



ACRONYMNS

ACRONYM	MEANING
AIC	AGRO-INVESTMENT CORPORATION
ALMD	AGRICULTURAL LAND MANAGEMENT DIVISION
AMID	AGRICULTURAL MARKETING INFORMATION DIVISION
CIB	COCONUT INDUSTRY BOARD
JA 4H	JAMAICA 4H CLUBS
JACRA	JAMAICA AGRICULTURAL COMMODITIES REGULATORY AUTHORITY
JAS	JAMAICA AGRICULTURAL SOCIETY
JDDDB	JAMAICA DAIRY DEVELOPMENT BOARD
NFA	NATIONAL FISHERIES AUTHORITY
NIC	NATIONAL IRRIGATION COMMISSION
PGD	PUBLIC GARDENS DIVISION
PQPI	PLANT QUARANTINE/PRODUCE INSPECTION BRANCH
R&DD	RESEARCH & DEVELOPMENT DIVISION
RADA	RURAL AGRICULTURAL DEVELOPMENT AUTHORITY
VSD	VETERINARY SERVICES DIVISION
MoAFM	MINISTRY OF AGRICULTURE, FISHERIES & MINING
GoJ	GOVERNMENT OF JAMAICA
OoC	OFFICE OF THE CABINET



Ministry of Agriculture, Fisheries and Mining



Mission

"By 2030, MoAFM has innovative, inclusive, sustainable internationally competitive industries in agriculture, fisheries and minerals sectors."

Vision

"To grow and sustain the Agriculture, Fisheries and Minerals sectors by creating a safe and enabling environment while fostering social inclusion in all policies programmes and projects."

Table of Content

Sections	Page No.
Foreword	i
Our Performance	ii-iii
Executive Summary	iv
Acknowledgement	1
Background	2-3
Purpose of report	3
Objectives	3
Scope of work	3-4
Layout of report	4
Methodology	5
Sampling Method	5
Data Collection	5
Data Processing	6
Data Analysis & Statistical Measures	6
Comprehensive Report	
Ministry Overview	8-14
Core Divisions Overview	16-19
Agricultural Land Management Division (ALMD)	20-34
Agricultural Marketing Information Division (AMID)	35-50
Plant Quarantine Produce Inspection Branch (PQPI)	51-66
Public Gardens Division (PGD)	67-81
Research & Development Division (R&DD)	82-98
Veterinary Services Division (VSD)	99-114
Portfolio Entities Overview	115-119
Coconut Industry Board (CIB)	120-136
Jamaica 4-H Clubs	137-152
Jamaica Agricultural Society (JAS)	153-168
Jamaica Dairy Development Board (JDDB)	169-181
National Fisheries Authority (NFA)	182-198
Rural Agricultural Development Authority (RADA)	199-215
Agro-Investment Corporation (AIC)	216-231
Jamaica Agricultural Commodities Regulatory Authority (JACRA)	232-247
National Irrigation Commission (NIC)	248-264
Appendix	265-272

FOREWORD

The Ministry of Agriculture, Fisheries and Mining has completed its annual External Customer Satisfaction Assessment for the fiscal period 2022/2023. This has been executed by the Ministry's Customer Service Branch, through its Monitoring and Evaluation arm. This initiative is compliant with the mandate commissioned by the Cabinet Office through the directive of the Cabinet Secretary, in 2015, for all Permanent Secretaries across each Ministry to develop and implement a Customer Service Improvement Plan (CSIP). As a response, the Ministry's CSIP was crafted and operationalized in 2020. It is guided by the principles of the Service Excellence Framework (2018) and Service Excellence Policy (2020 - 2030) and is being monitored and evaluated by published reports on customer satisfaction and service quality annually.

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

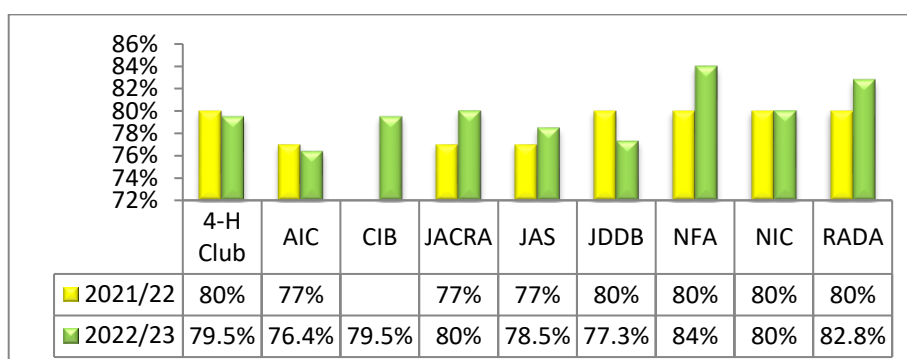


**PERMANENT SECRETARY
DERMON LUKE SPENCE, JP
MINISTRY OF AGRICULTURE, FISHERIES AND MINING**

OUR PERFORMANCE

The results of the customer satisfaction assessment for 2022/23, show an improvement in the combined satisfaction score of the entities and divisions of the Ministry of Agriculture, Fisheries and Mining which were assessed when compared to the previous assessment period. A total of nine (9) entities and six (6) divisions were assessed for the period 2022-2023. The overall score for these divisions and entities shows the Ministry earning an overall customer satisfaction score of 80.3%. This represents a slight increase from the 2021/2022 overall satisfaction score of 79%.

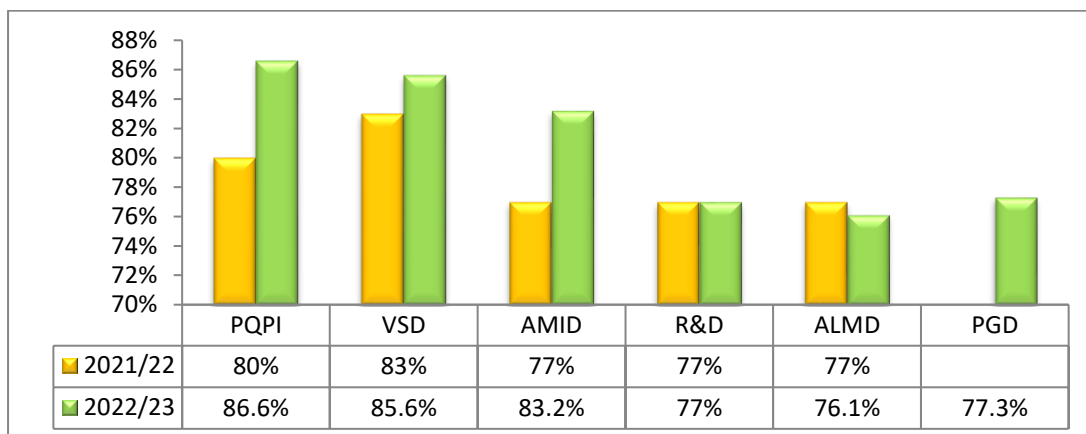
In looking at the performance of the Ministry's nine (9) entities which were assessed, four (4) attained the benchmark satisfaction score of 80%. The figure below illustrates the scores for the entities of the Ministry: The Jamaica Agricultural Commodities Regulatory Authority (JACRA) and the Rural Agricultural Development Authority (RADA) experienced an upward movement in their overall customer satisfaction score, while the Agro-Investment Corporation (AIC) and the Jamaica Dairy Development Board (JDDDB) declined by one and three percentage points, respectively. The National Irrigation Commission (NIC) maintained a satisfaction score of 80% for both 2021/22 and 2022/23. The National Fisheries Authority (NFA) received the highest customer satisfaction score of 84% for the Entities assessed in 2022/23. The Coconut Industry Board which was being included in the assessment for the first time achieved a score of 79%.



Customer Satisfaction Rating 2022/2023 - Entities

80.3%

The figure below shows the performance of the six core Divisions assessed. Three (3) Divisions achieved a score above 80% while three (3) scored below the benchmark. There was an improvement in the customer satisfaction rate for the Agricultural Marketing Information Division (AMID), the Veterinary Services Division and the Plant Quarantine/Produce Inspection (PQPI) Branch which achieved the highest satisfaction score of 85.6%. The Agricultural Land Management Division (ALMD), recorded a marginal decline in its performance for 2022/23 while the score for the Research and Development Division (R&DD) showed no change when compared to the previous year. The Public Gardens Division which was being assessed for the first time, had a score of 77.3%, on the cusp of achieving the benchmark score.



Customer Satisfaction Rating 2022/2023- Divisions

EXECUTIVE SUMMARY

The Customer Service Branch, within the Ministry of Agriculture, Fisheries and Mining, was commissioned to undertake its annual Customer Satisfaction Survey, as an initiative to assess the satisfaction level of its external customers. A total of nine (9) portfolio entities and six (6) core divisions participated in the survey. The satisfaction level of customers was measured across the following service dimensions: **Staff Responsiveness, Access and Facility, Level of Communication and Reliability of Service.**

A total of 1,306 customers participated in the customer satisfaction assessment. The views and satisfaction ratings captured from the customers revealed that the entities and divisions of the Ministry have been making significant strides in providing responsive and reliable services. The mechanisms put in place to bolster ease of doing business is one of the most important factors of service quality and it was evident that the entities have continued to conduct their business affairs in a manner that was conducive to efficiencies of doing business.

For the year under review, the Ministry achieved an overall customer satisfaction score of 80.3 per cent. This indicated an estimated one (1) percentage increase in customer satisfaction over the previous period of assessment, 2021/2022. The Ministry has therefore seen steady improvements in its service outputs

Acknowledgement

The Ministry of Agriculture, Fisheries and Mining commends all members of staff, support units, divisions, entities, and other relevant stakeholders that assisted in the administration of the annual External Customer Satisfaction Assessment.

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

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

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



1 Background

The Government of Jamaica has outlined its vision for a transformed Public Sector, with the goal of increasing effectiveness, efficiency, accountability, and responsiveness to citizens' needs. This involves increasing the professionalism of public sector workers and changing the organizational culture to strive for service excellence. The Service Excellence Framework (2018) and the Government of Jamaica Service Excellence Policy (2022) are two important documents that emphasize the culture of excellence that must be synonymous of the public sector.

Service excellence is concerned with establishing the satisfaction of customer needs and the provision of value for our citizens being the principal criteria for decisions and actions, and the primary reference for the design and management of organizational systems, policies and practices. The two main pillars of service excellence are identified as People Engagement and Performance Excellence. Essentially, people engagement recognizes that people, internal and external customers as well as service providers are at the centre of every business interaction and that all these different stakeholders must be involved in the service design and delivery process. This sort of partnership fosters an environment for information sharing, problem solving, and mutual trust and the services offered, and design of such services must reflect this. Performance Excellence focuses on strengthening the organization's management systems which are strategically developed and managed to deliver excellence.

In 2016, the Ministry of Agriculture, Fisheries and Mining (MoAFM) added a Customer Service Branch to its organizational structure. The operationalization of the Branch in 2020 has served to better align the Ministry with the main themes of the Office of the Cabinet's (OoC) Service Excellence Framework (2018) and the Government of Jamaica's Service Excellence Policy. In support of achieving this mandate, a Customer Service Improvement Plan (CSIP) has been developed in keeping with the Service Excellence Framework. The CSIP developed is in line with the Ministry's Strategic

Business Plan, the Ministry's Citizen's Charter and is aligned with the tenets of the Public Sector Modernization (PSM) Programme. The CSIP is designed to guide the pragmatic implementation of specific annual targets geared towards the attainment of service excellence in the Ministry of Agriculture, Fisheries and Mining. An element of the plan

focuses on the customer satisfaction rate and requires the Ministry's divisions and agencies to work towards a goal of achieving a targeted satisfaction rating of 80 per cent or higher.

1.1 Purpose of Report

This report presents descriptive statistics on the external customer satisfaction assessment findings for the period 2022-23 for the entities and divisions that participated in the exercise. The findings were used to develop wholesome recommendations and to provide each entity and division with their respective results, which should be utilized for service recovery and other necessary measures that are required by each entity.

1.2 Objectives

The objectives of the survey were to:

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

1.3 Scope of work

The survey included nine (9) entities and six (6) divisions. Each was assessed on efficiency across four (4) service dimensions or focus areas, in keeping with the GoJ Service Excellence Policy:

- Responsiveness (this entails factors such as: staff professionalism, knowledge, availability and staff ability to resolve concerns or issues)
- Access and Facility (this entails factors such as: ease of doing business and comfort of the facility)

- Level of Communication (this entails factors such as: providing adequate updates, clear communication, documents written in a comprehensive manner and advertisements in the media)
- Reliability of Service (this entails factors such as: reliable working hours and reliability of service)

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

1.4 Layout of Report

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

2 Methodology

The survey was a quantitative study that collected primary data by means of a structured research questionnaire (**Appendix 1**). The questionnaire consisted of seven (7) sections. The questionnaire consisted of seven (7) sections. The sections were mainly composed of questions which provided a five (5) point satisfaction Likert scale. A ten (10) point rating scale was also used to ascertain the respondents' level of satisfaction across specified focus areas. The averages of each satisfaction rate were used to compute the overall customer satisfaction rate for the Ministry and then disaggregated to illustrate the same for each entity. Additionally, open-ended questions were used to ascertain the respondents' views on factors that could improve service quality across the focus areas.

2.1 Sampling Method

Each entity and core Division provided a databank that consisted of customers' names and telephone contacts. A systematic random sampling method was deployed to select customers by assigning every tenth (10th) person or every other person on the contact list. The selection method used was determined by the amount of customer contact information received from the entities and Divisions. A sample size of one hundred (100) respondents was established as the target for each entity.

2.2 Data Collection

Telephonic interviews were used to collect data and were undertaken by trained interviewers. Interviews were primarily conducted by telephone; a small number were administered at service points for two of the entities and a few were self-administered. Data collection and entry ran concurrently; the electronic platform, Survey Gizmo, was used to enter the data.

2.3 Data Processing

The raw data was cleaned and imported from Survey Gizmo into the software 'Statistical Package for the Social Sciences (SPSS)'. The dataset was checked for 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. The responses to the open-ended questions were grouped and recoded.

2.4 Data Analysis and Statistical Measures

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

2.5 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

- Slow response from some entities to provide customers' information.
- Challenges of some agencies and divisions to provide customers' information in a timely manner.
- Lack of active or updated customer information.
- High level of inaccurate customer contact information.
- Limited staff members to accelerate the timely completion of the data collection exercise.
- Perception surveys with scale-type questions can be easily misinterpreted.
- Susceptible to skewed data.
- Possibility to produce biased responses.

COMPREHENSIVE REPORT OVERVIEW

The Ministry's six (6) core divisions and nine (9) portfolio entities were assessed as part of the 2022/23 Customer Satisfaction Assessment to review their service quality.

A total of 1,306 customers participated in the 2022/23 survey, which represents an increase from the 2021/22 survey where 893 customers participated.

	Number of Respondents
Core Divisions	
Agricultural Marketing Information Division	52
Agricultural Land Management Division	52
Plant Quarantine Plant Inspection	63
Public Gardens Division	31
Research & Development	105
Veterinary Services Division	89
Portfolio Entities	
Agro-Investment Corporation	80
Coconut Industry Board	102
Jamaica 4H-Club	131
Jamaica Agricultural Commodities Regulatory Authority	52
Jamaica Agricultural Society	156
Jamaica Dairy Development Board	27
National Fisheries Authority	53
National Irrigation Commission	143
Rural Agricultural Development Authority	170
	Total number of respondents is 1,306

Of the 1,306 respondents who participated in the survey, (66%) were male and (34%) were females.

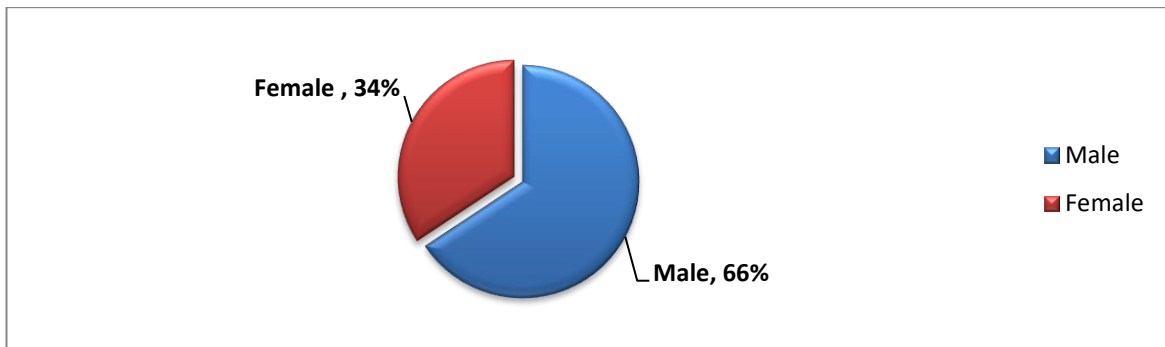


Figure 1 shows gender of respondents

The Divisions and Entities offer products and services utilized by a range of customers: for the survey, the vast majority (23.1%) of respondents were aged over 60, respondents aged 51-60 accounted for (23.1%), 41-50 accounted for (20.7%), 31-40 accounted for (19.8%), 21-30 accounted for (13.5%) and there were (0.02%) who were less than 20.

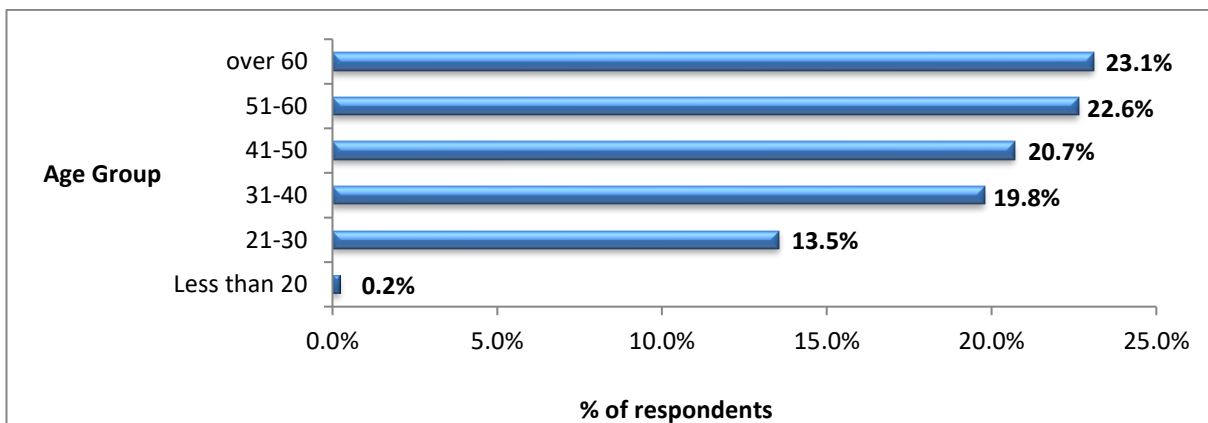


Figure 2 shows age of respondents

Two types of customers utilize the products/services: individuals and organizations. The majority of customers who participated were individual customers (81%) and organizational customers accounted for (19%).

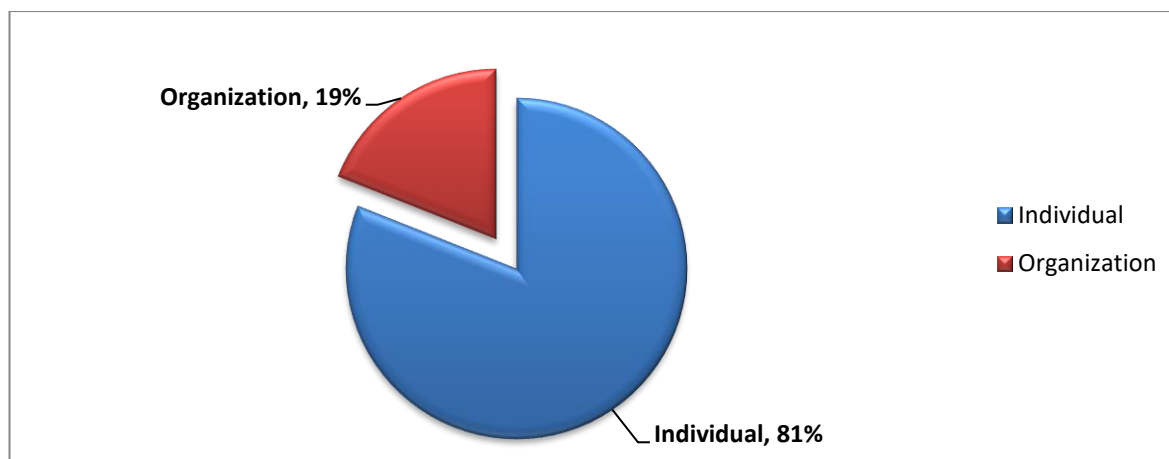


Figure 3 shows type of customer

Amongst the respondents, we ascertained their main method of accessing the products/services: the majority of respondents indicated *Walk In* (55%) was their method, (22%) indicated *telephone*, (13%) indicated *Online/Website* and (9%) accessed products/services via *Email/Field officer visit*.

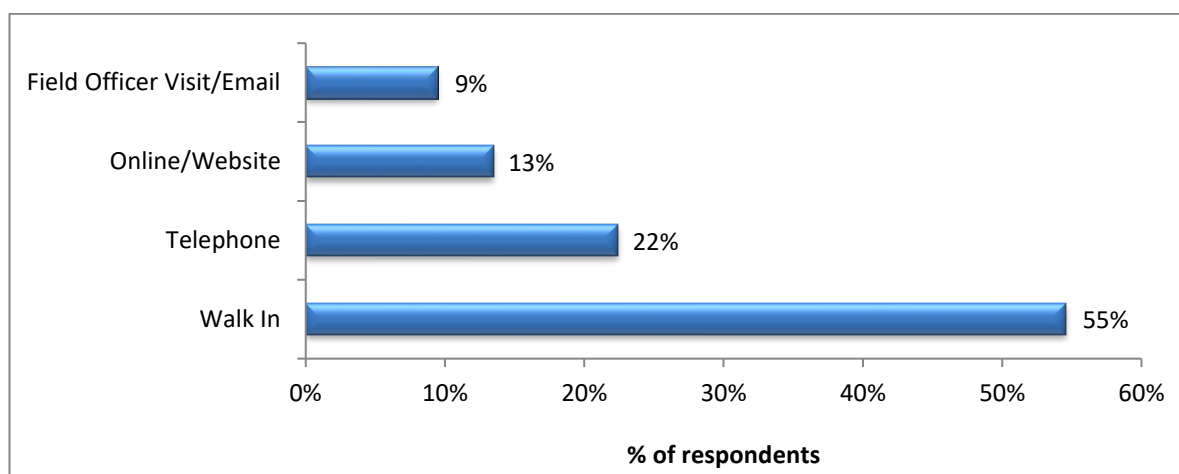


Figure 4 shows main method of access

Amongst the respondents, we ascertained their preferred method of accessing the products/services: the majority of respondents indicated *Walk In* (43%) was their method, (26%) indicated *Online/Website*, (23%) indicated *Telephone* and (8%) accessed products/services via *Email/Field officer visit*.

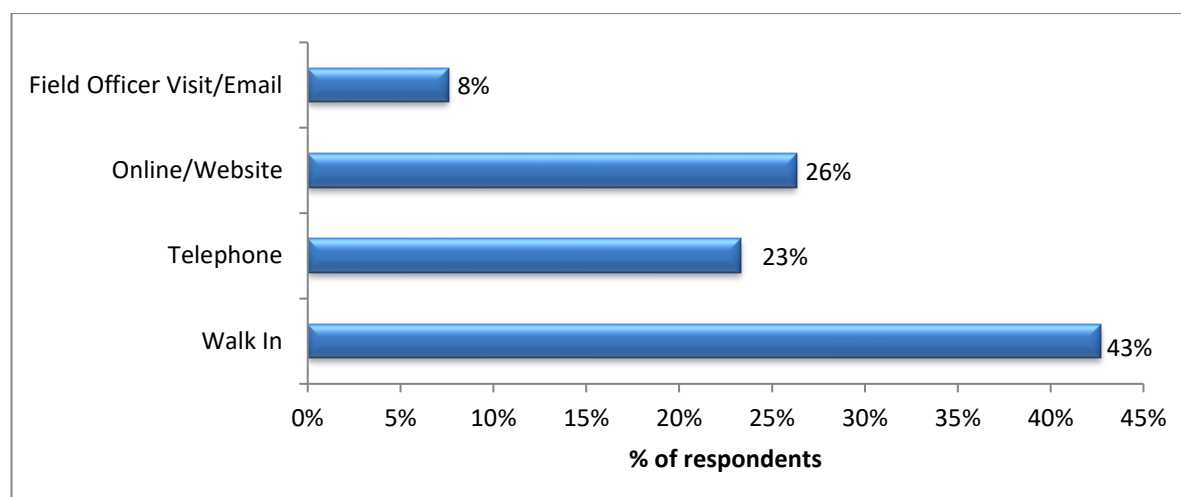


Figure 5 shows preferred method of access

Each Division and Entity of the Ministry is guided by the GOJ Service Excellence standards which state customer service satisfaction should be at a minimum of 80% to meet service delivery requirements. Customer Service Assessment takes into consideration the following areas of focus: staff responsiveness, access and facility, communication and reliability of service.

For the year 2022/23, the Ministry achieved an overall rating score of 80.3%, this represents an improvement from the 2021/22 evaluation where the Ministry scored 79%. See table below for a performance breakdown in each service dimension for the Ministry:

Areas of Focus	% Level of Satisfaction
Staff Responsiveness	82.7%
Access & Facility	80.3%
Communication	79.4%
Reliability of Services	78.9%
Overall Level of Satisfaction - 80.3%	

The top performing Division across the Ministry was the Plant Quarantine Produce Inspection Branch, with an overall satisfaction rating of (86.6%). The top performing entity across the Ministry was The National Fisheries Authority with an overall satisfaction rating of (84%). Seven entities scored an overall satisfaction of 80% or more, while eight had ratings below 80%.

Name of Core Divisions	Staff Responsiveness	Access & Facility	Communication	Reliability of Service	Overall Satisfaction Rating
Plant Quarantine Produce Inspection	87.6%	83.6%	87.7%	87.6%	86.6%
Veterinary Services Division	88.5%	82.7%	83.9%	87.4%	85.6%
Agricultural Marketing Information Division	85.9%	85.0%	84.8%	77.1%	83.2%
Public Gardens Division	87.3%	73.2%	75.7%	72.9%	77.3%
Research & Development	80.9%	77.4%	74.1%	75.5%	77%
Agricultural Land Management Division	77.8%	76.3%	74.2%	76.2%	76.1%

Name of Entities

National Fisheries Authority	86.5%	83.7%	81.5%	84.4%	84.0%
Rural Agricultural Development Authority	84.3%	82.8%	83.6%	80.5%	82.8%
National Irrigation Commission	82.6%	84.1%	78.4%	74.8%	80%
Jamaica Agricultural Commodities Regulatory Authority	79.2%	79.4%	80.2%	81.0%	80%
Jamaica 4H-Club	82.1%	77.6%	78.9%	79.5%	79.5%
Coconut Industry Board	82.9%	79.6%	77.1%	78.3%	79.5%
Jamaica Agricultural Society	79.2%	79.7%	77.7%	77.3%	78.5%
Jamaica Dairy Development Board	81.1%	76.2%	77.8%	74.2%	77.3%
Agro-Investment Corporation	79.1%	75.9%	75.1%	75.4%	76.4%

Three of the Ministry's core Divisions (PQPI, VSD and AMID) saw an increase in their overall satisfaction ratings from the previous year. One Division's (ALMD) overall satisfaction rating fell from the previous year, while another (R&D) recorded a similar overall satisfaction rating. Notably, The Public Gardens Division was not assessed in the previous survey therefore no comparison is available.

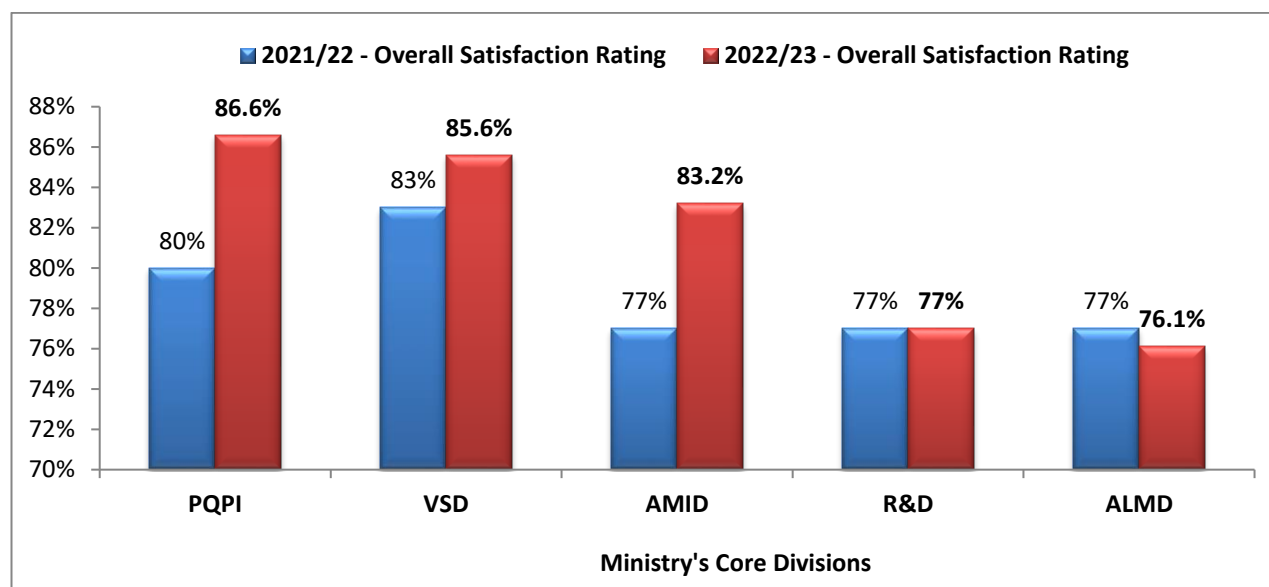


Chart 1 Ministry's Core Divisions comparison of 2021/22 and 2022/23 overall satisfaction ratings

The Ministry's Entities experienced mixed results: Four Entities (NFA, RADA, JACRA and JAS) improved on their ratings from last year, one Entity (NIC) had a similar rating from last year while three Entities (JA 4H, JDDDB and AIC) saw a decline in their ratings from last year.

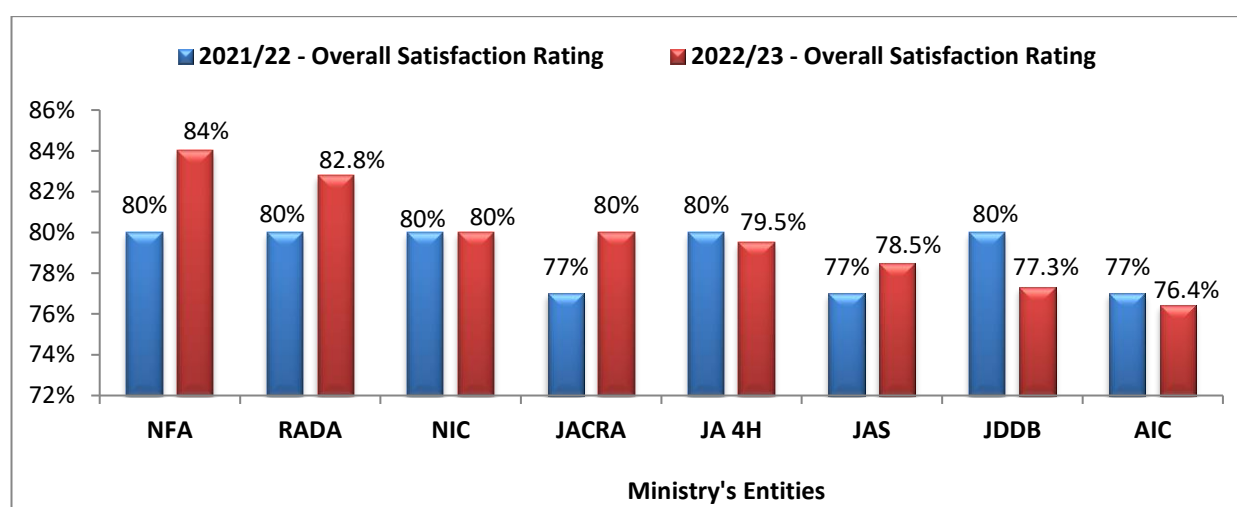


Chart 2 Ministry's Portfolio Entities comparison of 2021/22 and 2022/23 overall satisfaction ratings

Respondents were asked to rate their satisfaction with the level of customer service received: (61%) of respondents stated they were satisfied with the level of customer service received, (25%) were extremely satisfied, (11%) were neutral, (3%) were dissatisfied and (1%) extremely dissatisfied.

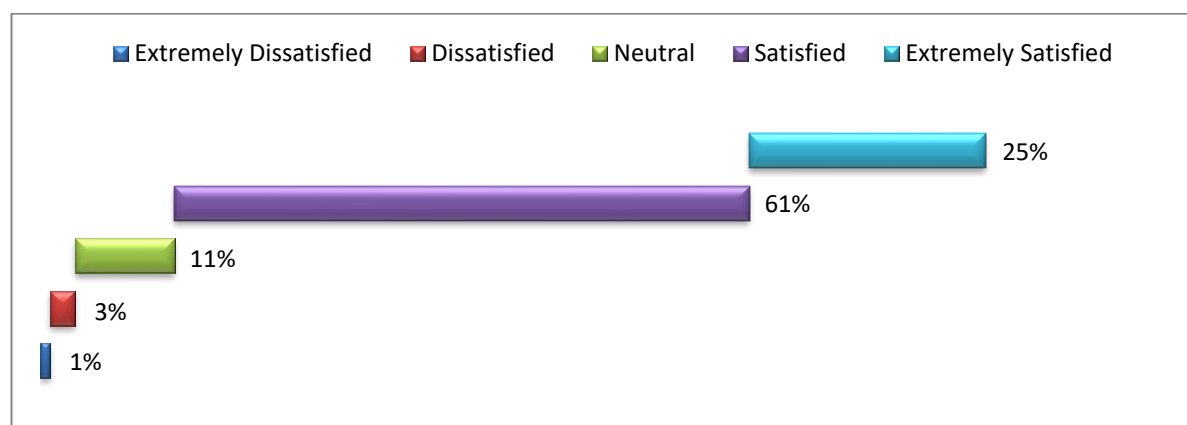


Chart 3 shows customer satisfaction with customer service

% of respondents	25%	61%	11%	3%	1%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Amongst respondents, (57%) were satisfied with the overall customer experience, (26%) were extremely satisfied, (13%) were neutral, (3%) were dissatisfied and (1%) extremely dissatisfied.

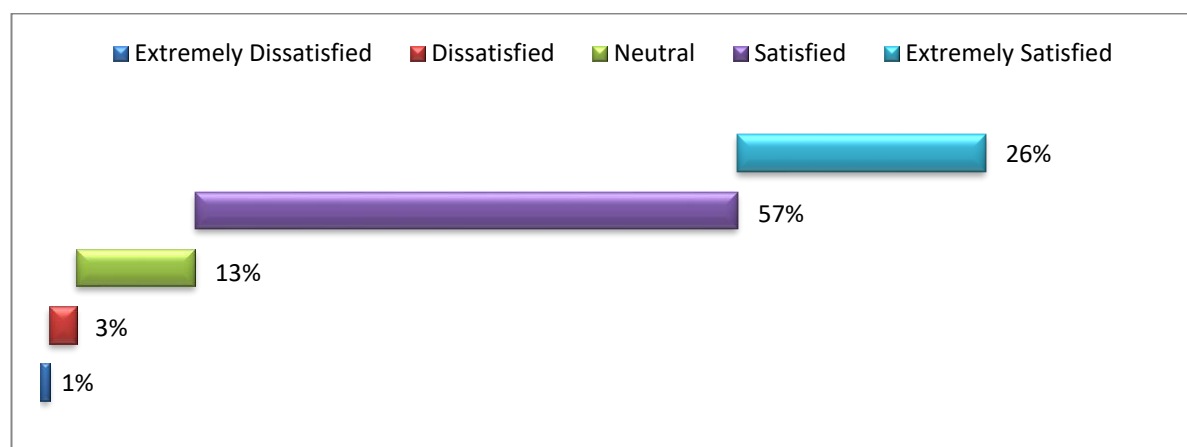


Chart 4 shows customer satisfaction with entire customer experience

% of respondents	26%	57%	13%	3%	1%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

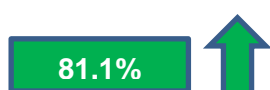
MINISTRY OF AGRICULTURE, FISHERIES & MINING

CORE DIVISIONS

The Ministry has six (6) core Divisions, namely: Agricultural Land Management Division (ALMD), Agricultural Marketing Information Division (AMID), Plant Quarantine Produce Inspection (PQPI), Research & Development (R&D) Veterinary Services Division (VSD) and Public Gardens Division (PGD).

Each division is guided by the GOJ Service Excellence Policy which states customer service satisfaction should be at a minimum of 80% to meet service delivery requirements. The Customer Service Assessment takes into consideration the following service dimensions: staff responsiveness, access and facility, communication and reliability of service. For the 2022/23 survey, a total of 393 customers from the six Divisions were surveyed: this represents an increase from the previous survey in 2021/22 which totalled 333 customers.

For the year 2022/23, the core divisions of the Ministry achieved an overall rating score of 81.1% - this represents an improvement from the 2021/22 evaluation where the Ministry's Core Divisions scored 79%



Of the six (6) Divisions, three achieved a satisfaction rate of (80%) or more while three were rated below (80%).

Name of Division	Overall Score
PQPI	86.6%
VSD	85.6%
AMID	83.2%
PGD	77.3%
R&D	77.0%
ALMD	76.1%

For the year 2022/23, three Divisions (AMID, PQPI and VSD) improved on their previous customer satisfaction rating score, one Division (R&D) recorded the same score, while one Division (ALMD) ratings declined. Notably, only five Divisions were evaluated in the 2021/22 survey: PGD is a new addition to the survey.

	2021/22 - Overall Satisfaction Rating	2022/23 - Overall Satisfaction Rating	Comparative Analysis
PQPI	80%	86.6%	↑
VSD	83%	85.6%	↑
AMID	77%	83.2%	↑
R&D	77%	77%	—
ALMD	77%	76.1%	↓

Within the four areas of focus (staff responsiveness, access and facility, communication and reliability of service) the six (6) core divisions were rated as follows:

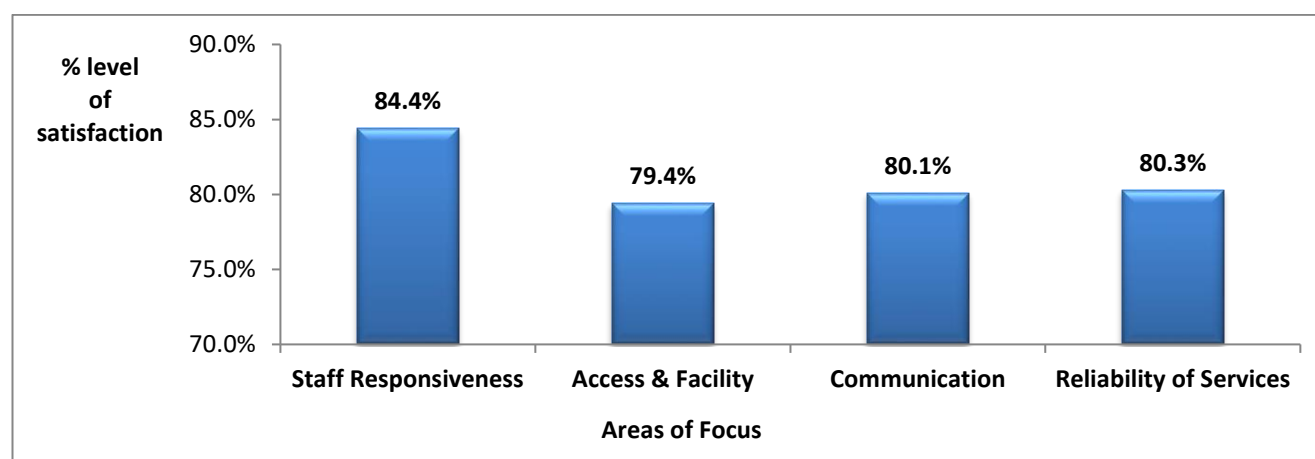


Chart 5 shows overall level of satisfaction for Ministry's Core Divisions

The customer satisfaction rating for communication recorded (80.1%) which represents a (10%) increase from the 2021/22 rating of (70%). Customer satisfaction for Staff responsiveness recorded a rating of (84.4%), which reflects an increase of (2%) from the 2021/22 rating of (82%). In the area of access & facility, the ratings fell to (79.4%) which represents a decrease from the 2021/22 rating of (80%).

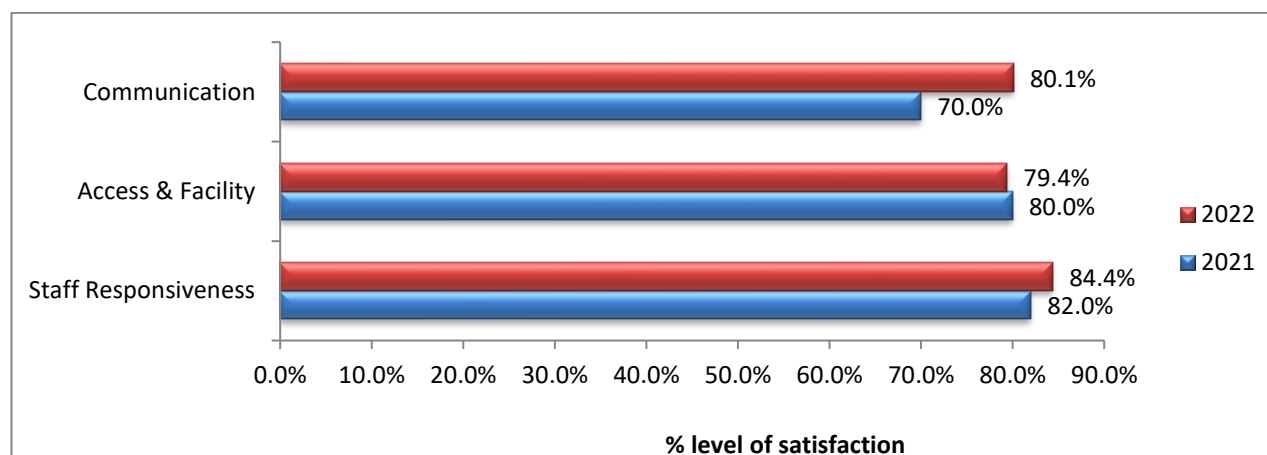


Chart 6 Ministry's Core Divisions comparison of 2021/22 and 2022/23 - Areas of focus

The six (6) Divisions scored satisfactory for customer service satisfaction, the majority of respondents (58%) were satisfied with the service, (30%) were extremely satisfied, (9%) were neutral, (2%) were dissatisfied while a mere (1%) were extremely dissatisfied.

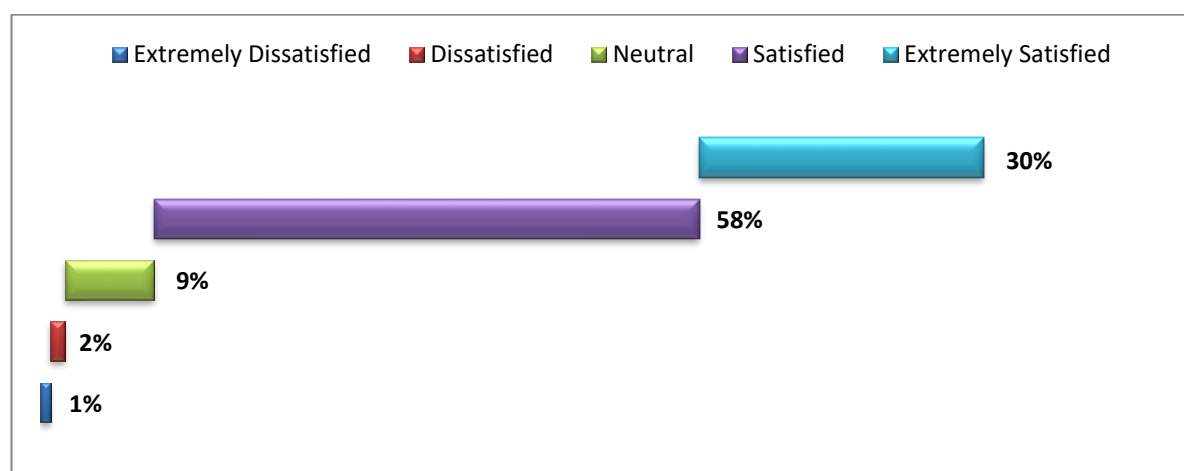


Chart 7 shows customer satisfaction with customer service

% of respondents	30%	58%	9%	2%	1%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

The six (6) Divisions scored satisfactory for overall customer experience, the majority of respondents (59%) were satisfied with the experience, (28%) were extremely satisfied, (10%) were neutral, (2%) were dissatisfied while a mere (1%) were extremely dissatisfied.

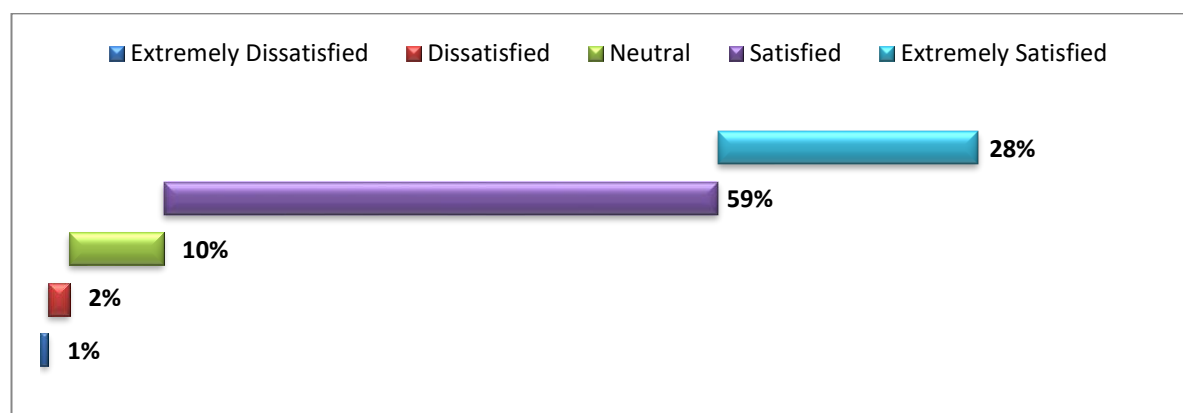


Chart 8 shows customer satisfaction with entire customer experience

% of respondents	28%	59%	10%	2%	1%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

AGRICULTURAL LAND MANAGEMENT DIVISION



The Agricultural Land Management Division provides advisory services in soil and agricultural land use management in accordance with the Government of Jamaica's policy. The Division offers products and services with the objective of providing assistance to farmers and other stakeholders to improve the performance in crop production and the protection and maintenance of available soil resources.

Overview of Main Findings

The Division was evaluated within four main areas: Staff Responsiveness, Access and Facility, Communication and Reliability of Service. In accordance with the Service Excellence Policy a rating of 80% or higher is categorized as meeting the level of satisfaction while below 80% does not meet the required level of satisfaction.

The Agricultural Land Management Division recorded an overall customer satisfaction rating of 76.1% for 2022/23 which represents a slight decrease from the 2021/22 rating of 77%.

See table below for a performance breakdown in each service dimension:

Areas of Focus	% Level of Satisfaction
Staff Responsiveness	77.80%
Access & Facility	76.30%
Communication	74.20%
Reliability of Services	76.20%
	Overall Level of Satisfaction - 76.1%

Respondents' Demographics

The survey garnered feedback from a total of 52 respondents; the vast majority of respondents were men (67%) while (33%) were women.

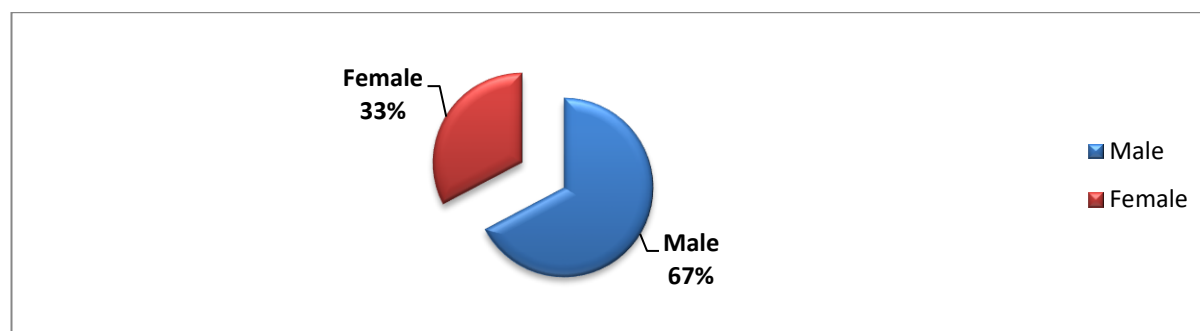


Figure 6 shows gender of respondents

The majority of respondents (33%) were aged 31-40, while (21%) were aged 51-60, (19%) were aged 21-30, (13%) were aged 41-50 and over 61 however none of the respondents were less than 20 years old.

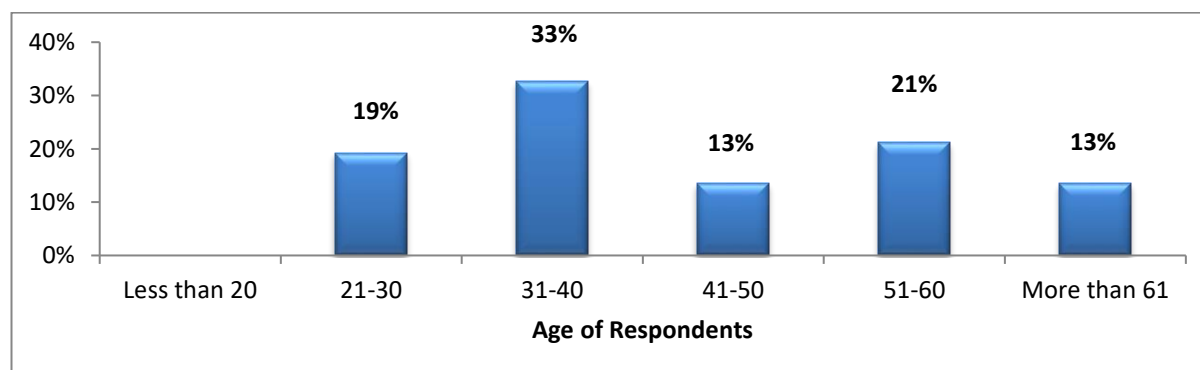


Figure 7 shows age of respondents

The Division serves two types of customers, namely individuals and organizations. Amongst our respondents (56%) were individual customers and (44%) were organizational customers.

