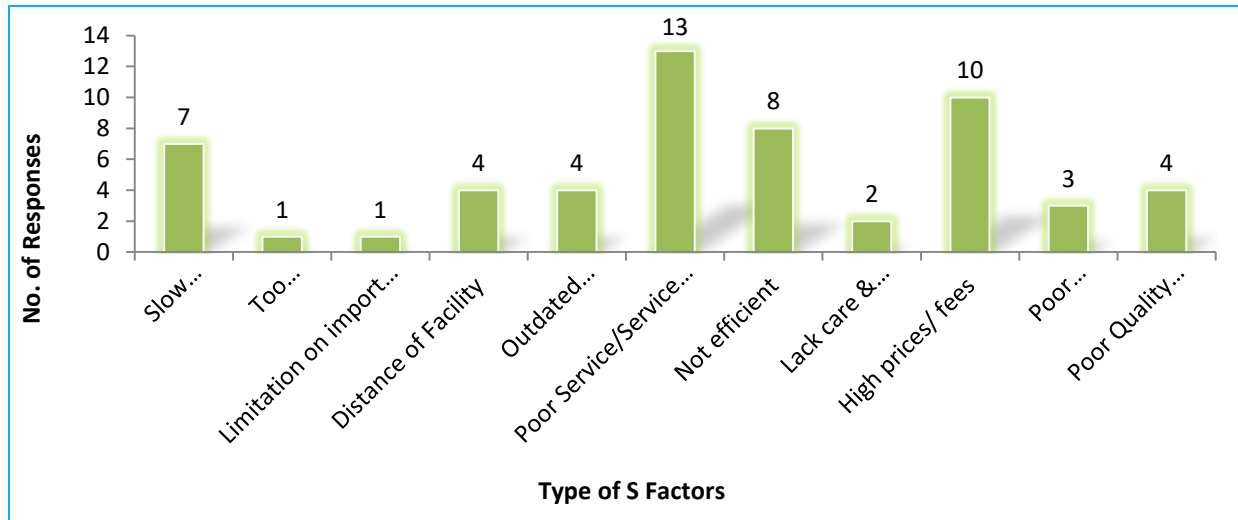
_____ END _____

Interviewer's name: _____

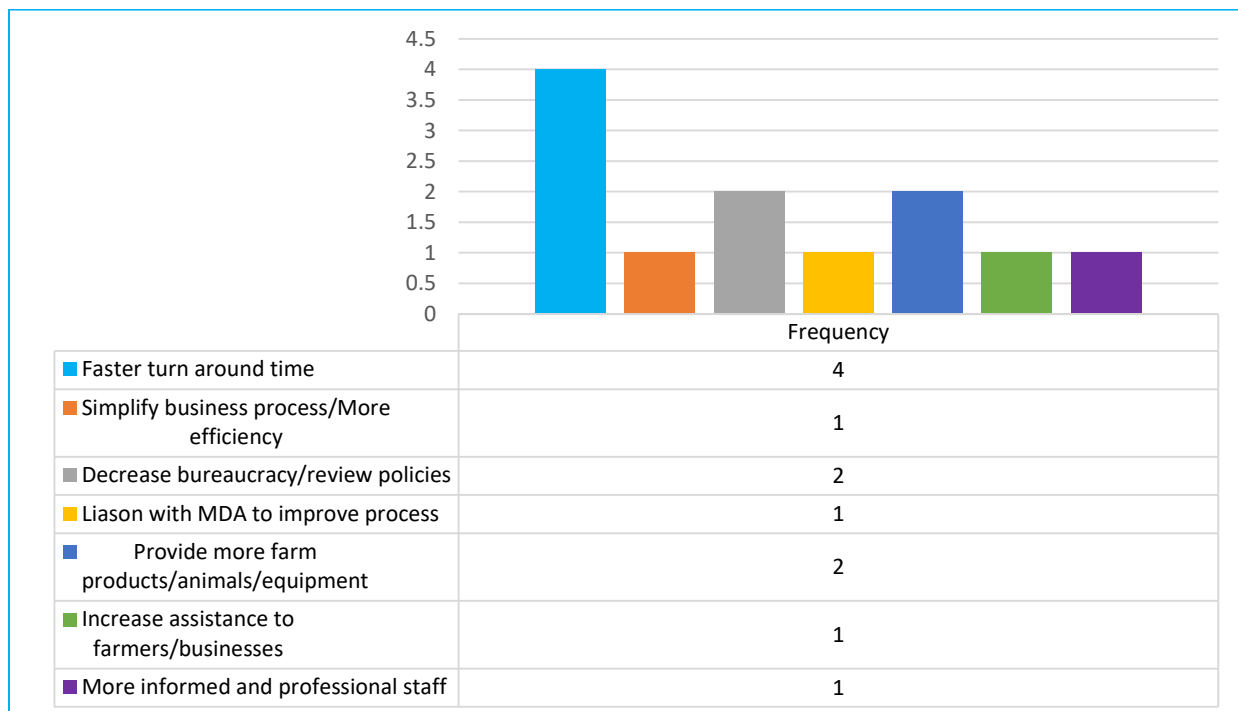
Date of interview: _____

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