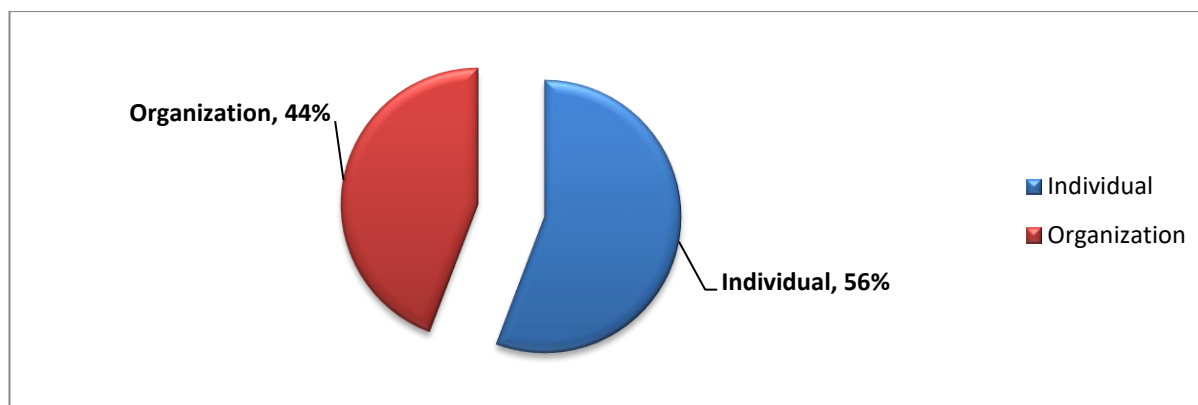


Figure 8 shows type of customer

The majority of respondents (50%) accessed products/services by walk-in, while (23%) utilized the telephone, online/website was used less frequently with (15%) and the least used method was field officer visits (12%).

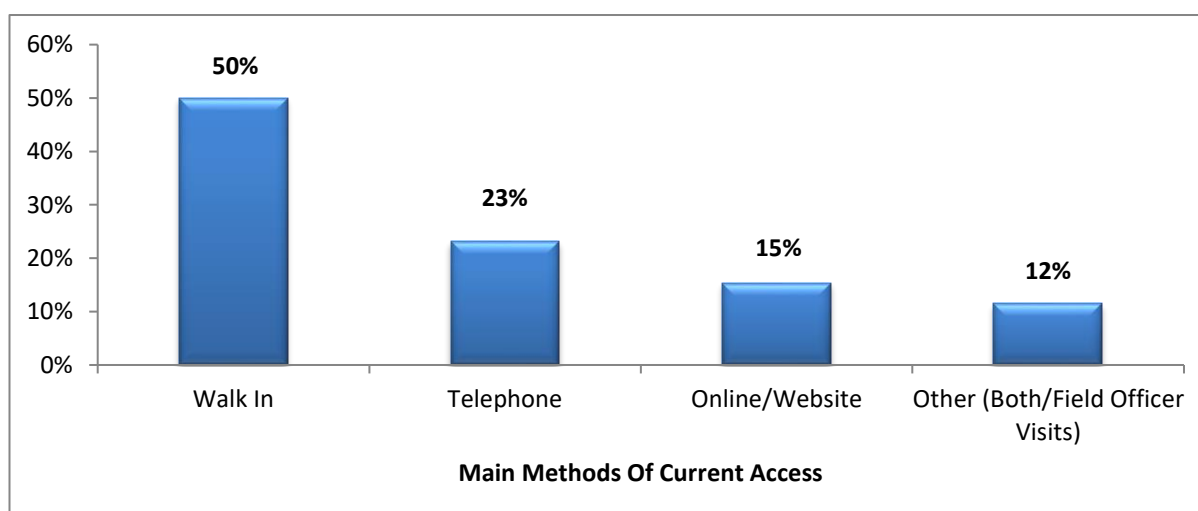


Figure 9 shows main method of access

(50%) of respondents highlighted accessing products/services online as their preference while (27%) stated walk-in was their preference, (17%) preferred telephone and (6%) email.

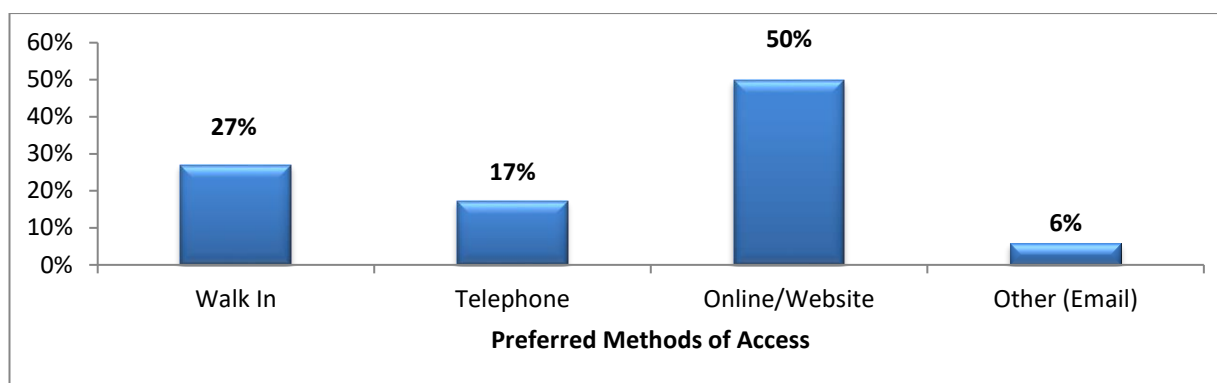


Figure 10 shows preferred method of access

Areas of Satisfaction: Products/Services

A total of 50 respondents disclosed the areas where they are most satisfied with ALMD. The most satisfying area for the majority of respondents was *Good Customer Service* with (44%), followed by *Accurate advice/Information/Product Received* with (28%) of respondents and (20%) of respondents highlighted *Professional/Friendly and Knowledgeable Staff*.

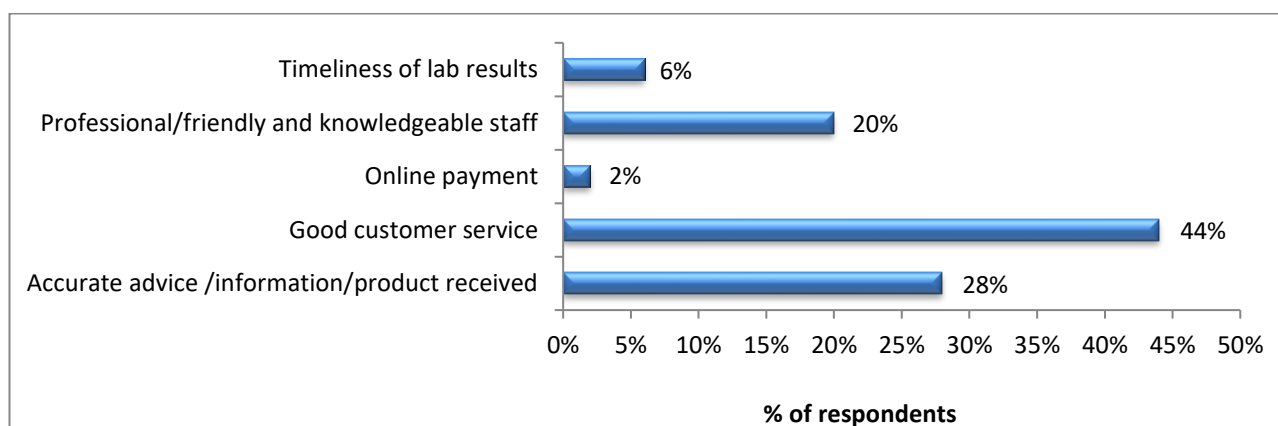


Figure 11 shows areas of satisfaction: products/services

Areas of Dissatisfaction: Products/Services

The majority of respondents (46%) highlighted *Lack of feedback/Long waiting period for feedback* as their main area of dissatisfaction, followed by *Improved process flow at the office* with (25%) of respondents.

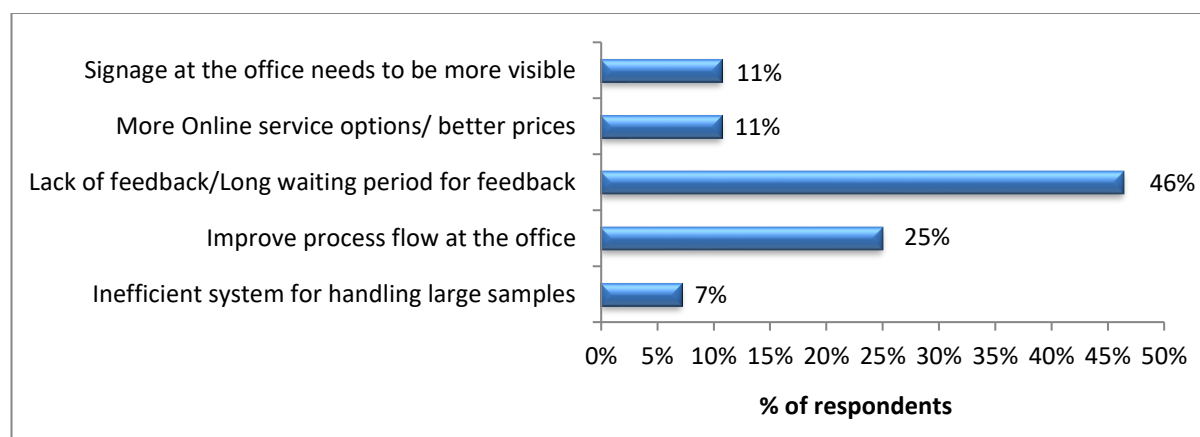
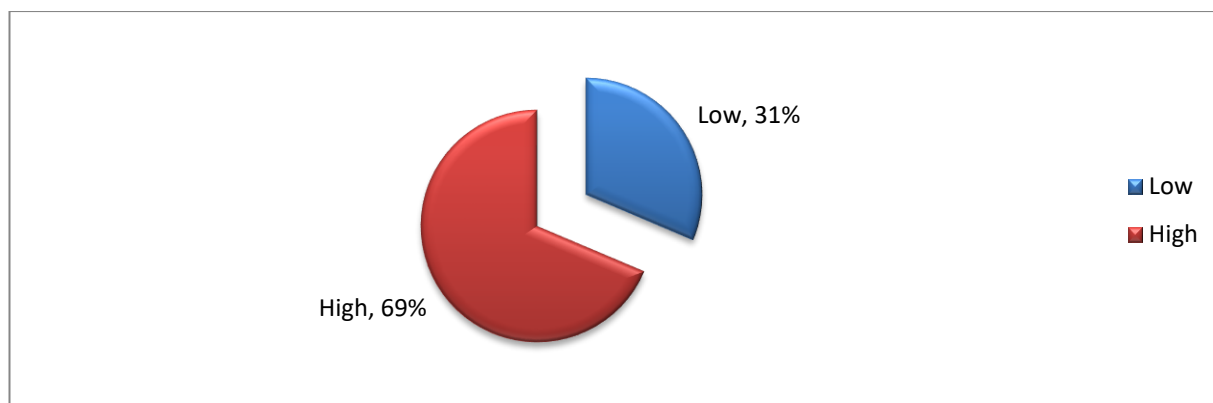


Figure 12 shows areas of dissatisfaction: products/services

Level of Satisfaction: Staff Responsiveness

Respondents were asked to rate their experience in the area of staff responsiveness, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high representing standards being met.

A total of 51 respondents participated, (69%) rated the level of satisfaction with staff responsiveness as high while (31%) rated it as low.



Pie Chart 1 shows level of satisfaction: Staff Responsiveness

% of Respondents	0%	2%	2%	0%	6%	2%	18%	35%	18%	16%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (69%) of respondents who rated *Staff Responsiveness* as high: (54%) attributed *Good Customer Service* as the primary reason, (26%) attributed *Knowledgeable/Professional Staff* and (20%) attributed *Quick Response to Queries*.

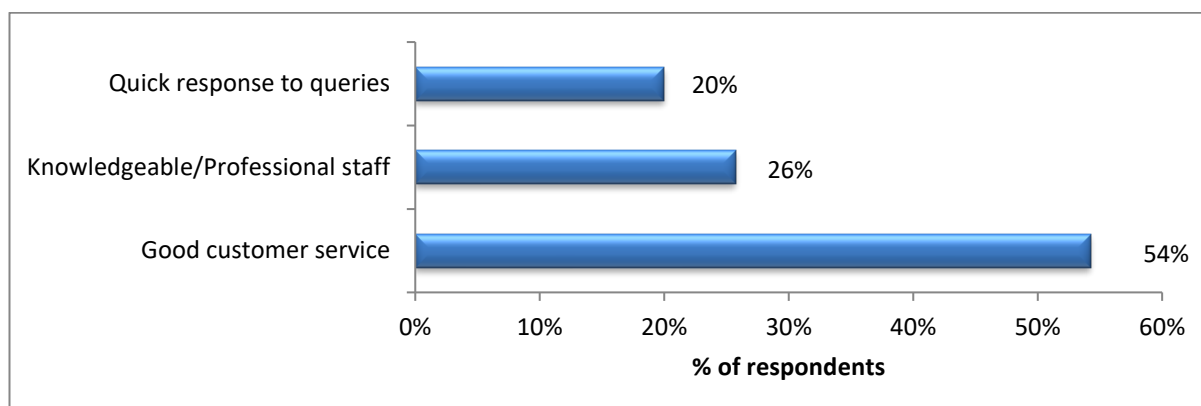


Figure 13 shows factors contributing to a rating of 8-10

Amongst the (31%) of respondents who rated *Staff Responsiveness* as low: (69%) identified *Enhance Follow-up System/Provide Timely Updates* as the main area where improvement is needed, (25%) identified *Increase efficiency of the telephone system* as another area where improvement is needed.

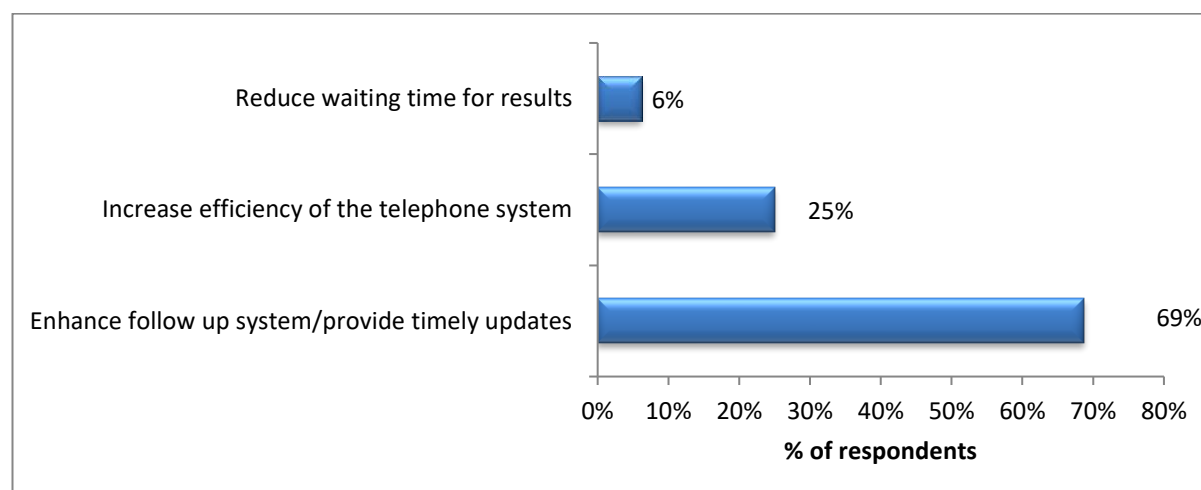
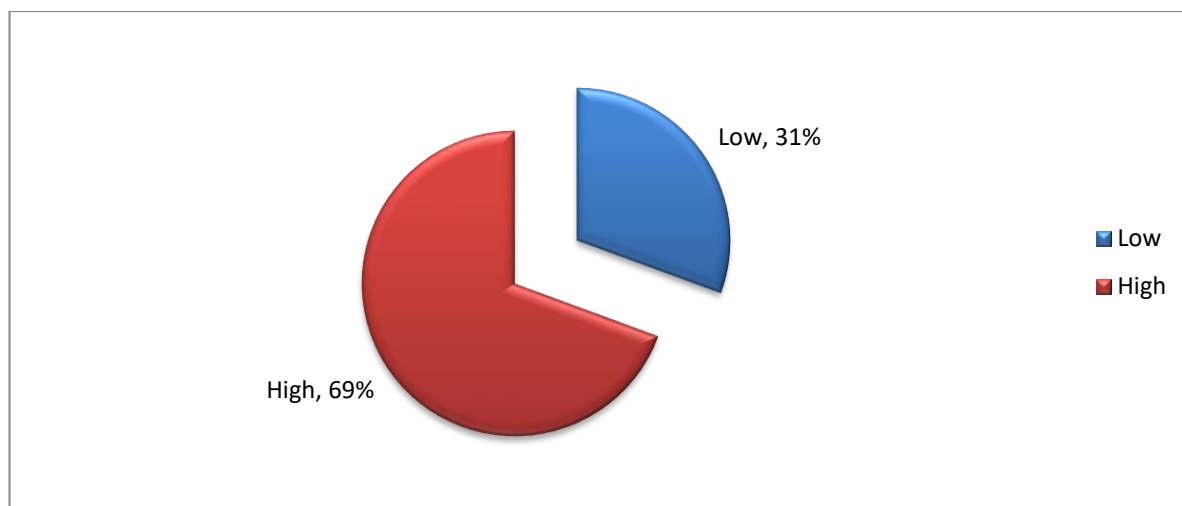


Figure 14 shows areas where improvements are needed

Level of Satisfaction: Access & Facility

Respondents were asked to rate their experience in the area of access and facility, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high representing standards being met.

A total of 49 respondents participated, (69%) rated the level of satisfaction with access & facility as high while (31%) rated it as low.



Pie Chart 2 shows level of satisfaction: Access & Facility

% of Respondents	2%	0%	0%	4%	4%	10%	10%	39%	24%	6%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (69%) of respondents who rated the level of satisfaction with access and facility as high: (78%) identified *Ease of doing business* as the biggest reason for their satisfaction while (22%) identified *Comfort of facility* as their reason for satisfaction.

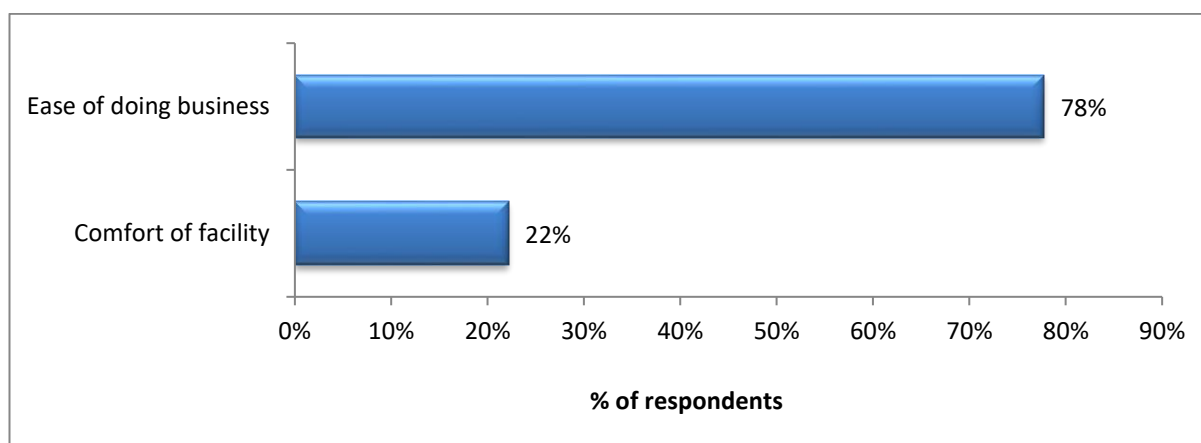


Figure 15 shows factors contributing to a rating of 8-10

Amongst the (31%) of respondents who rated the level of satisfaction with access and facility as low: (62%) identified *Improve the infrastructure/Accessibility to Office* as the main area of improvement. *Improve staff communication* and *Implement Better System for Larger Number of Samples* both garnered (15%) each.

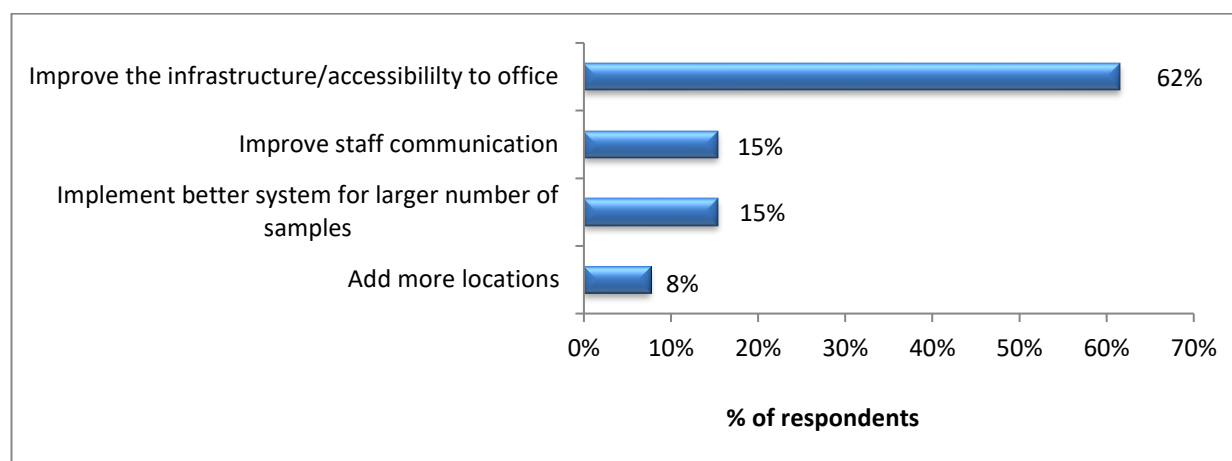
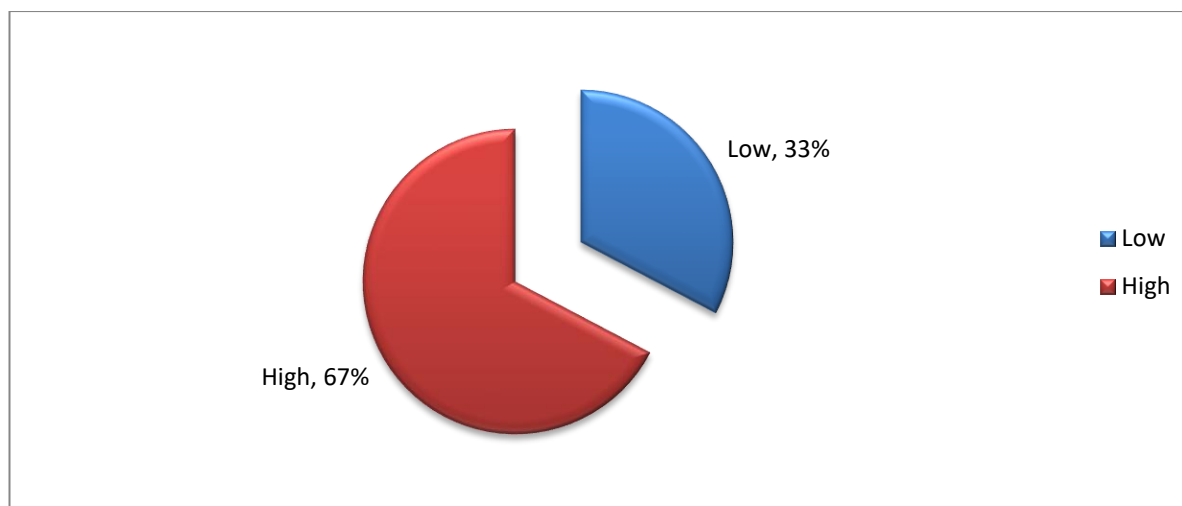


Figure 16 shows areas where improvements are needed

Level of Satisfaction: Communication

Respondents were asked to rate their experience in the area of communication, with values 1 to 7 categorized as low which represent standards not being met and values 8-to 10 categorized as high representing standards being met.

A total of 52 respondents participated, (67%) rated the level of satisfaction with communication as high while (33%) rated it as low.



Pie Chart 3 shows level of satisfaction: Communication

% of Respondents	2%	6%	2%	4%	2%	6%	12%	38%	13%	15%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (67%) of respondents who rated the level of satisfaction with communication as high: (63%) highlighted *frequent communication from field officers* as the main factor. *Accurate information/advice provided by staff* recorded (22%) and *timely responses to queries* recorded (16%).

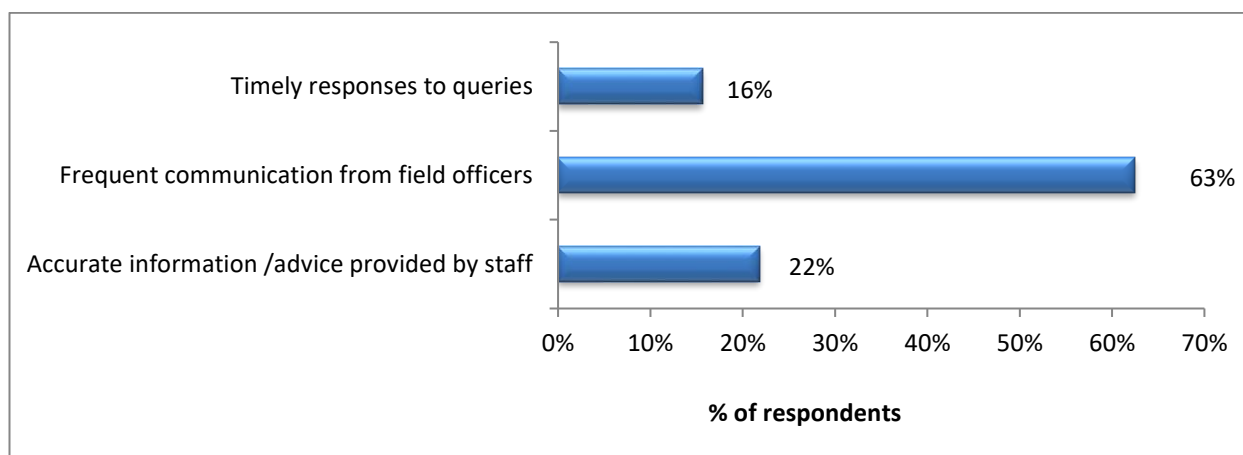


Figure 17 shows factors contributing to a rating of 8-10

Amongst the (33%) of respondents who rated the level of satisfaction with communication as low: *Provide timely response to queries* and *Provide updates on transactions in progress*

each tallied (29%). Additionally, (24%) of customers highlighted *improve advertising services/online platforms* as another area where improvement is needed.

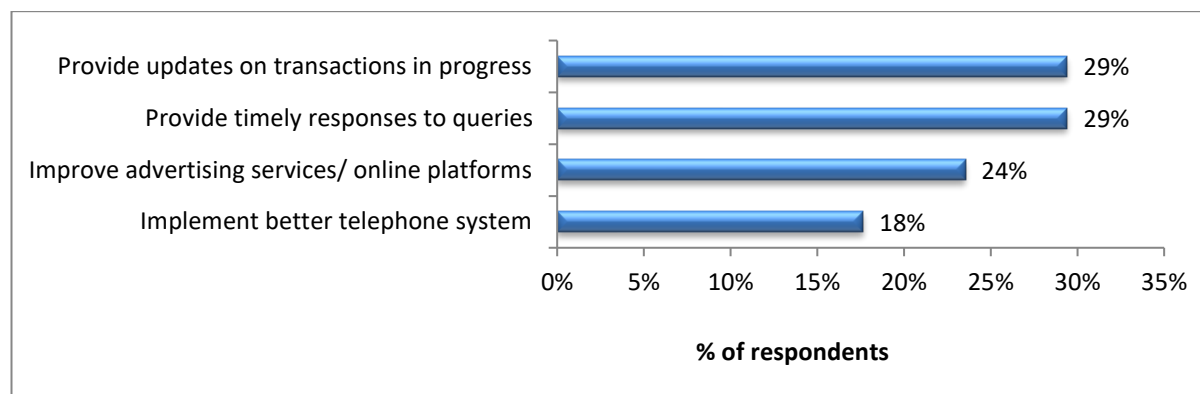
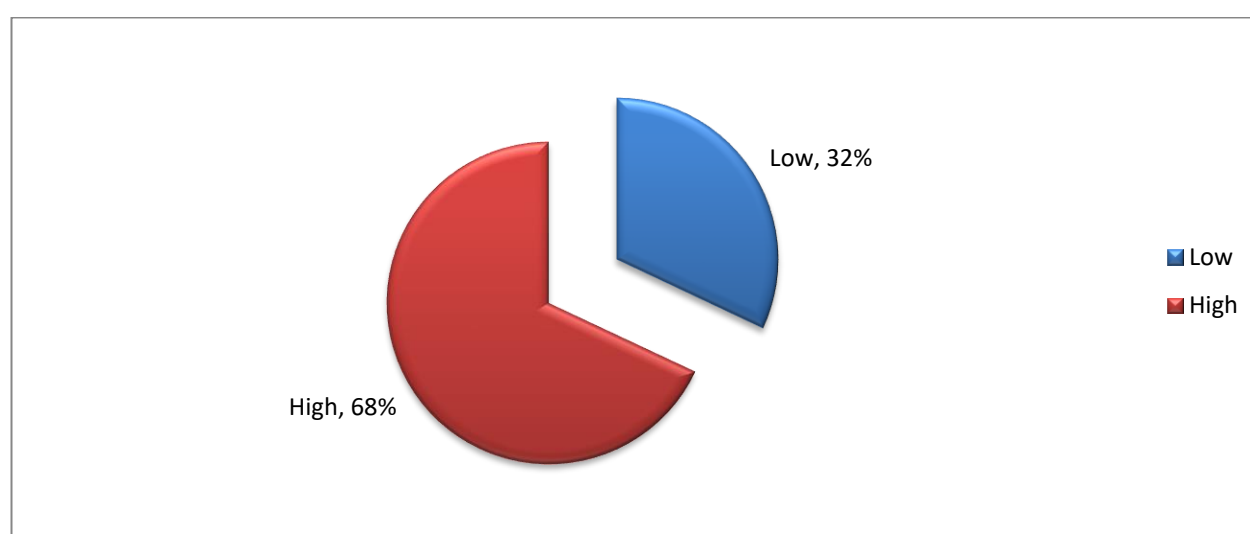


Figure 18 shows areas where improvements are needed

Level of Satisfaction: Reliability of Service

Respondents were asked to rate their experience in the area of reliability of service, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high representing standards being met.

A total of 50 respondents participated, (68%) rated the level of satisfaction with the reliability of service as high while (32%) rated it as low.



Pie Chart 4 shows level of satisfaction: Reliability of Service

% of Respondents	2%	0%	2%	2%	12%	6%	8%	34%	18%	16%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (68%) of respondents who rated the level of satisfaction with the reliability of service as high: (65%) rated the *Accuracy of information provided* as the most important factor for rating the reliability of services highly. *Timely responses/delivery and helpful/accessible staff* both scored (18%) each.

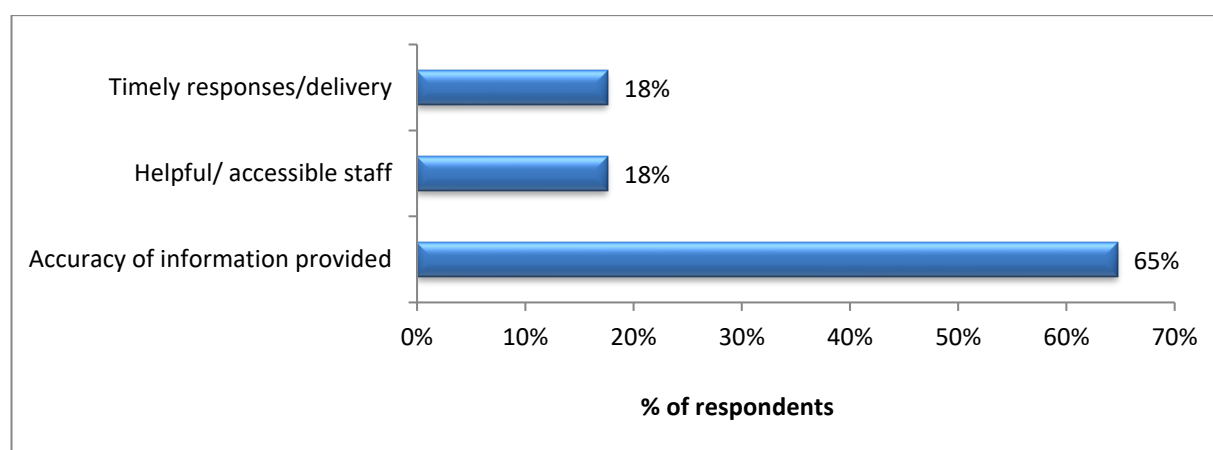


Figure 19 shows factors contributing to a rating of 8-10

Amongst the (32%) of respondents who rated the level of satisfaction with the reliability of service as low: (55%) stated *Quicker processing time for soil tests* and (45%) *More prompt response to queries/requests* as areas where improvements are needed.

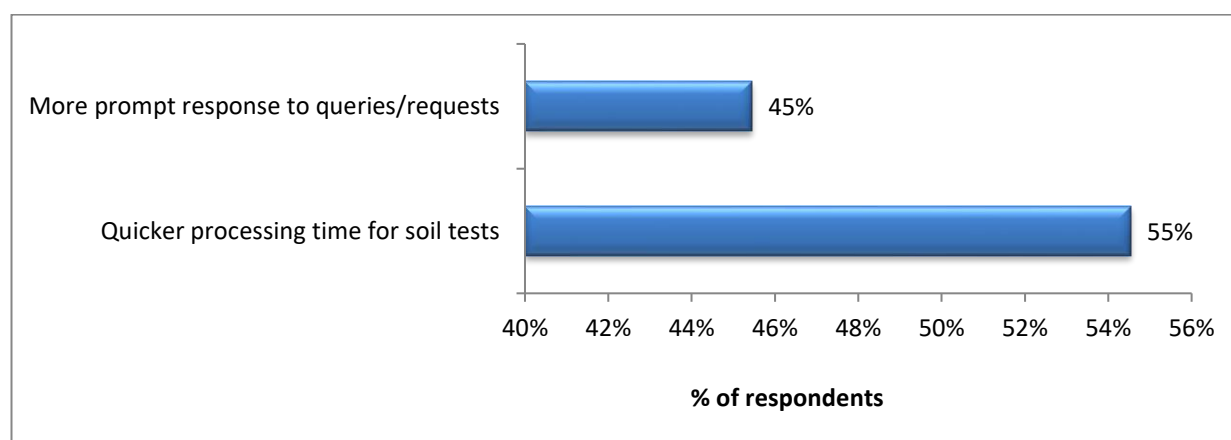


Figure 20 shows areas where improvements are needed

Customer Service Satisfaction

A total of 52 respondents were asked to rate their level of satisfaction on the customer service they received while interacting with the Division.

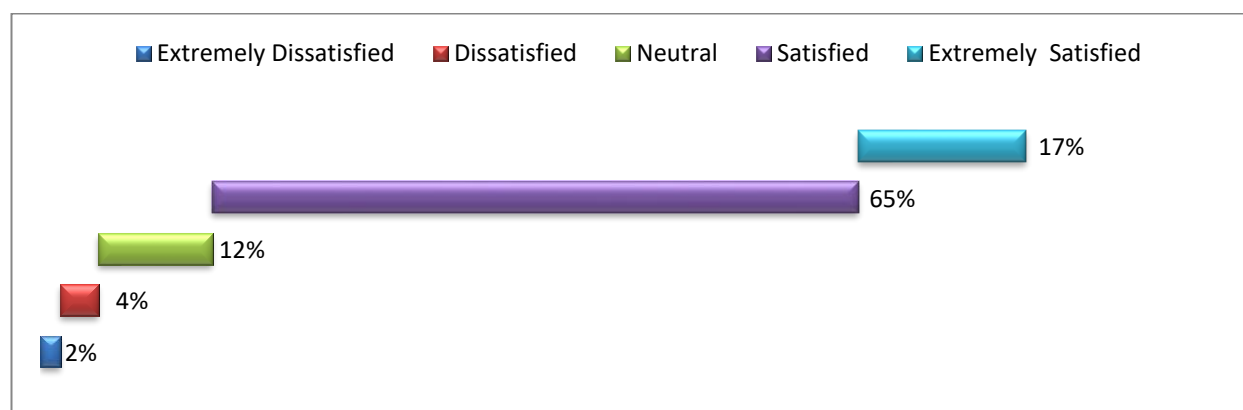


Chart 9 shows customer satisfaction with customer service

% of respondents	17%	65%	12%	4%	2%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Overall Customer Experience

A total of 52 respondents were asked to rate their level of satisfaction with the entire customer experience (knowledge of staff, comfort of facility and ease of doing business) received while interacting with the Division.

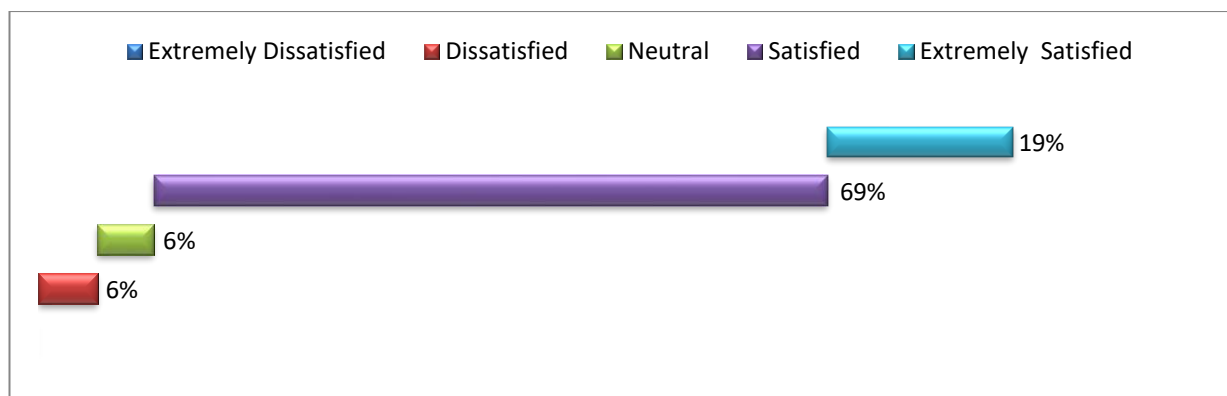


Chart 10 shows customer satisfaction with entire customer experience

% of respondents	19%	69%	6%	6%	0%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Recommendation

The performance of the division slightly decreased in comparison to the 2021/22 period: all four service dimensions scored below 80%. Amongst the four service dimensions: communication scored the lowest – this highlights the Division’s need to establish a time-sensitive follow-up system. Additionally, the respondents highlighted that their preferred method of accessing the Division’s products/services is online service therefore the implementation of a platform would be beneficial to service efficiency.

Agricultural Marketing Information Division



The Agricultural Marketing Information Division (AMID) is the main supporting entity entrusted to drive the market research activities of the ministry. AMID conducts market research analysis for internal and external clients, provides objective evaluation and analysis and manages the incentives of stakeholders within the agricultural sector.

Overview of Main Findings

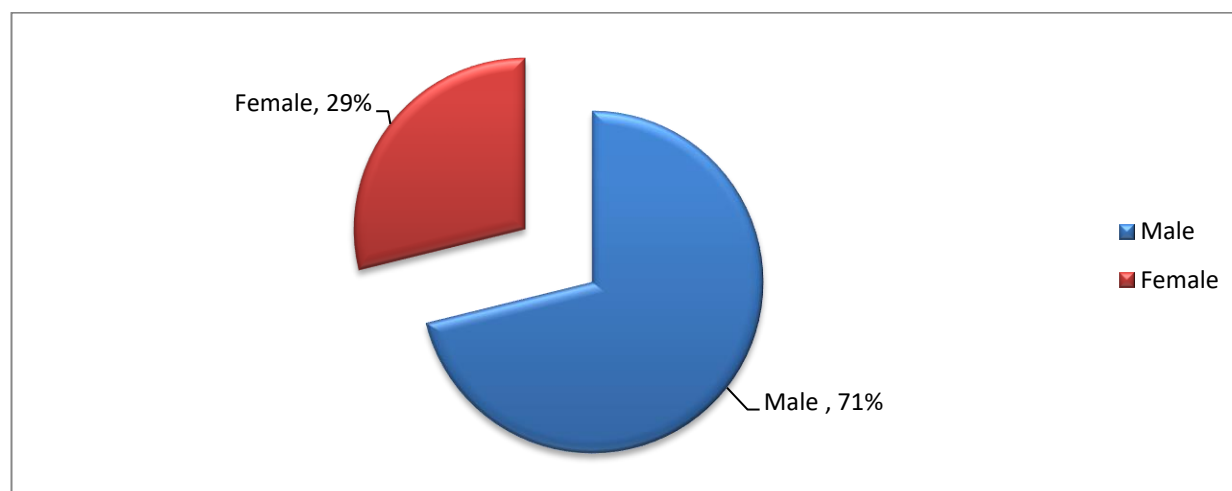
The Division was evaluated within four main areas: Staff Responsiveness, Access and Facility, Communication and Reliability of Service. In accordance with the Service Excellence Policy, a rating of 80% or higher is categorized as meeting the level of satisfaction while below 80% does not meet the required level of satisfaction.

The Agricultural Marketing Information Division (AMID) recorded an overall customer satisfaction rate of 83.2% for 2022/23, this represents an increase from the 2021/22 rating of 77%. See table below for a performance breakdown in each service dimension:

Areas of Focus	% Level of satisfaction
Staff Responsiveness	85.90%
Access & Facility	85%
Communication	84.80%
Reliability of Services	77.10%
	Overall Level of Satisfaction - 83.2%

Respondents' Demographics

A total of 52 customers participated in the survey, the majority (71%) were males and (29%) were females.



Pie Chart 5 shows gender of respondents

The age composition of the respondents indicates (29%) of respondents are ages 41-50, (25%) are ages 51-60 and (25%) are ages over 61 years old. The ages of 21-30 accounted for 6% of participants.

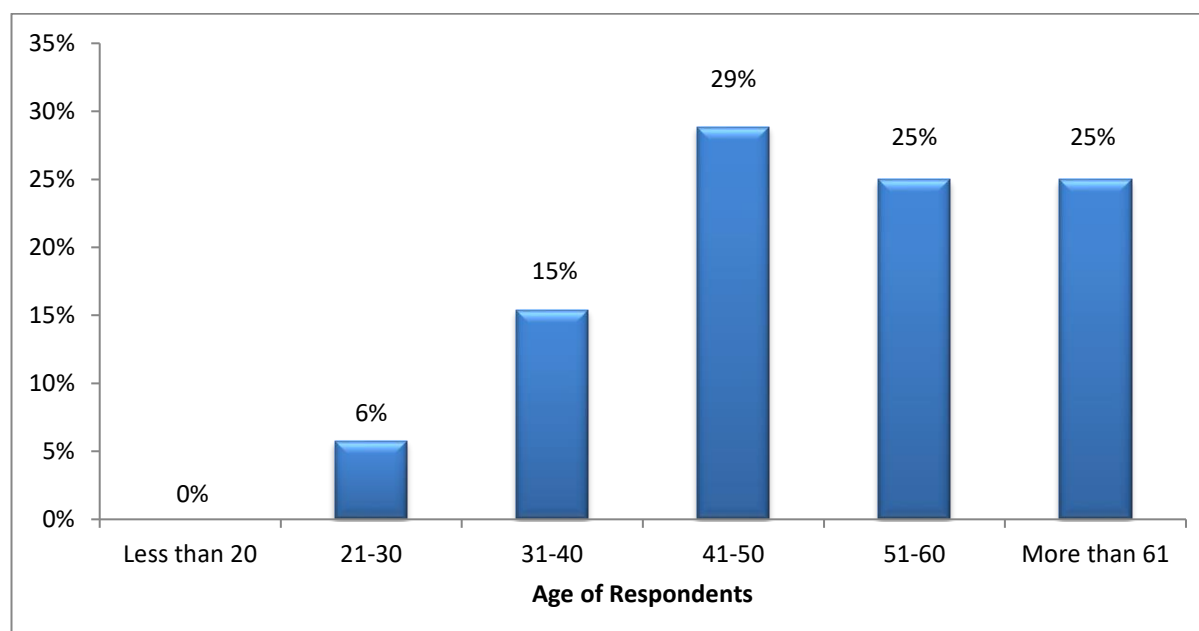


Figure 21 shows age of respondents

Two types of customers participated in the survey for AMID: the respondents were predominantly individual customers (96%) and (4%) representing organizational customers.

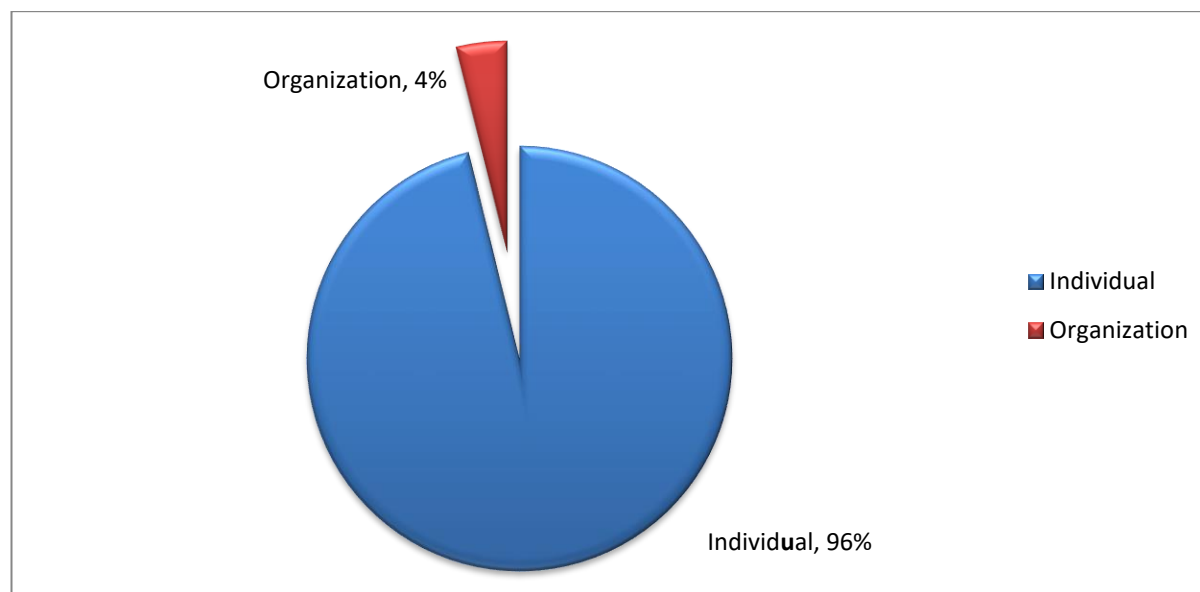


Figure 22 shows type of customer

The most popular method of accessing the Division's products and services is *Field Officer Visits with* (83%) of respondents identifying this method. (12%) utilized *telephone* while (6%) *walk in*. Of the customers surveyed none access products/services using online channels.

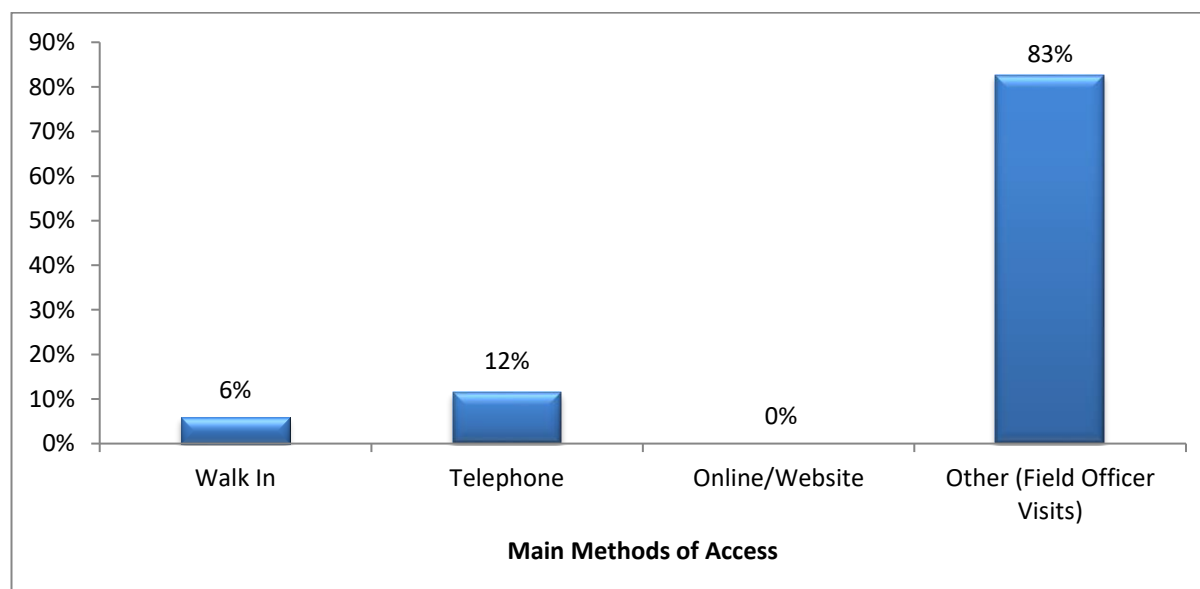


Figure 23 shows main method of access

Customers were asked to identify the preferred ways of accessing the Division's products and services, the vast majority (83%) identified *Visits from field officer* as their preferred

Customer Satisfaction Assessment 2022/23
Customer Service Branch
Ministry of Agriculture, Fisheries & Mining

option. Alternative options all scored lowly: *Walk In* (6%), *Telephone* (8%) and *Online/Website* (4%).

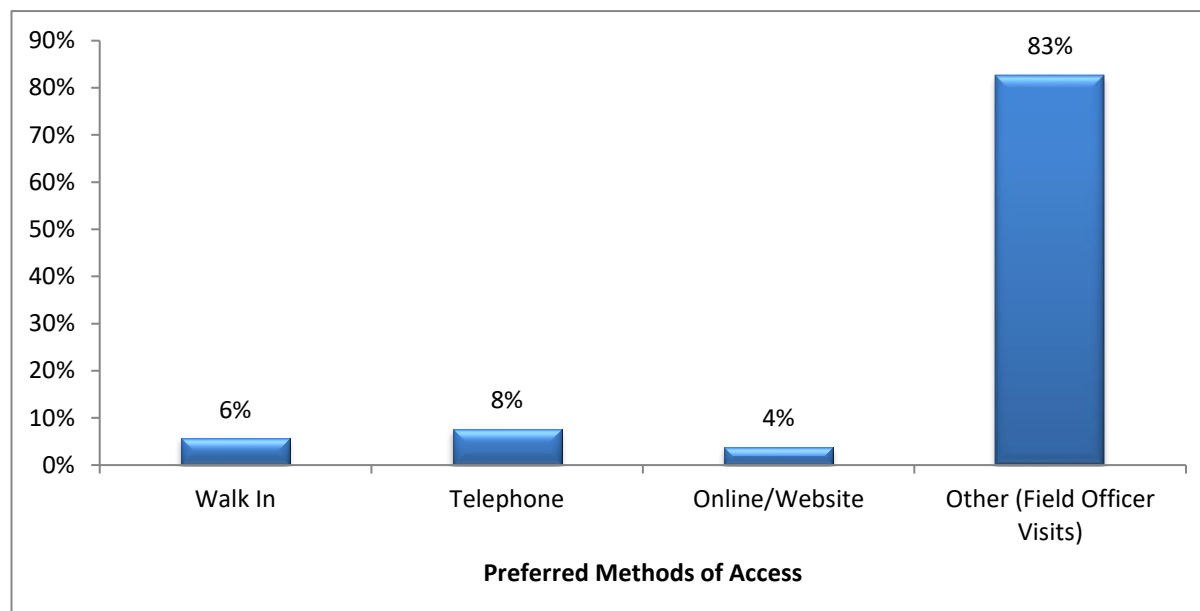


Figure 24 shows preferred method of access

Areas of Satisfaction: Products/Services

A total of 51 respondents were surveyed to ascertain their areas of satisfaction while interacting with AMID. (57%) stated they were satisfied with *Customer Service received*, (35%) were satisfied with the *Knowledge of the staff and advice given*.

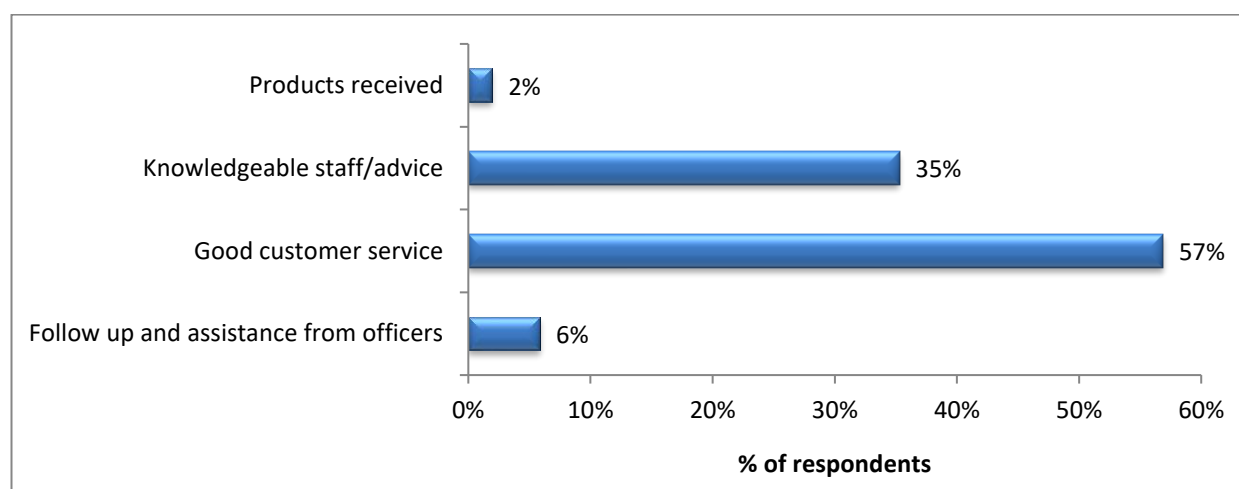


Figure 25 shows areas of satisfaction: products/services

Areas of Dissatisfaction: Products/Services

The vast majority of respondents (64%) identified a lack of visits from field officers as an area of dissatisfaction, (18%) expressed poor customer service as a source of dissatisfaction and (18%) stated a lack of resources provided.

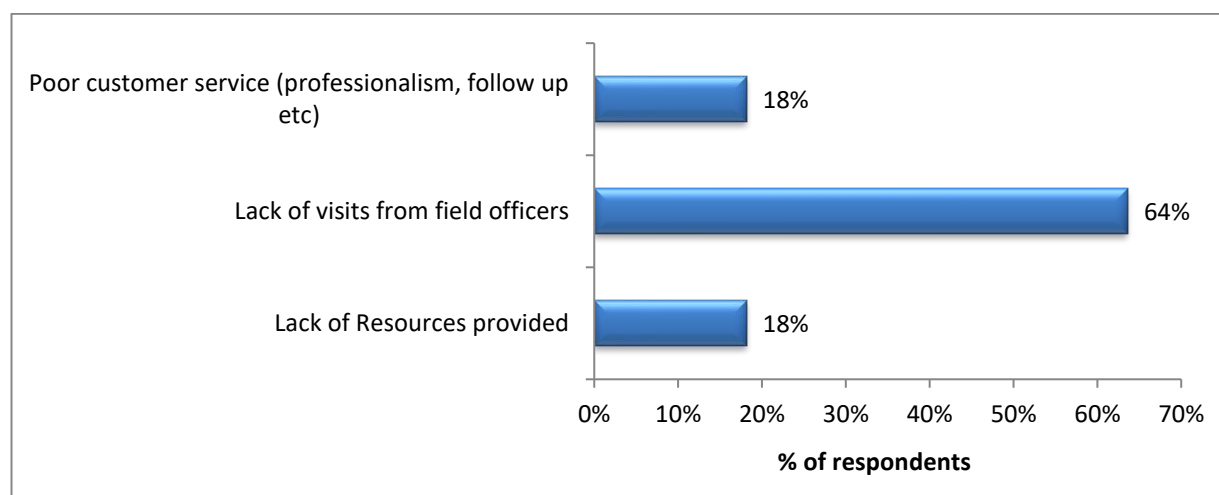
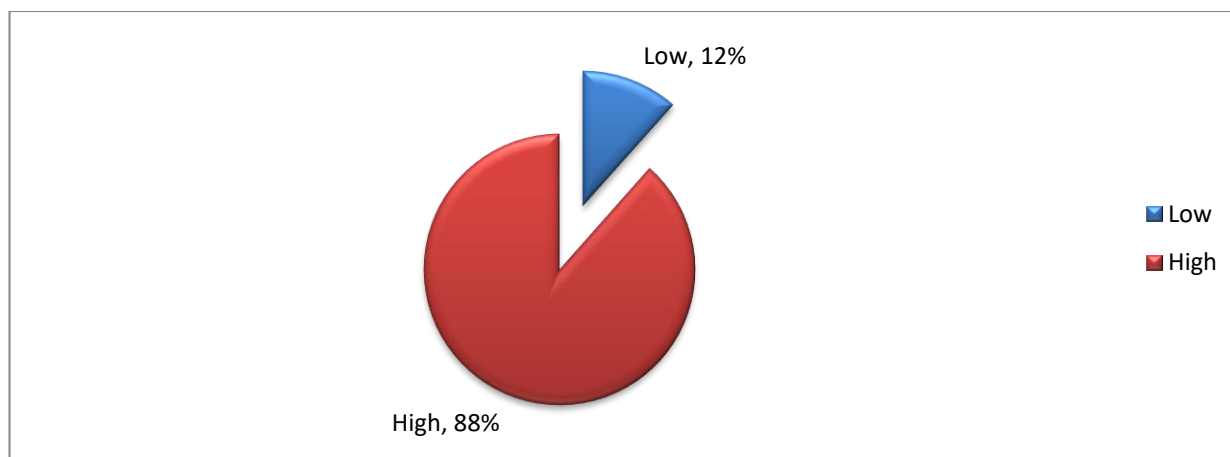


Figure 26 shows areas of dissatisfaction: products/services

Level of Satisfaction: Staff Responsiveness

Respondents were asked to rate their experience in the area of staff responsiveness, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high representing standards being met.

A total of 52 respondents were asked to rate their level of satisfaction in the area of staff responsiveness: (88%) rated their level of satisfaction greater than 7 and (12%) rated their level of satisfaction below 8.



Pie Chart 6 shows level of satisfaction: Access & Facility

% of Respondents	0%	0%	0%	0%	6%	6%	0%	31%	27%	31%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (88%) of respondents who rated *Staff Responsiveness* as high: (64%) attributed *Knowledge of staff and assistance* as the primary reason, (26%) attributed *Good Customer Service* and (9%) attributed *Quick Response to Queries*.

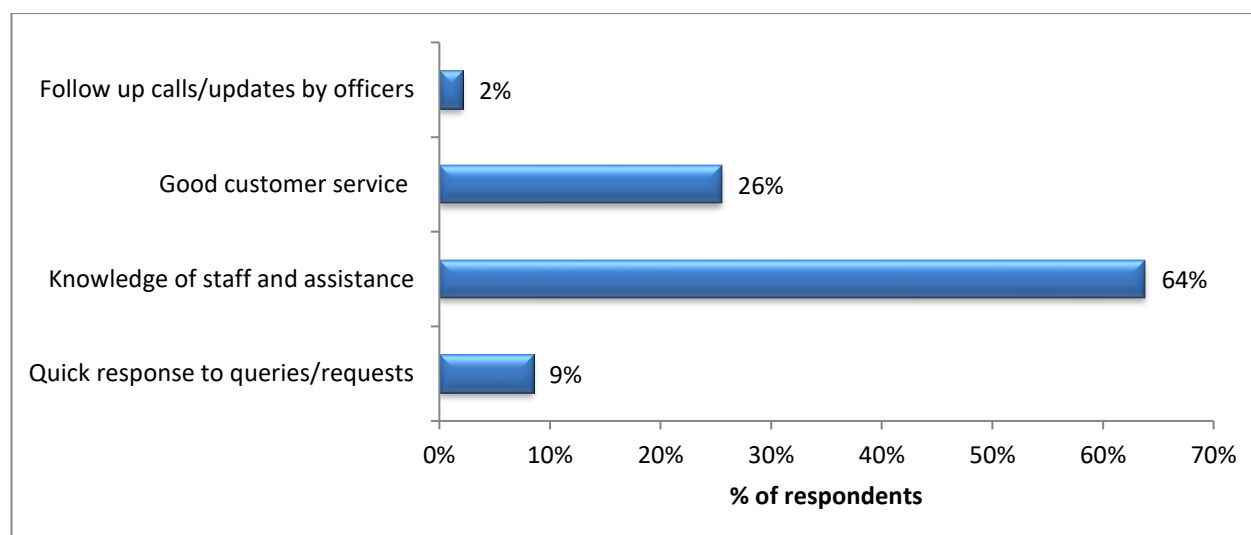


Figure 27 shows factors contributing to a rating of 8-10

Amongst the (12%) of respondents who rated *Staff Responsiveness* as low: (80%) identified the *Need for more training for staff & farmers* as a major area where improvement should be

focused and (20%) stated *improve visits/assistance from field officers* as another area where improved is needed.

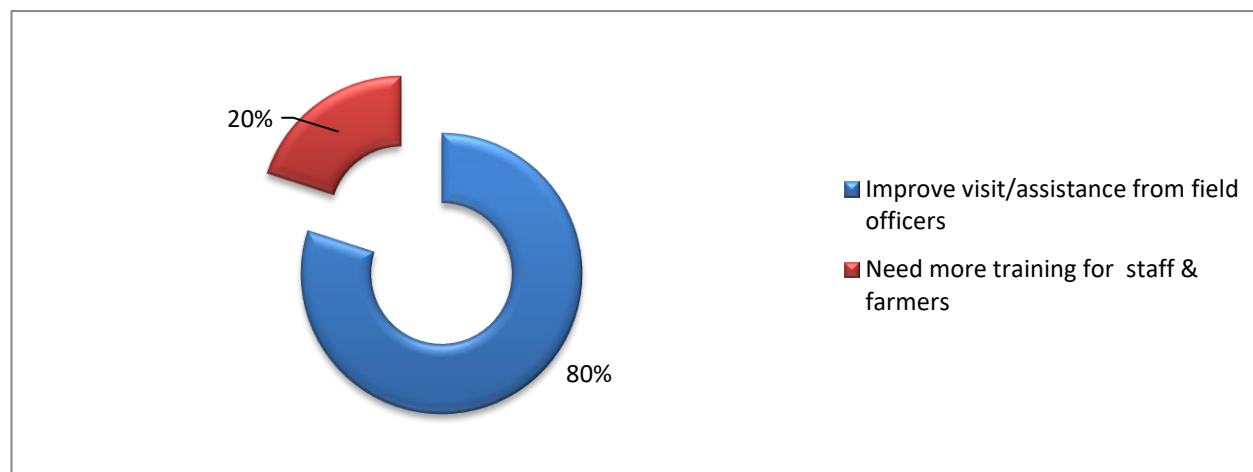
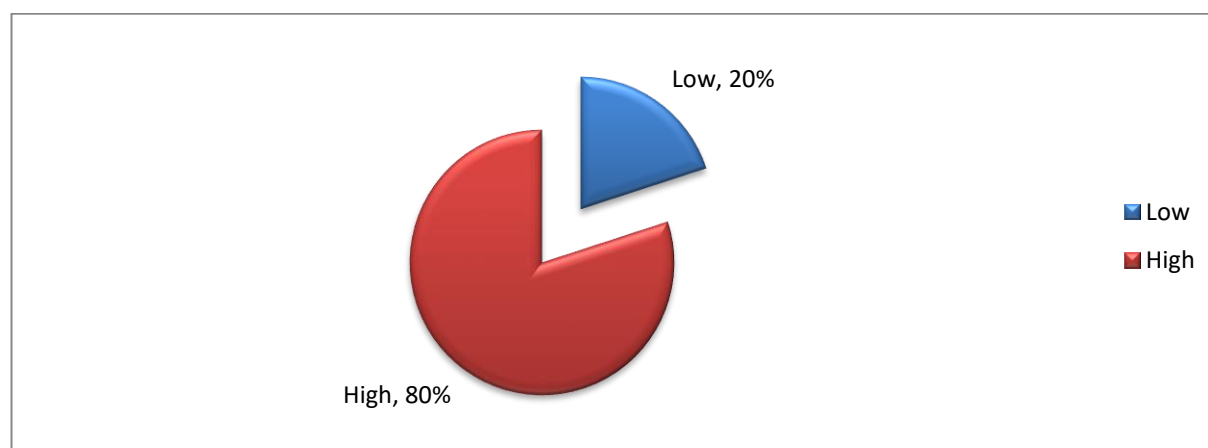


Figure 28 shows areas where improvements are needed

Level of Satisfaction: Access & Facility

Respondents were asked to rate their experience in the area of access and facility, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high representing standards being met.

Respondents were asked to rate their level of satisfaction in the area of access and facility: (80%) rated their level of satisfaction greater than 7 and (20%) rated their level of satisfaction below 8.



Pie Chart 7 shows level of satisfaction: Access & Facility

Number of Respondents	0%	0%	0%	0%	10%	0%	10%	10%	50%	20%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (80%) of respondents who rated *access and facility* as high: (71%) attributed *Easy access and comfortable facility* as the primary reason and (29%) attributed *to ease of doing business*.

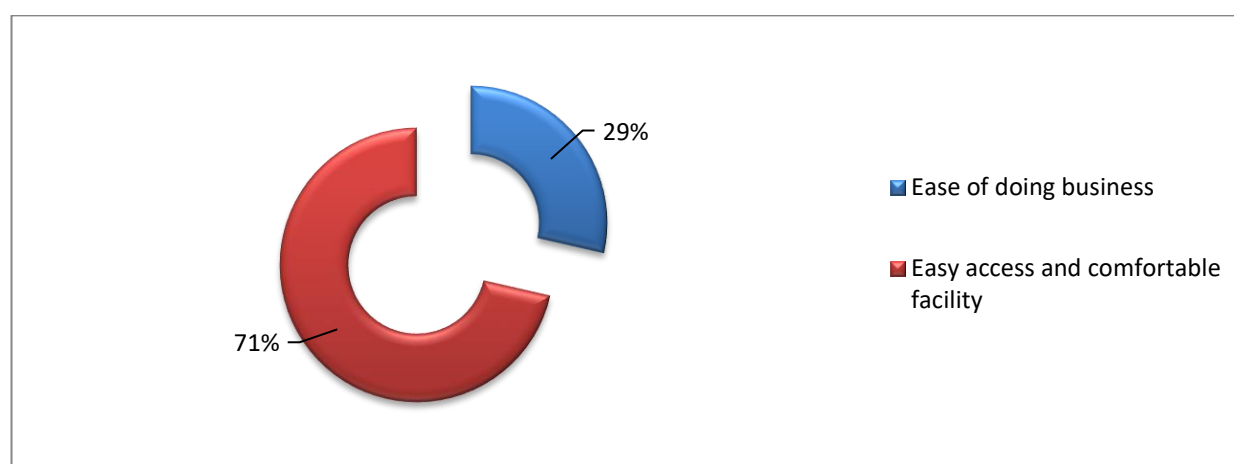



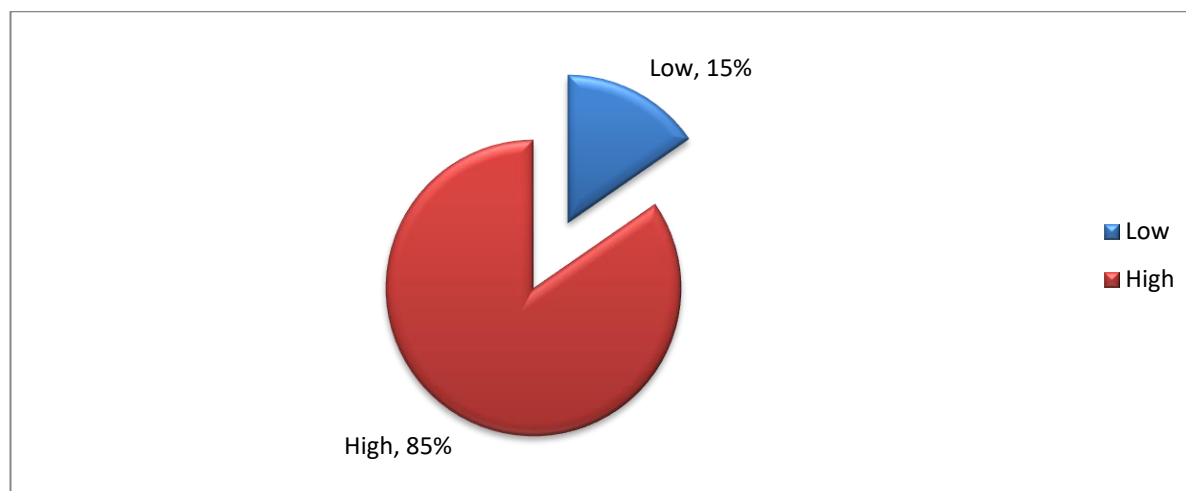
Figure 29 shows factors contributing to a rating of 8-10

 Amongst the (20%) of respondents who rated *access and facility* as low: (100%) categorically identified an *Increase in field visits* as the area where improvement is needed to improve their level of satisfaction.

Level of Satisfaction: Communication

Respondents were asked to rate their experience in the area of communication, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high representing standards being met.

A total of 46 respondents were asked to rate their level of satisfaction in the area of communication: (85%) rated their level of satisfaction greater than 7 and (15%) rated their level of satisfaction below 8.



Pie Chart 8 shows level of satisfaction: Communication

Number of Respondents	0%	0%	0%	1%	4%	4%	6%	33%	23%	29%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (85%) of respondents who rated *communication* as high: (50%) attributed *knowledgeable officers/advice* as the primary reason. (25%) of respondents stated *frequent follow-up/updates provided* and (25%) *easy access to officers/good communication* were also contributing factors.

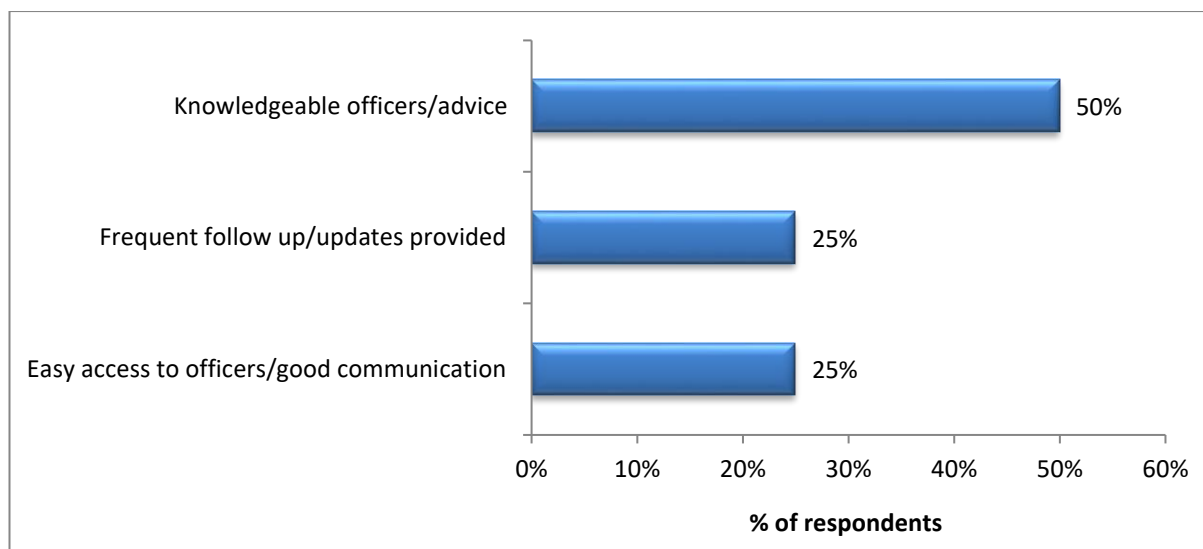


Figure 30 shows factors contributing to a rating of 8-10

Amongst the (15%) of respondents who rated *communication* as low: (75%) identified *frequent updates/follow-up* as a major area improvement should be focused and (25%) stated *more training from staff & farmers* as another area where improvement is needed.

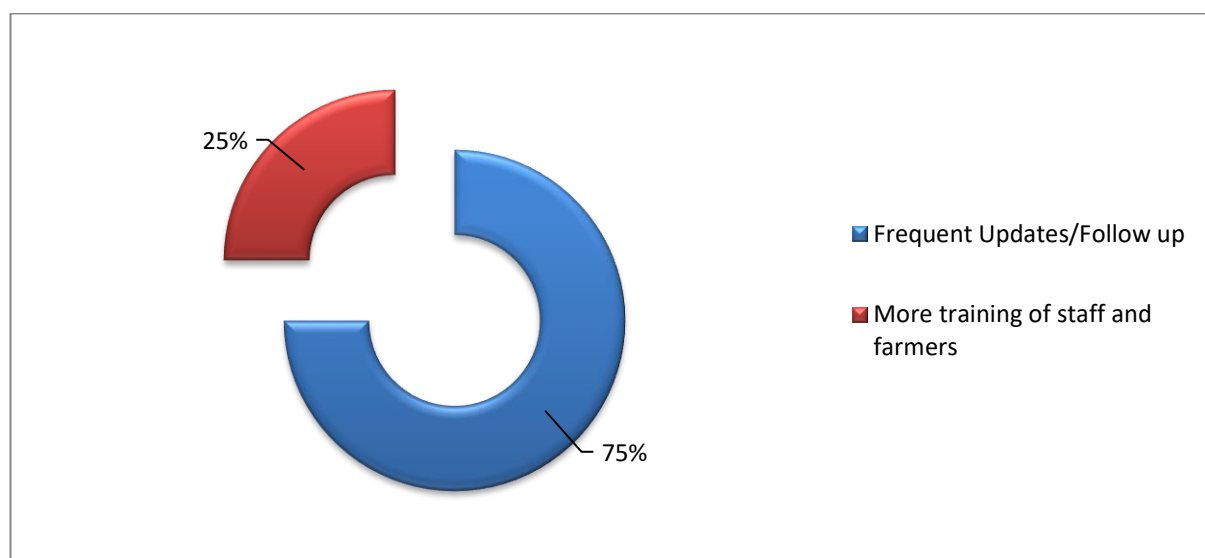
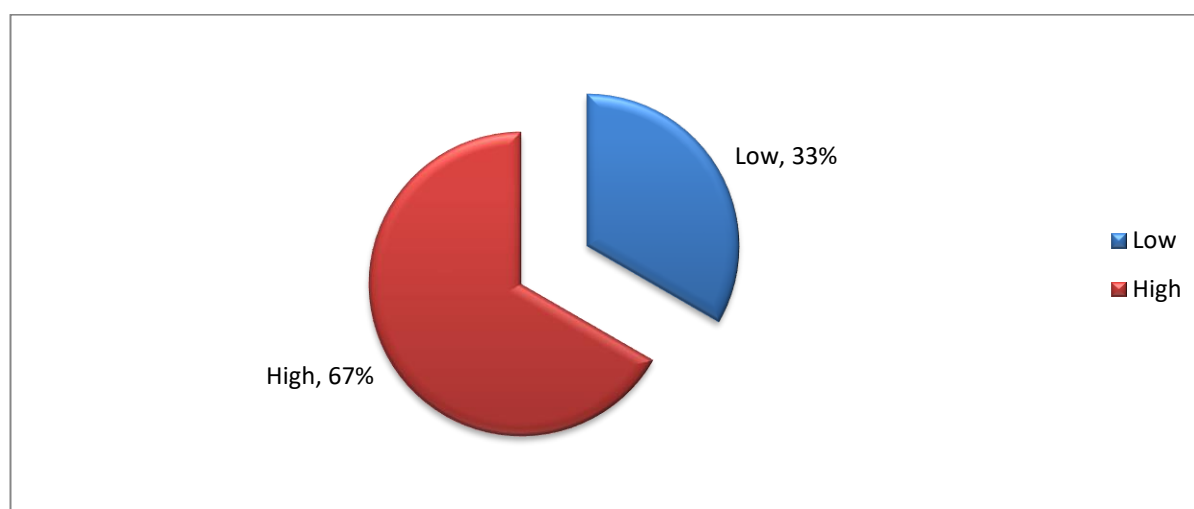


Figure 31 shows areas where improvements are needed

Level of Satisfaction: Reliability of Service

Respondents were asked to rate their experience in the area of reliability of service, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high representing standards being met.

A total of 46 respondents were asked to rate their level of satisfaction in the area of reliability of service: (67%) rated their level of satisfaction greater than 7 and (33%) rated their level of satisfaction below 8.



Pie Chart 9 shows level of satisfaction: Reliability of Service

Number of Respondents	2%	2%	0%	6%	10%	2%	12%	16%	37%	14%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (67%) of respondents who rated the *reliability of service* as high: (51%) attributed *Frequent visits and assistance provided by officers* and (40%) attributed *officers always available/accessible* as the primary factors.

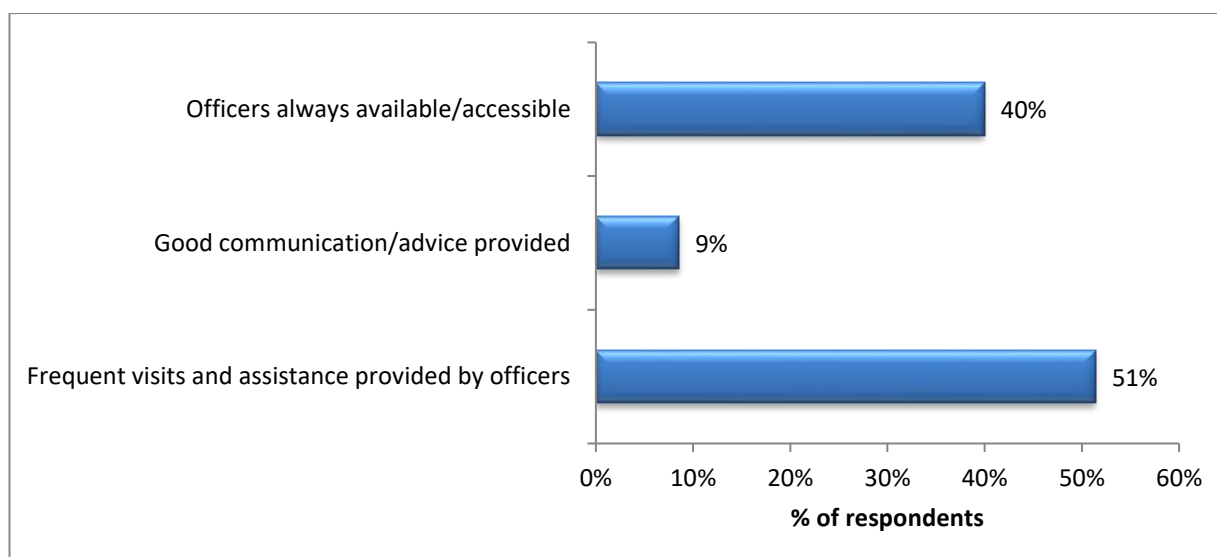


Figure 32 shows factors contributing to a rating of 8-10

Amongst the (33%) of respondents who rated the *Reliability of services* as low: (69%) identified *improve visits from field officers* as the major area where improvement should be focused and (31%) stated *need more assistance and support from officers* as another area where improved is needed.

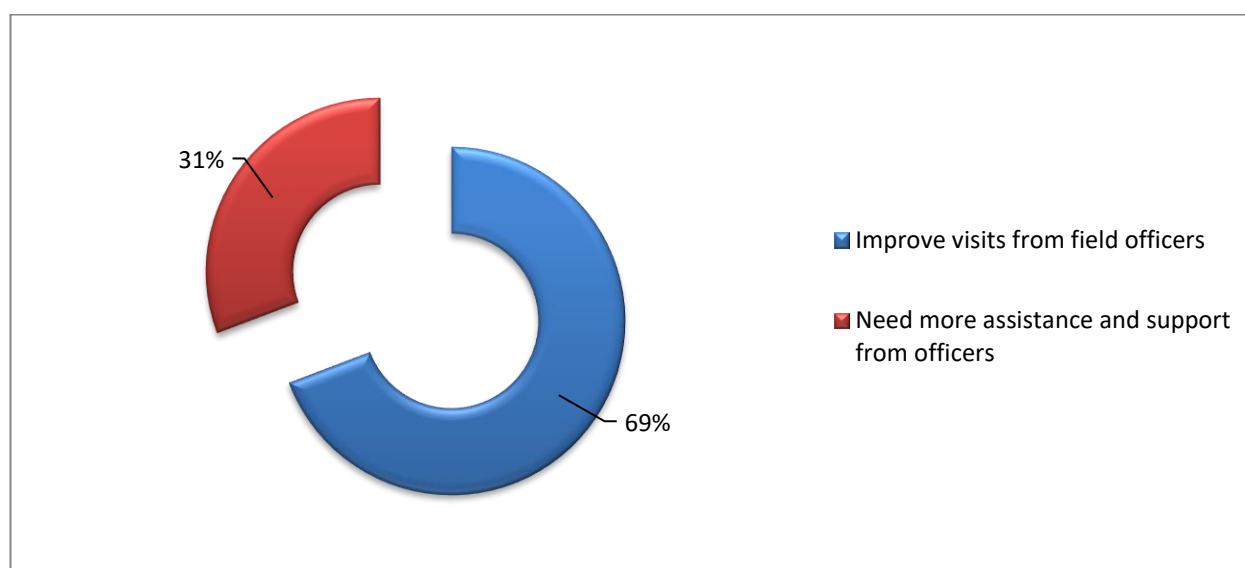


Figure 33 shows areas where improvements are needed

Customer Service Satisfaction

A total of 52 respondents were asked to rate their level of satisfaction with the customer service they received while interacting with the Division.

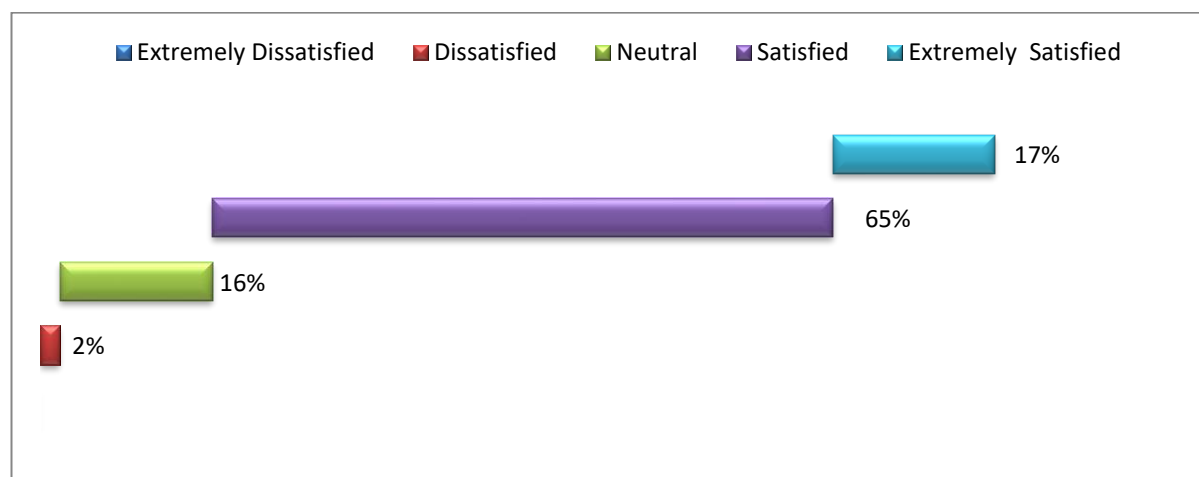


Chart 11 shows customer satisfaction with customer service

% of respondents	17%	65%	16%	2%	0%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Overall Customer Experience

A total of 50 respondents were asked to rate their level of satisfaction with the entire customer experience (knowledge of staff, comfort of facility and ease of doing business) received while interacting with the Division.

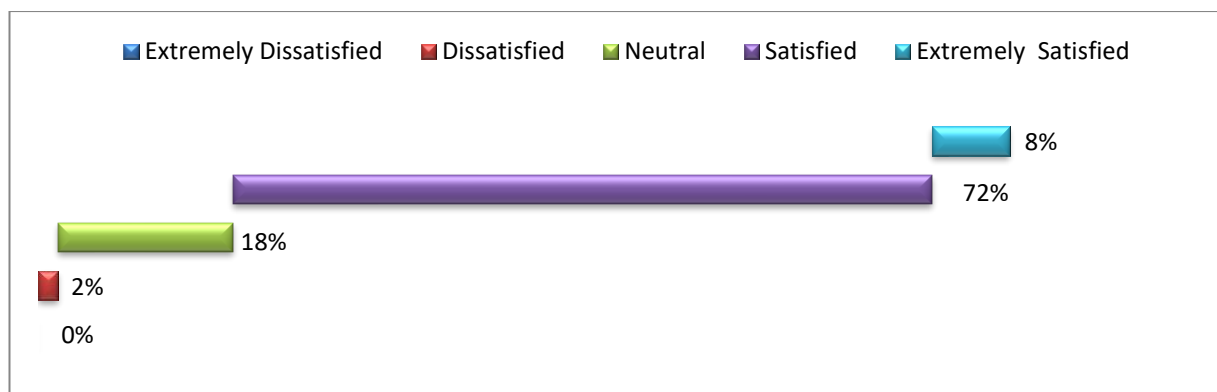


Chart 12 shows customer satisfaction with entire customer experience

% of respondents	8%	72%	18%	2%	0%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Recommendation

The performance of the Division improved from 77% in the 2021/22 survey to 83.2% in 2022/23. Three of four service dimensions scored over 80% however reliability of service scored below 80%. Based on the respondent's feedback greater focus is needed on improving the reliability of service through increasing the frequency of field officer visits and the frequency of communication to clients.

Plant Quarantine Produce Inspection Branch



The Plant Quarantine Produce Inspection Branch Division is responsible for ensuring imports and exports of exotic pets, animals and plants are of the highest quality.

Overview of Main Findings

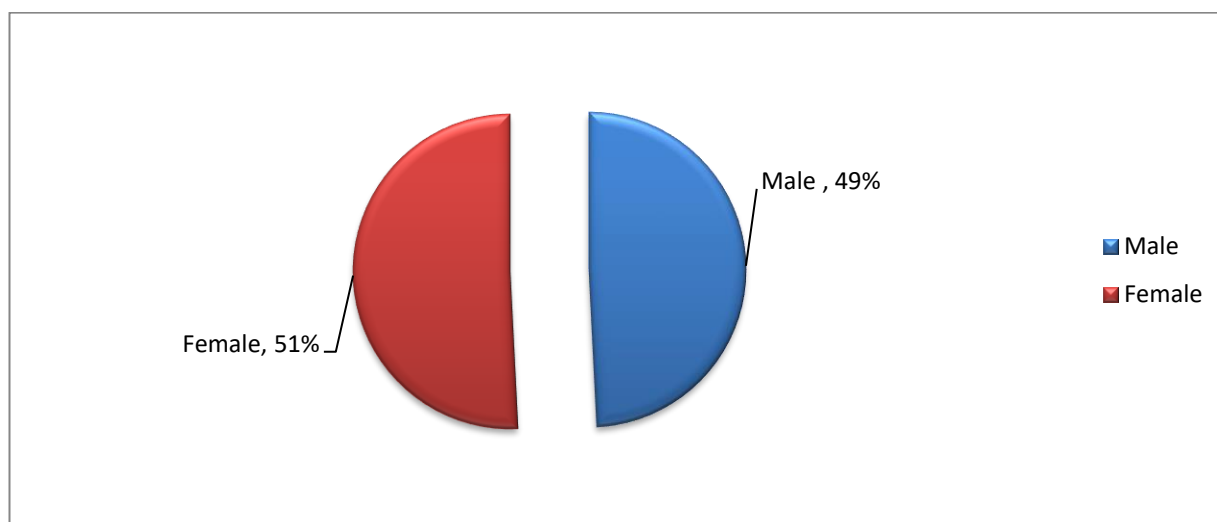
The Division was evaluated within four main areas: Staff Responsiveness, Access and Facility, Communication and Reliability of Service. In accordance with the Service Excellence Policy, a rating of 80% or higher is categorized as meeting the level of satisfaction while below 80% does not meet the required level of satisfaction.

The Plant Quarantine/Produce Inspection Branch recorded an overall customer satisfaction rate of 86.6% for 2022/23, this represents an increase from the 2021/22 rating of 80%. See table below for a performance breakdown in each service dimension:

Service Dimension	% Level of satisfaction
Staff Responsiveness	87.60%
Access & Facility	83.60%
Communication	87.70%
Reliability of Services	87.60%
	Overall Level of Satisfaction - 86.6%

Respondents' Demographics

A total of 63 customers participated in the survey, the majority (51%) were females and (49%) were males.



Pie Chart 10 shows gender of respondents

The age composition of the respondents indicates (22%) of respondents are ages 41-50, (15%) are ages 51-60, (13%) are over 61 years old and (10%) are ages 31-40. The ages of 21-30 accounted for 3% of participants. There were no respondents below the age of 20.

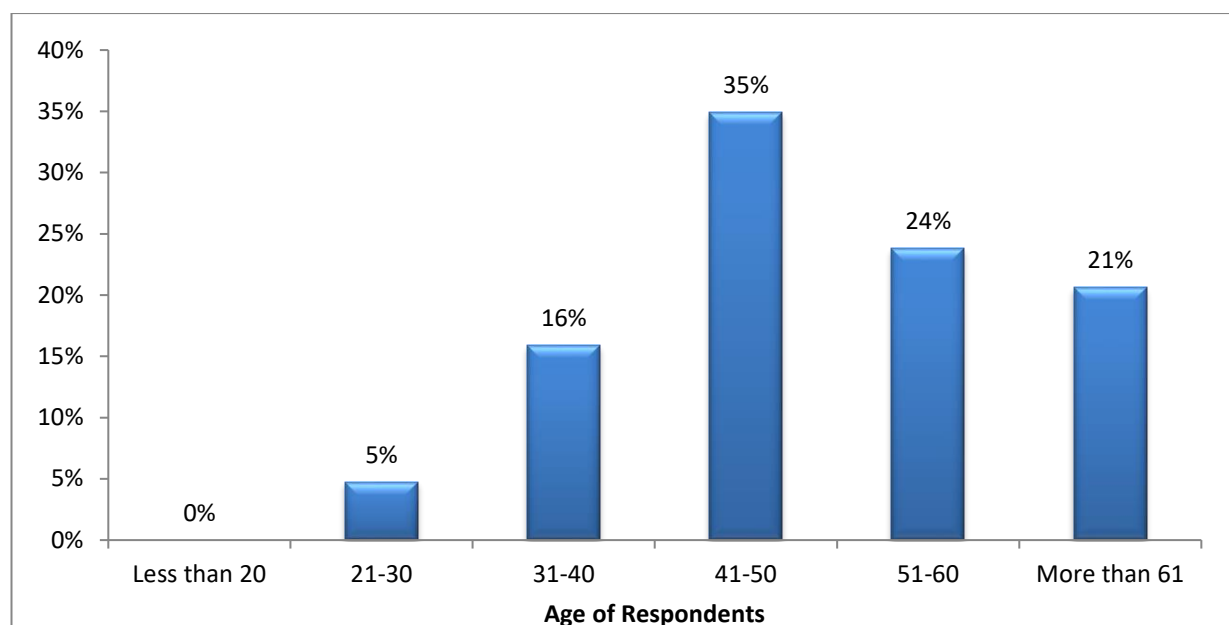


Figure 34 shows age of respondents

Two types of customers participated in the survey for PQPI: the respondents were predominantly individual customers with (78%) stating they were individual customers and (22%) representing organizational customers.

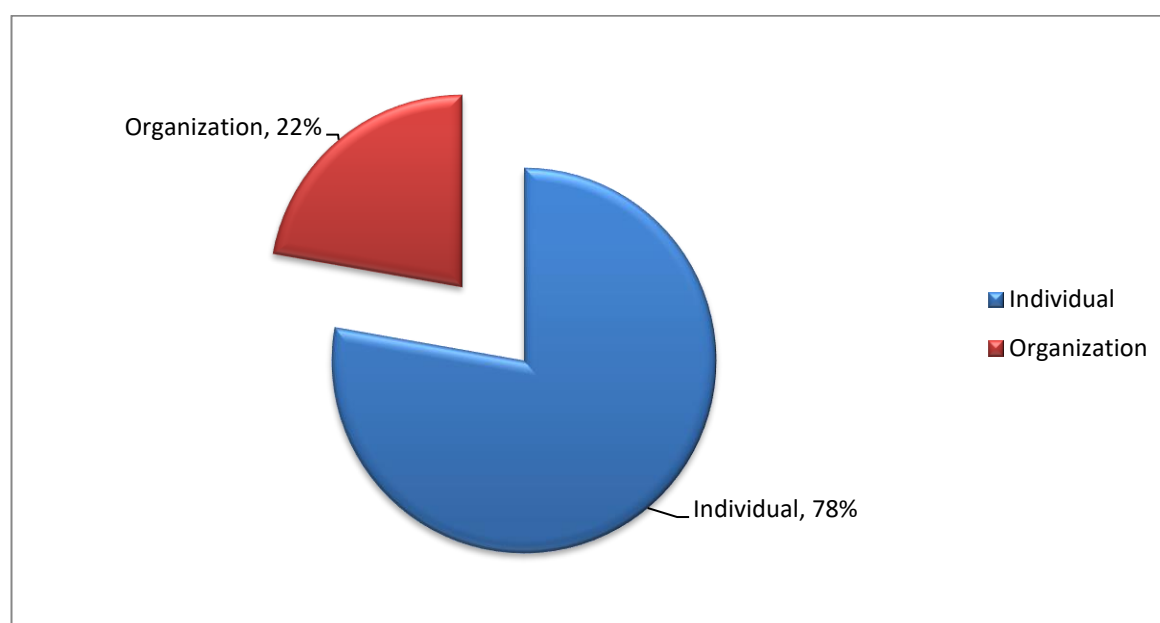


Figure 35 shows type of customer

The most popular method of accessing the Division's products and services is *Walk In with* (65%) of respondents identifying this method. (25%) utilized *telephone* while (8%) *online/website* and (2%) *had field agents visit*.

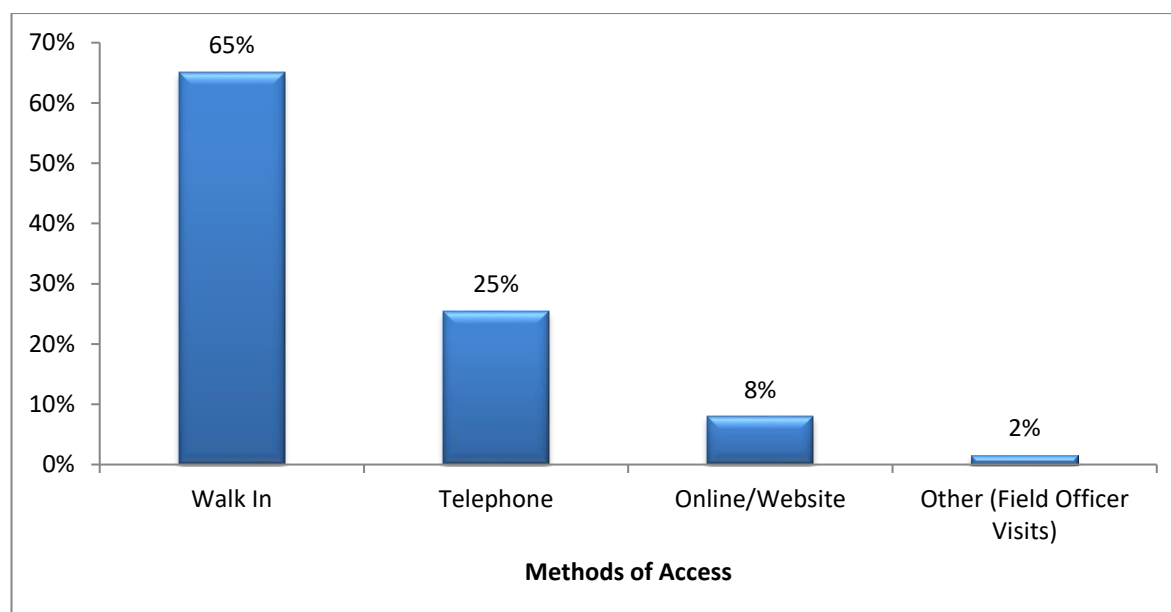


Figure 36 shows main method of access

Customers were asked to identify the preferred ways of accessing the Division's products and services, the vast majority (59%) identified *walk-in* as their preferred option, and online/website (22%) ranked second followed by telephone with (19%).

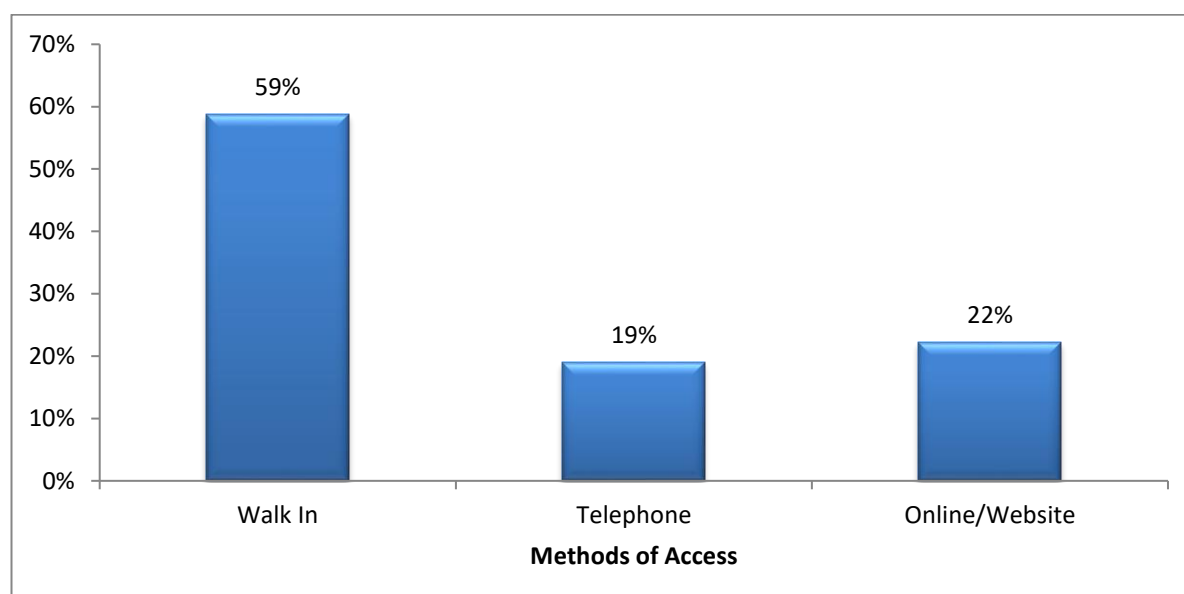


Figure 37 shows preferred method of access

Areas of Satisfaction: Products/Services

A total of 62 respondents were surveyed to ascertain their areas of satisfaction while interacting with PQPI. (82%) stated they were satisfied with the *Overall Customer Service received*, (11%) were satisfied with the *Knowledge, Informative and helpful staff* and *Efficient business processes* scored (6%).