Customer Service Branch
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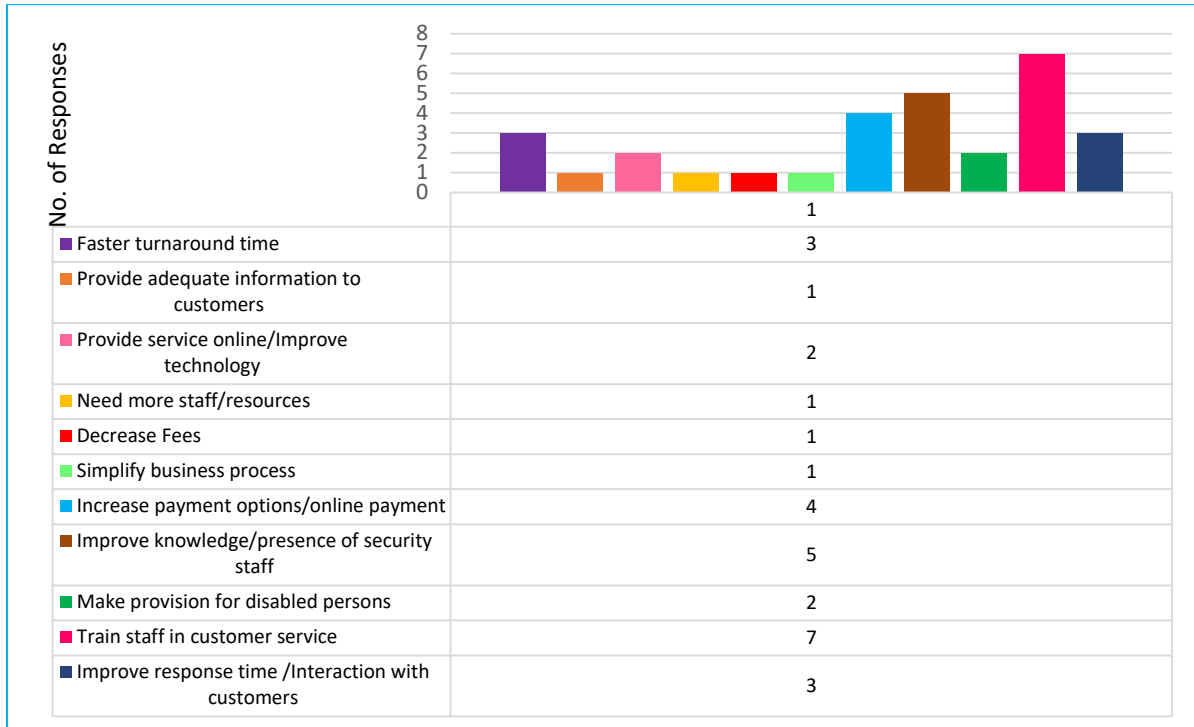
vi.2 Appendix: Switching Factors