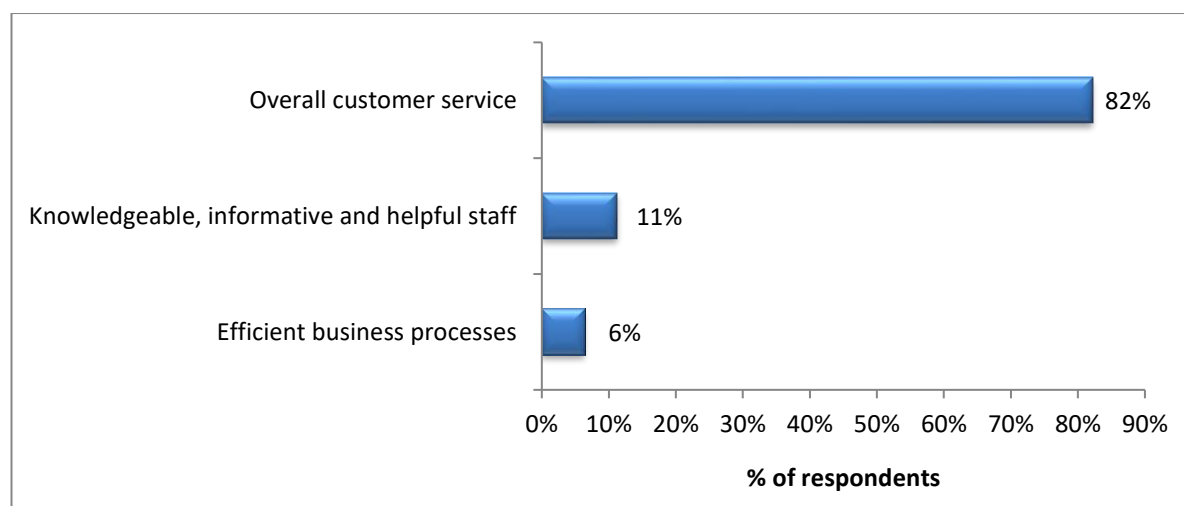


Figure 38 shows areas of satisfaction: products/services

Areas of Dissatisfaction: Products/Services

(53%) of respondents identified the *length of business process* as their main area of dissatisfaction, (32%) expressed *limitation of services/products offered* as a source of dissatisfaction and (11%) stated *not easily accessible*.

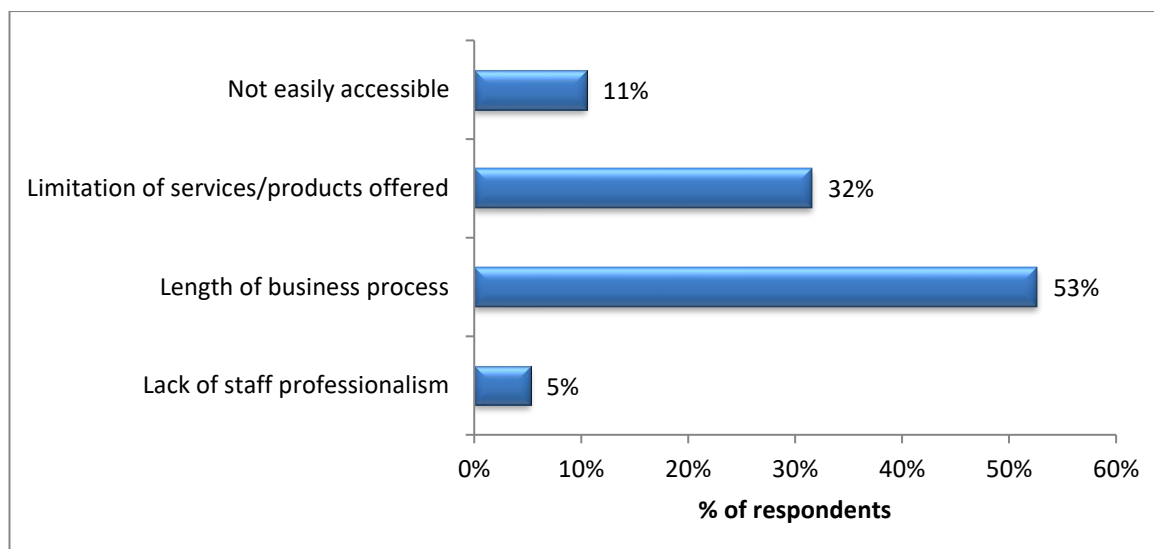
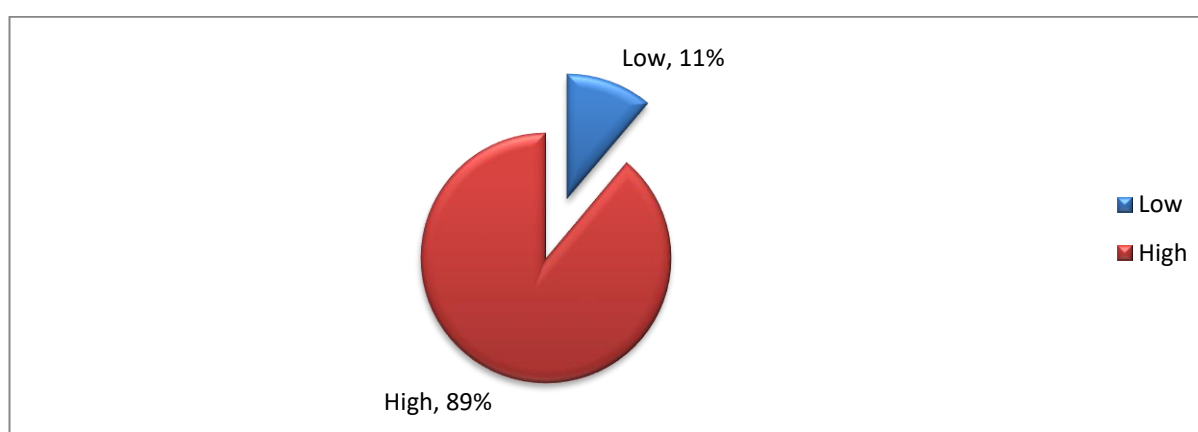


Figure 39 shows areas of dissatisfaction: products/services

Level of Satisfaction: Staff Responsiveness

Respondents were asked to rate their experience in the area of staff responsiveness, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high representing standards being met.

A total of 63 respondents were asked to rate their level of satisfaction in the area of staff responsiveness: (89%) rated their level of satisfaction greater than 7 and (11%) rated their level of satisfaction below 8.



Pie Chart 11 shows level of satisfaction: Staff Responsiveness

% of Respondents	2%	0%	0%	0%	2%	0%	8%	29%	19%	40%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (89%) of respondents who rated *Staff Responsiveness* as high: (63%) attributed *Very knowledgeable, responsive and helpful* as the primary reasons, (30%) attributed *overall excellent customer service* and (7%) attributed *Queries resolved promptly*.

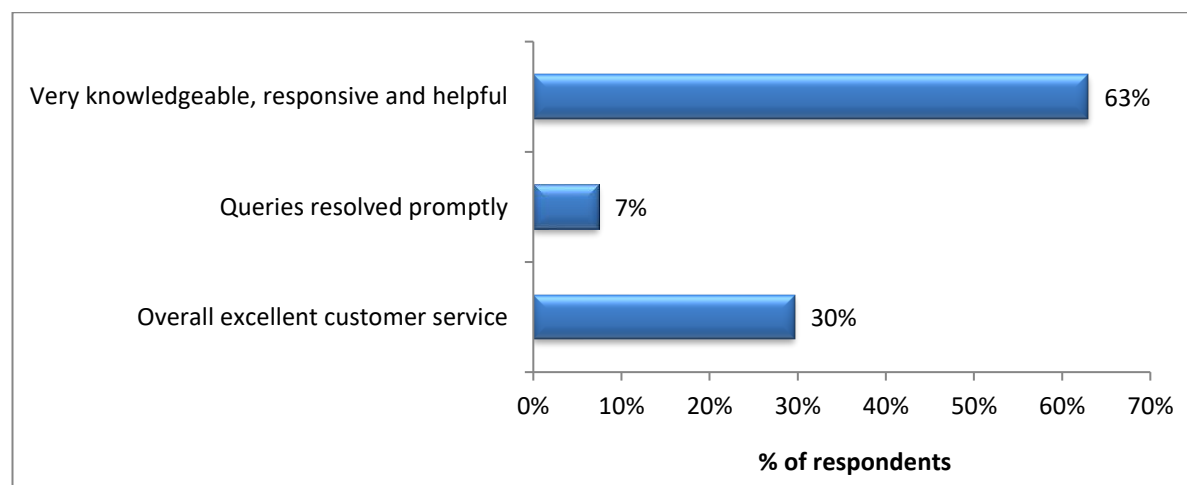


Figure 40 shows factors contributing to a rating of 8-10

Amongst the (11%) of respondents who rated *Staff Responsiveness* as low: *client support* (33%) and *efficiency of business process* (33%) were identified as the main areas where improvement should be focused. *Number of staff* (17%) and *frequency of communication* (17%) were also areas where respondents identified as needing improvement.

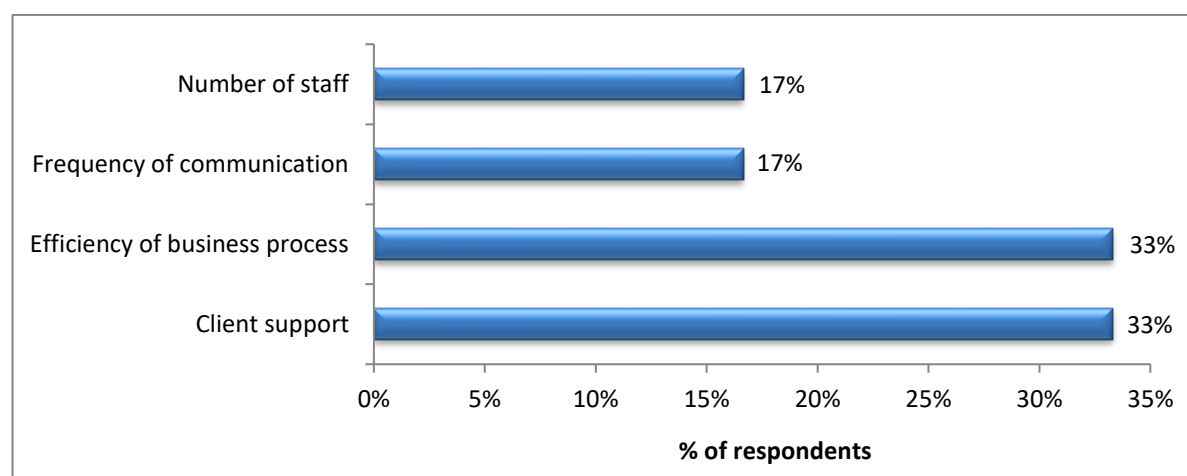
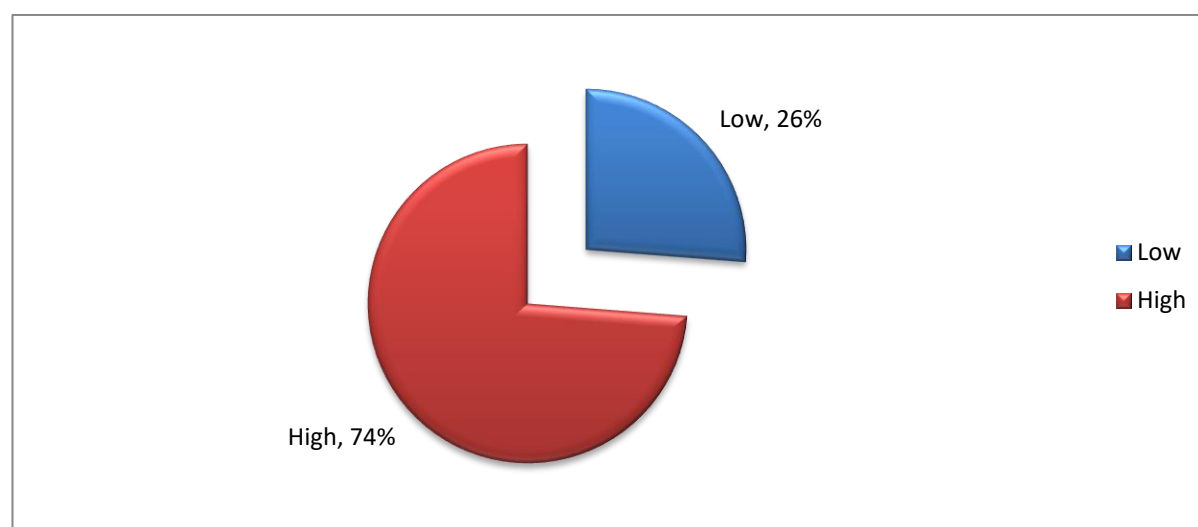


Figure 41 shows areas where improvements are needed

Level of Satisfaction: Access & Facility

Respondents were asked to rate their experience in the area of access and facility, with values 1 to 7 categorized as low which represent standards not being met and values 8 to 10 categorized as high representing standards being met.

A total of 61 respondents were asked to rate their level of satisfaction in the area of access and facility: (74%) rated their level of satisfaction greater than 7 and (26%) rated their level of satisfaction below 8.



Pie Chart 12 shows level of satisfaction: Access & Facility

% of Respondents	0%	0%	0%	0%	7%	5%	15%	26%	13%	33%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (74%) of respondents who rated *access and facility* as high: (58%) attributed *comfort of facility* as the primary reason and (35%) attributed *easily accessible while* (5%) attributed *overall service delivery* and *comprehensive business process* (3%).

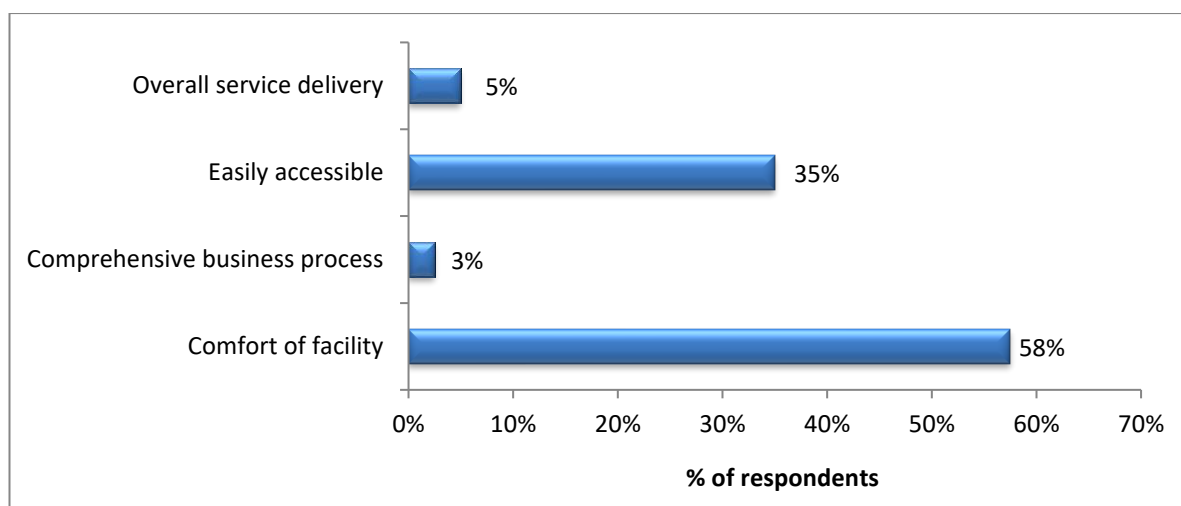


Figure 42 shows factors contributing to a rating of 8-10

Amongst the (26%) of respondents who rated *access and facility* as low: upgrade facilities (43%) and *location not easily accessible* (29%) were identified as the main areas where improvement should be focused. *Interactive visual information resources* (14%) and *centralize business processes* (14%) were also areas where respondents identified as needing improvement.

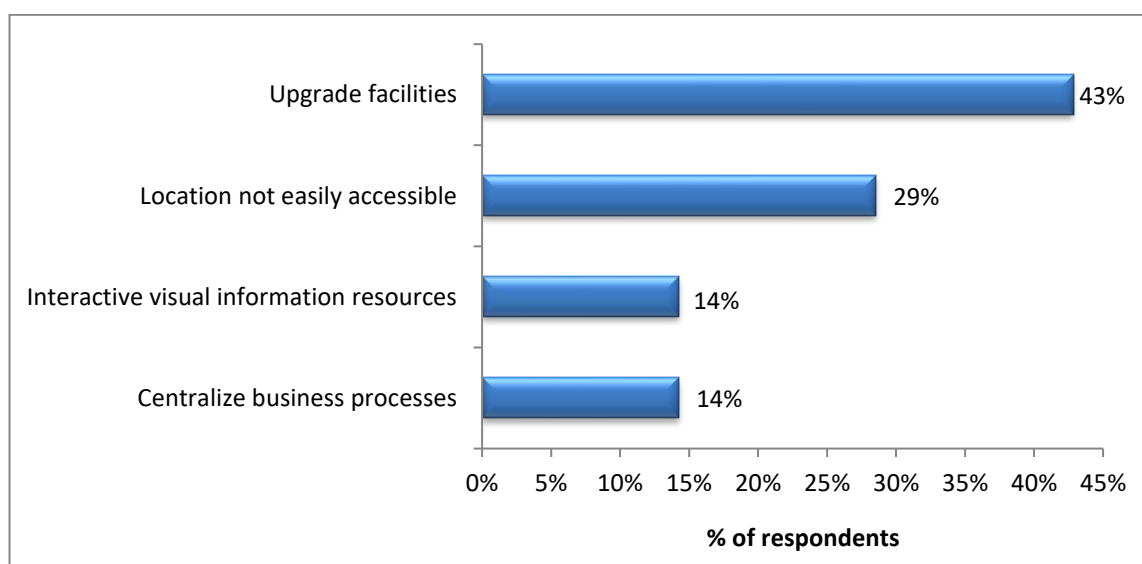
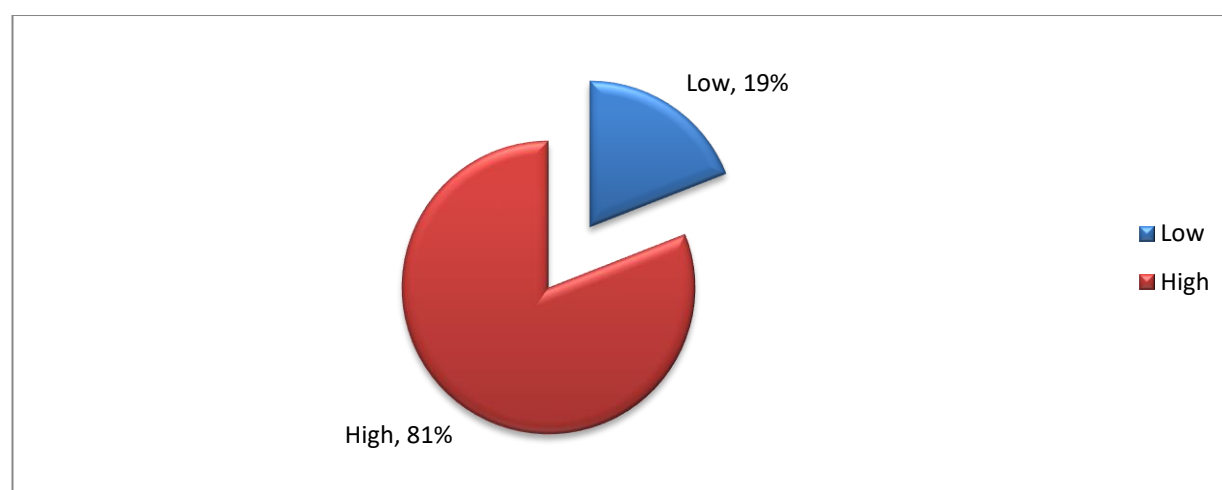


Figure 43 shows areas where improvements are needed

Level of Satisfaction: Communication

Respondents were asked to rate their experience in the area of communication, with values 1 to 7 categorized as low which represent standards not being met and values 8 to 10 categorized as high representing standards being met.

A total of 63 respondents were asked to rate their level of satisfaction in the area of communication: (81%) rated their level of satisfaction greater than 7 and (19%) rated their level of satisfaction below 8.



Pie Chart 13 shows level of satisfaction: Communication

% of Respondents	0%	0%	2%	0%	6%	2%	10%	11%	21%	48%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (81%) of respondents who rated *communication* as high: (86%) attributed *Comprehensive support* as the primary reason. (12%) of respondents stated *knowledgeable and responsive staff* and (2%) *ease of service* were also contributing factors.

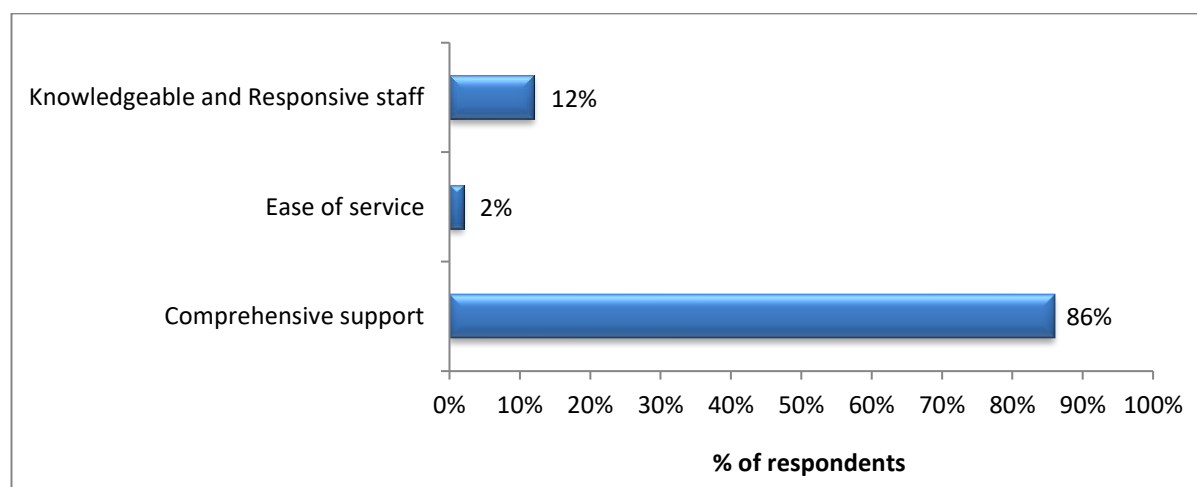


Figure 44 shows factors contributing to a rating of 8-10

Amongst the (19%) of respondents who rated *communication* as low: (40%) identified *staff communication* as a major area improvement that should be focused on. Three areas each tallied (20%) – frequency of communication, follow-up mechanism, and communication channels were all areas where respondents stated improvements were needed.

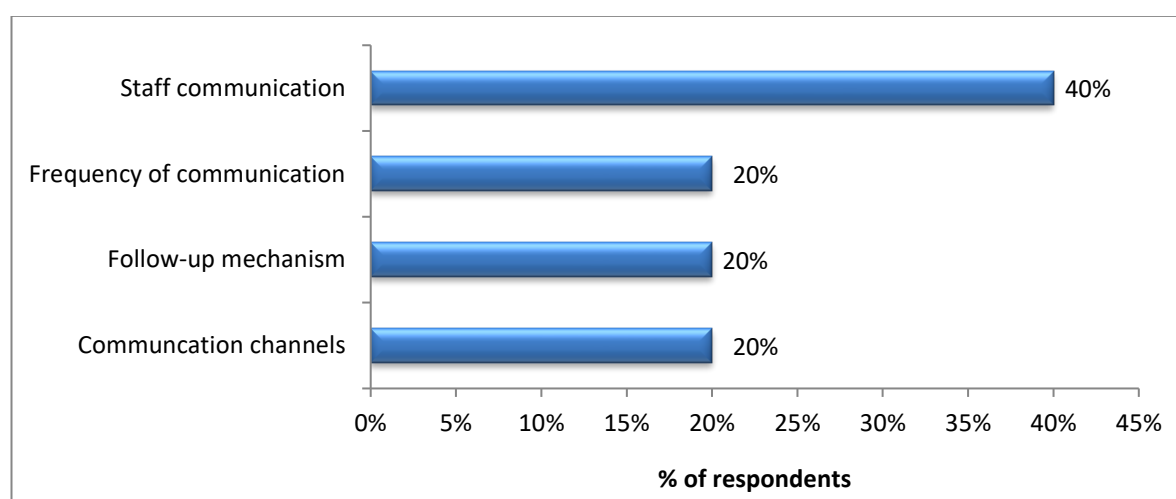
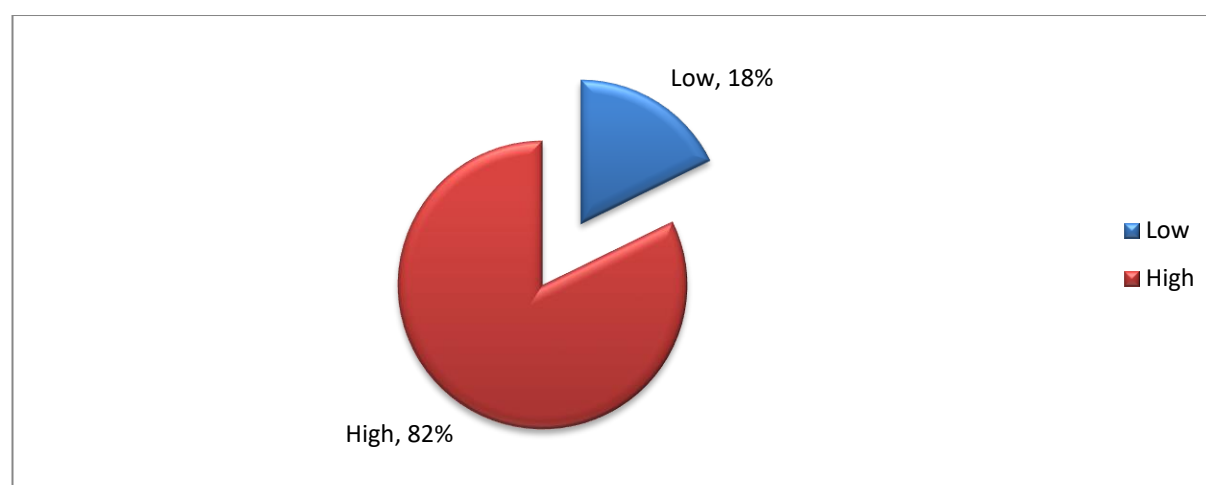


Figure 45 shows areas where improvements are needed

Level of Satisfaction: Reliability of Service

Respondents were asked to rate their experience in the area of reliability of service, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high representing standards being met.

A total of 62 respondents were asked to rate their level of satisfaction in the area of reliability of service: (82%) rated their level of satisfaction greater than 7 and (18%) rated their level of satisfaction below 8.



Pie Chart 14 shows level of satisfaction: Reliability of Service

% of Respondents	0%	0%	0%	0%	3%	5%	10%	21%	18%	44%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (82%) of respondents who rated the *reliability of service* as high: (64%) attributed *service delivery guarantee* and (36%) attributed *hours of operation* as the primary factors.

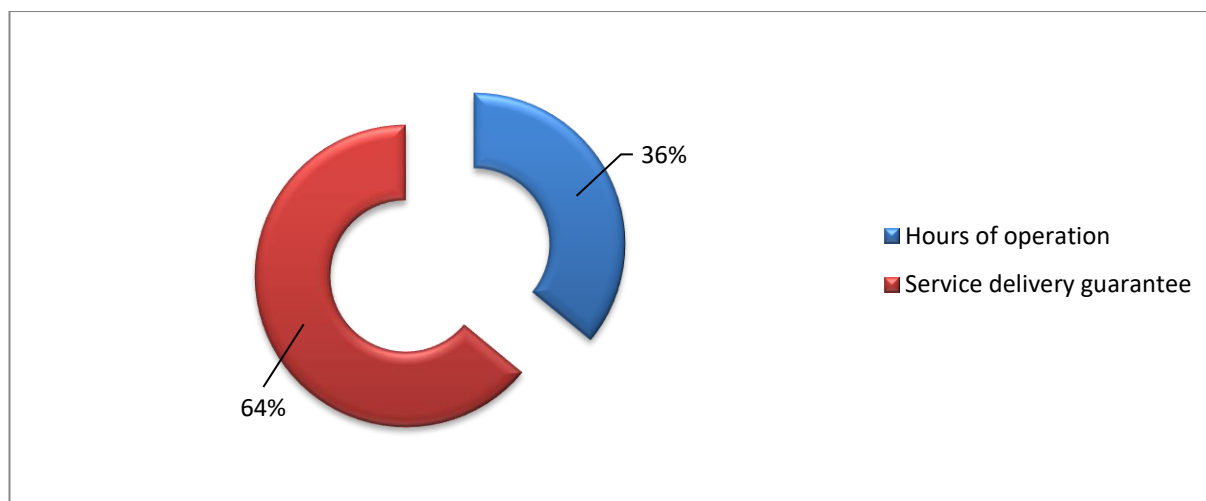


Figure 46 shows factors contributing to a rating of 8-10

Amongst the (18%) of respondents who rated the *Reliability of services* as low: *there were two prominent areas identified: (50%) service delivery and (50%) centralize business location.*

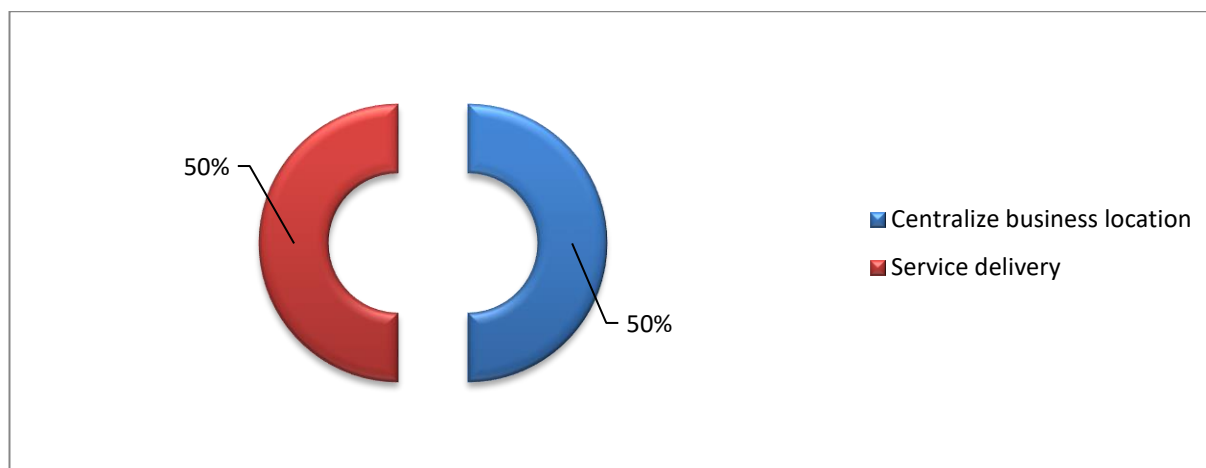


Figure 47 shows areas where improvements are needed

Customer Service Satisfaction

A total of 63 respondents were asked to rate their level of satisfaction with the customer service they received while interacting with the Division.

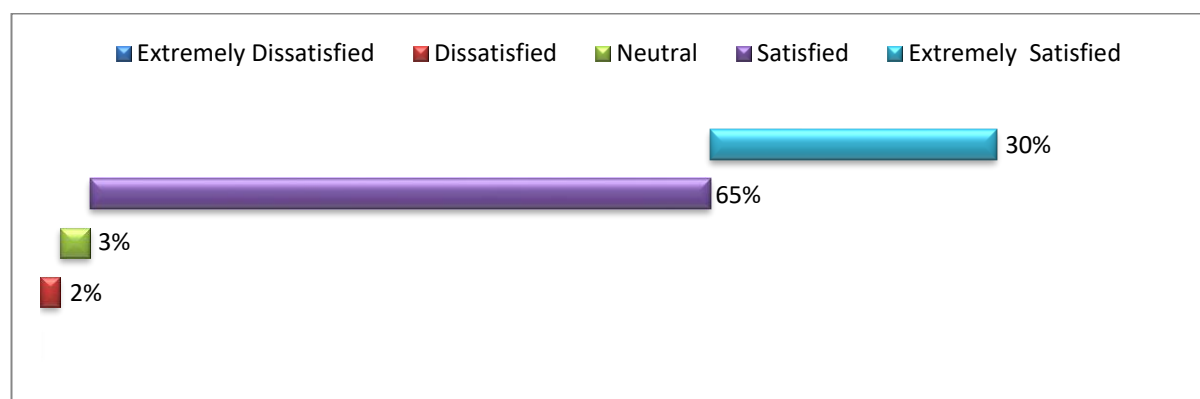


Chart 13 shows customer satisfaction with customer service

% of respondents	30%	65%	3%	2%	0%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Overall Customer Experience

A total of 63 respondents were asked to rate their level of satisfaction with the entire customer experience (knowledge of staff, comfort of facility and ease of doing business) received while interacting with the Division.

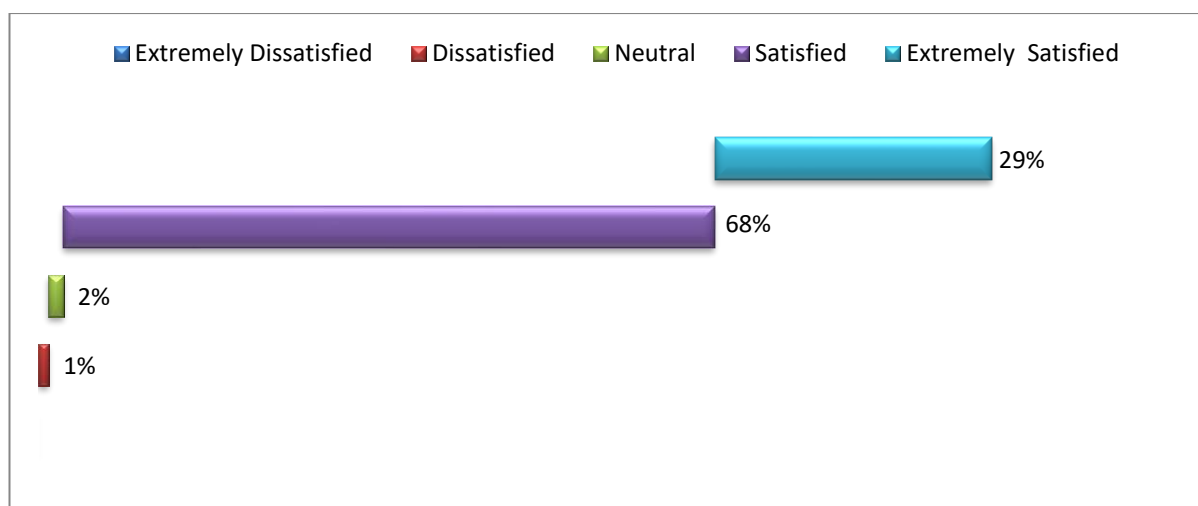


Chart 14 shows customer satisfaction with entire customer experience

% of respondents	29%	68%	2%	1%	0%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Recommendations

The Plant Quarantine Produce Inspection Branch saw an increase from their 2021/22 rating of 80% to a record score of 86.6% in 2022/23. Based on respondents' feedback, the Division should focus on improving staff communication while interacting with clients and also make greater efforts to upgrade existing facilities.

Public Garden Division



The Public Gardens Division is responsible for the continuous maintenance and improvement of three botanical gardens and two scenic avenues. Additionally, the Division promotes developments in plant conservation, research, education and passive recreation.

The Public Garden Division is responsible for:

- Bath Botanical Gardens
- Castleton Botanical Gardens
- Cinchona Botanical Gardens
- Fern Gully
- Holland Bamboo

Overview of Main Findings

The Division was evaluated within four main areas: Staff Responsiveness, Access and Facility, Communication and Reliability of Service. In accordance with the Service Excellence Policy, a rating of 80% or higher is categorized as meeting the level of satisfaction while below 80% does not meet the required level of satisfaction.

Public Garden Division recorded an overall customer satisfaction rate of 77.3%. See table below for a performance breakdown in each service dimension:

Areas of Focus	% Level of satisfaction
Staff Responsiveness	87.30%
Access & Facility	73.20%
Communication	75.70%
Reliability of Services	72.90%
	Overall Level of Satisfaction - 77.3%

Respondents' Demographics

A total of 31 customers participated in the survey, the majority (68%) were males and (32%) were females.

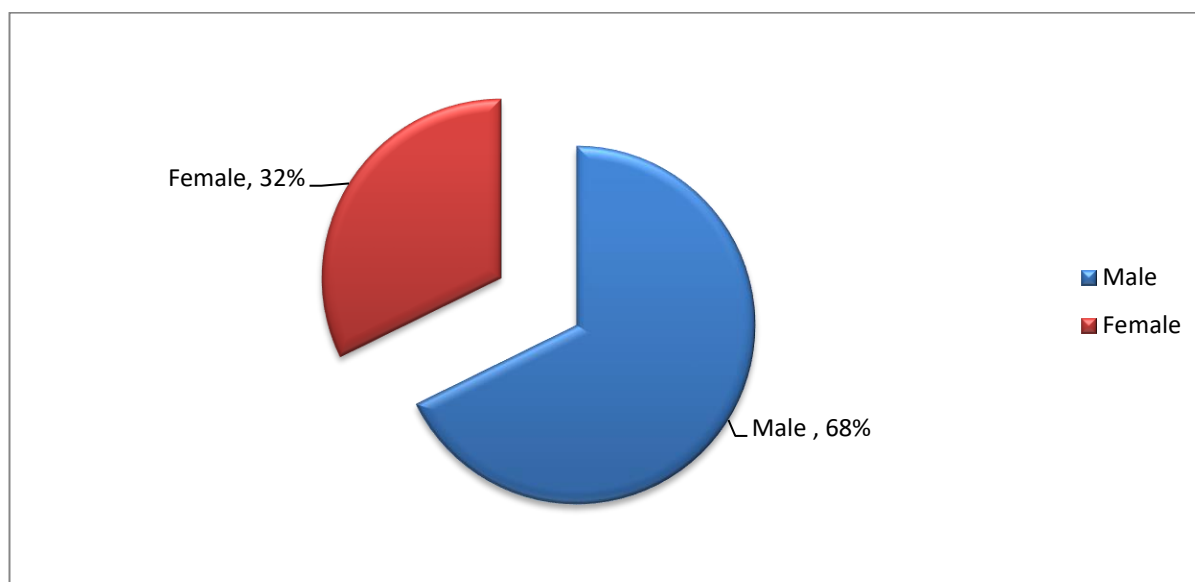


Figure 48 shows gender of respondents

The age composition of the respondents indicates (41%) of respondents are ages 21-30, (21%) are ages 41-50, (14%) are aged 31-40 or 51-60. Only (3%) are less than 20 and (75) over 61.

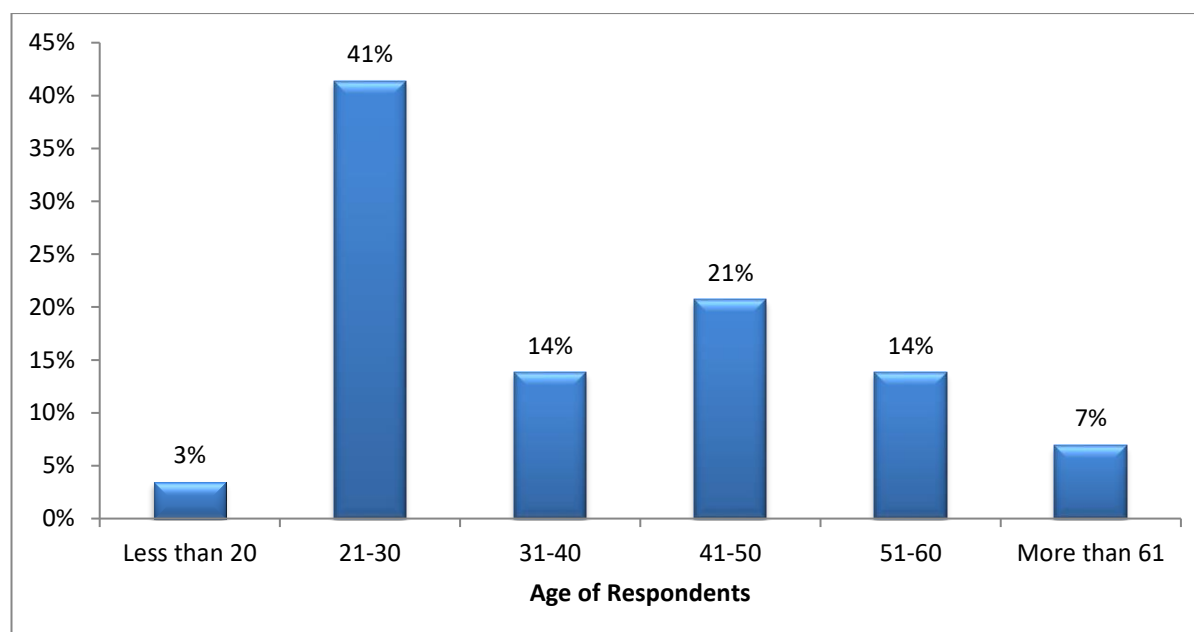


Figure 49 shows age of respondents



All the respondents who participated in the survey are individual customers of PGD. However, the division also caters to institutional customers.



Respondents overwhelmingly stated their main method of accessing the PGD's products/services was to *walk in*.



Additionally, *walk-in* was also the overwhelming selection by respondents when asked what is their preferred method of accessing the products/services.

Areas of Satisfaction: Products/Services

A total of 31 respondents were surveyed to ascertain their areas of satisfaction while interacting with the Public Garden Division. (81%) stated they were satisfied with *Ambiance, comfort and aesthetics*, (13%) were satisfied with the Staff (responsive and professional) and (6%) were satisfied with *Ease of access*.

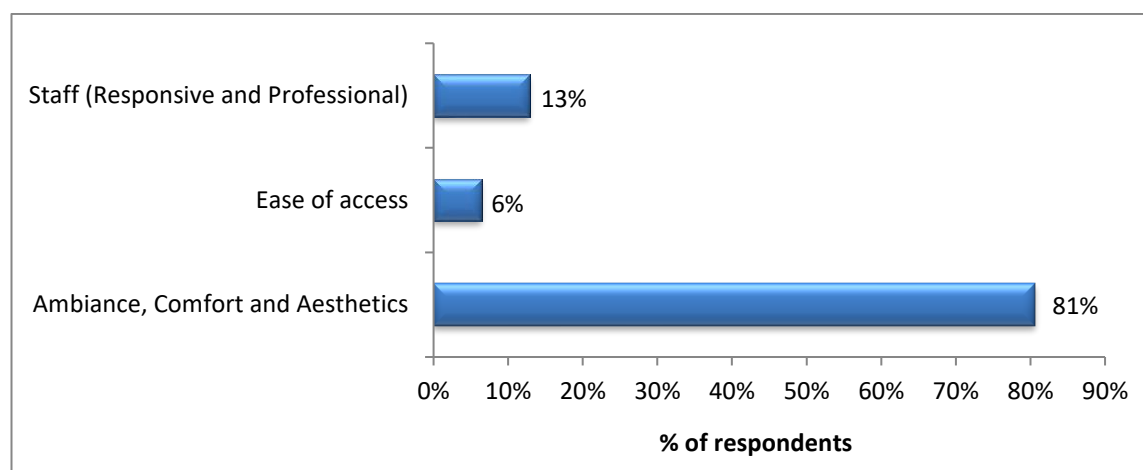


Figure 50 shows areas of satisfaction: products/services

Areas of Dissatisfaction: Products/Services

(52%) of respondents identified *accessibility to amenities* as the main area of dissatisfaction, (43%) expressed *facility maintenance* as a source of dissatisfaction and (5%) stated the *cost to access facility*.

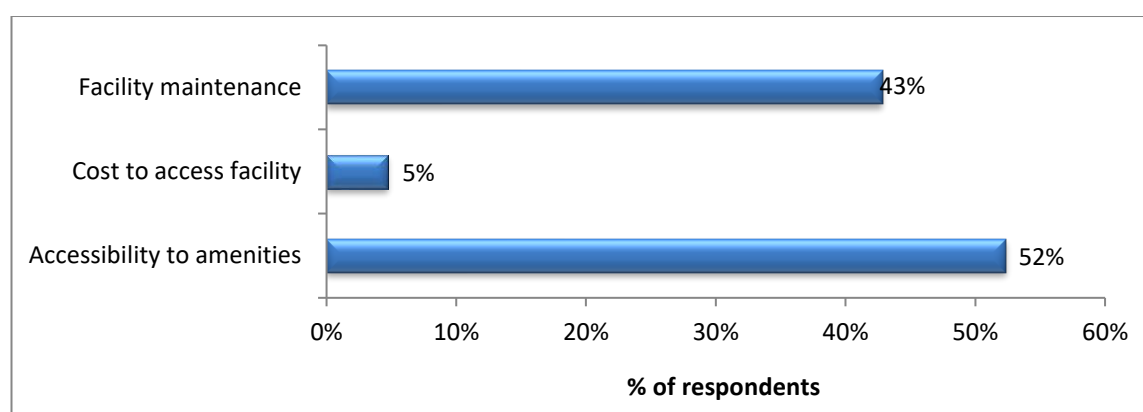
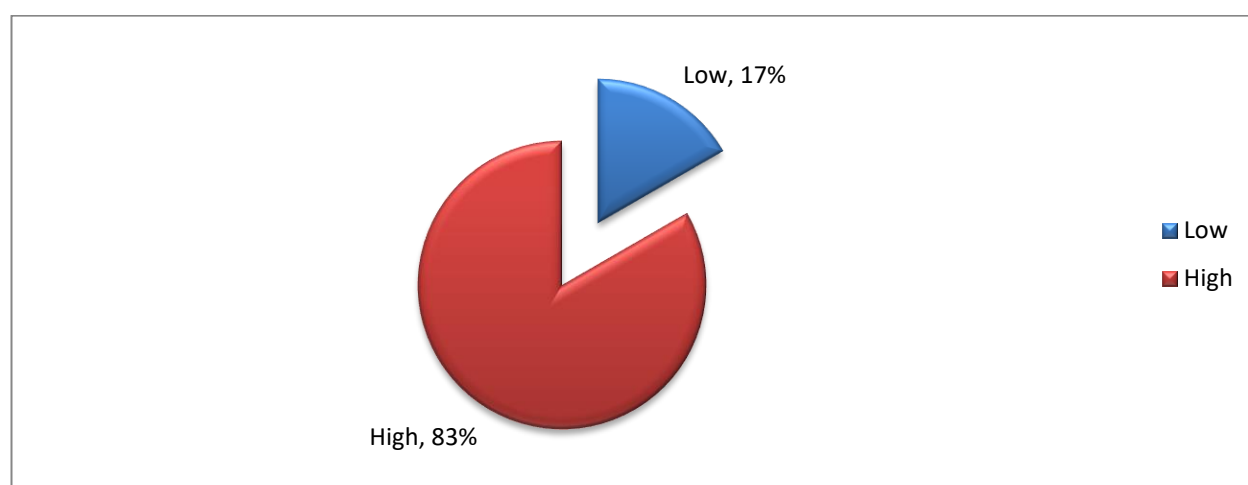


Figure 51 shows areas of dissatisfaction: products/services

Level of Satisfaction: Staff Responsiveness

Respondents were asked to rate their experience in the area of staff responsiveness, with values 1 to 7 categorized as low which represent standards not being met and values 8 to 10 categorized as high representing standards being met.

A total of 30 respondents were asked to rate their level of satisfaction in the area of staff responsiveness: (83%) rated their level of satisfaction greater than 7 and (17%) rated their level of satisfaction below 8.



Pie Chart 15 shows level of satisfaction: Staff Responsiveness

% of Respondents	0%	0%	0%	0%	0%	7%	10%	27%	17%	40%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (83%) of respondents who rated *access and facility* as high: (96%) attributed Staff (Well trained, responsive and professional) as the overwhelming reason while (4%) indicated *concise communication*.

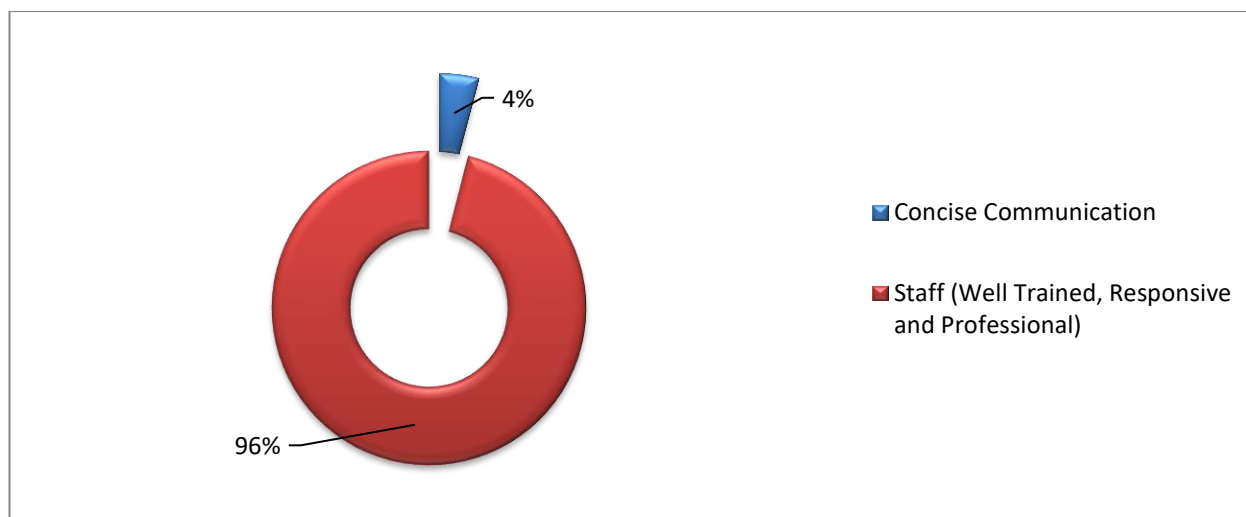


Figure 52 shows factors contributing to a rating of 8-10

Amongst the (17%) of respondents who rated *Staff Responsiveness* as low: (50%) identified *Increase staffing capacity* as a major area where improvement should be focused. Staff customer service and facility maintenance each total (25%) as areas where improvements are needed.

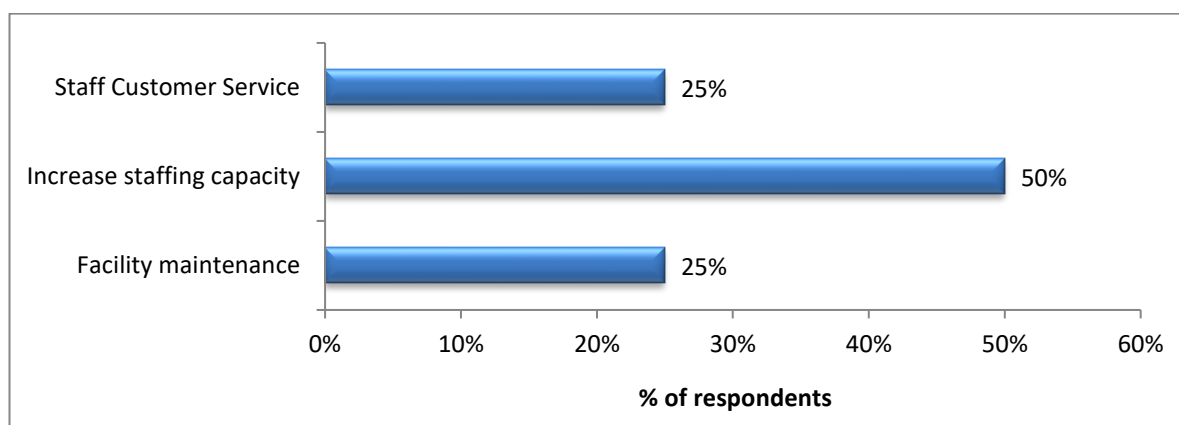
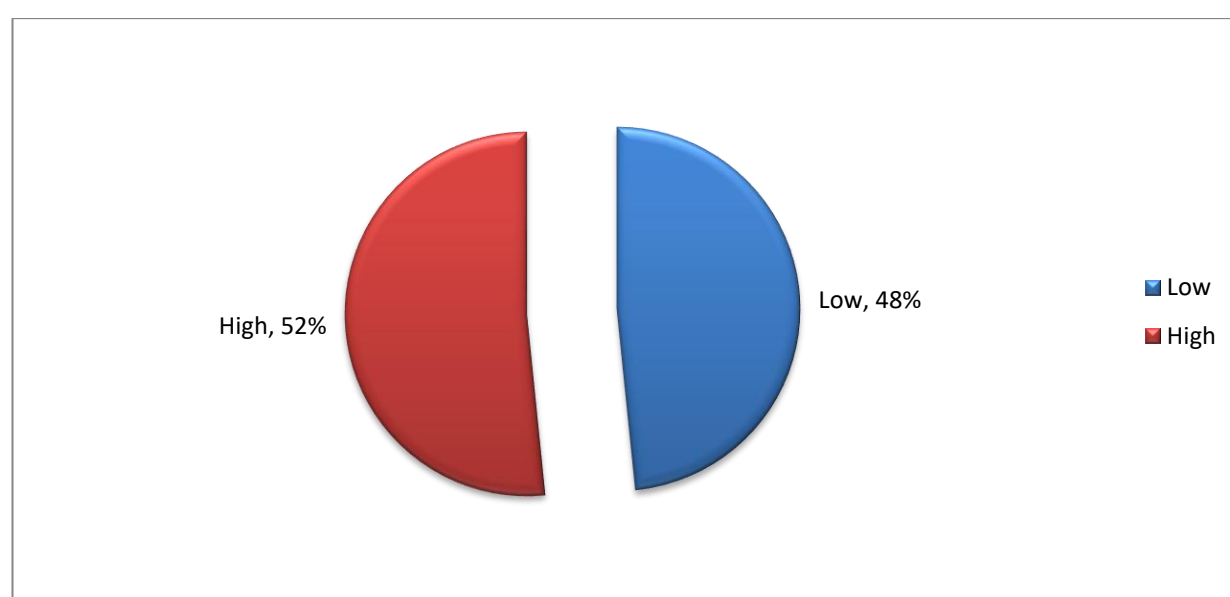


Figure 53 shows areas where improvements are needed

Level of Satisfaction: Access & Facility

Respondents were asked to rate their experience in the area of access and facility, with values 1 to 7 categorized as low which represent standards not being met and values 8 to 10 categorized as high representing standards being met.

A total of 31 respondents were asked to rate their level of satisfaction in the area of access & facility: (52%) rated their level of satisfaction greater than 7 and (48%) rated their level of satisfaction below 8.



Pie Chart 16 shows level of satisfaction: Access & Facility

% of Respondents	0%	3%	10%	0%	10%	13%	13%	10%	16%	26%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (52%) of respondents who rated *access and facility* as high: (67%) attributed *Ease of access* as the primary reason. *Amenities on-site* and *simple payment process* both tallied (17%) each.

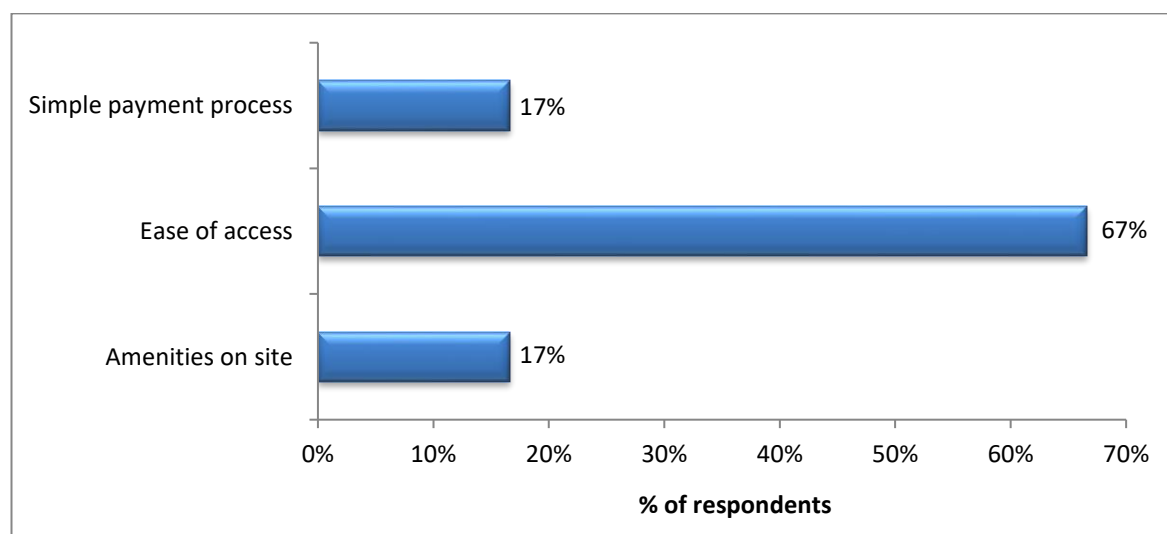


Figure 54 shows factors contributing to a rating of 8-10

Amongst the (48%) of respondents who rated *access and facility* as low: *upgrade infrastructure* and *overall facility maintenance* both tallied (33%) each as main areas where improvement should be focused. *Add informational resources* (20%) and *accessible for disabled people* (13%) were also identified.

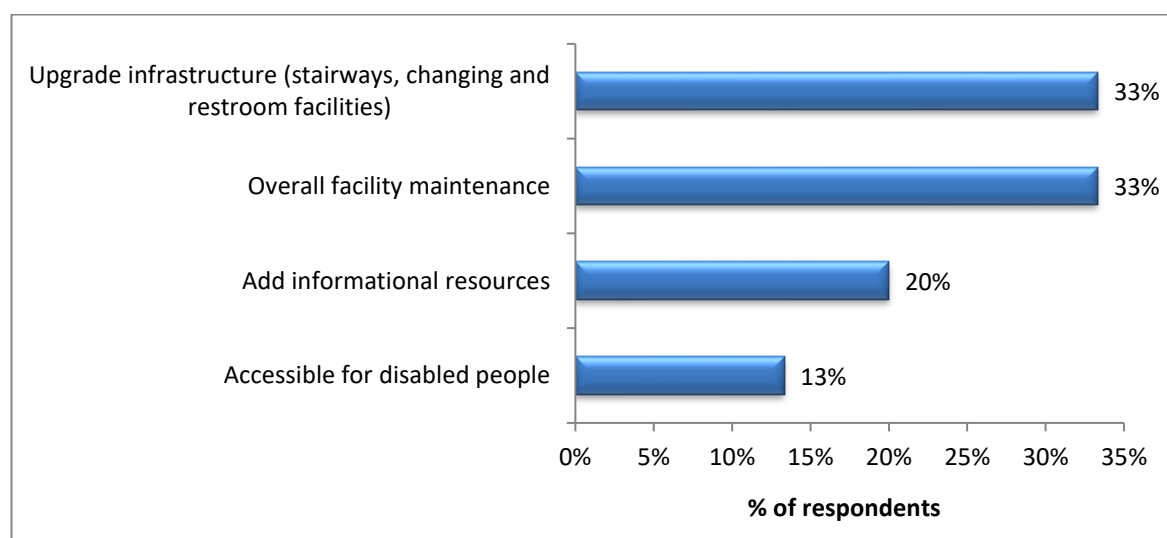
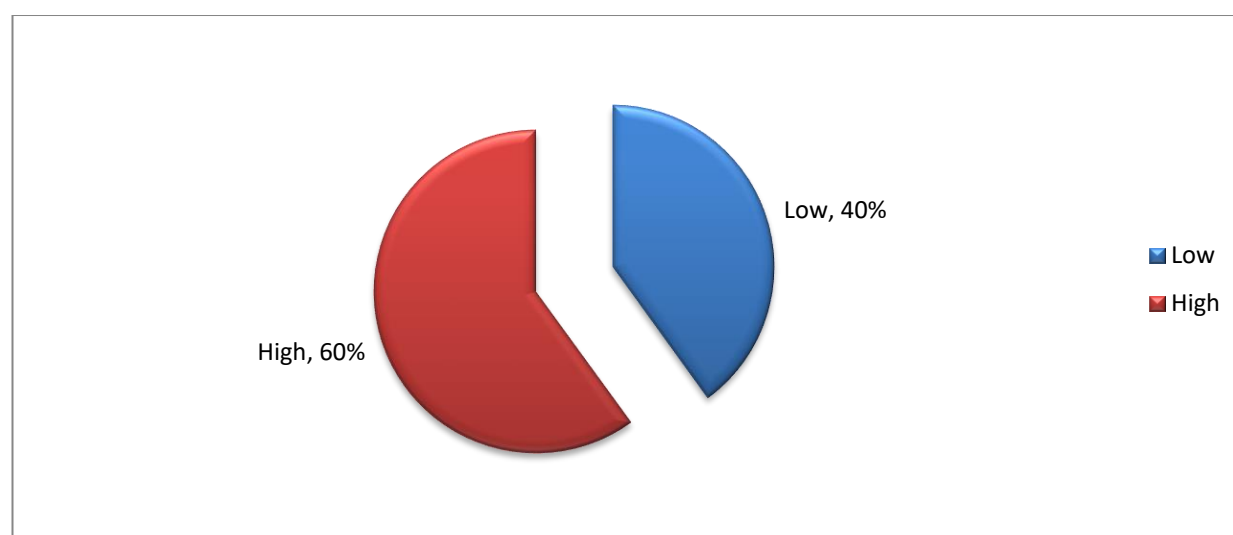


Figure 55 shows areas where improvements are needed

Level of Satisfaction: Communication

Respondents were asked to rate their experience in the area of communication, with values 1 to 7 categorized as low which represent standards not being met and values 8 to 10 categorized as high representing standards being met.

A total of 30 respondents were asked to rate their level of satisfaction in the area of communication: (60%) rated their level of satisfaction greater than 7 and (40%) rated their level of satisfaction below 8.



Pie Chart 17 shows level of satisfaction: Communication

% of Respondents	0%	3%	3%	0%	13%	10%	10%	23%	10%	27%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (60%) of respondents who rated *communication* as high: (80%) attributed *easy to understand* as the primary reason. *Interactive visuals* and *Interactive staff* both tallied (10%) each.

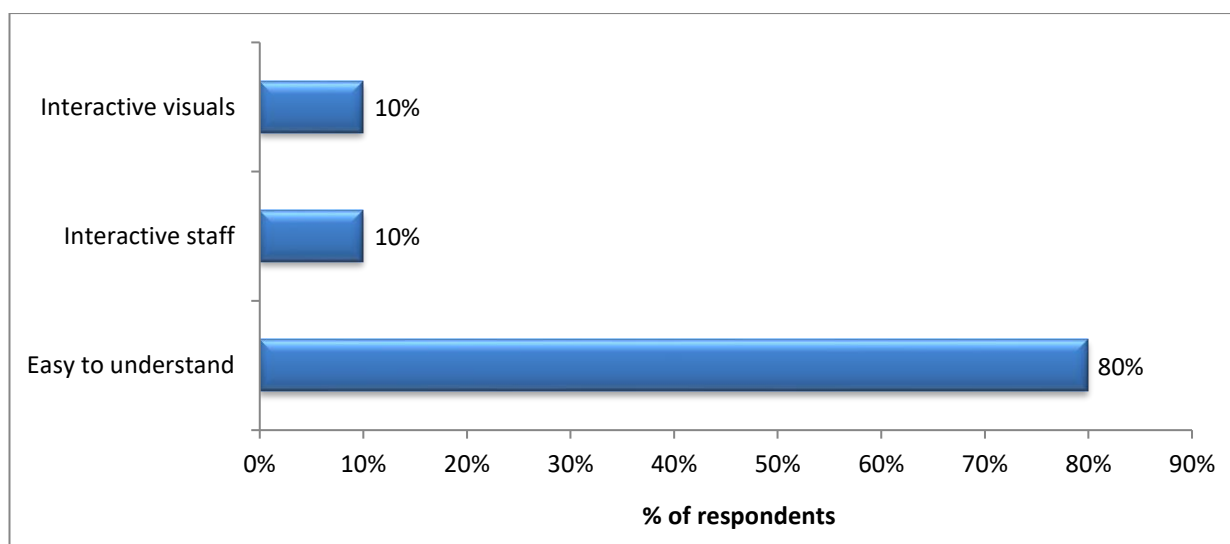


Figure 56 shows factors contributing to a rating of 8-10

Amongst the (40%) of respondents who rated *communication* as low: (73%) identified more *advertisements* as a major area improvement should be focused and (18%) stated *interactive resources of products/services* as another area where improvement is needed. (9%) identified *increase staff* as another area where improvements can be made.

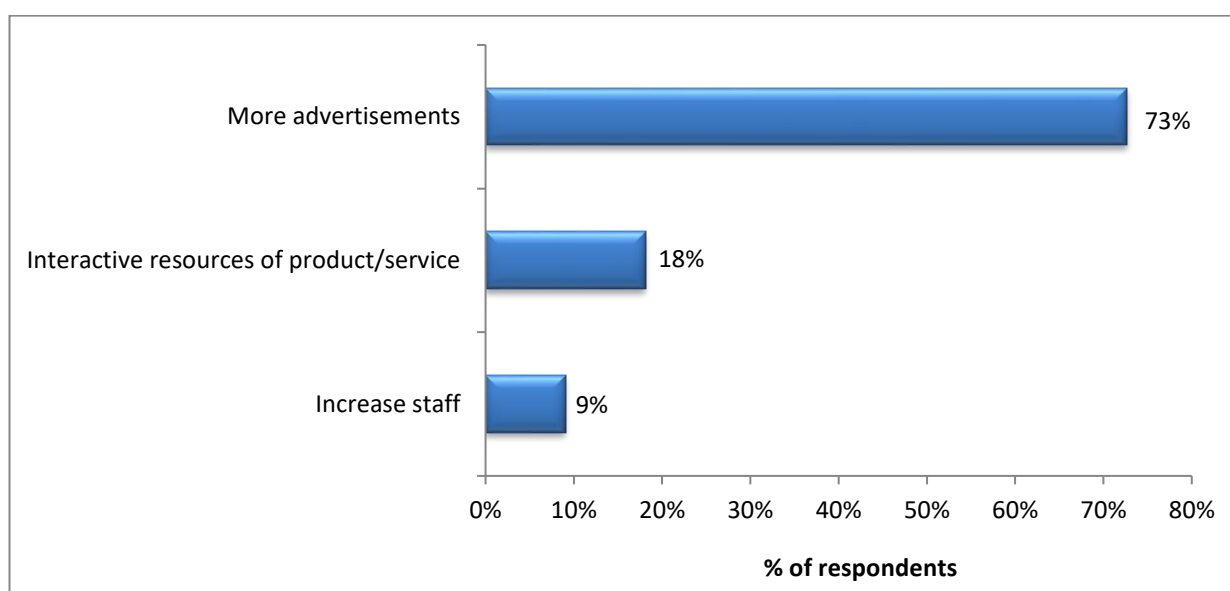
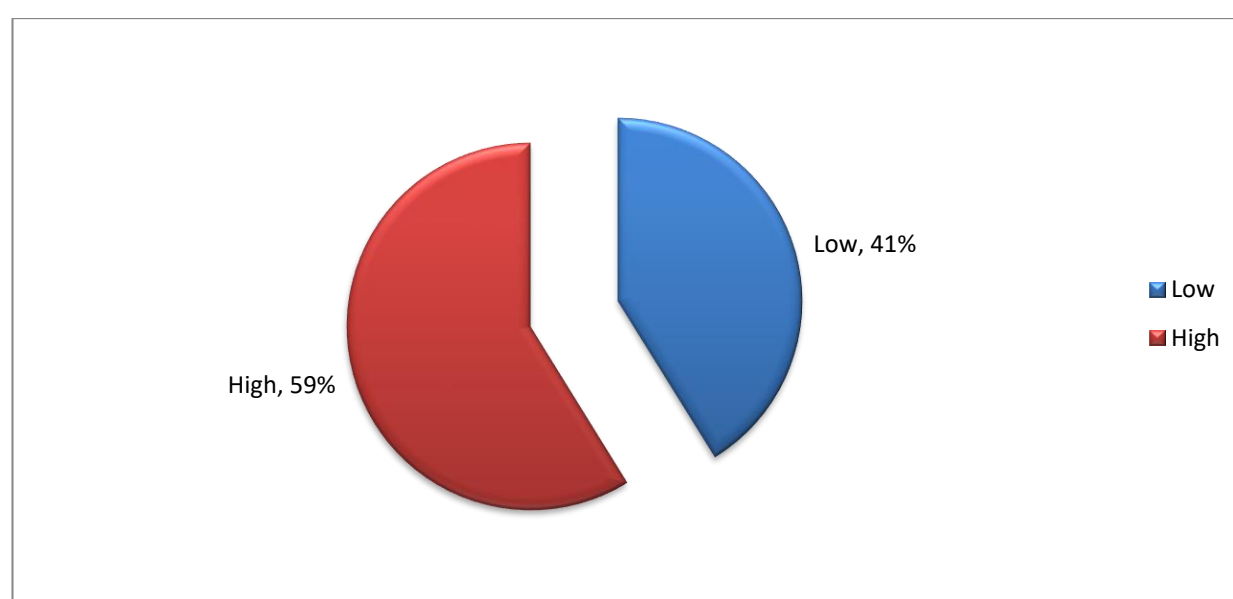


Figure 57 shows areas where improvements are needed

Level of Satisfaction: Reliability of Service

Respondents were asked to rate their experience in the area of staff responsiveness, with values 1 to 7 categorized as low which represent standards not being met and values 8 to 10 categorized as high representing standards being met.

A total of 17 respondents were asked to rate their level of satisfaction in the area of reliability of service: (59%) rated their level of satisfaction greater than 7 and (41%) rated their level of satisfaction below 8.



Pie Chart 18 shows level of satisfaction: Reliability of Service

% of Respondents	0%	0%	0%	12%	12%	12%	6%	29%	18%	12%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (59%) of respondents who rated *reliability of service* as high: (88%) attributed Operating hours and (13%) attributed *ambiance of location* as the primary factors.

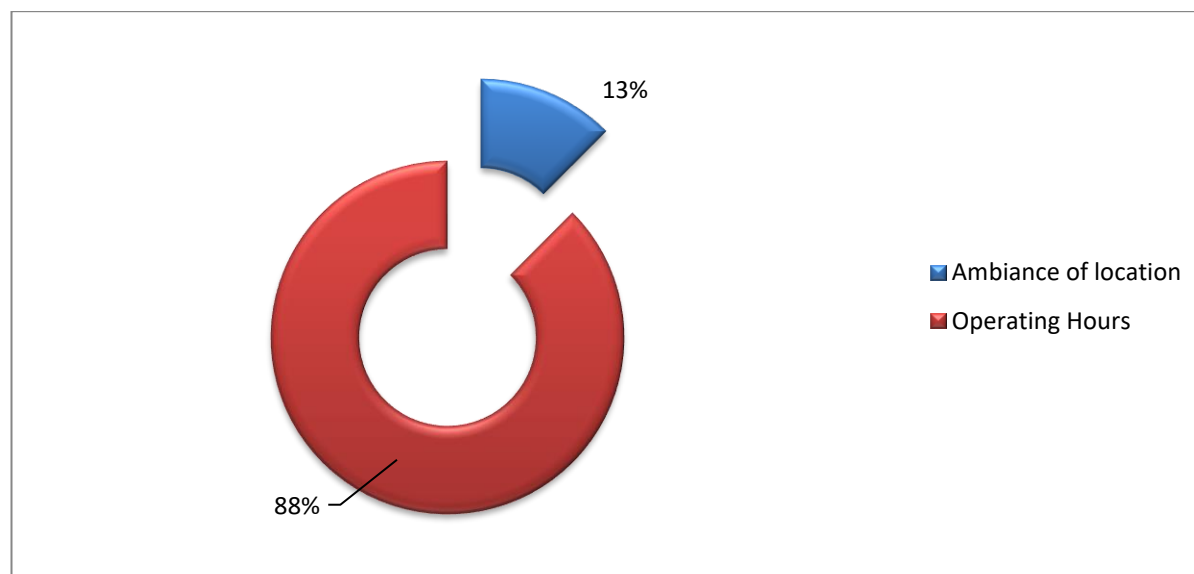


Figure 58 shows factors contributing to a rating of 8-10

Amongst the (41%) of respondents who rated *Reliability of services* as low: (83%) identified *adjust opening and closing hours* as the major area where improvement should be focused and (17%) stated *increase staff* as another area where improved is needed.

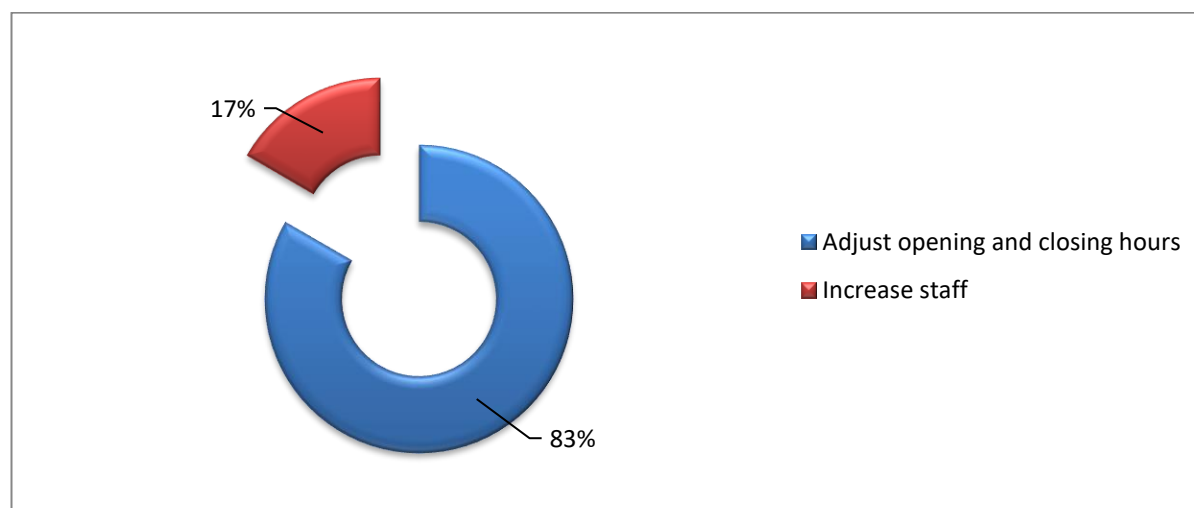


Figure 59 shows areas where improvements are needed

Customer Service Satisfaction

A total of 31 respondents were asked to rate their level of satisfaction on the customer service they received while interacting with the Division.

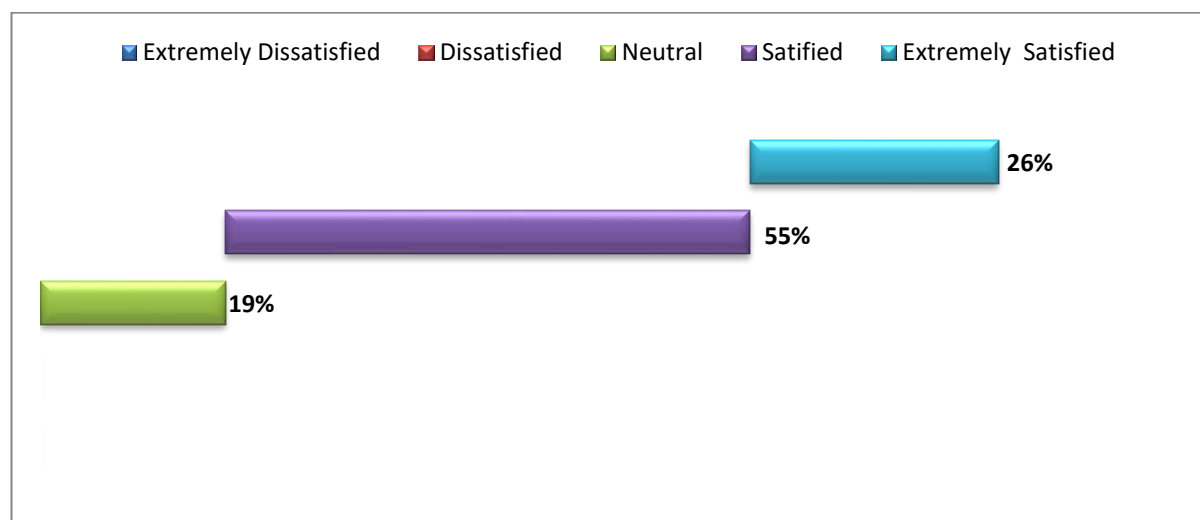


Chart 15 shows customer satisfaction with customer service

% of respondents	26%	55%	19%	0%	0%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Overall Customer Experience

A total of 31 respondents were asked to rate their level of satisfaction with the entire customer experience (knowledge of staff, comfort of facility and ease of doing business) received while interacting with the Division.

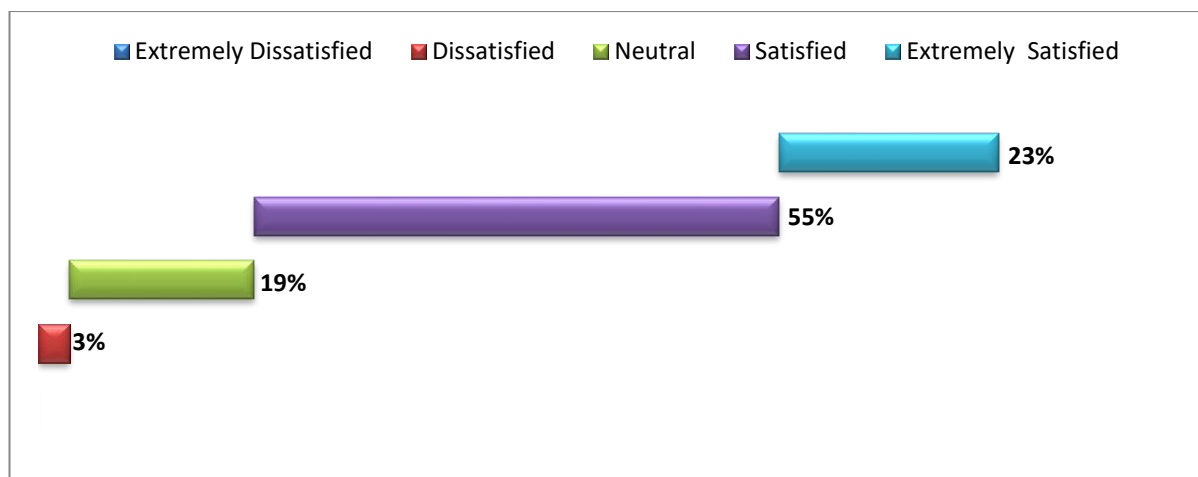


Chart 16 shows customer satisfaction with entire customer experience

% of respondents	23%	55%	19%	3%	0%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Recommendations

The Public Gardens Division recorded an overall rating of below 80%. In an effort to increase customer satisfaction: The Public Gardens Division should focus on improving accessibility to amenities at each location and increase the frequency of maintenance of existing facilities. Additionally, respondents identified staffing numbers as a concern that the Division should rectify.

Research and Development Division



The Research and Development Division is responsible for the generation of cost-effective agricultural technology with the aim of stimulating growth and improvement within the sector.

Overview of Main Findings

The Division was evaluated within four main areas: Staff Responsiveness, Access and Facility, Communication and Reliability of Service. In accordance with the Service Excellence Policy a rating of 80% or higher is categorized as meeting the level of satisfaction while below 80% does not meet the required level of satisfaction.

Research & Development Division recorded an overall customer satisfaction rate of 77% for 2022/23, this is similar to the 2021/22 rating of 77%. See table below for a performance breakdown in each service dimension:

Areas of Focus	% Level of satisfaction
Staff Responsiveness	80.90%
Access & Facility	77.40%
Communication	74.10%
Reliability of Services	75.50%
Overall Level of Satisfaction - 77%	

Respondents' Demographics

A total of 105 customers participated in the survey, the majority (70%) were males and (30%) were females.

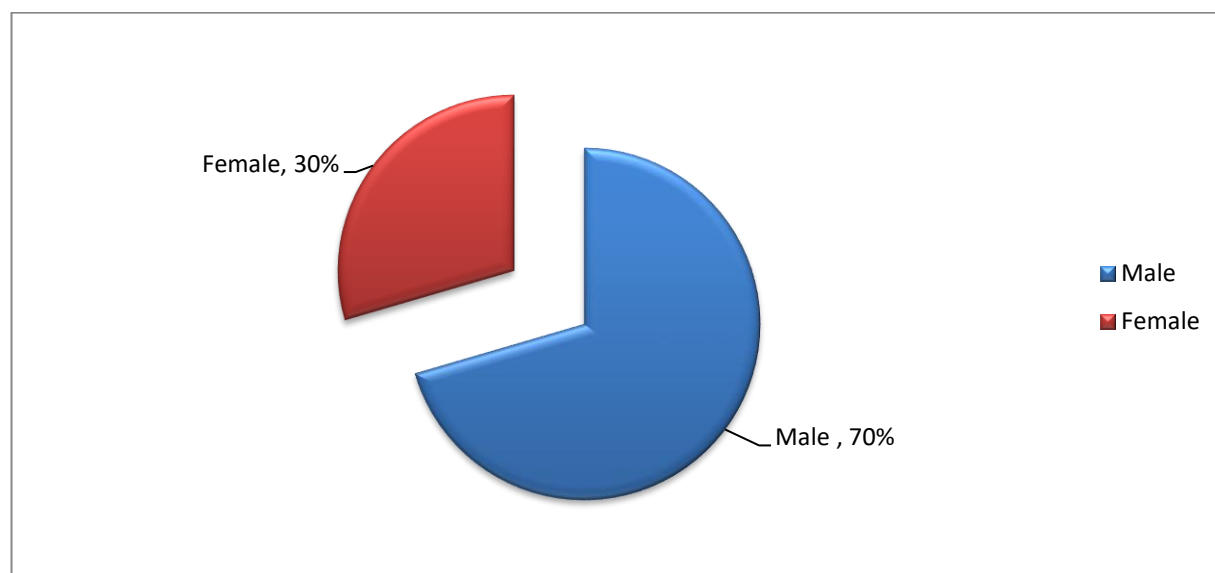


Figure 60 shows gender of respondents

The age composition of the respondents indicates (32%) of respondents are ages 41-50, (25%) are ages 31-40, (16%) are ages 51-60. Respondents ages over 61 and 21-30 both tallied (13%) each.

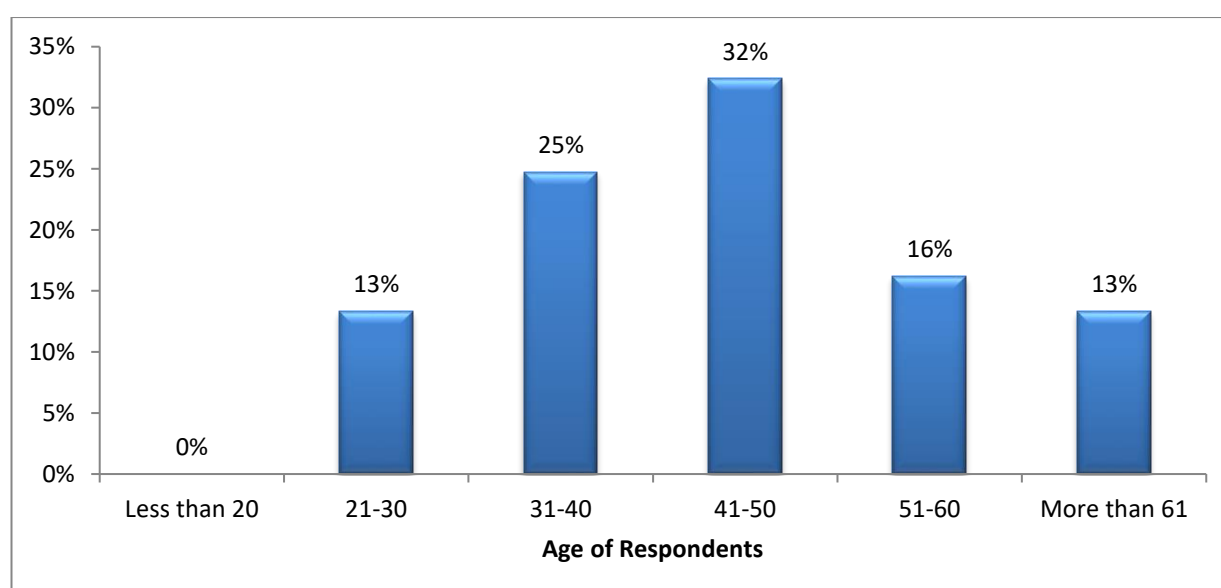


Figure 61 shows age of respondents

Two types of customers participated in the survey for R&D: the respondents were predominantly individual customers with (80%) stating they were individual customers and (20%) representing organizational customers.

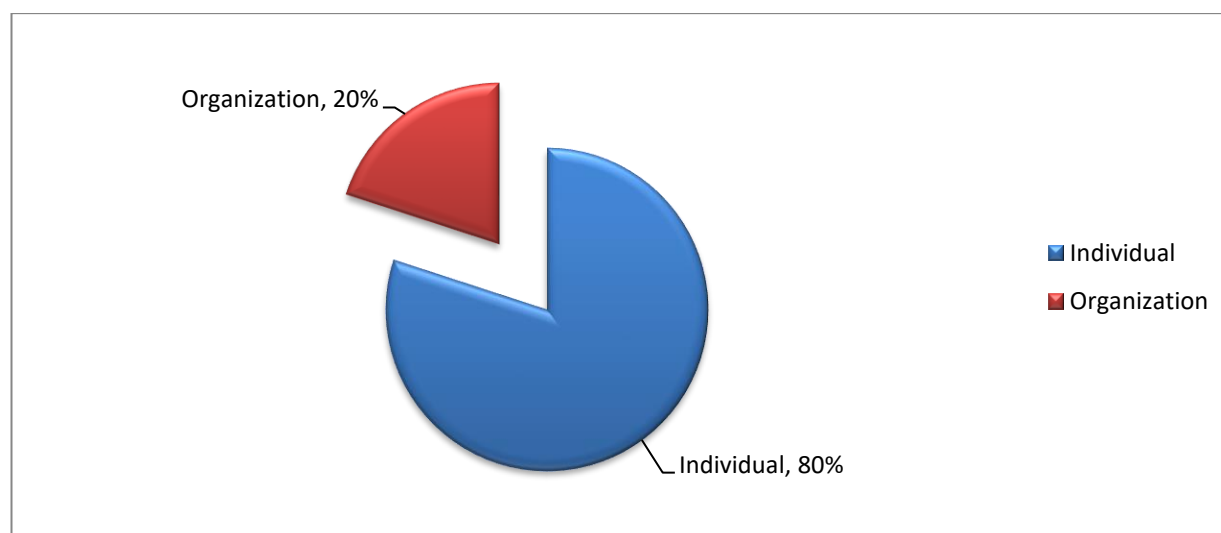


Figure 62 shows type of customer

The most popular method of accessing the Division's products and services is Walk In *with* (67%) of respondents identifying this method. (27%) utilized *telephone* while (5%) *online/website*. (2%) of respondents indicated field officer visits.

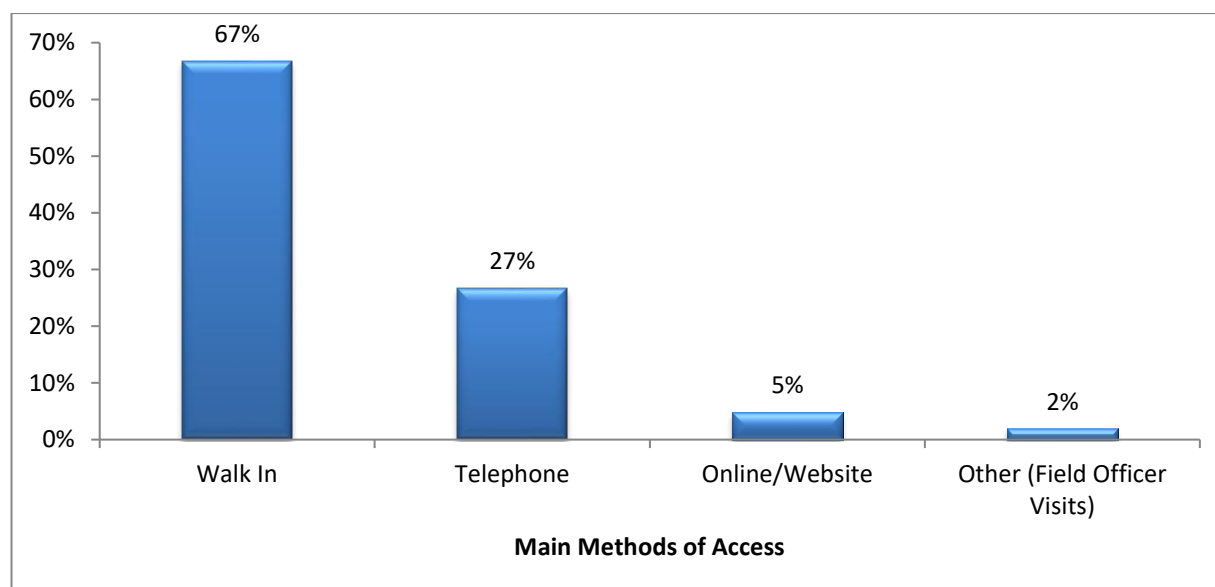


Figure 63 shows main method of access

Customers were asked to identify the preferred ways of accessing the Division's products and services, the vast majority (49%) identified *Walk In* as their primary preferred option, followed by *Telephone* (29%), *Online/Website* (19%) and *Field Officer Visits* (4%).

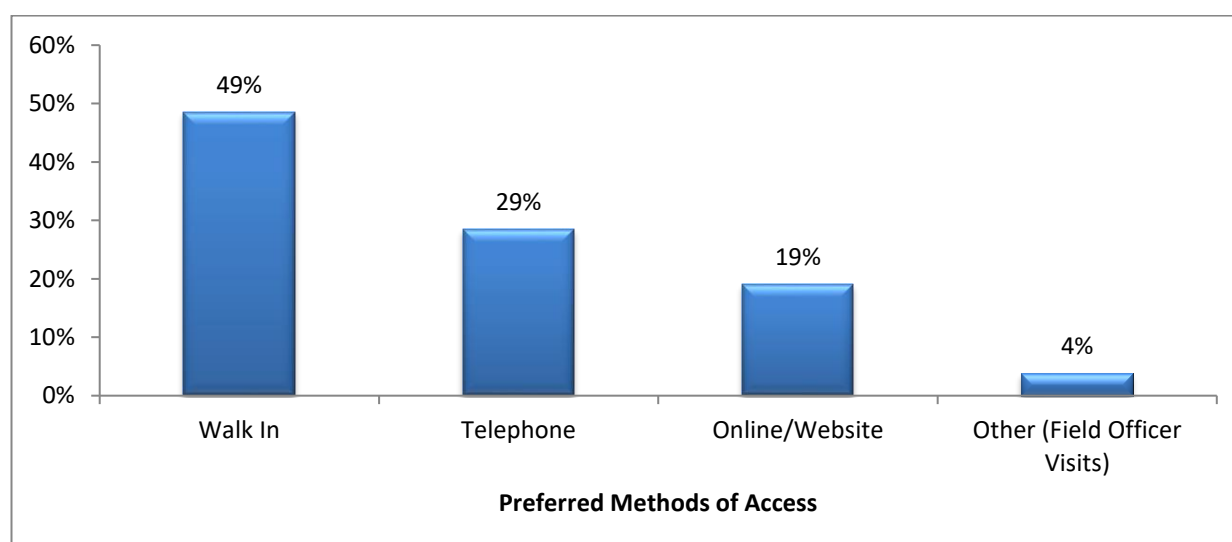


Figure 64 shows preferred method of access

Areas of Satisfaction: Products/Services

A total of 102 respondents were surveyed to ascertain their areas of satisfaction while interacting with R&D. (37%) stated they were satisfied with the *Quality of product*, (35%) were satisfied with the *overall experience*, (12%) were satisfied with *informative & accessible resources*, (9) were satisfied with the *helpful and responsive staff*.

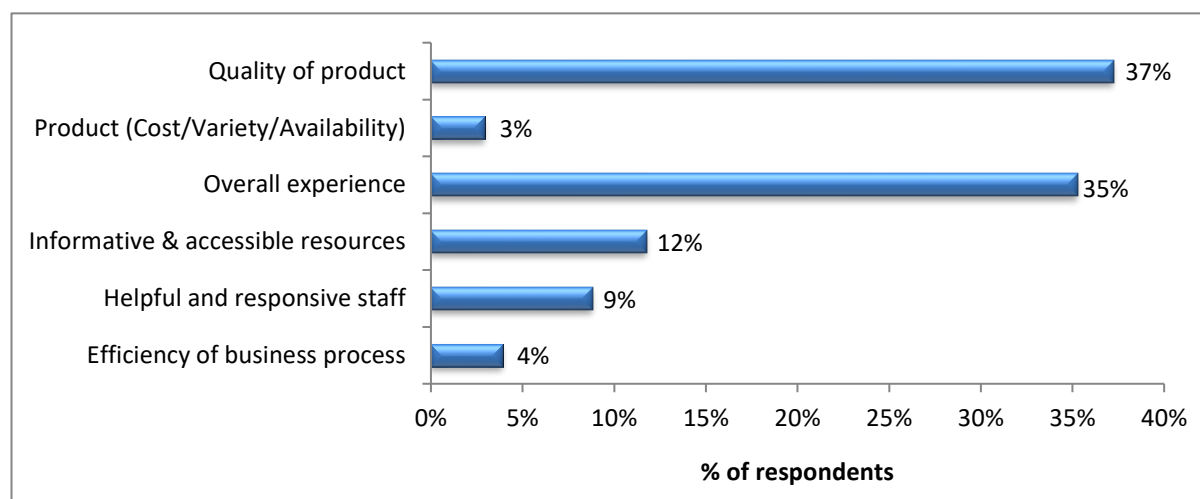


Figure 65 shows areas of satisfaction: products/services

Areas of Dissatisfaction: Products/Services

(34%) of respondents identified *lengthy business process* as an area of dissatisfaction, (34%) expressed *product availability & quality* as a source of dissatisfaction and (21%) stated staff limitation/lack of communication as another source of dissatisfaction.

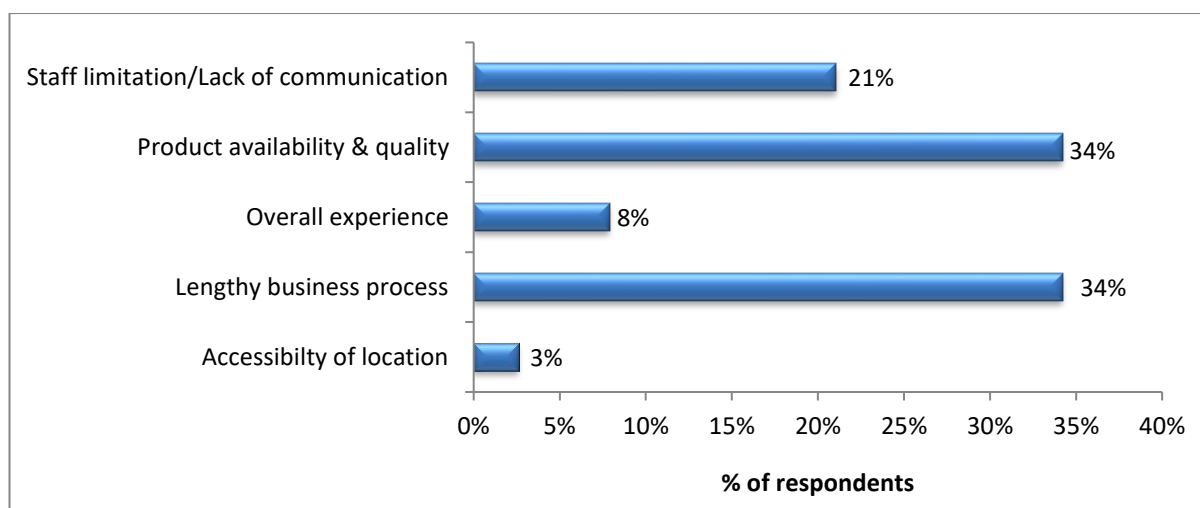
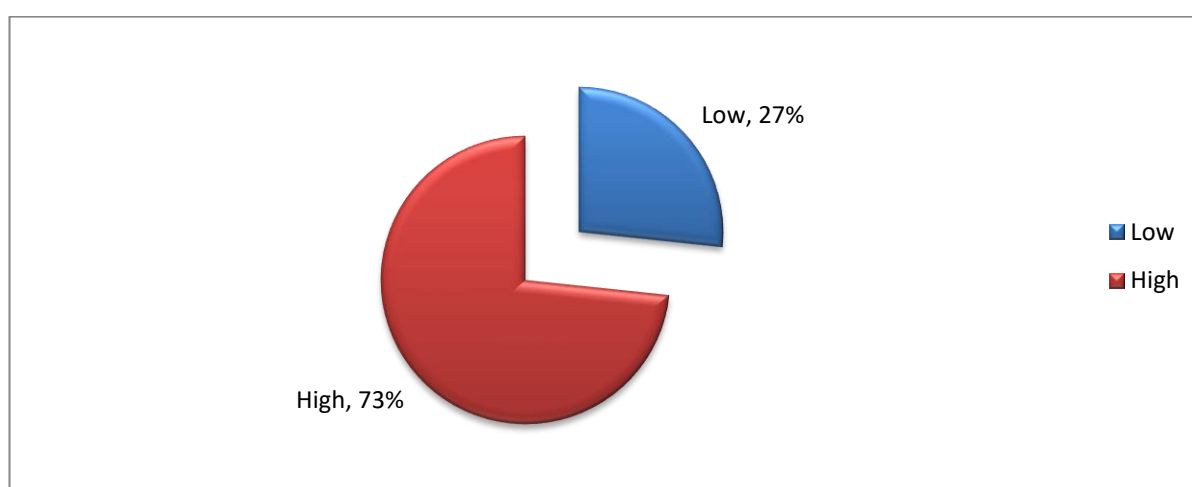


Figure 66 shows areas of dissatisfaction: products/services

Level of Satisfaction: Staff Responsiveness

Respondents were asked to rate their experience in the area of staff responsiveness, with values 1 to 7 categorized as low which represent standards not being met and values 8 to 10 categorized as high representing standards being met.

A total of 105 respondents were asked to rate their level of satisfaction in the area of staff responsiveness: (73%) rated their level of satisfaction greater than 7 and (27%) rated their level of satisfaction below 8



Pie Chart 19 shows level of satisfaction: Staff Responsiveness

% of Respondents	0%	0%	1%	3%	8%	5%	10%	26%	28%	20%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (73%) of respondents who rated *Staff Responsiveness* as high: (50%) attributed *Knowledgeable & provide timely updates* as the primary reasons, (25%) attributed *a high level of professionalism* and (25%) attributed *overall experience*.

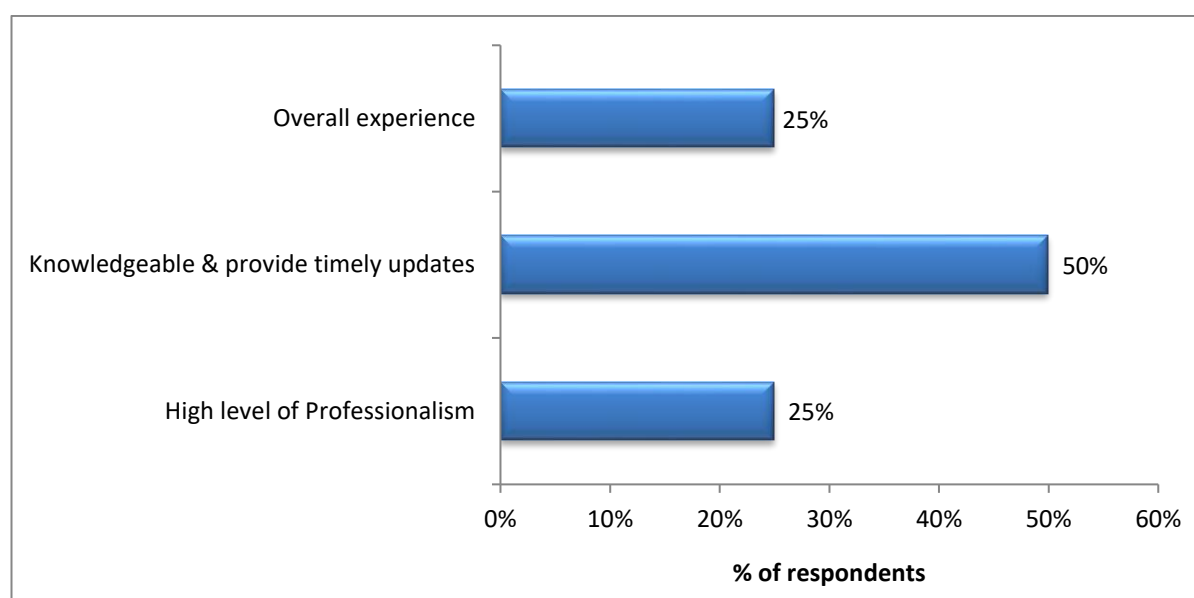


Figure 67 shows factors contributing to a rating of 8-10

Amongst the (27%) of respondents who rated *Staff Responsiveness* as low: (55%) identified providing timely updates/communication as a major area where improvement should be focused. (18%) stated *increase in staff numbers improve* and (14%) *increase in professionalism and empathy* as another area where improvements are needed.