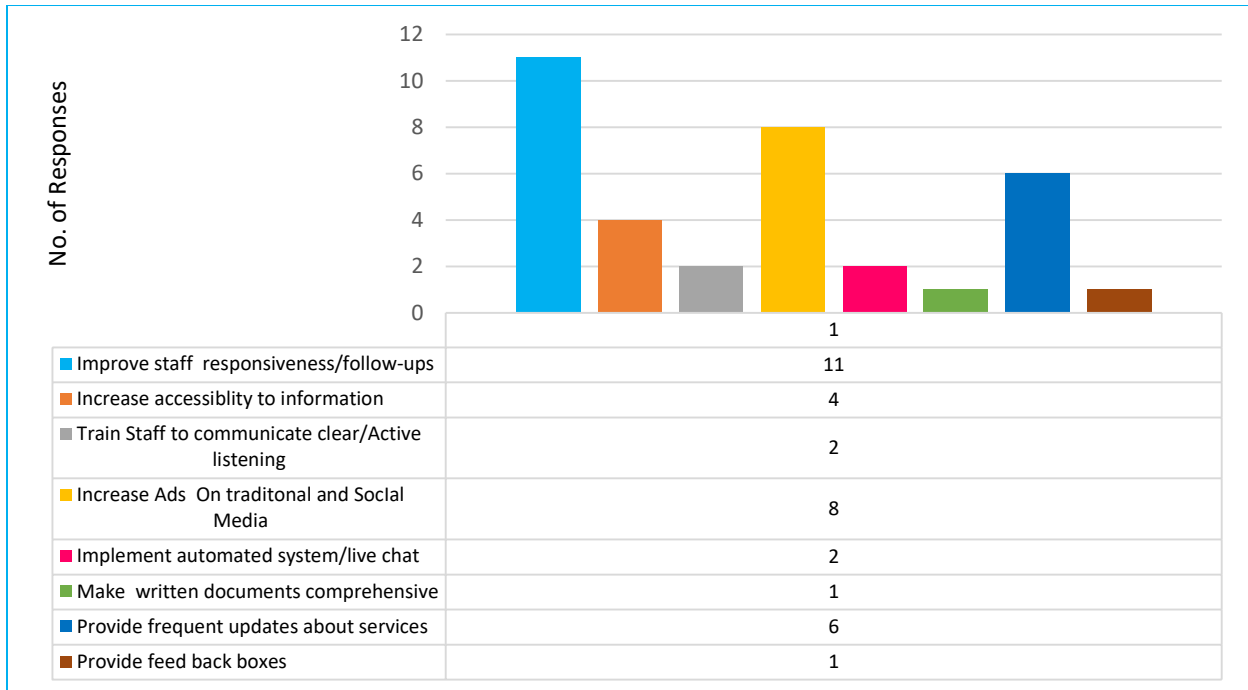
vi.3 Appendix: Factors to Improve Process & Facility



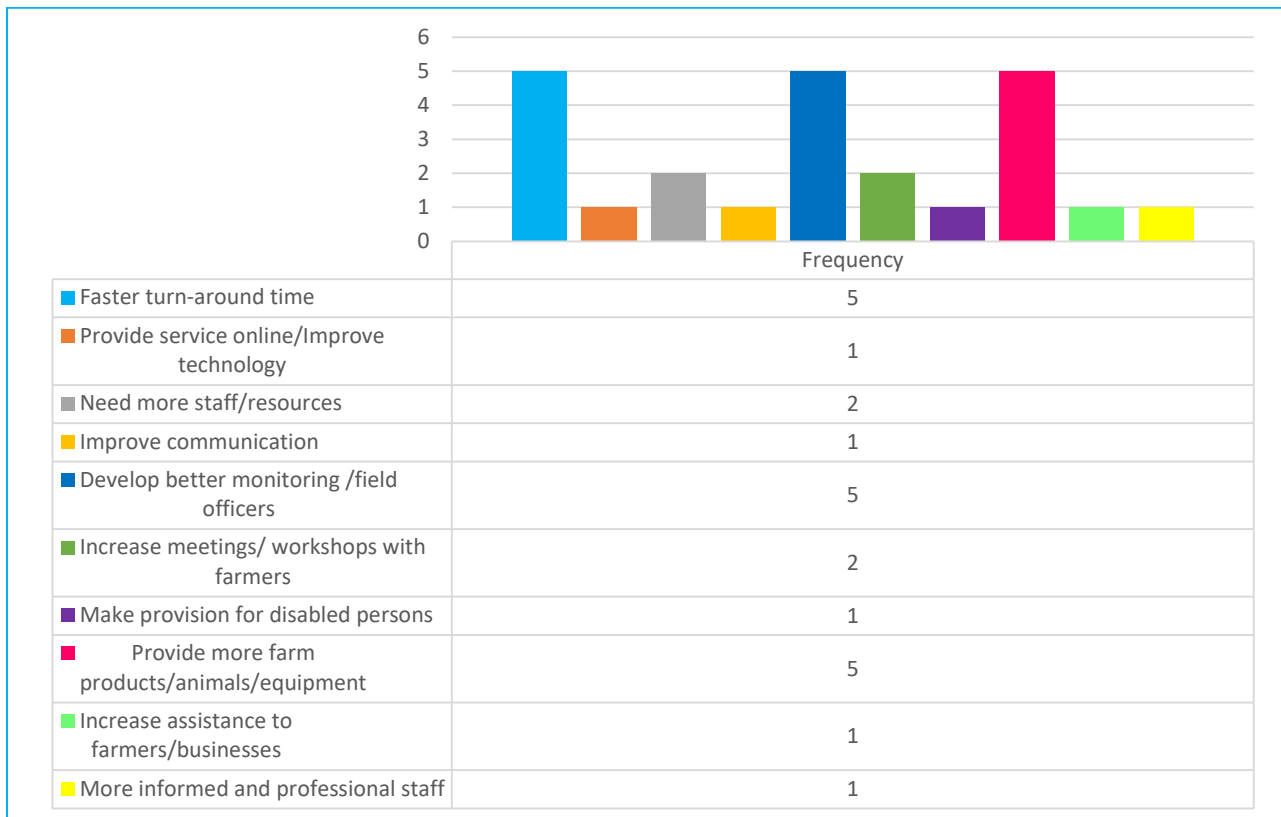
vi.4 Appendix: Factors to Improve Process and Facility