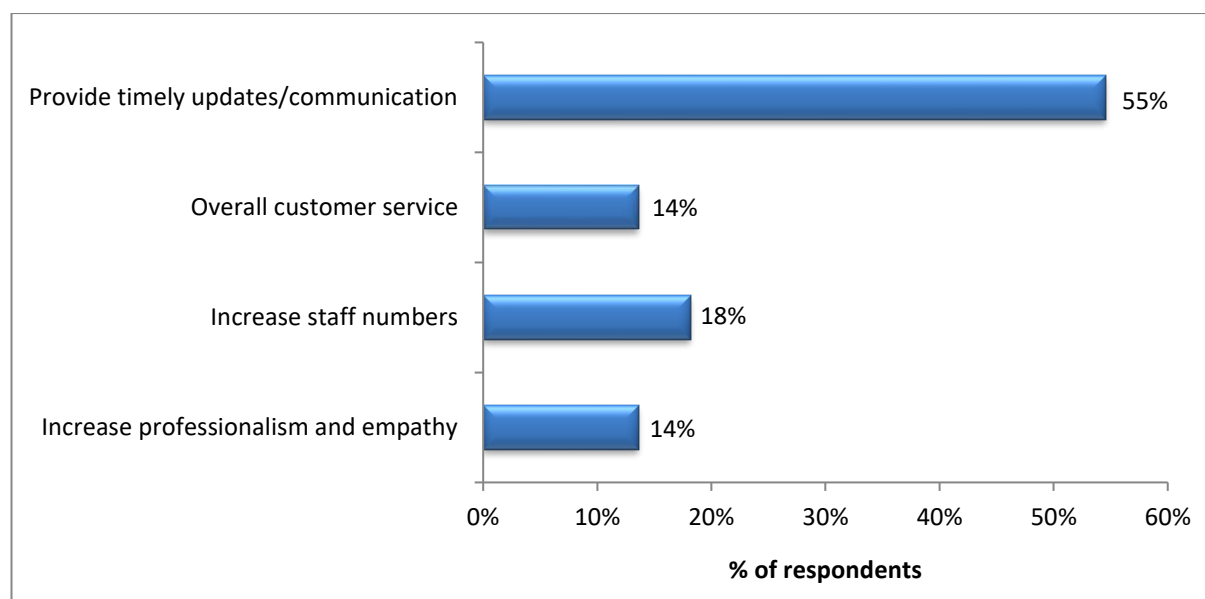
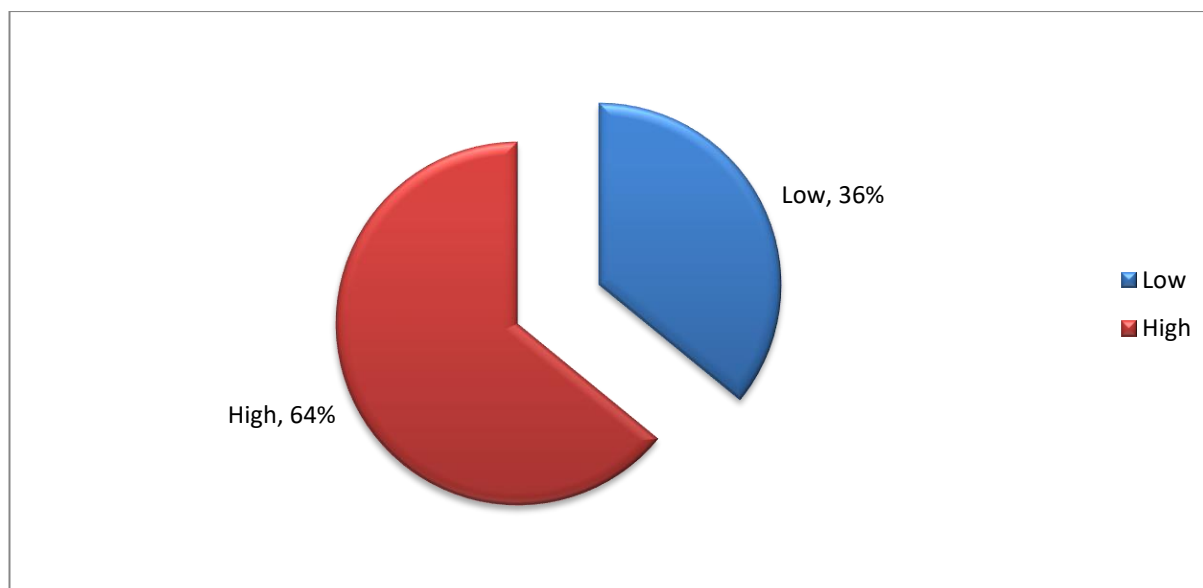


Figure 68 shows areas where improvements are needed

Level of Satisfaction: Access & Facility

Respondents were asked to rate their experience in the area of access and facility, with values 1 to 7 categorized as low which represent standards not being met and values 8 to 10 categorized as high representing standards being met.

A total of 103 respondents were asked to rate their level of satisfaction in the area of access & facility: (64%) rated their level of satisfaction greater than 7 and (36%) rated their level of satisfaction below 8.



Pie Chart 20 shows level of satisfaction: Access & Facility

% of Respondents	0%	0%	3%	3%	8%	9%	14%	30%	14%	20%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (64%) of respondents who rated *access and facility* as high: (40%) attributed *easily accessible* as one of the primary reasons, also clean, comfortable and secure environment garnered (40%) and (11%) attributed *staff assistance & hospitality*.

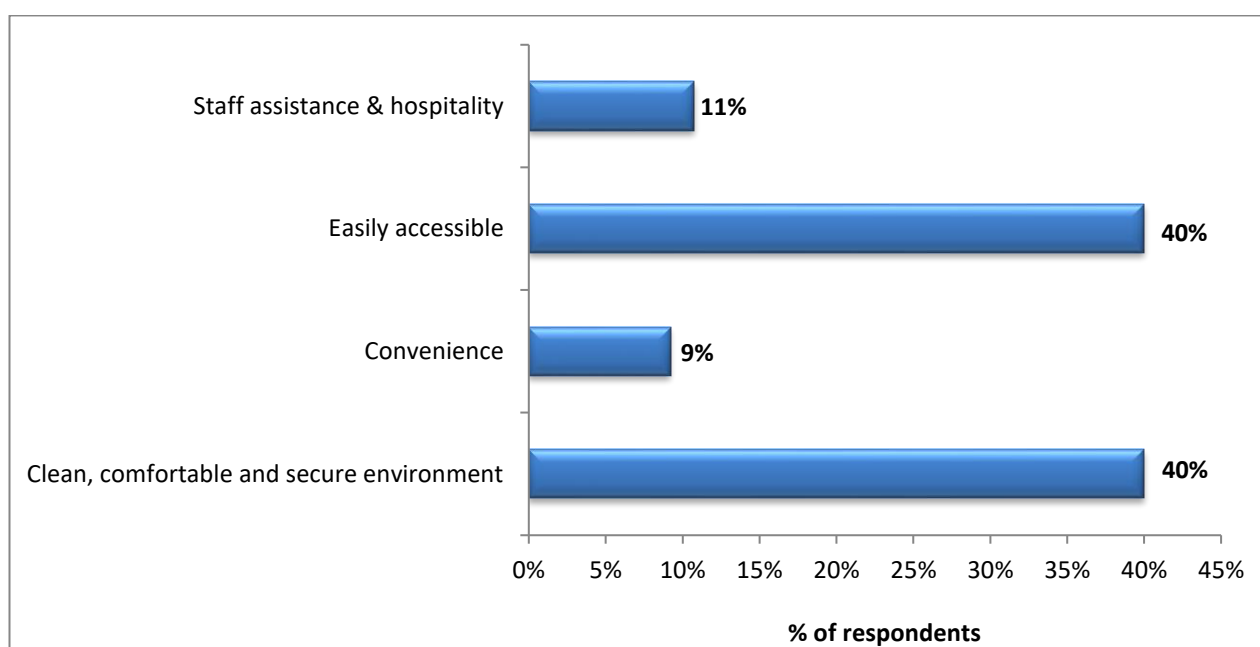


Figure 69 shows factors contributing to a rating of 8-10

Amongst the (36%) of respondents who rated *access and facility* as low: upgrade facilities (43%) and *centralize business processes* (32%) were identified as the main areas where improvement should be focused. *Establish more outlets* (14%) and *availability of informative resources* (11%) were also areas where respondents identified as needing improvement.

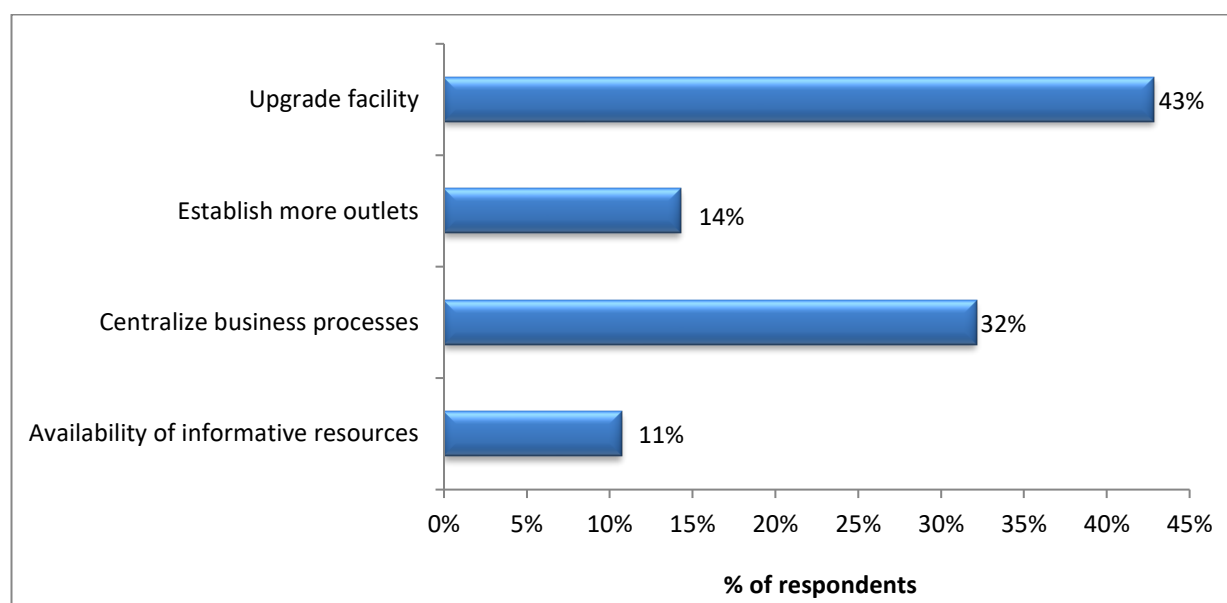
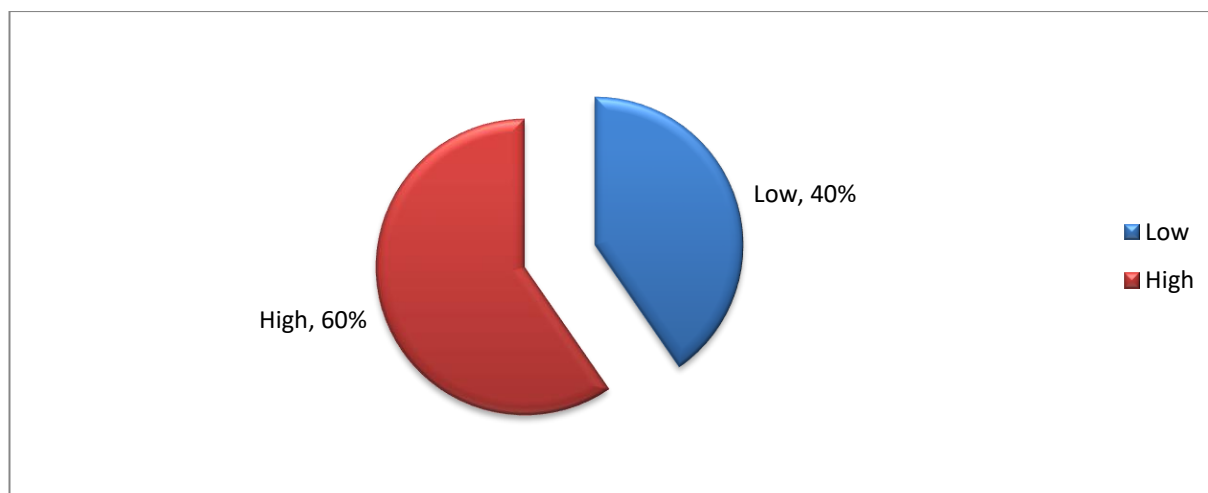


Figure 70 shows areas where improvements are needed

Level of Satisfaction: Communication

Respondents were asked to rate their experience in the area of communication, with values 1 to 7 categorized as low which represent standards not being met and values 8 to 10 categorized as high representing standards being met.

A total of 104 respondents were asked to rate their level of satisfaction in the area of communication: (60%) rated their level of satisfaction greater than 7 and (40%) rated their level of satisfaction below 8.



Pie Chart 21 shows level of satisfaction: Communication

% of Respondents	2%	4%	2%	6%	7%	9%	12%	23%	13%	23%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (60%) of respondents who rated *communication* as high: (37%) attributed *timely updates/query resolutions* as the primary reason. (32%) of respondents stated *helpful and reliable staff* and (31%) of respondents stated *overall experience* as contributing factors.

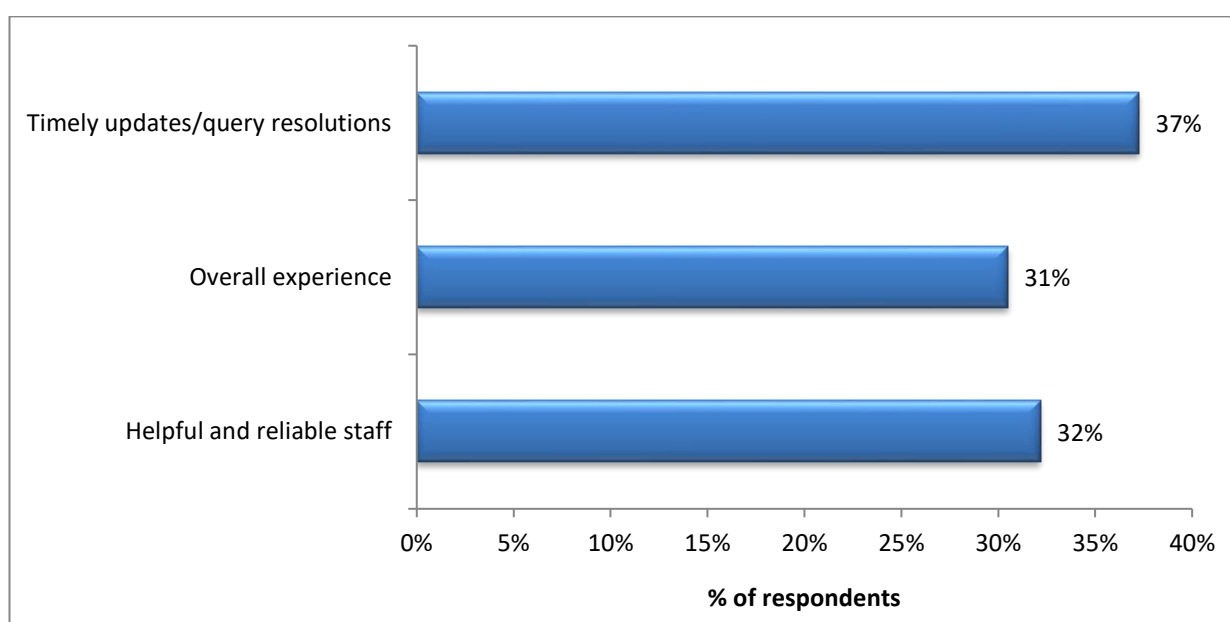


Figure 71 shows factors contributing to a rating of 8-10

Amongst the (40%) of respondents who rated *communication* as low: (54%) identified *providing timely updates on products/services* as a major area improvement should be focused on, (17%) stated follow-up mechanism, (12%) stated increase advertisements, (12%) stated reliability of phone lines were other areas where improved are needed.

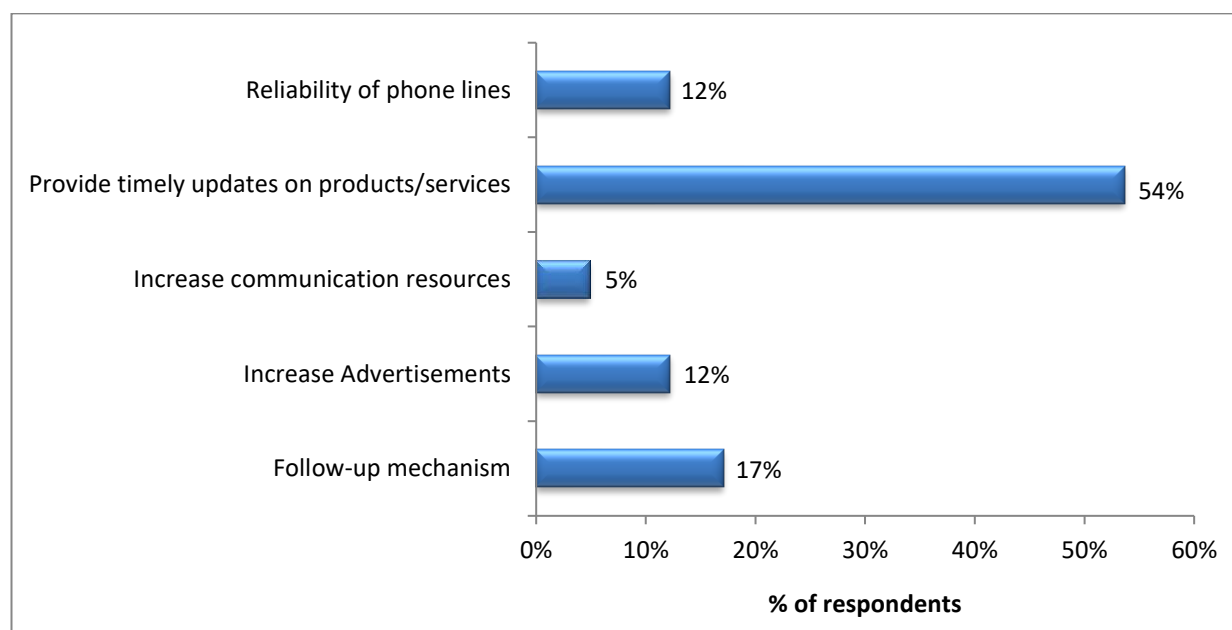
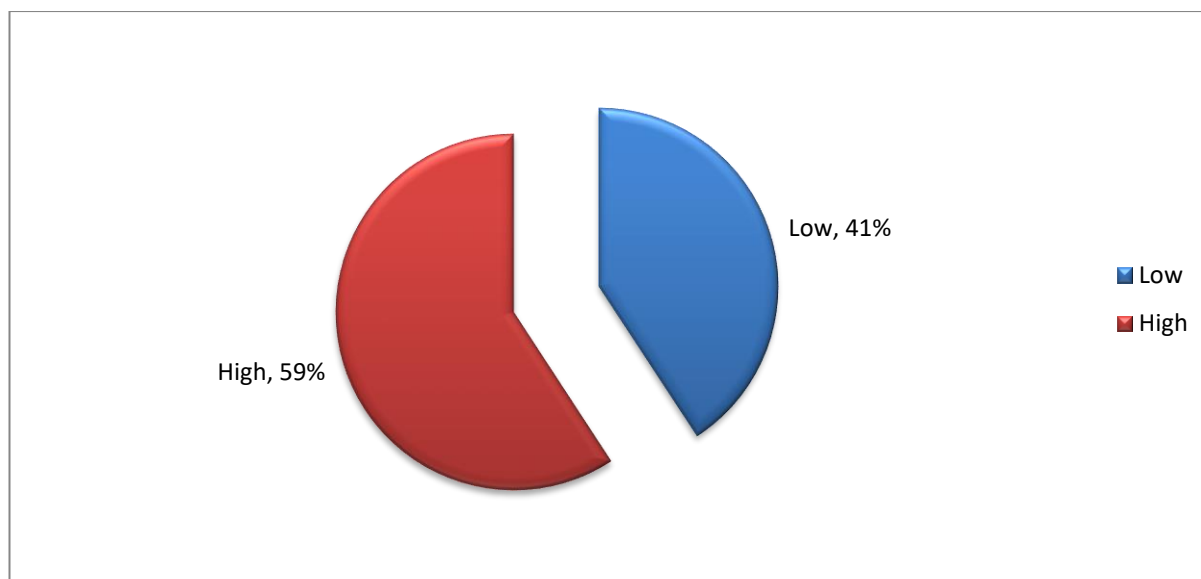


Figure 72 shows areas where improvements are needed

Level of Satisfaction: Reliability of Service

Respondents were asked to rate their experience in the area of reliability of service, with values 1 to 7 categorized as low which represent standards not being met and values 8 to 10 categorized as high representing standards being met.

A total of 103 respondents were asked to rate their level of satisfaction in the area of reliability of service: (59%) rated their level of satisfaction greater than 7 and (41%) rated their level of satisfaction below 8.



Pie Chart 22 shows level of satisfaction: Reliability of Service

% of Respondents	2%	1%	0%	5%	10%	7%	17%	25%	15%	19%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (59%) of respondents who rated *reliability of service* as high: (49%) attributed *overall quality experience*, (23%) attributed *convenient hours of operation*, and (19%) *service of staff* as the primary factors.

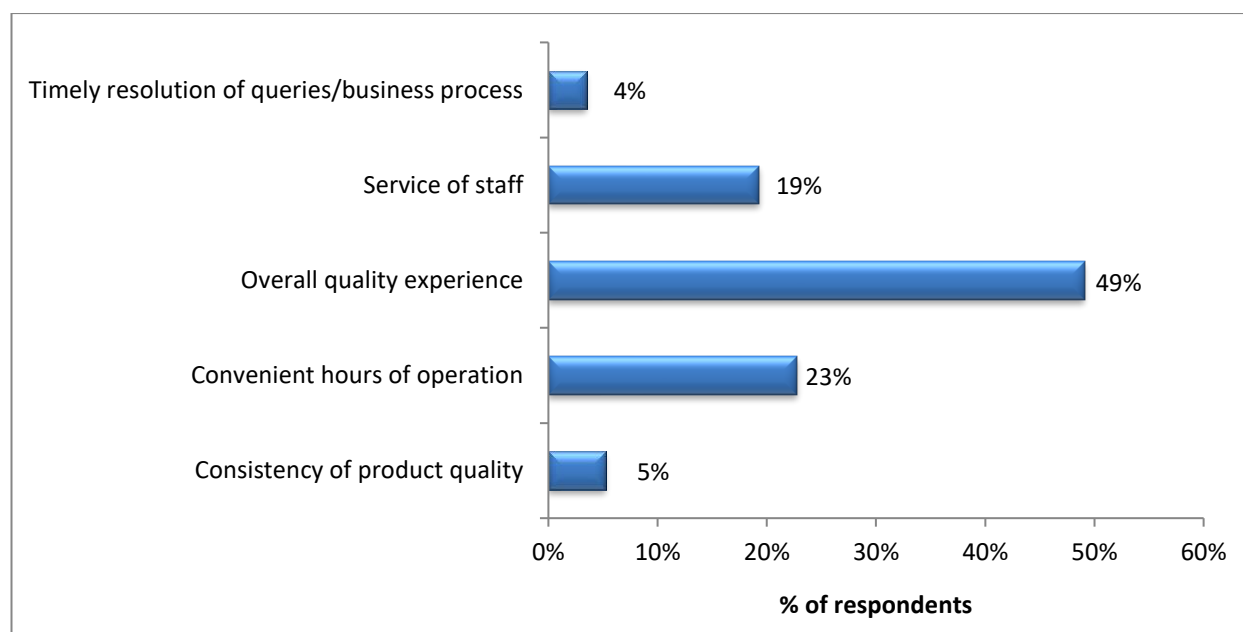


Figure 73 shows factors contributing to a rating of 8-10

Amongst the (41%) of respondents who rated the *Reliability of services* as low: (24%) identified hours of operation, (21%) increase staff numbers and training, (18%) overall service quality and (15%) product availability as areas where improvement is needed.

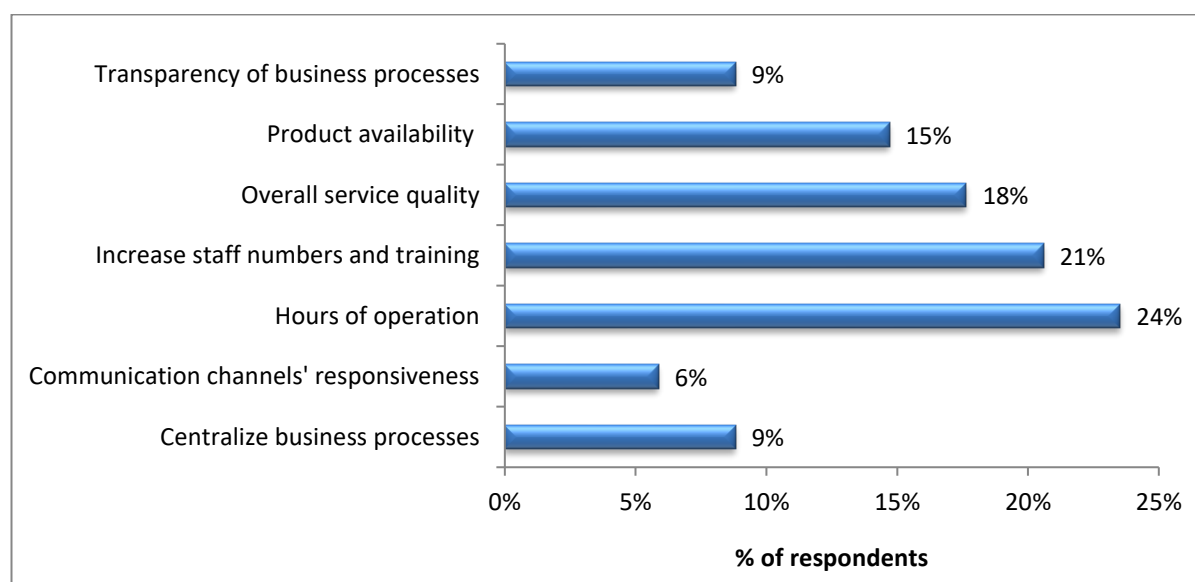


Figure 74 shows areas where improvements are needed

Customer Service Satisfaction

A total of 104 respondents were asked to rate their level of satisfaction with the customer service they received while interacting with the Division.

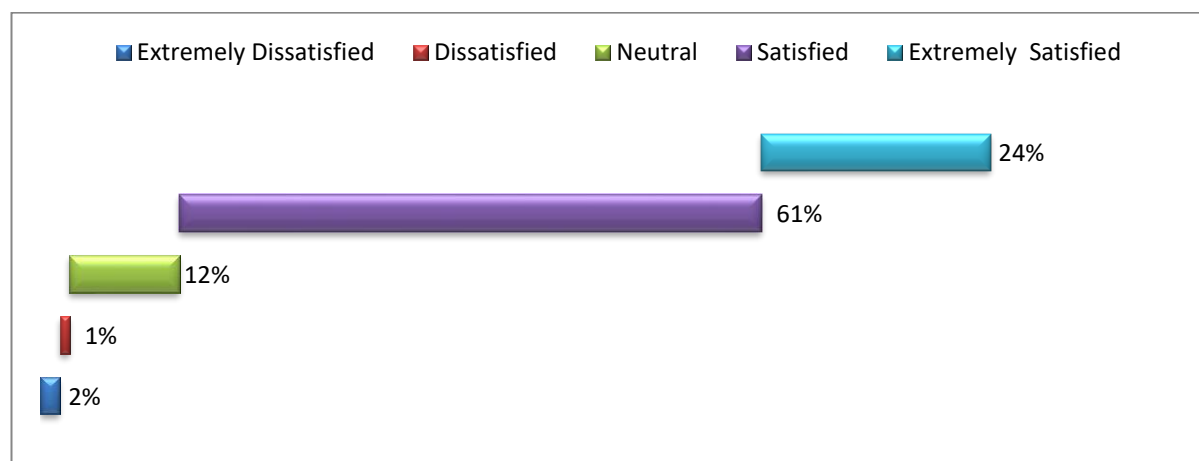


Chart 17 shows customer satisfaction with customer service

% of respondents	24%	61%	12%	1%	2%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Overall Customer Experience

A total of 104 respondents were asked to rate their level of satisfaction with the entire customer experience (knowledge of staff, comfort of facility and ease of doing business) received while interacting with the Division.

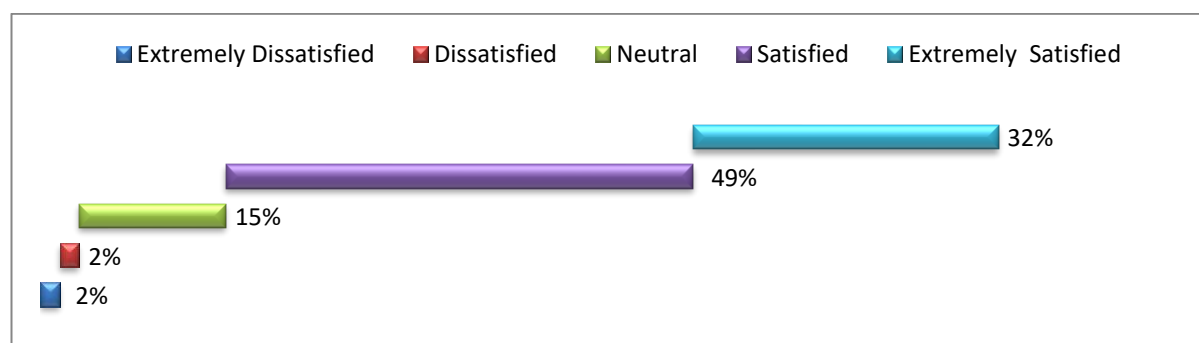


Chart 18 shows customer satisfaction with entire customer experience

% of respondents	32%	49%	15%	2%	2%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Recommendations

The Research & Development Division recorded an overall satisfaction rating of 77%, which is identical to the 2021/22 rating. The Division scored below 80% in three of the four service dimensions: access & facility, communication and reliability of service. Based on respondents' feedback, the Division should aim to simplify business processes where possible and increase the frequency of communication on products & service updates to customers. Additionally, improve the availability of products/services to customers.

Veterinary Services Division



The Veterinary Services Division oversees national health, animal status and welfare throughout the island. Additionally, the Division plays an integral role in the inspection of live animals, meats and meat products for import/export.

Overview of Main Findings

The Division was evaluated within four main areas: Staff Responsiveness, Access and Facility, Communication and Reliability of Service. In accordance with the Service Excellence Policy, a rating of 80% or higher is categorized as meeting the level of satisfaction while below 80% does not meet the required level of satisfaction.

The Veterinary Services Division recorded an overall customer satisfaction rate of 85.6% for 2022/23, this represents an increase from the 2021/22 rating of 83%. See table below for a performance breakdown in each service dimension:

Areas of Focus	% Level of satisfaction
Staff Responsiveness	88.5%
Access & Facility	82.7%
Communication	83.9%
Reliability of Services	87.4%
Overall Level of satisfaction = 85.6%	

Respondents' Demographics

A total of 89 customers participated in the survey, the majority (54%) were females and (46%) were males.

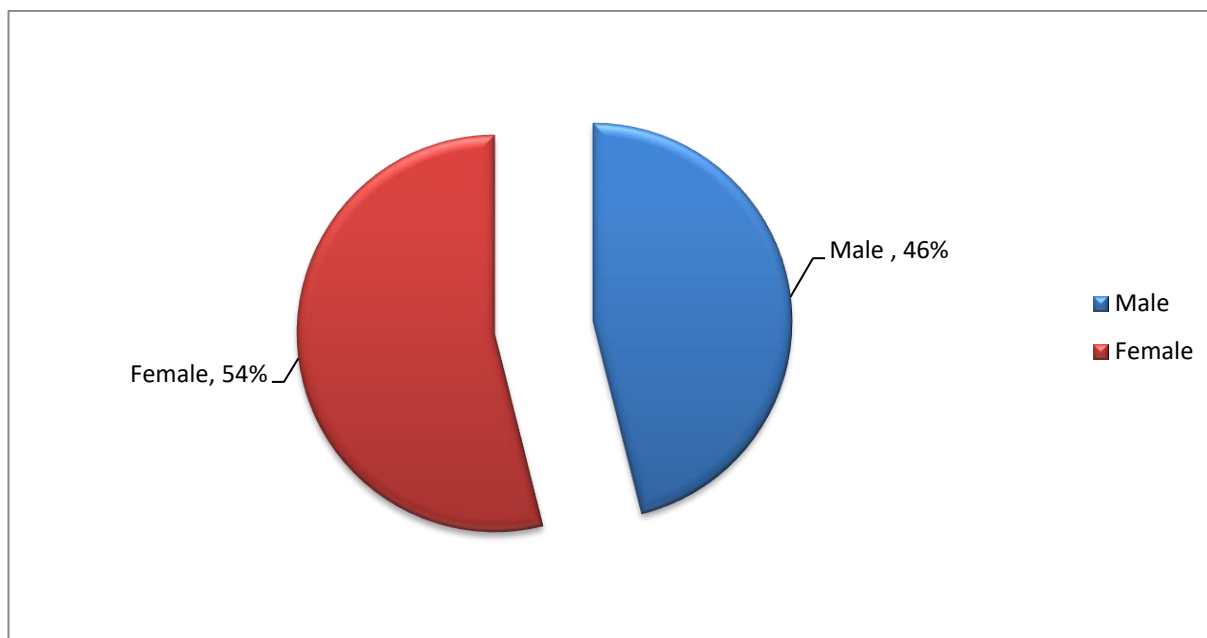


Figure 75 shows gender of respondents

The age composition of the respondents indicates (34%) of respondents are ages 51-60, (26%) are over 61 years old while the age group 31-40 and 41-50 both tallied (16%) each. The ages of 21-30 accounted 9% of participants.

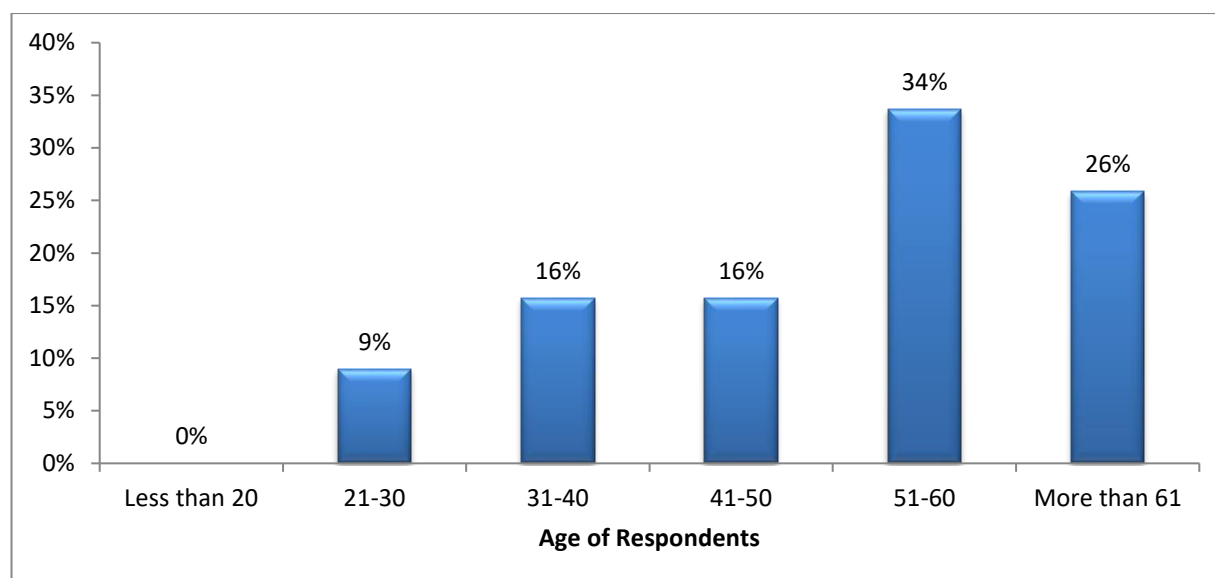


Figure 76 shows age of respondents

Two types of customers participated in the survey for VSD: the respondents were predominantly individual customers with (85%) stating they were individual customers and (15%) representing organizational customers.

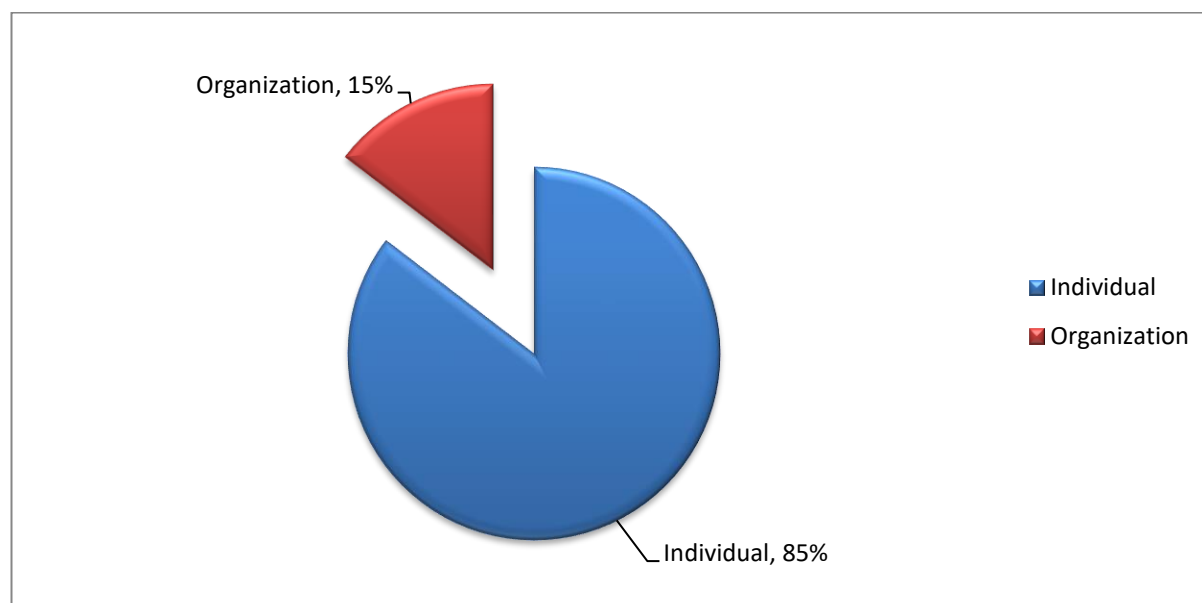


Figure 77 shows type of customer

The most popular method of accessing the Division's products and service is Online/Website with (66%) respondents identifying this method. (18%) utilized Walk In,

(13%) accessed the Division via telephone. Of the customers surveyed only (2%) access products/service using field officer visits.

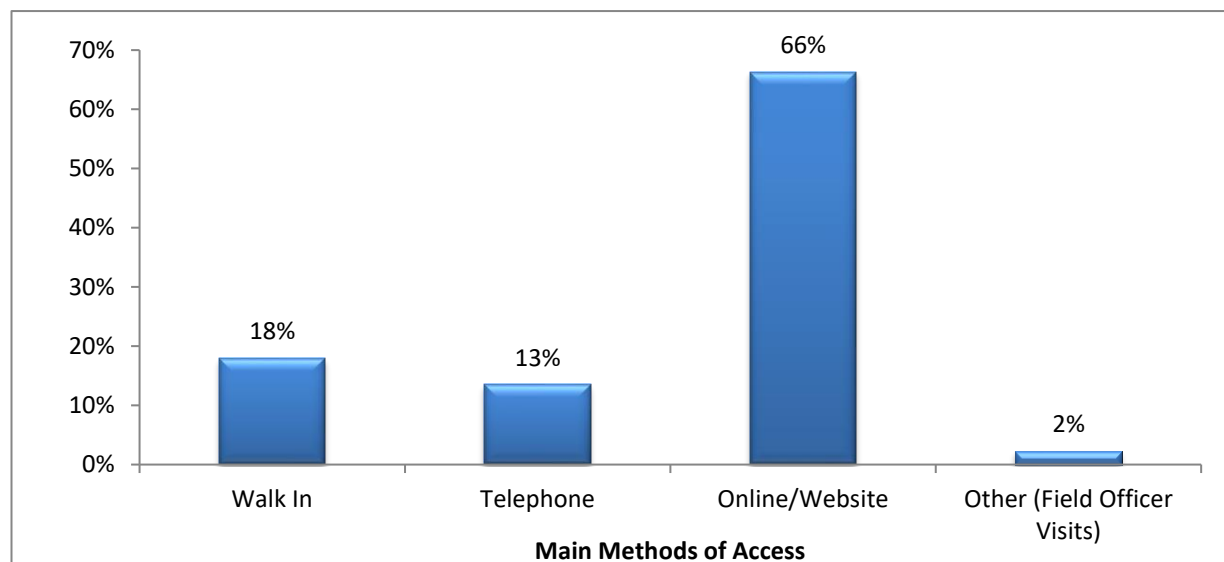


Figure 78 shows main method of access

Customers were asked to identify the preferred ways of accessing the Division's products and services, and the vast majority (79%) identified Online/Website as their preferred option. Alternative options all scored lowly: Walk-in (16%), Telephone (3%) and Field officer visit (2%).

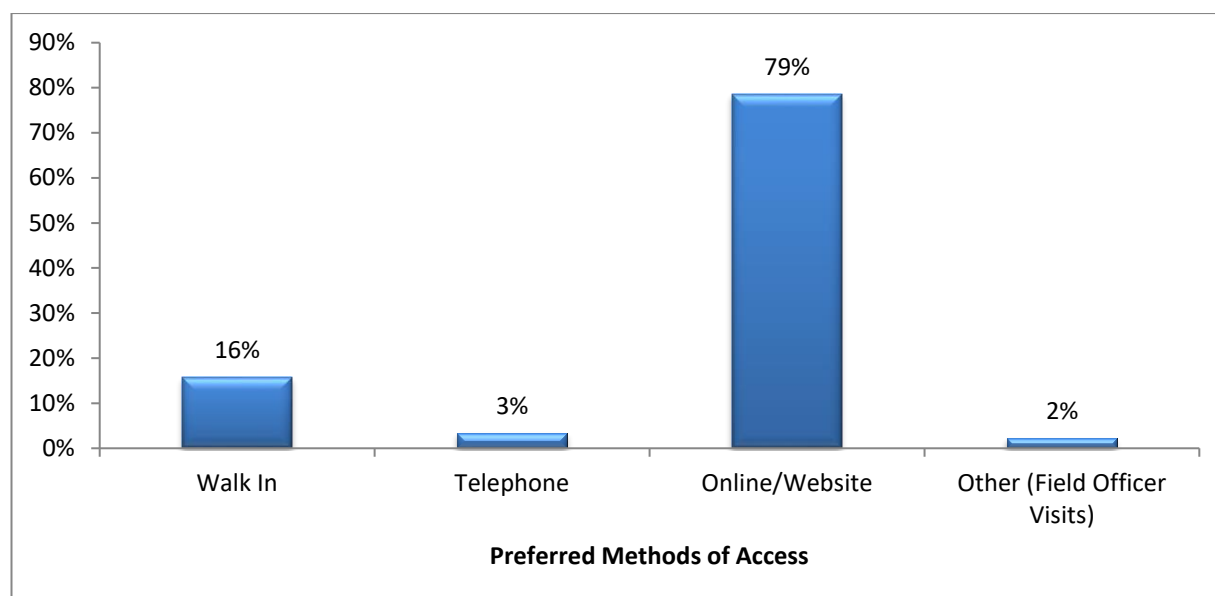


Figure 79 shows preferred method of access

Areas of Satisfaction: Products/Services

A total of 85 respondents were surveyed to ascertain their areas of satisfaction while interacting with VSD. (48%) stated they were satisfied with Helpful and responsive staff, (29%) were satisfied with the *ease of the business process* and (21%) stated they were satisfied with the overall quality of the product/service received.

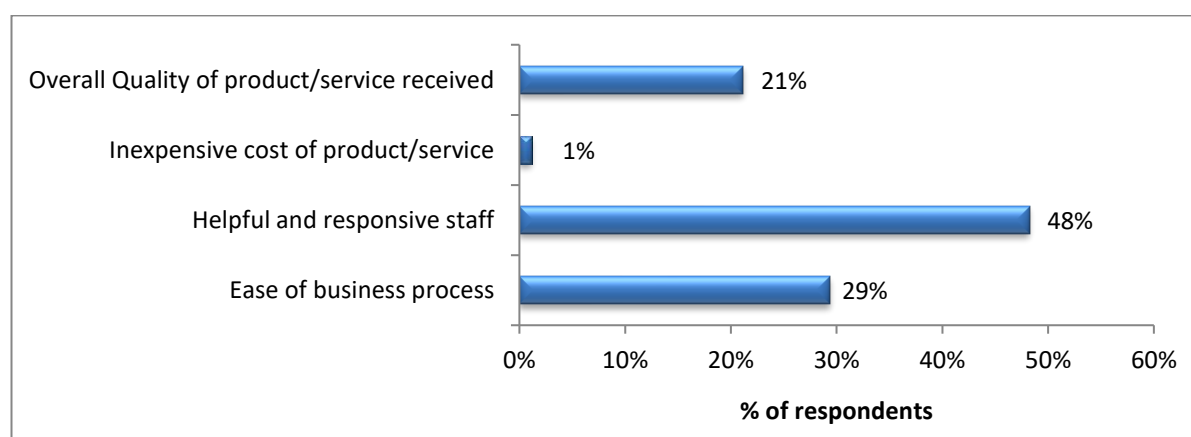


Figure 80 shows areas of satisfaction: products/services

Areas of Dissatisfaction: Products/Services

(64%) of respondents identified lengthy/complicated business process as an area of dissatisfaction, (22%) expressed limitations of online platforms as a source of dissatisfaction and (8%) stated procedures lack transparency.

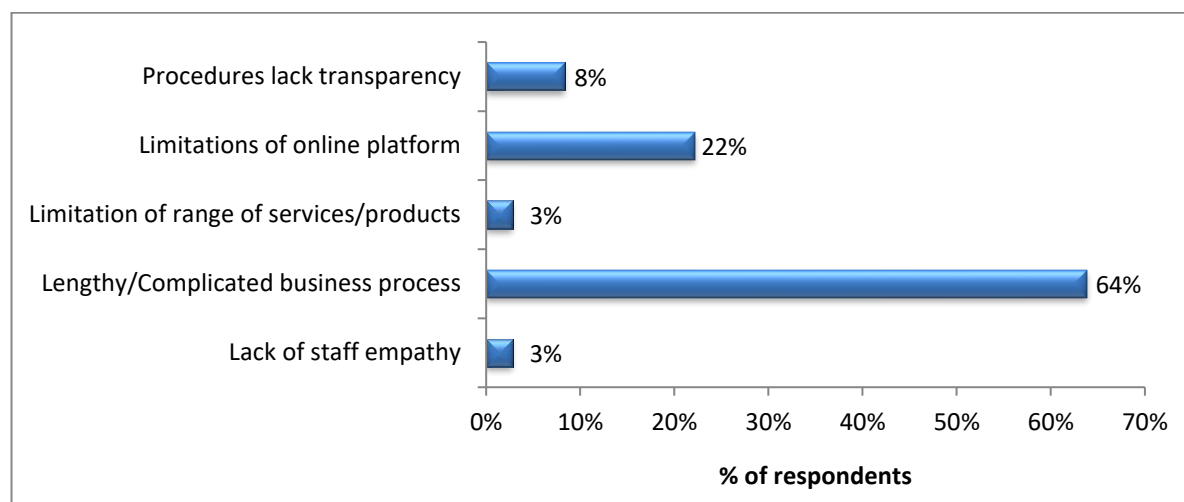
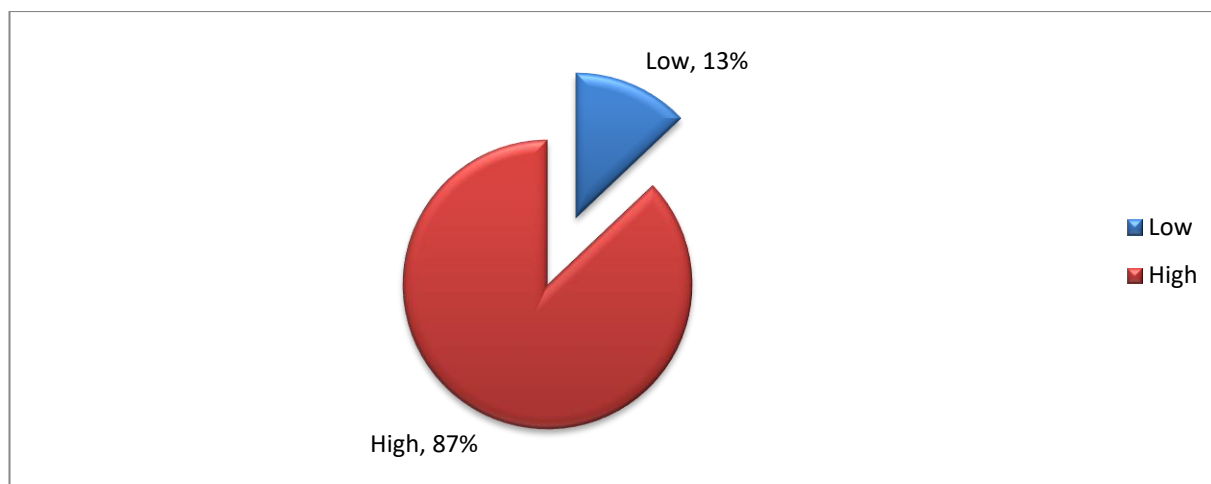


Figure 81 shows areas of dissatisfaction: products/services

Level of Satisfaction: Staff Responsiveness

Respondents were asked to rate their experience in the area of staff responsiveness, with values 1 to 7 categorized as low which represent standards not being met and values 8 to 10 categorized as high representing standards being met.

A total of 85 respondents were asked to rate their level of satisfaction in the area of staff responsiveness: (87%) rated their level of satisfaction greater than 7 and (13%) rated their level of satisfaction below 8.



Pie Chart 23 shows level of satisfaction: Staff Responsiveness

% of Respondents	1%	0%	1%	0%	0%	2%	8%	19%	25%	44%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (87%) of respondents who rated *Staff Responsiveness* as high: (42%) attributed *very professional and knowledgeable* as the primary reason, (36%) attributed *easily accessible/prompt response* and (22%) attributed Overall staff service.

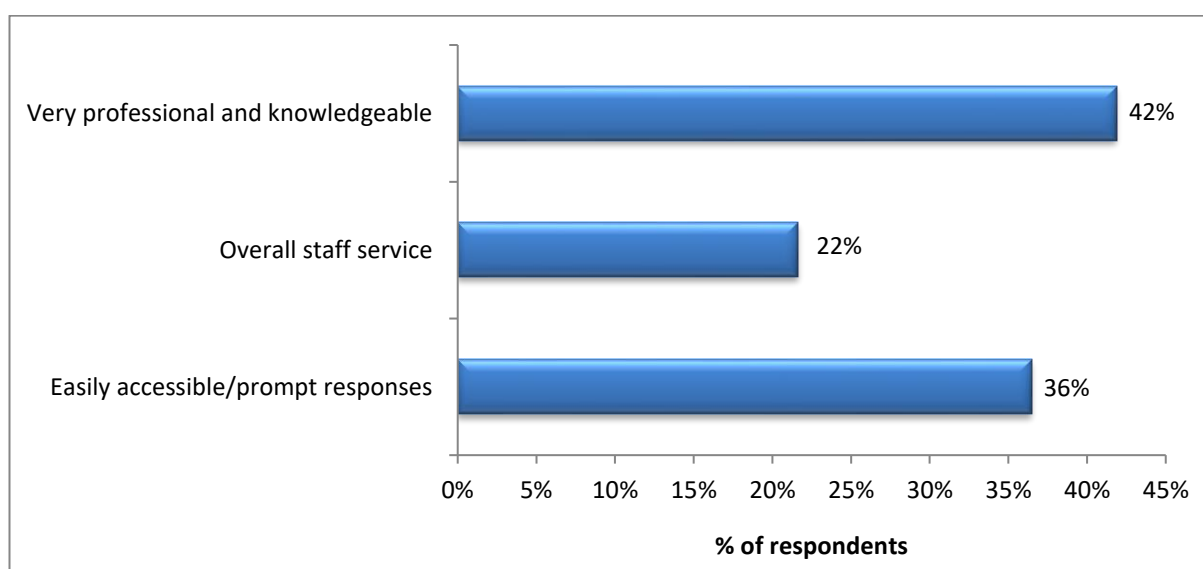


Figure 82 shows factors contributing to a rating of 8-10

Amongst the (13%) of respondents who rated *Staff Responsiveness* as low: (40%) identified *improve efficiency of client support* as a major area where improvement should be focused and (30%) stated standardize business process as another area where improvement is

needed. (20%) increase staff and (10%) enhance online platform capabilities were other areas respondents felt improvements are needed.

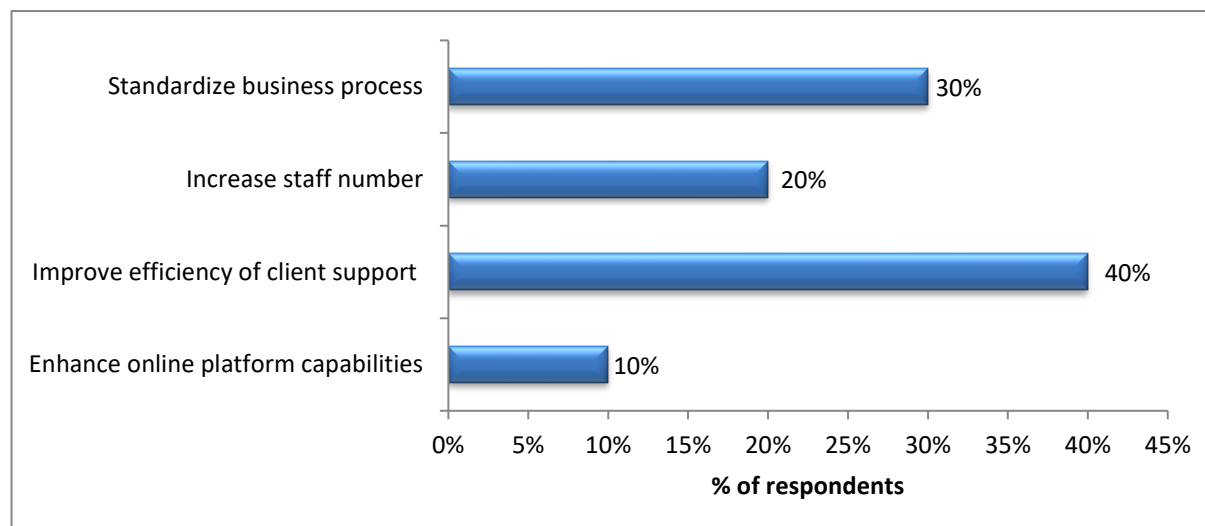
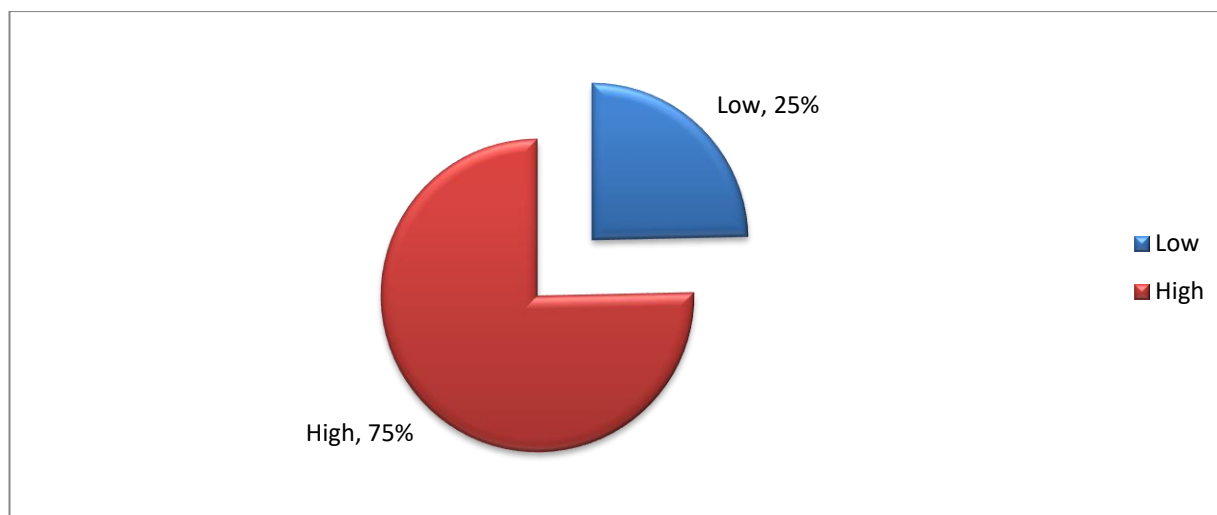


Figure 83 shows areas where improvements are needed

Level of Satisfaction: Access & Facility

Respondents were asked to rate their experience in the area of access and facility, with values 1 to 7 categorized as low which represent standards not being met and values 8 to 10 categorized as high representing standards being met.

A total of 73 respondents were asked to rate their level of satisfaction in the area of access and facility: (75%) rated their level of satisfaction greater than 7 and (25%) rated their level of satisfaction below 8.



Pie Chart 24 shows level of satisfaction: Access & Facility

% of Respondents	0%	1%	3%	1%	1%	4%	14%	22%	26%	27%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (75%) of respondents who rated *access and facility* as high: (53%) attributed *easily accessible* as the primary reason and (25%) attributed *convenient/easy doing business*. And (22%) identified the *facility being in good condition* as the primary reason.

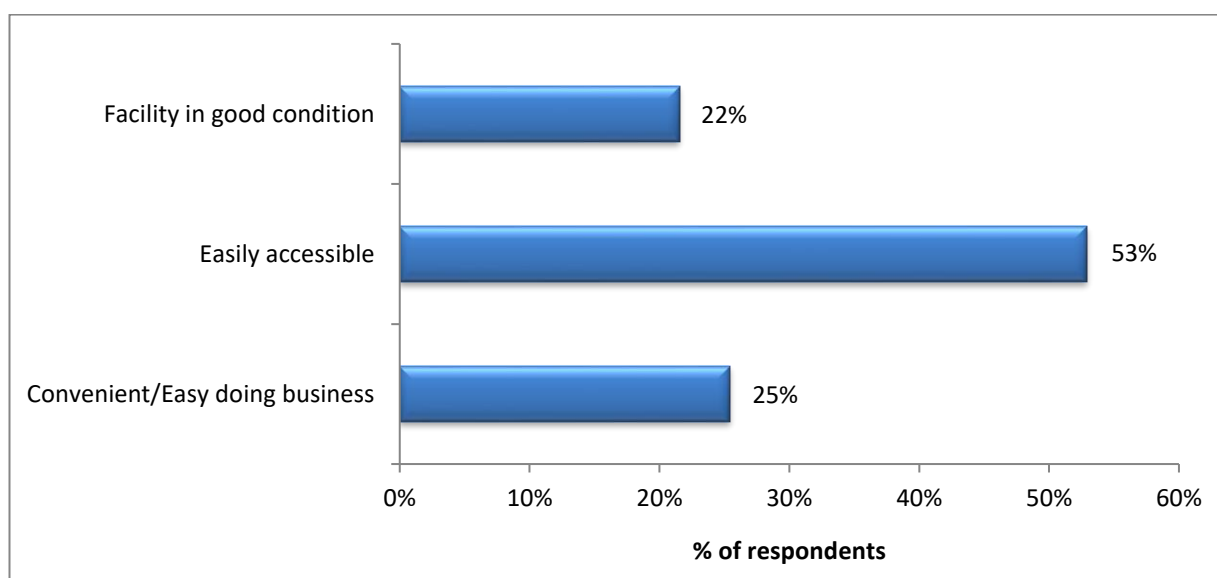


Figure 84 shows factors contributing to a rating of 8-10

Amongst the (25%) of respondents who rated *access and facility* as low: upgrade facilities (25%) and enhance efficiency of online platform (25%) were identified as the main areas where improvement should be focused. Simplify business process (17%), Increase staff complement (17%) and Add more locations (17%) were also areas where respondents identified as needing improvement.

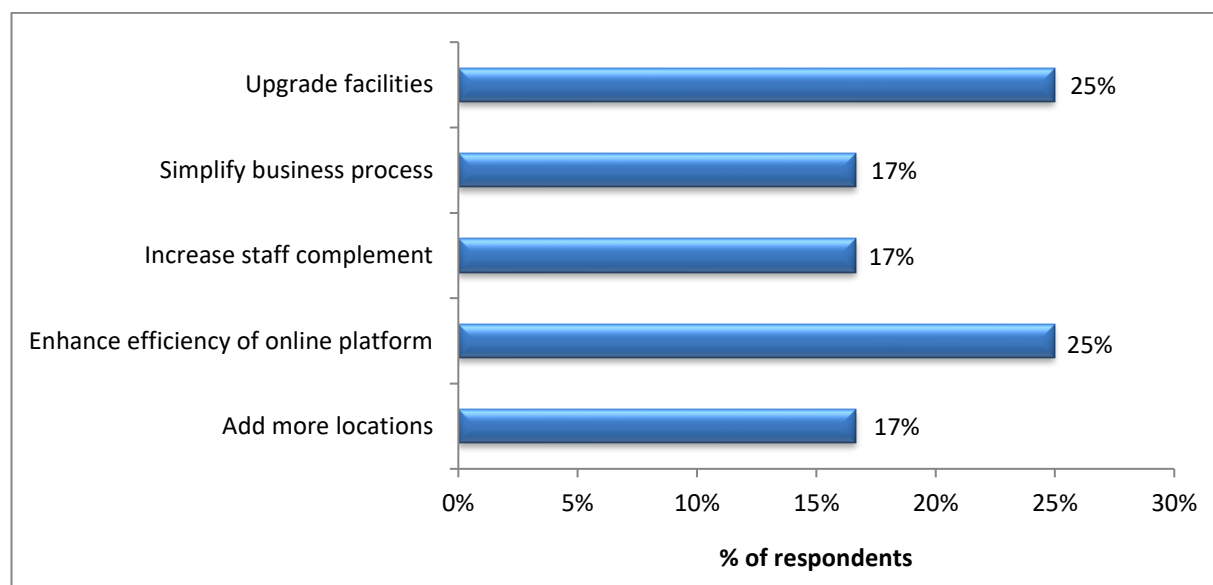
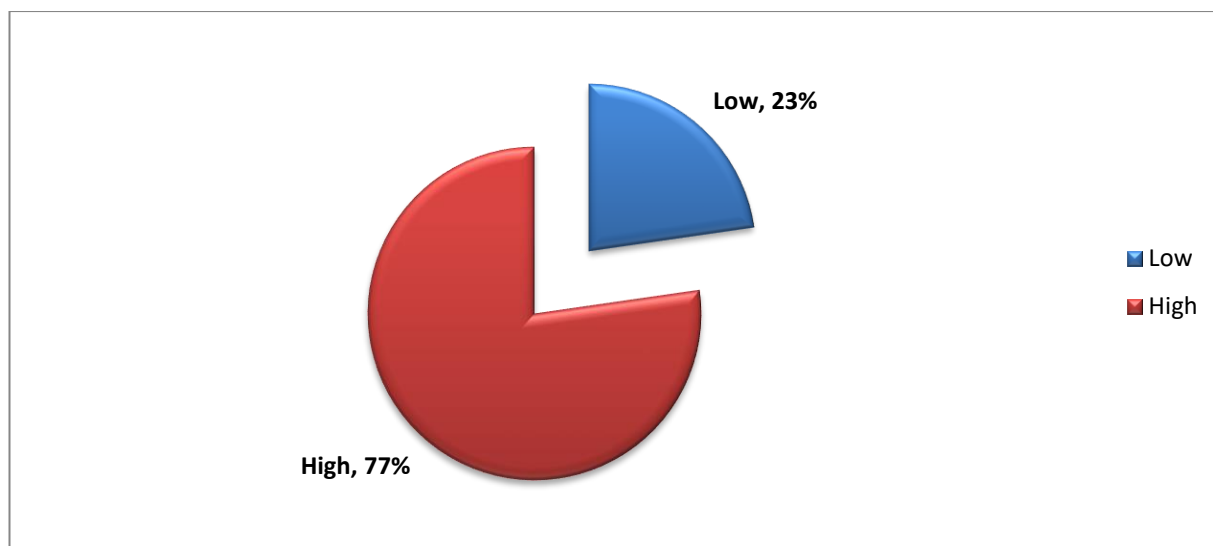


Figure 85 shows areas where improvements are needed

Level of Satisfaction: Communication

Respondents were asked to rate their experience in the area of communication, with values 1 to 7 categorized as low which represent standards not being met and values 8 to 10 categorized as high representing standards being met.

A total of 88 respondents were asked to rate their level of satisfaction in the area of communication: (77%) rated their level of satisfaction greater than 7 and (23%) rated their level of satisfaction below 8.



Pie Chart 25 shows level of satisfaction: Communication

% of Respondents	2%	1%	0%	5%	1%	2%	11%	19%	16%	42%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (77%) of respondents who rated *communication* as high: (58%) attributed *timely and effective* as the primary reason. (26%) of respondents stated very responsive as another contributing factor, and (12%) identified *staff communicates effectively*.

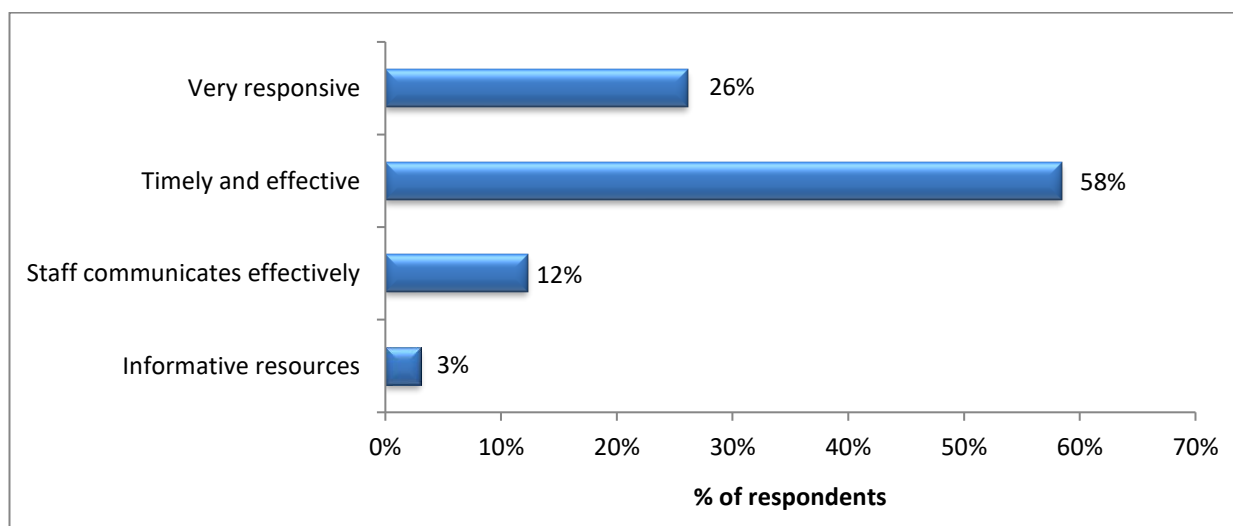


Figure 86 shows factors contributing to a rating of 8-10

Amongst the (23%) of respondents who rated *communication* as low: (37%) identified *enhance online platform* and (37%) *increase efficiency of communication* as major areas improvement should be focused and (26%) stated *implement follow-up mechanism* as another area where improvement is needed.

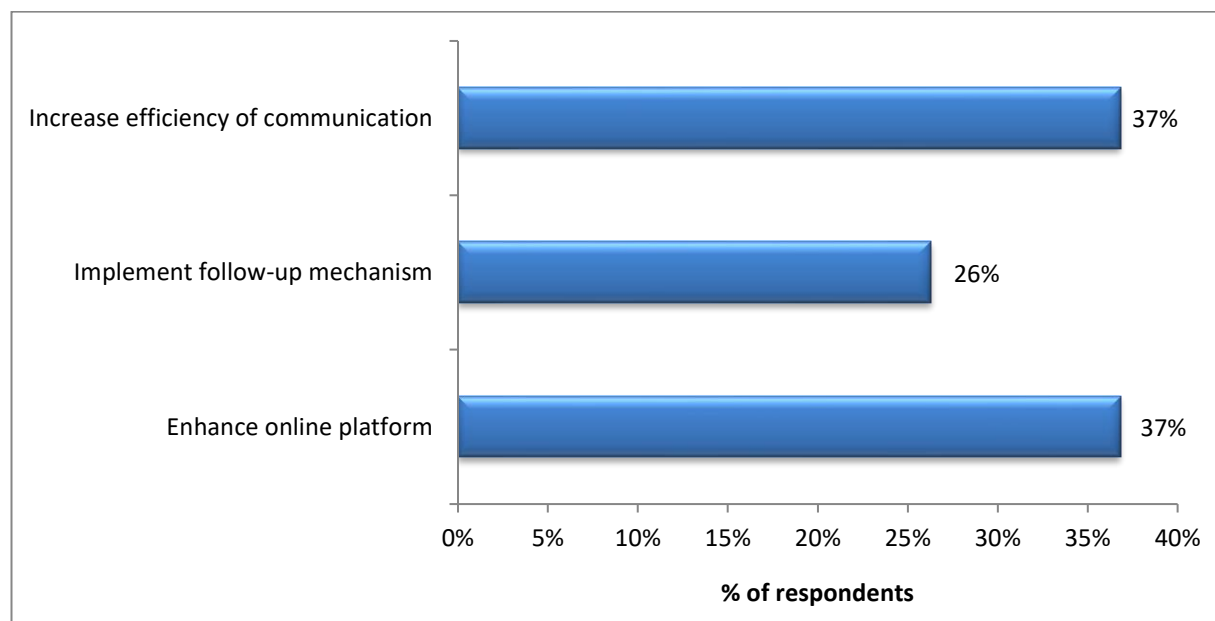
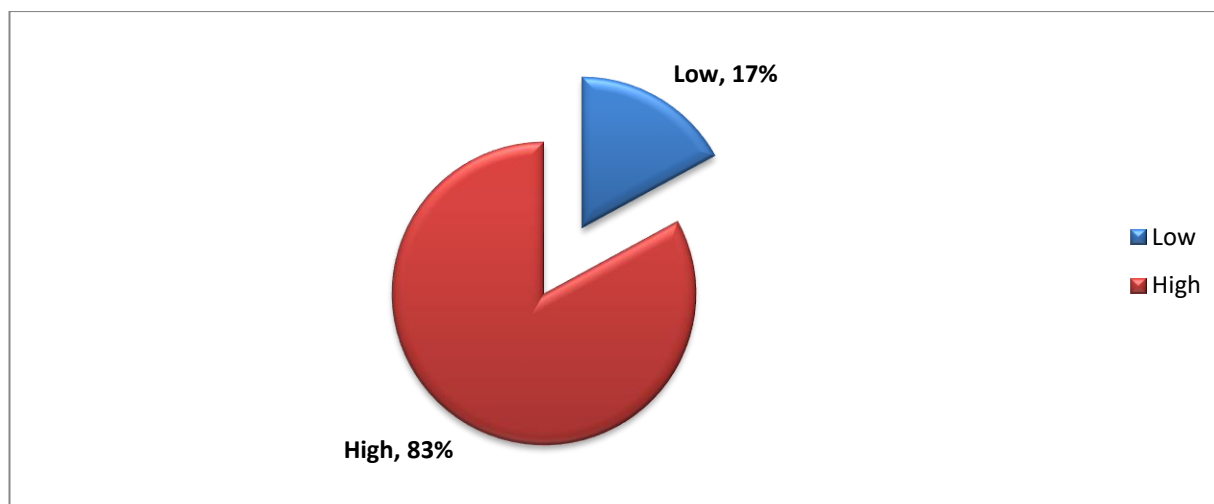


Figure 87 shows areas where improvements are needed

Level of Satisfaction: Reliability of Service

Respondents were asked to rate their experience in the area of reliability of service, with values 1 to 7 categorized as low which represent standards not being met and values 8 to 10 categorized as high representing standards being met.

A total of 88 respondents were asked to rate their level of satisfaction in the area of reliability of service: (83%) rated their level of satisfaction greater than 7 and (17%) rated their level of satisfaction below 8.



Pie Chart 26 shows level of satisfaction: Reliability of Service

% of Respondents	1%	0%	1%	1%	2%	2%	9%	17%	19%	47%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (83%) of respondents who rated the *reliability of service* as high: (75%) attributed *overall service met expectations* and (13%) attributed *being very responsive & helpful* as the primary factors.

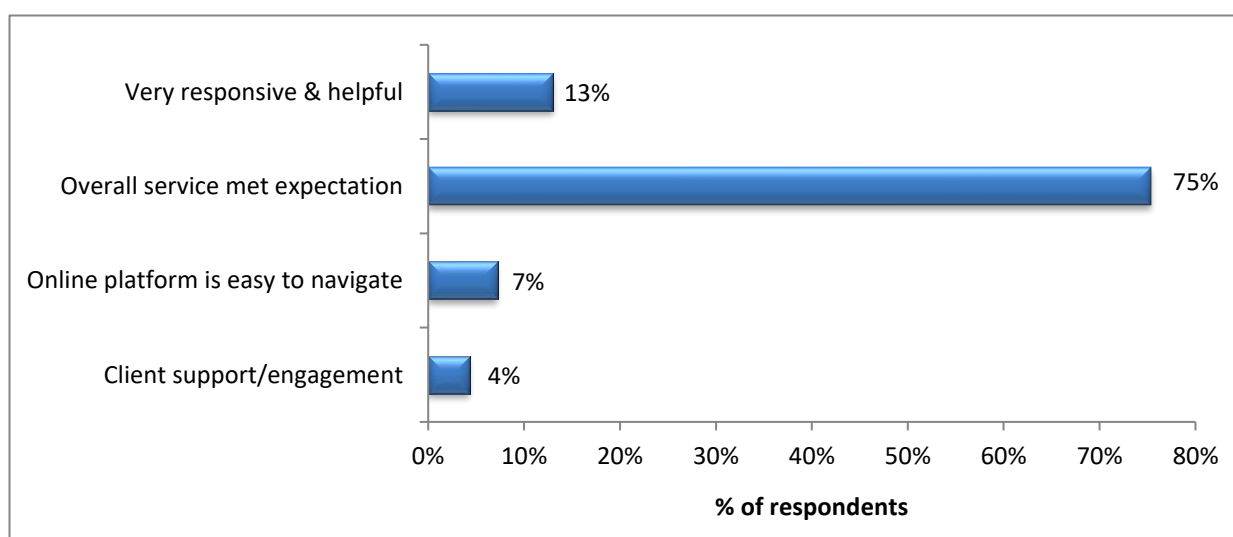


Figure 88 shows factors contributing to a rating of 8-10

Amongst the (17%) of respondents who rated the *Reliability of services* as low: (27%) identified enhance online platforms as the major area where improvement should be focused. Respondents also identified: simplify business process (18%), improve staff professionalism (18%), implement follow-up mechanism (18%) and expand range of services & opening hours (18%) as other areas where improvement is needed.

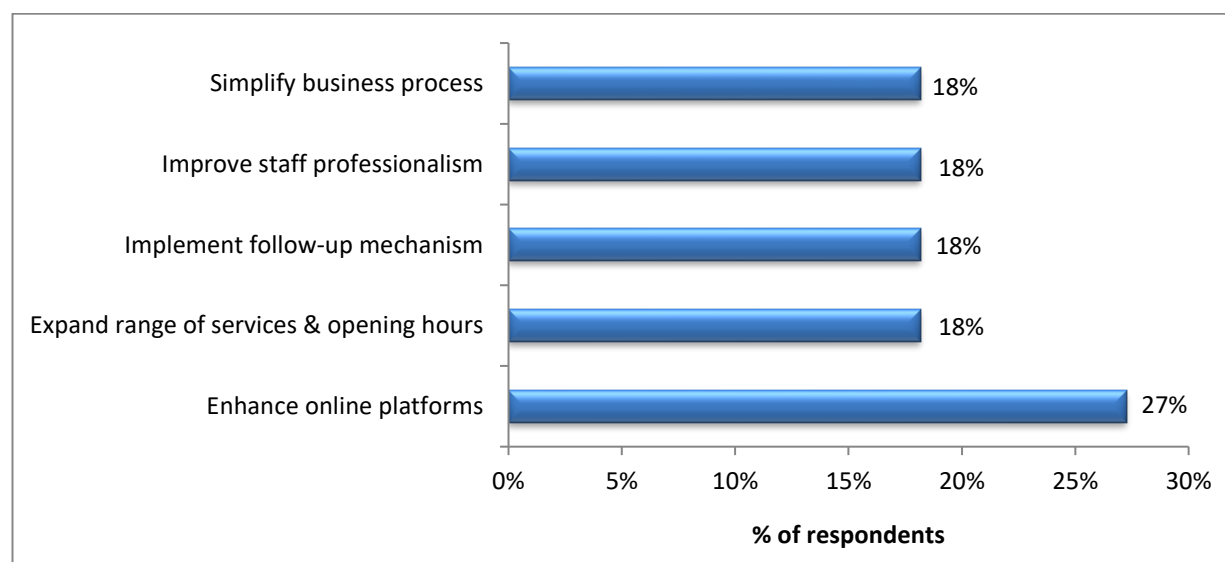


Figure 89 shows areas where improvements are needed

Customer Service Satisfaction

A total of 89 respondents were asked to rate their level of satisfaction with the customer service they received while interacting with the Division.

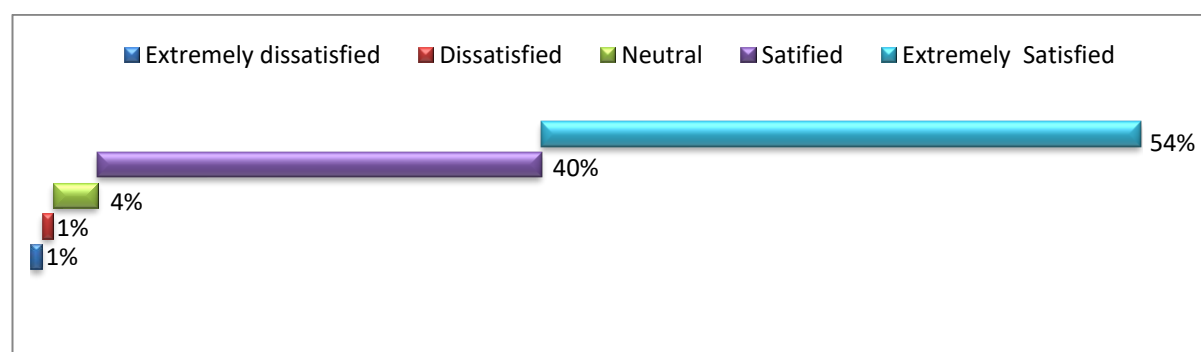


Chart 19 shows customer satisfaction with customer service

% of respondents	54%	40%	4%	1%	1%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Overall Customer Experience

A total of 89 respondents were asked to rate their level of satisfaction with the entire customer experience (knowledge of staff, comfort of facility and ease of doing business) received while interacting with the Division.

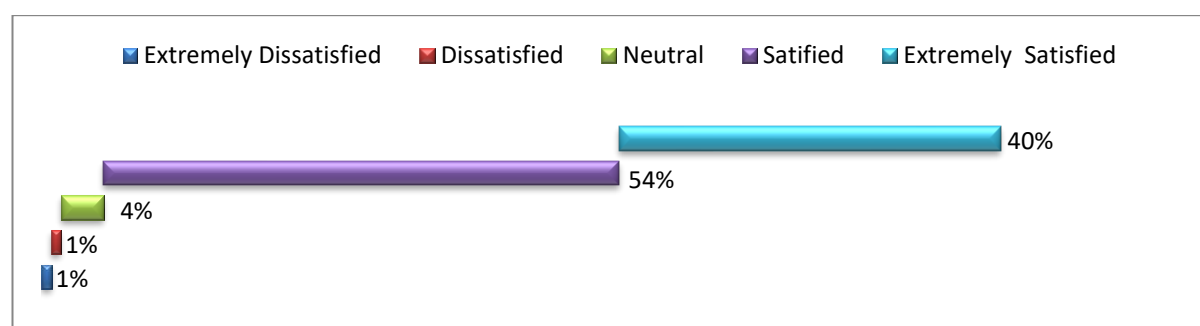


Chart 20 shows customer satisfaction with entire customer experience

% of respondents	40%	54%	4%	1%	1%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Recommendations

The Veterinary Services Division recorded an overall customer satisfaction rating of 85.6%, which represents an increase from the 2021/22 survey. The majority of respondents access the Division's products & services through an online platform therefore continued improvements to the platform are recommended.

**MINISTRY OF AGRICULTURE,
FISHERIES & MINING**

PORTFOLIO ENTITIES

The Ministry has nine (9) Entities, namely: Agro-Investment Corporation (AIC), Coconut Industry Board (CIB), Jamaica 4H-Clubs, Jamaica Dairy Development Board (JDDDB), Jamaica Agricultural Society (JAS), Jamaica Agricultural Commodities Regulatory Authority (JACRA), National Fisheries Authority (NFA), National Irrigation Commission (NIC) and Rural Agricultural Development Authority (RADA).

Each Entity is guided by the Service Excellence Policy which states customer service satisfaction should be above 80% to meet requirements while below 80% is categorized as not met. The Customer Service Assessment takes into consideration the following areas of focus: staff responsiveness, access and facility, communication and reliability of service. For the 2022/23 survey, a total of 914 customers from the nine (9) entities were surveyed: this represents an increase from the previous survey in 2021/22 which totalled 560 customers.

For the year 2022/23, the entities of the ministry achieved an overall rating score of 80% - this represents an improvement from 2021/22 evaluation where the Ministry's entities scored 78.9%

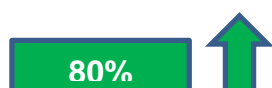


Table 1: Customer Satisfaction Ratings 2022

Of the nine (9) entities, four achieved a satisfaction rate of (80%) or more while five (5) were rated below (80%).

Name of Entities	Overall Satisfaction Rating
National Fisheries Authority	84%
Rural Agricultural Development Authority	82.8%
National Irrigation Commission	80%
Jamaica Agricultural Commodities Regulatory Authority	80%
Coconut Industry Board	79.5%
Jamaica 4H-Club	79.5%
Jamaica Agricultural Society	78.5%
Jamaica Dairy Development Board	77.3%
Agro-Investment Corporation	76.4%

For the year 2022/23, four Entities (NFA, RADA, JACRA and JAS) improved on their previous customer satisfaction rating score, one Entity (NIC) recorded the same score,

while three Entities (4H, JDDDB and AIC) ratings declined. Note, only eight Entities were evaluated in the 2021/22 survey: CIB is a new addition to the survey.

Name of Entities	2021/22 - Overall Satisfaction Rating	2022/23 - Overall Satisfaction Rating	Comparative Analysis
National Fisheries Authority	80%	84%	↑
Rural Agricultural Development Authority	80%	82.8%	↑
Jamaica Agricultural Society	77%	78.5%	↑
Jamaica Agricultural Commodities Regulatory Authority	77%	80%	↑
National Irrigation Commission	80%	80%	—
Jamaica 4H-Club	80%	79.5%	↓
Jamaica Dairy Development Board	80%	77.3%	↓
Agro-Investment Corporation	77%	76.4%	↓

Within the four areas of focus (staff responsiveness, access and facility, communication and reliability of service) the nine (9) Entities were rated as follows:

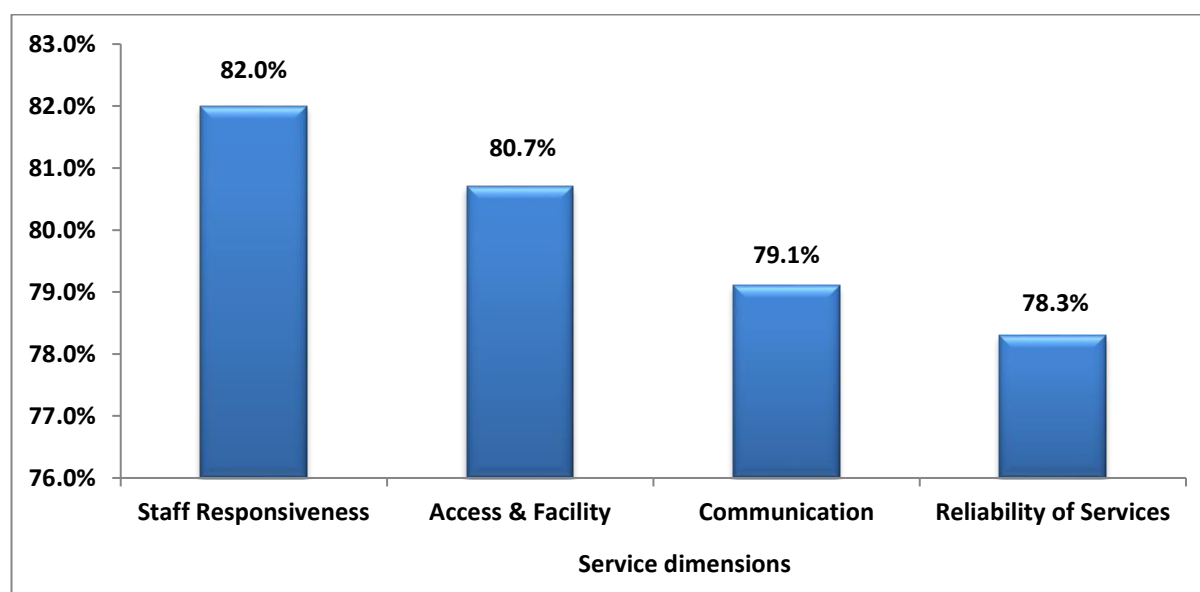


Chart 21 shows overall level of satisfaction for Ministry's Portfolio Entities – Service dimensions

The customer satisfaction rating for communication recorded (79.1%) which reflects a (2.8%) increase from the 2021/22 rating of (76.3%). Customer satisfaction for Staff

responsiveness recorded a rating of (82%), which reflects an increase of (2%) from the 2021/22 rating of (80%). The area of access & facility recorded a rating of (80%) which was similar to the rating of 2021/22.

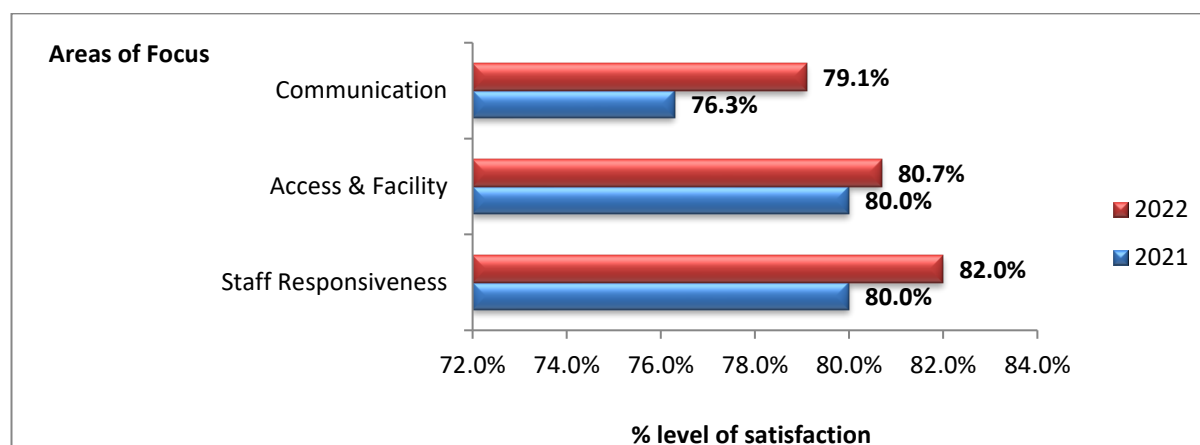


Chart 22 Ministry's Portfolio Entities comparison of 2021/22 and 2022/23 - Areas of focus

The nine (9) entities scored satisfactory for customer service satisfaction, the majority of respondents (62%) were satisfied with the service, (23%) were extremely satisfied, (11%) were neutral, (3%) were dissatisfied while a mere (1%) were extremely dissatisfied.

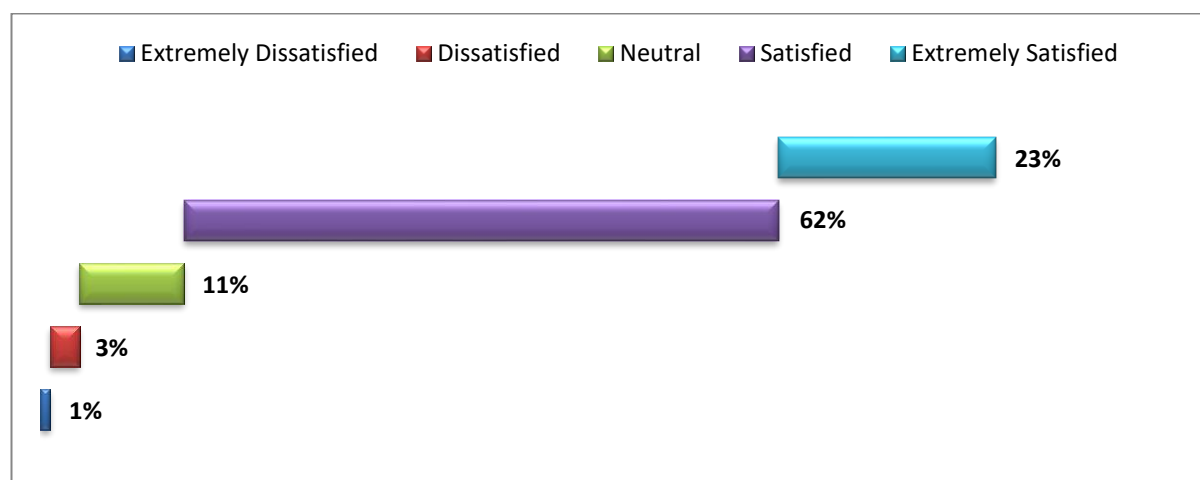


Chart 23 shows customer satisfaction with customer service

% of respondents	23%	62%	11%	3%	1%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

The nine (9) entities scored satisfactory for overall customer experience, the majority of respondents (57%) were satisfied with the experience, (26%) were extremely satisfied, (14%) were neutral, (3%) were dissatisfied while a mere (1%) were extremely dissatisfied.

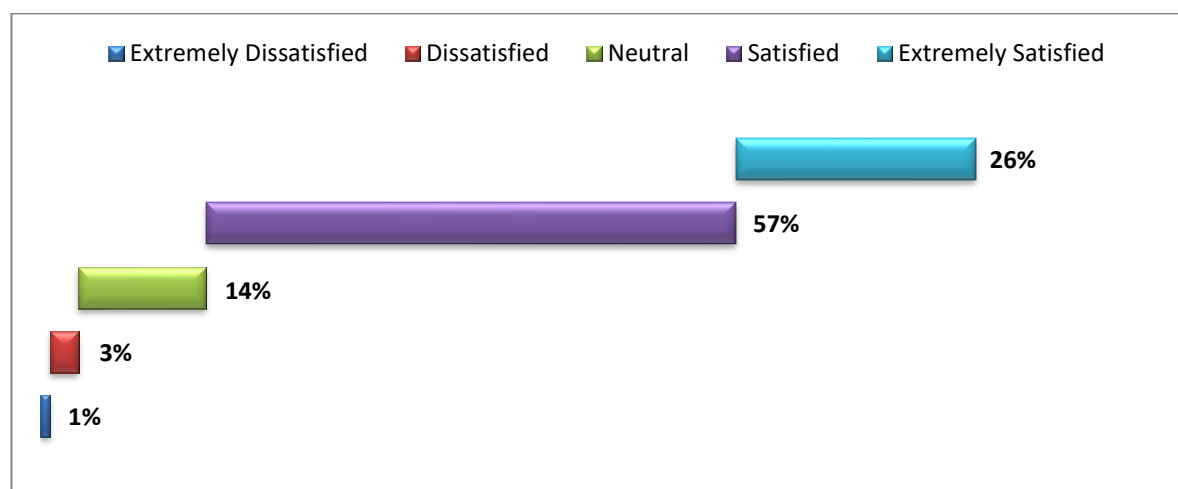


Chart 24 shows customer satisfaction with entire customer experience

% of respondents	26%	57%	14%	3%	1%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Coconut Industry Board



The Coconut Industry Board promotes the interest of Jamaica's coconut industry and its stakeholders by facilitating the efficient production of coconuts, providing ongoing research support, developing marketing opportunities, locally and globally, and administering regulations for the purchase, sale, and importation of coconut products and substitutes, in order to develop a profitable and sustainable industry.

Overview of Main Findings

The Entity was evaluated within four main areas: Staff Responsiveness, Access and Facility, Communication and Reliability of Service. In accordance with the Service Excellence Policy, a rating of 80% or higher is categorized as meeting the level of satisfaction while below 80% does not meet the required level of satisfaction.

The Coconut Industry Board recorded an overall customer satisfaction rating of 79.5% for 2022/23.

See table below for a performance breakdown in each service dimension:

Areas of Focus	% Level of satisfaction
Staff Responsiveness	82.9%
Access & Facility	79.6%
Communication	77.1%
Reliability of Services	78.3%
	Overall Level of Satisfaction – 79.5%

Respondents' Demographics

A total of 102 customers participated in the survey, the majority (80%) were males and (20%) were females.

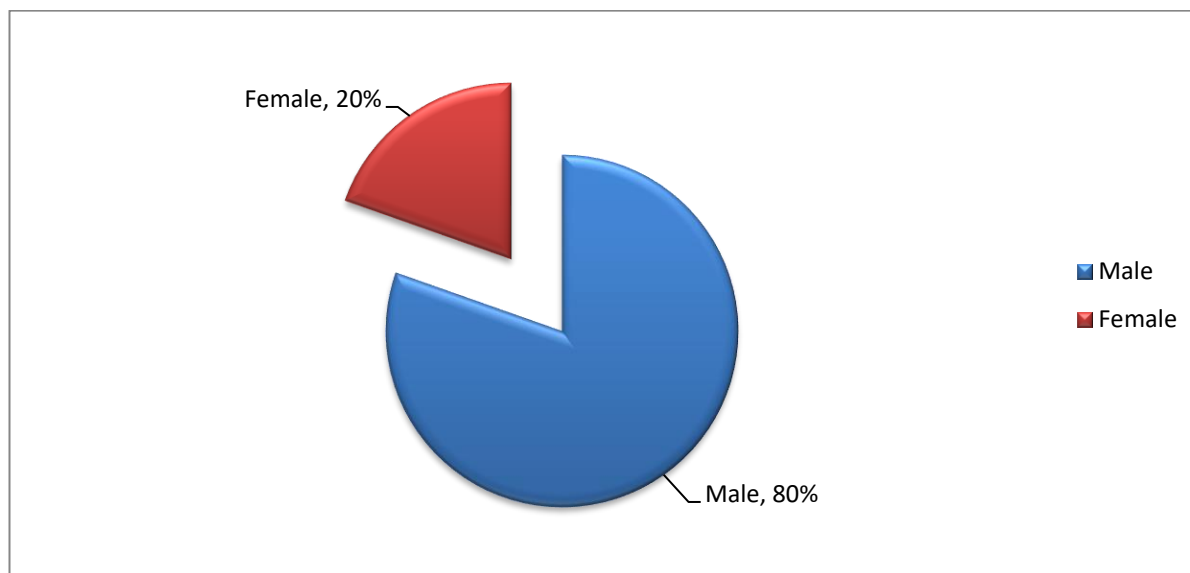


Chart 25 shows gender of respondents

The age composition of the respondents indicates (36%) of respondents are aged over 61, (21%) are ages 41-50, (18%) are ages 51-60 and (18%) are ages 31-40. The ages of 21-30 accounted for 8% of respondents.

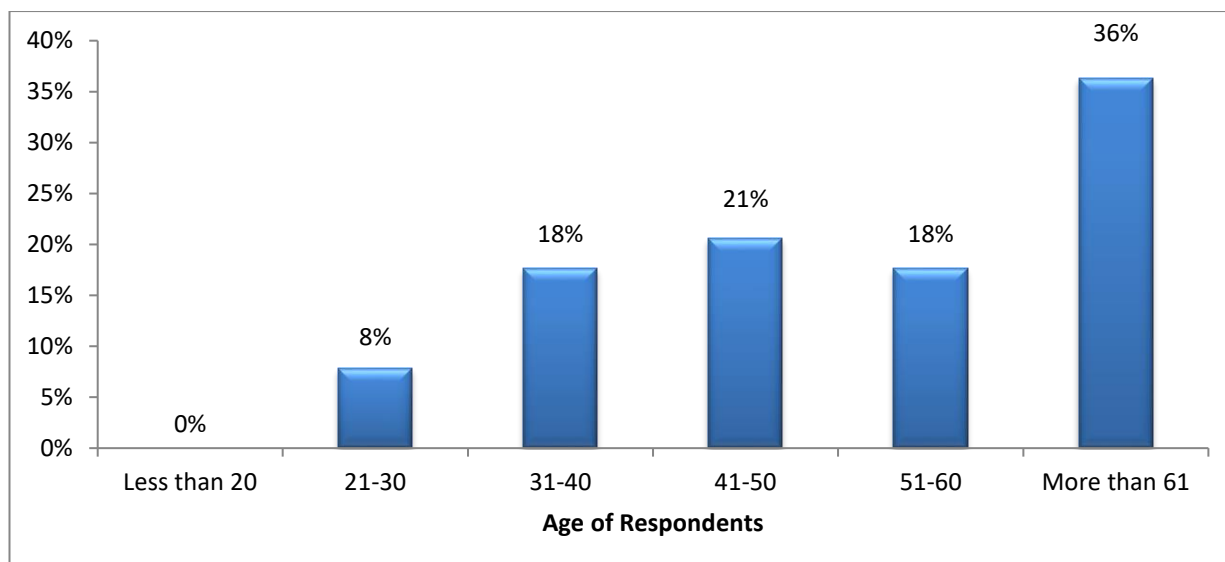


Figure 90 shows age of respondents

The respondents were predominantly individual customers with (99%) stating they were individual customers and (1%) representing organizational customers.

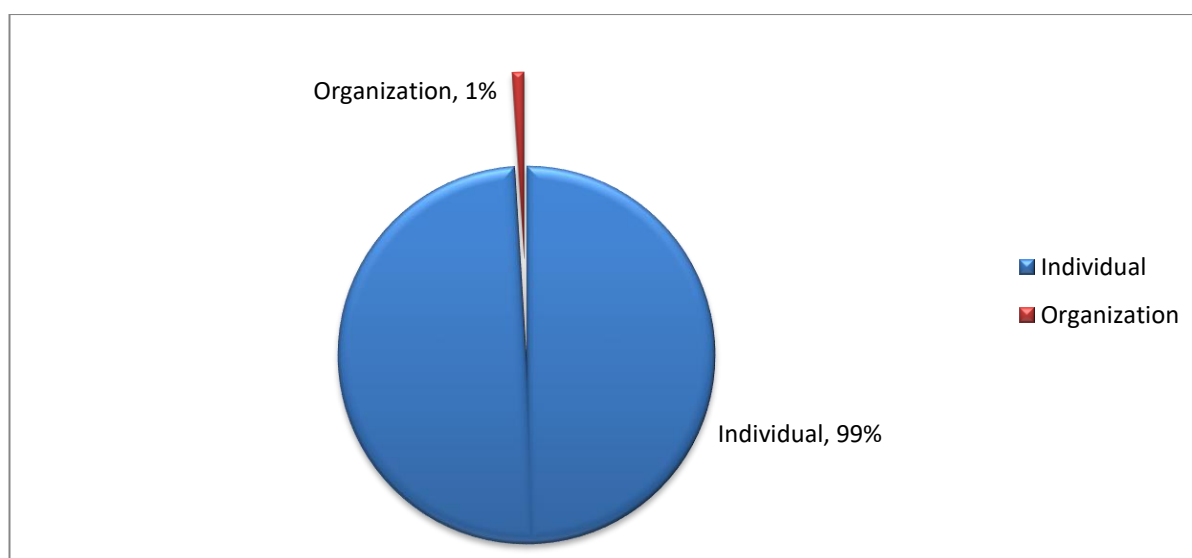


Figure 91 shows type of customer

The most popular method of accessing the products and services is *Walk-in* with (63%) of respondents identifying this method. (20%) utilized *Telephone* while (17%) *Field Officer Visits*. Also (1%) accessed products/services using *Online/Website*.