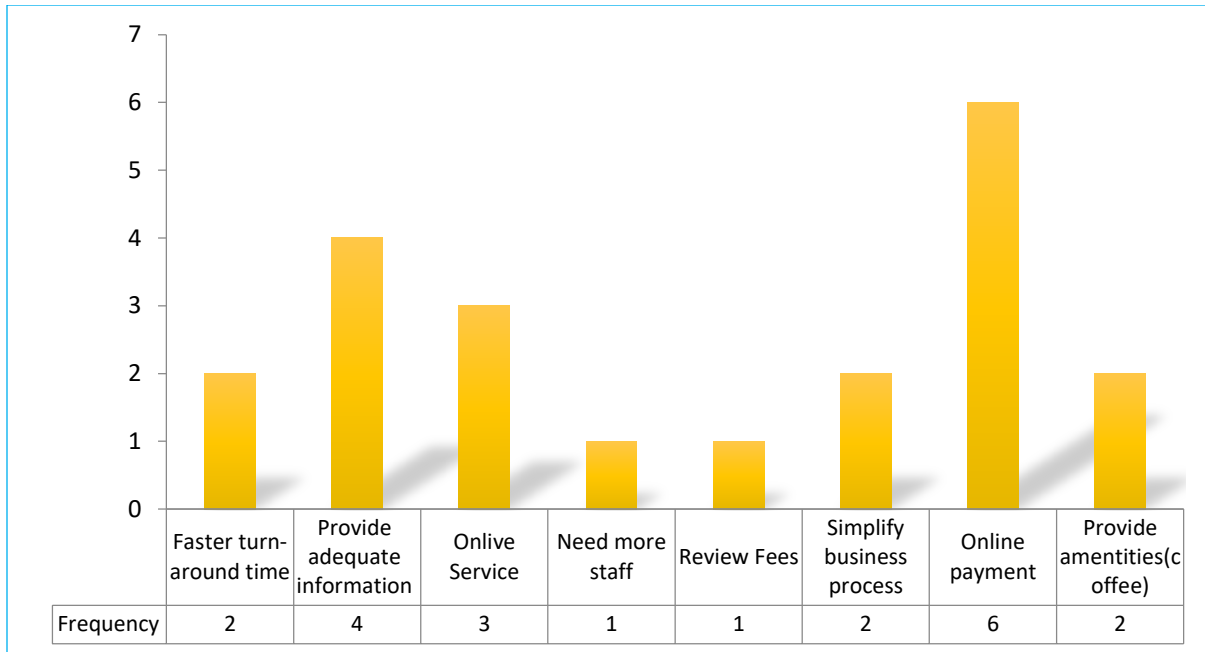
vi.5 Appendix: Factors to Improve Communication



vi.6 Appendix: Factors to improve Process and Facility




vi.7 Appendix: Factors to Improve Process & Facility



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Version/Draft No.	Date of Issue	Description	Author
v1	December, 2020	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.



Permanent Secretary

Date: 12 Feb 2021



Principal Director, Corporate Services

Date: 11/2/21