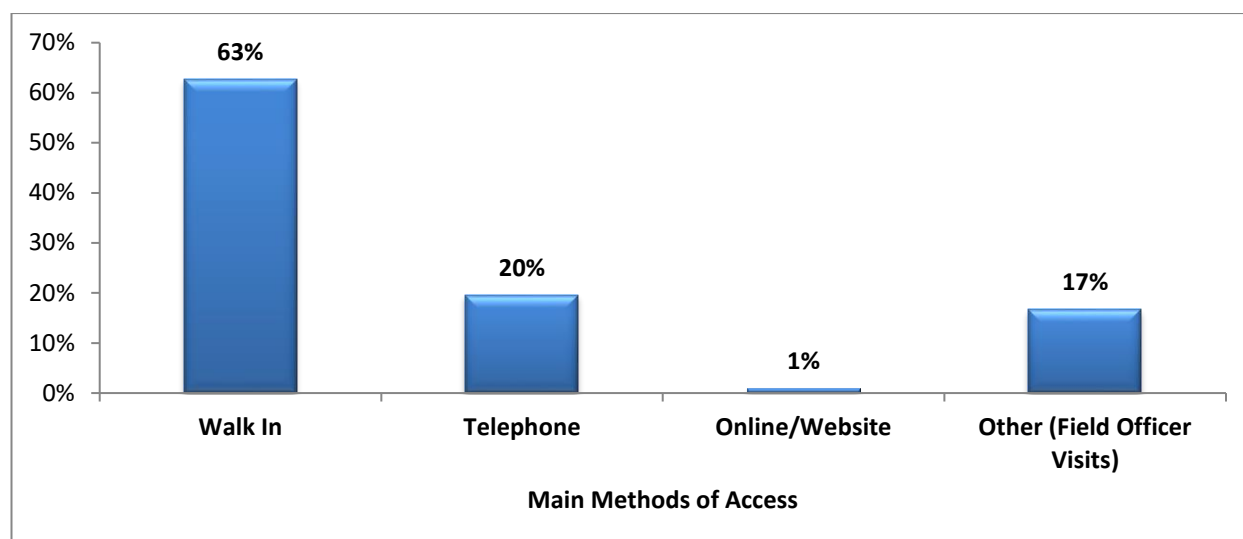


Figure 92 shows main method of access

Customers were asked to identify the preferred ways of accessing the products and services, the vast majority (56%) identified *Walk In* as their preferred option. Alternative options all scored: *Field Officer Visits* (13%), *Telephone* (11%) and *Online/Website* (21%).

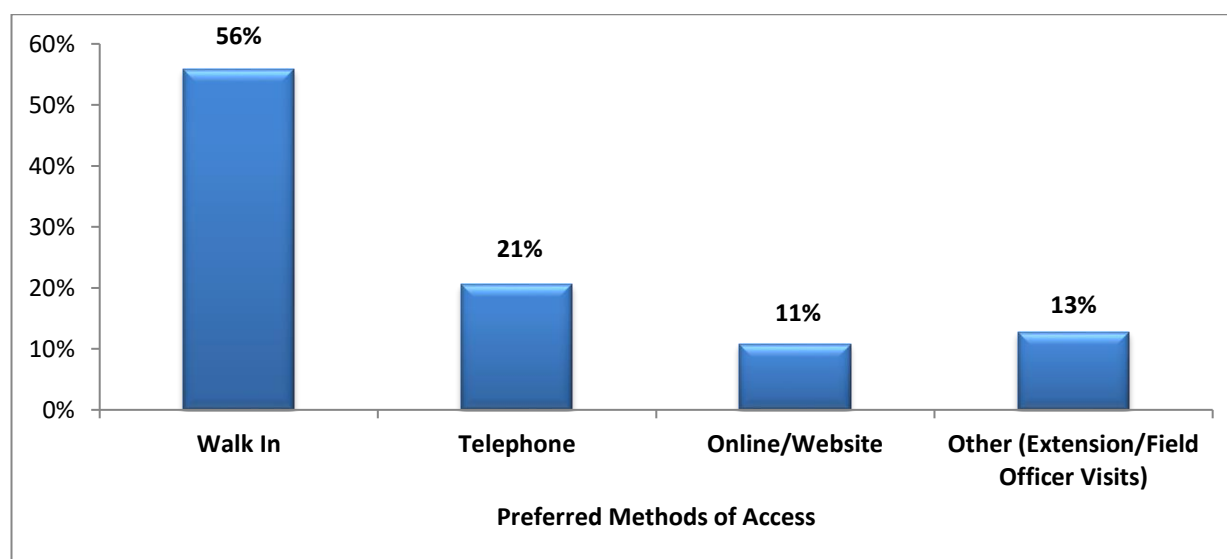


Figure 93 shows preferred method of access

Areas of Satisfaction: Products/Services

A total of 102 respondents were surveyed to ascertain their areas of satisfaction while interacting with CIB. (45%) stated they were satisfied with *Customer Service/Responsiveness of Staff*, (42%) were satisfied with the *Quality/Variety of Products* and (12%) were satisfied with *Technical support/resources received*.

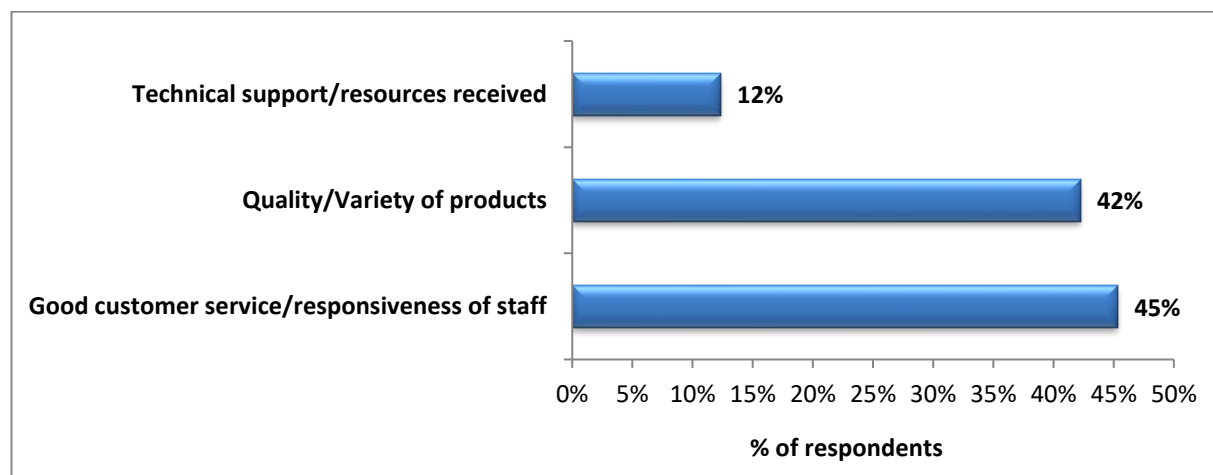


Figure 94 shows areas of satisfaction: products/services

Areas of Dissatisfaction: Products/Services

(57%) of respondents identified *Periodic shortage/unavailability of products (coconut water, seedlings, fertilizer etc.)* as the main area of dissatisfaction, (19%) expressed *Length of time for transactions/processes* as a source of dissatisfaction; also (19%) stated *Lack of availability/responsiveness of field officers*.

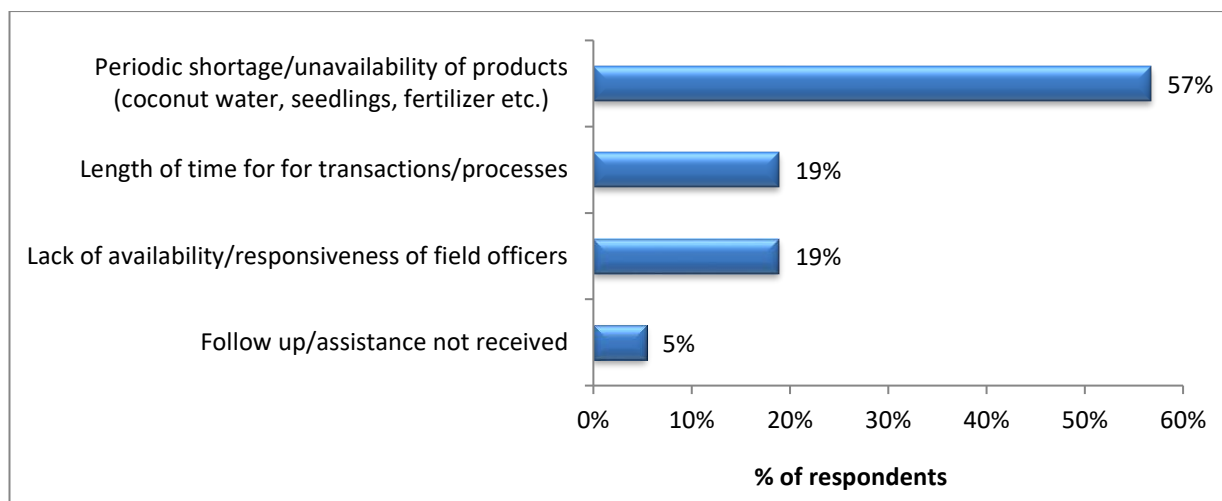
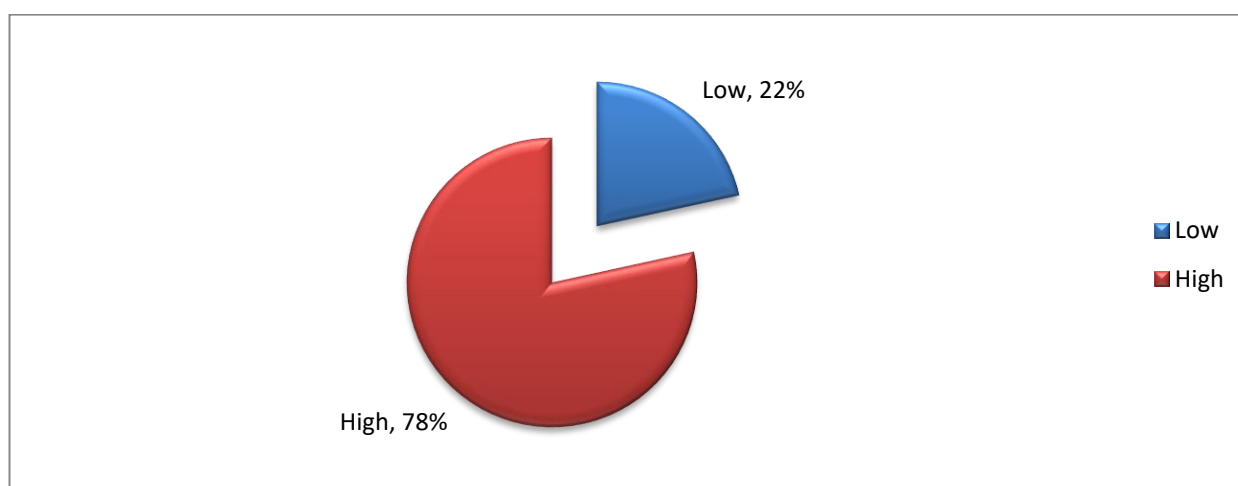


Figure 95 shows areas of dissatisfaction: products/services

Level of Satisfaction: Staff Responsiveness

Respondents were asked to rate their experience in the area of staff responsiveness, with values 1 to 7 categorized as low which represent standards not being met and values 8 to 10 categorized as high representing standards being met.

A total of 80 respondents were asked to rate their level of satisfaction in the area of staff responsiveness: (78%) rated their level of satisfaction greater than 7 and (22%) rated their level of satisfaction below 8.



Pie Chart 27 shows level of satisfaction: Staff Responsiveness

Number of Respondents	1%	1%	1%	2%	7%	2%	8%	26%	17%	35%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (78%) of respondents who rated *Staff Responsiveness* as high: (63.9%) attributed *Knowledge of staff/good advice provided* as the primary reason, (29.5%) attributed *Helpful staff/readily available to assist* and (6.6%) attributed *Good Customer Service provided*.

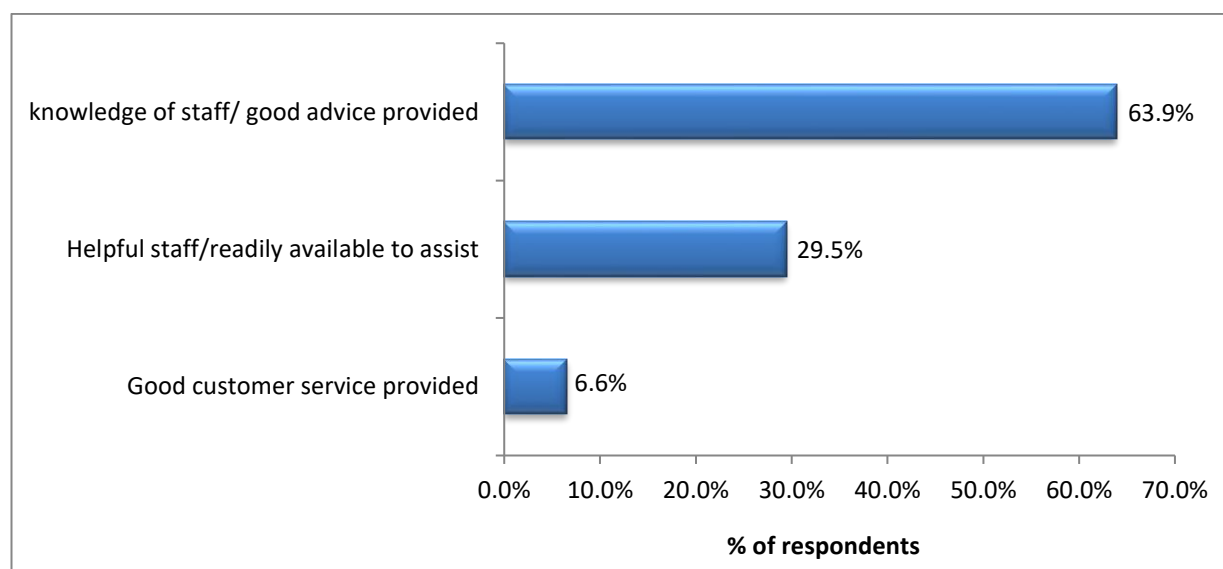


Figure 96 shows factors contributing to a rating of 8-10

Amongst the (22%) of respondents who rated *Staff Responsiveness* as low: (47%) identified *Provide more information/assistance to farmers* as a major area where improvement should be focused and (26%) stated *better follow up/respond to queries in a timely manner* as another area where improved is needed. (16%) identified the *Professionalism of staff*.

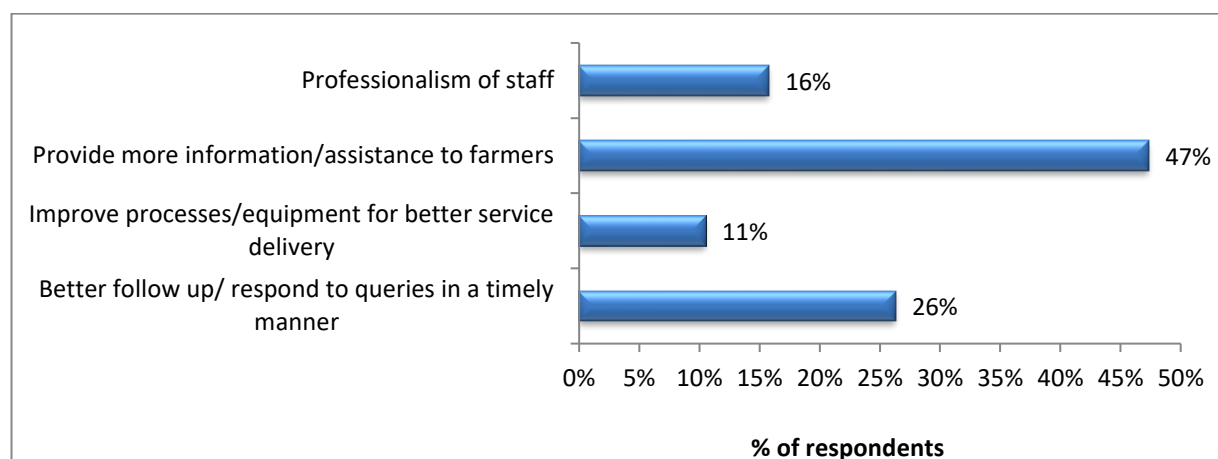
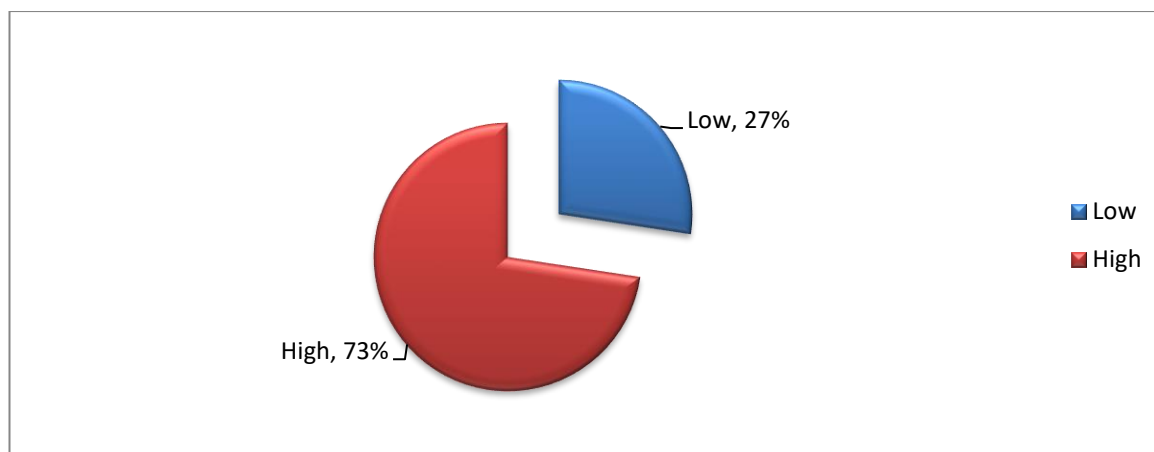


Figure 97 shows areas where improvements are needed

Level of Satisfaction: Access & Facility

Respondents were asked to rate their experience in the area of access and facility, with values 1 to 7 categorized as low which represent standards not being met and values 8 to 10 categorized as high representing standards being met.

A total of 80 respondents were asked to rate their level of satisfaction in the area of Access & Facility: (73%) rated their level of satisfaction greater than 7 and (27%) rated their level of satisfaction below 8.



Pie Chart 28 shows level of satisfaction: Access & Facility

Number of Respondents	2%	2%	0%	4%	2%	6%	11%	24%	26%	23%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (73%) of respondents who rated *access and facility* as high: (51%) attributed *Facility conducive for business (clean, comfortable & secure)* as the primary reason, (26%) attributed *Facility centrally located/easily accessible* and (23%) attributed *Ease of doing business*.

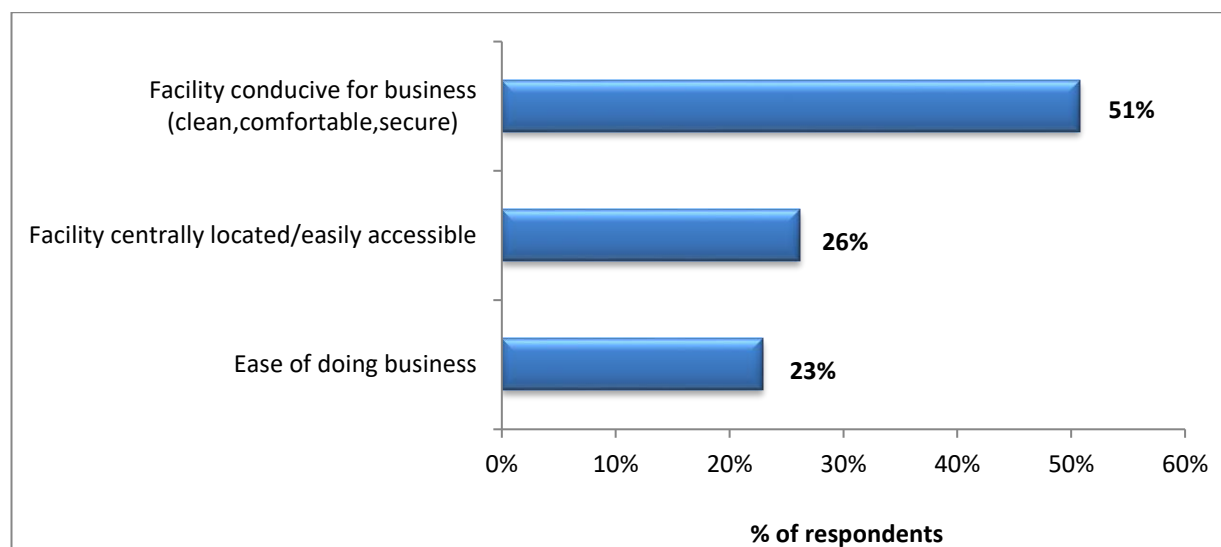


Figure 98 shows factors contributing to a rating of 8-10

Amongst the (27%) of respondents who rated *access and facility* as low: *Improve the facility/building infrastructure (52.6%)* as the main area where improvement should be focused. *Provide information in timelier manner/better follow up system (21.1%)*, *Provide*

more support to farmers (15.8%) and more extension officers needed (10.5%) were also areas where respondents identified as needing improvement.

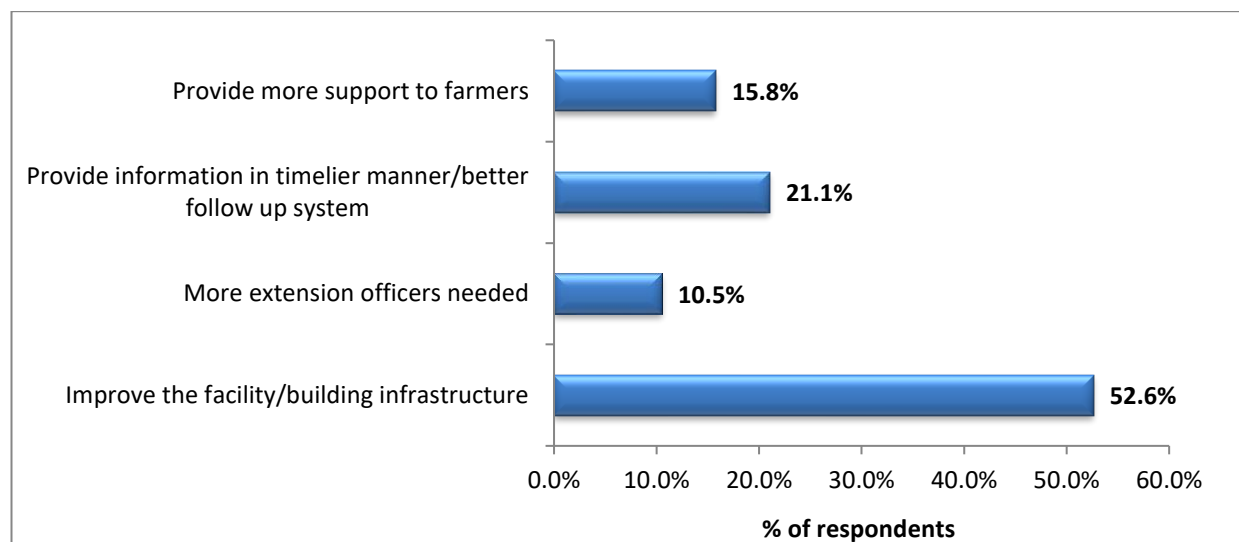
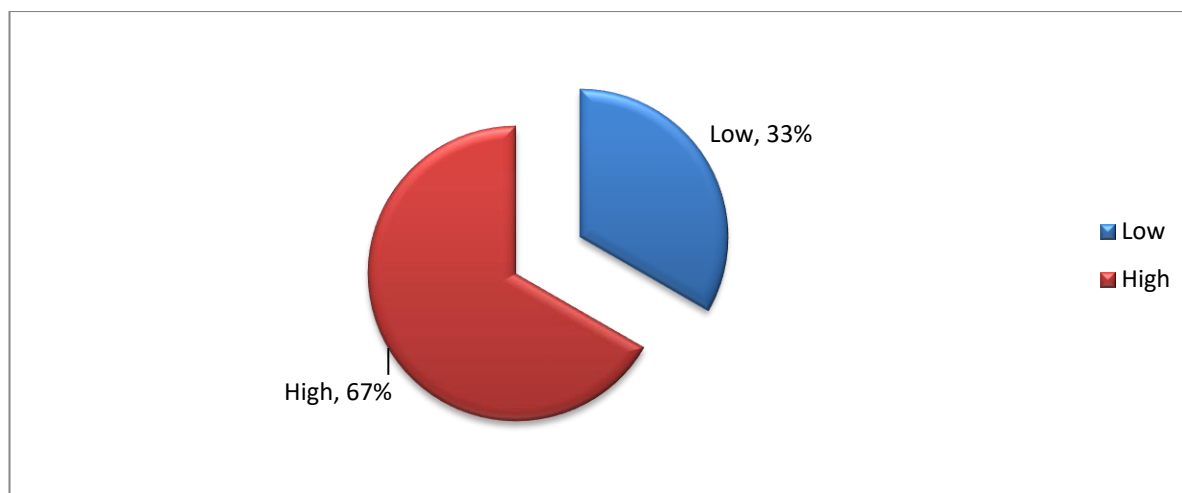


Figure 99 shows areas where improvements are needed

Level of Satisfaction: Communication

Respondents were asked to rate their experience in the area of communication, with values 1 to 7 categorized as low which represent standards not being met and values 8 to 10 categorized as high representing standards being met.

A total of 99 respondents were asked to rate their level of satisfaction in the area of Communication: (67%) rated their level of satisfaction greater than 7 and (33%) rated their level of satisfaction below 8



Pie Chart 29 shows level of satisfaction: Communication

Number of Respondents	3%	4%	5%	1%	3%	6%	12%	21%	17%	29%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (67%) of respondents who rated *communication* as high: (53%) attributed *Consistent communication from Extension Officers* as the primary reason. (41%) of respondents stated *Provides adequate information/advice* and (6%) stated *Responses/updates provided in a timely manner* were also contributing factors.

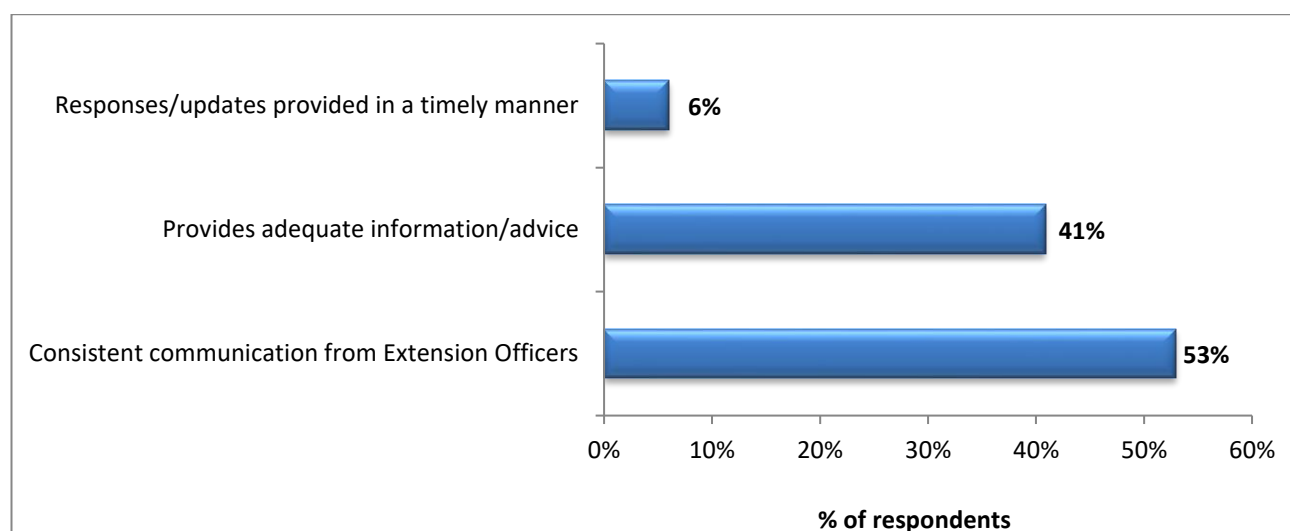


Figure 100 shows factors contributing to a rating of 8-10

Amongst the (33%) of respondents who rated *communication* as low: (36%) identified *Timely updates /information on the availability of products & services* as a major area where improvement should be focused. (24%) stated *Provide follow up/updates on request*, (21%)

identified *Use electronic sources to provide information (email, social media, text, etc.)* as other areas where improved is needed.

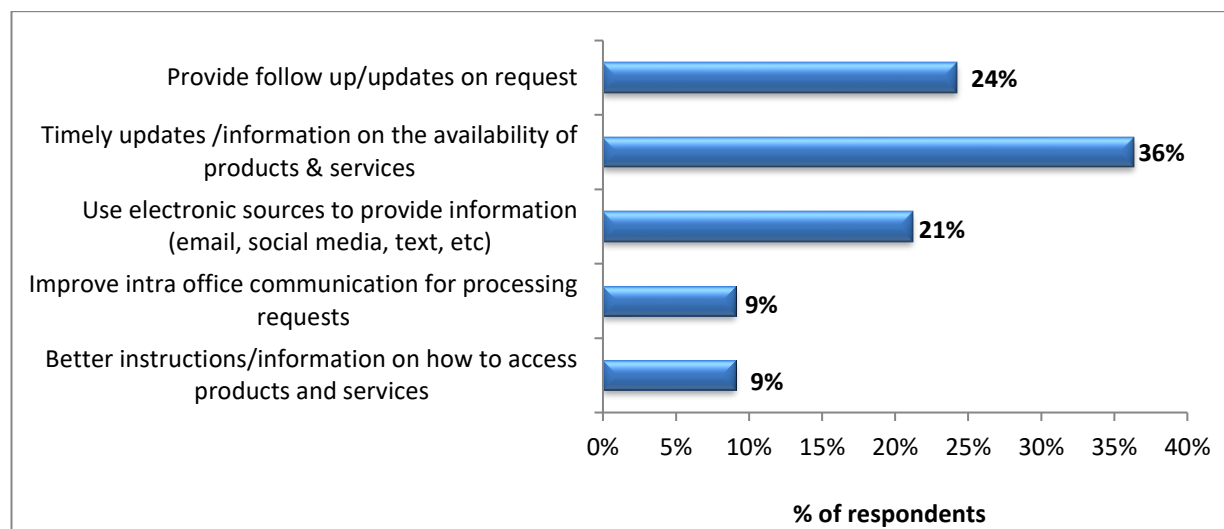
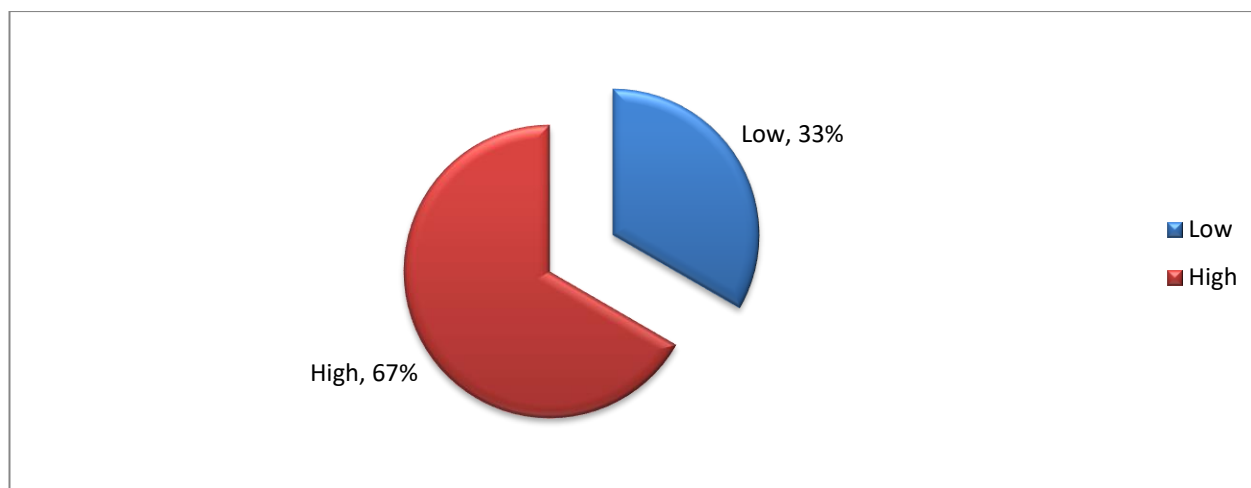


Figure 101 shows areas where improvements are needed

Level of Satisfaction: Reliability of Service

Respondents were asked to rate their experience in the area of reliability of service, with values 1 to 7 categorized as low which represent standards not being met and values 8 to 10 categorized as high represent standards being met.

A total of 88 respondents were asked to rate their level of satisfaction in the area of Reliability of Service: (67%) rated their level of satisfaction greater than 7 and (33%) rated their level of satisfaction below 8.



Pie Chart 30 shows level of satisfaction: Reliability of Service

Number of Respondents	3%	1%	0%	3%	10%	3%	13%	24%	13%	30%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (67%) of respondents who rated *reliability of service* as high: (76%) attributed *Field Officers are dependable* and (16%) attributed *Availability/variety of products* as the primary factors.

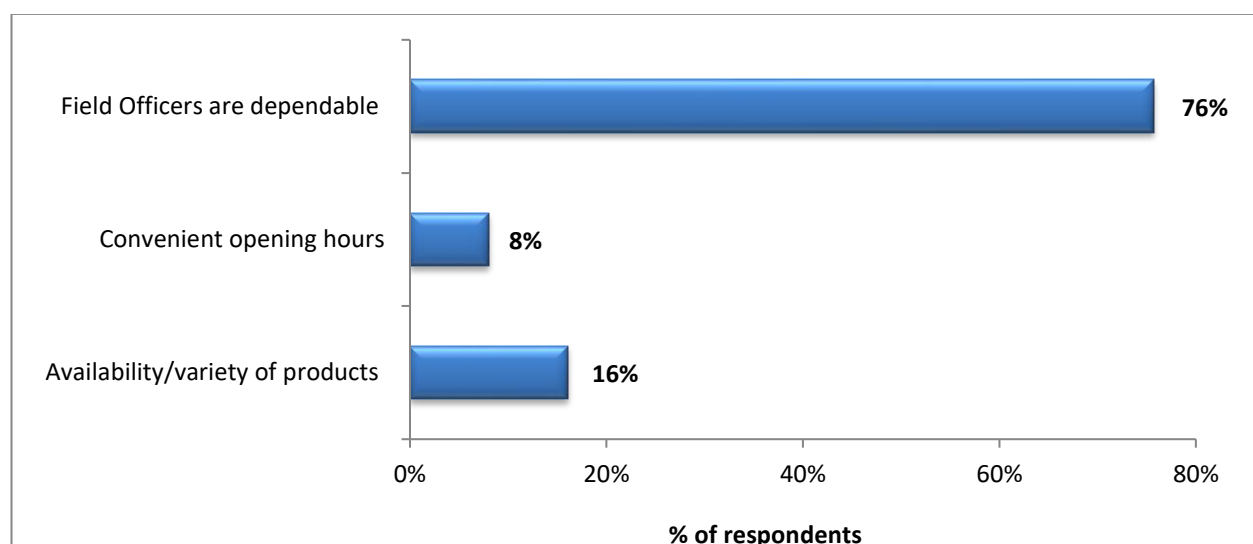


Figure 102 shows factors contributing to a rating of 8-10

Amongst the (33%) of respondents who rated *Reliability of services* as low: (27%) identified *Improve communication* as the major area where improvement should be focused. (23%)

stated *Improve availability of resources provided to farmers (seedlings, fertilizers, etc)*, (15%) stated *Provide updates electronically (text, WhatsApp, etc)* as other areas where improvements are needed.

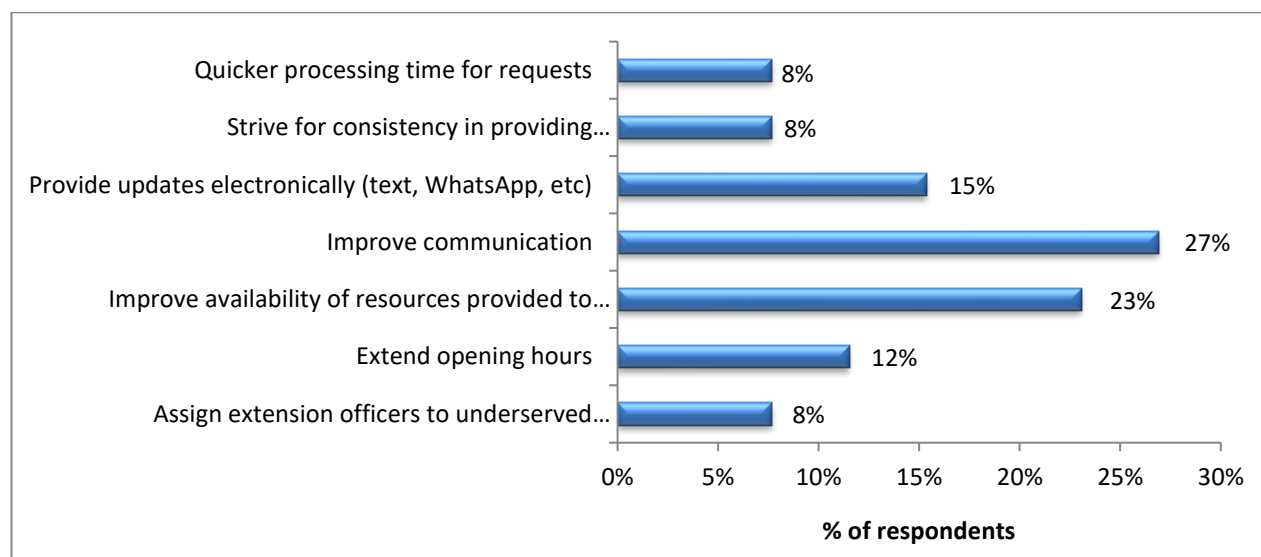


Figure 103 shows areas where improvements are needed

Customer Service Satisfaction

A total of 102 respondents were asked to rate their level of satisfaction on the customer service they received while interacting with the CIB.

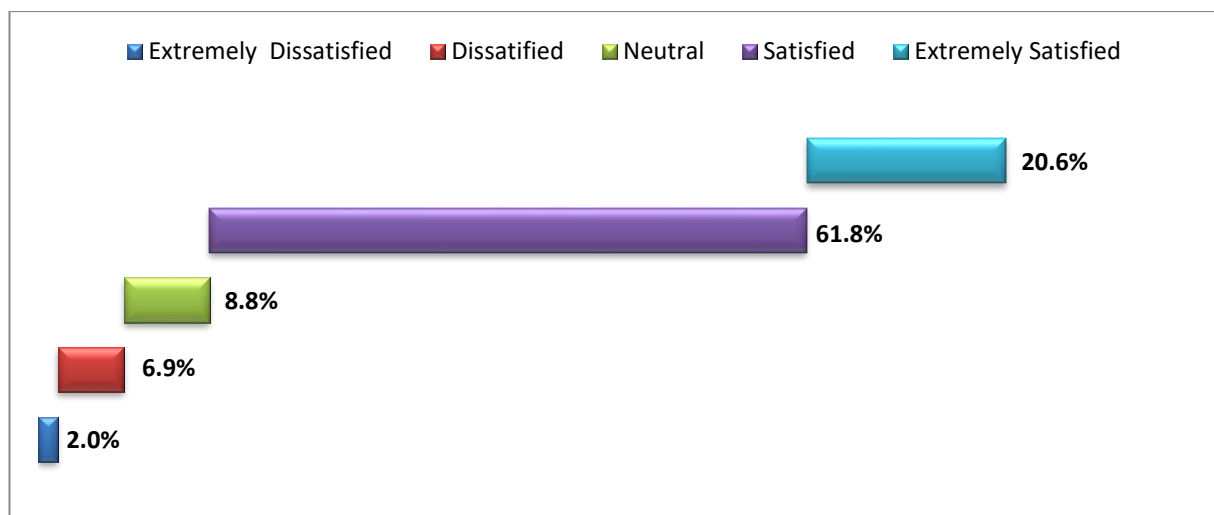


Chart 26 shows customer satisfaction with customer service

% of respondents	20.6%	61.8%	8.8%	6.9%	2%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Overall Customer Experience

A total of 102 respondents were asked to rate their level of satisfaction with the entire customer experience (knowledge of staff, comfort of facility and ease of doing business) received while interacting with CIB.

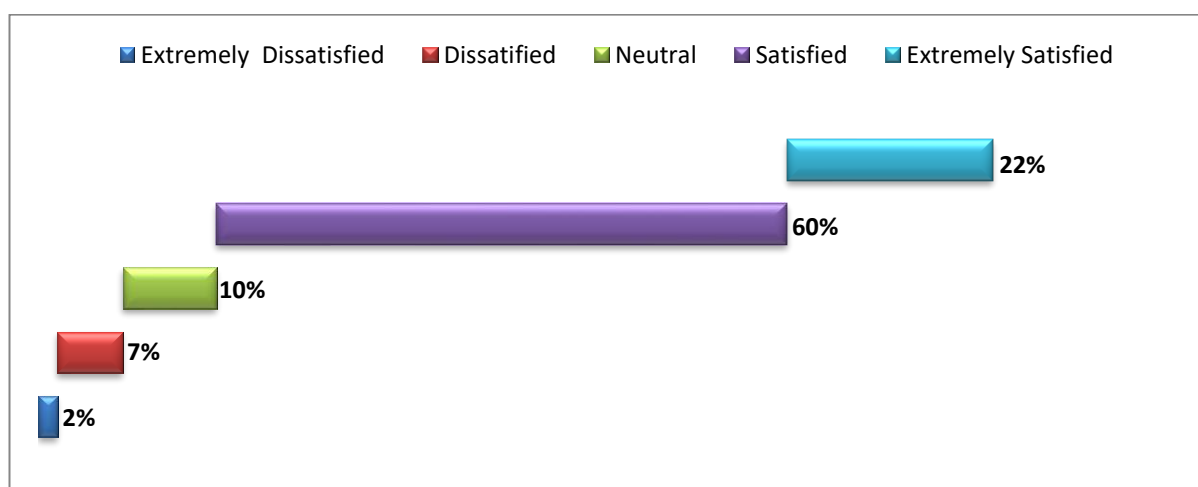


Chart 27 shows customer satisfaction with entire customer experience

% of respondents	22%	60%	10%	7%	2%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Recommendation

The Coconut Industry Board recorded an overall satisfaction rating of 79.5%, slightly below the 80% standard. There is need for improvement in the following areas of service dimension: Access & Facility, Communication and Reliability of Service. Based on respondents' feedback the availability of products is a main area of discontent, also upgrading of the Entity's infrastructure and communication not being provided in a timely manner. Enhancements in these service dimensions are necessary for an improved satisfaction rating.

Jamaica 4H Club



The Jamaica 4H Club is the ministry's youth training arm committed to developing outstanding leaders with marketable skills. The 4-H's core function is to provide training to persons between the ages of 5 to 25 in agriculture, home economics, social skills, entrepreneurship, environmental awareness and healthy lifestyle.

Overview of Main Findings

The Entity was evaluated within four main areas: Staff Responsiveness, Access and Facility, Communication and Reliability of Service. In accordance with the Service Excellence Policy a rating of 80% or higher is categorized as meeting the level of satisfaction while below 80% did not meet the required level of satisfaction.

The Jamaica 4H Club recorded an overall customer satisfaction rating of 79.5% for 2022/23 this represents a slight decrease from the 2021/22 rating of 80%.

See table below for a performance breakdown in each service dimension:

Areas of Focus	% Level of satisfaction
Staff Responsiveness	82.1%
Access & Facility	77.6%
Communication	78.9%
Reliability of Services	79.5%
	Overall Level of Satisfaction – 79.5%

Respondents' Demographics

A total of 131 customers participated in the survey, the majority (52%) were females and (48%) were males.

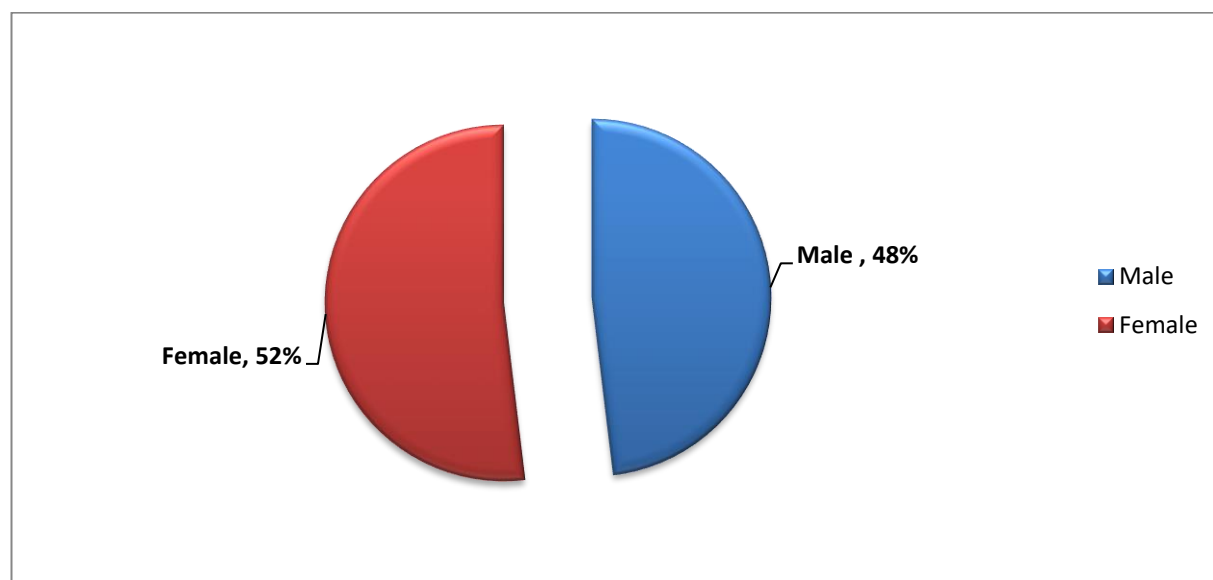


Figure 104 shows gender of respondents

The age composition of the respondents indicates (53%) of respondents are ages 21-30, (31%) are ages 31-40, (6%) are ages 41-50 while ages 51-60 and over 61 years old accounted for (5%) of respondents each. Only (1%) of respondents are less than 20.

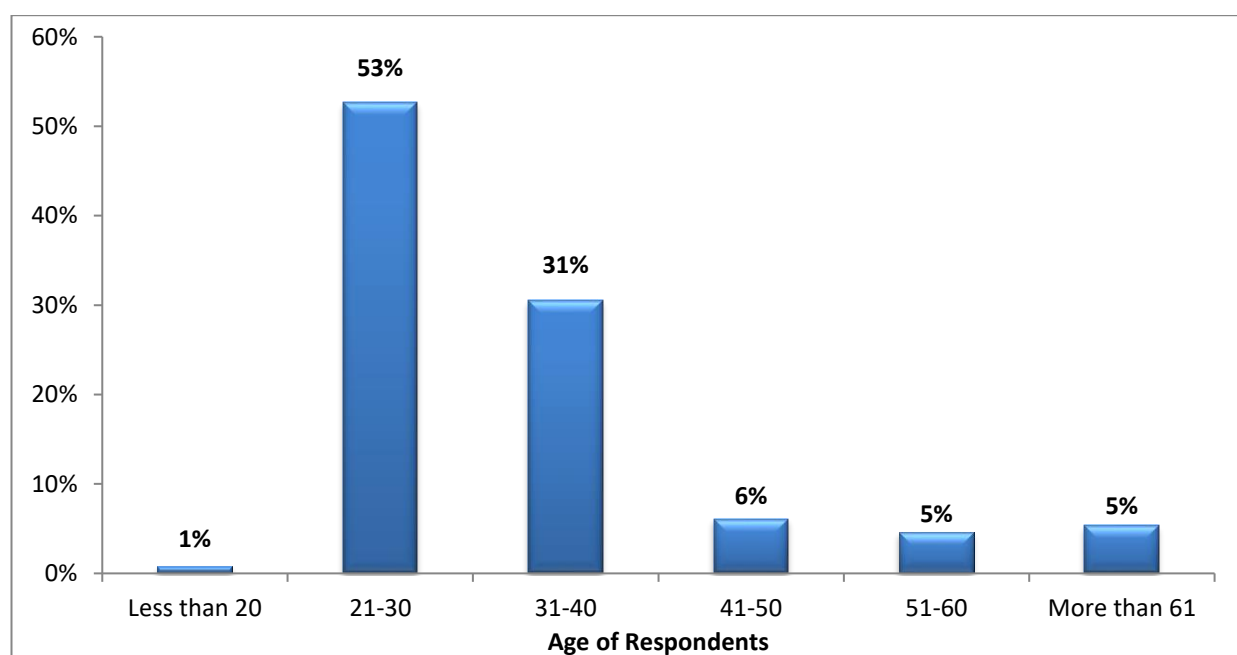


Figure 105 shows age of respondents

The respondents were predominantly individual customers with (79%) stating they were individual customers and (21%) representing organizational customers.

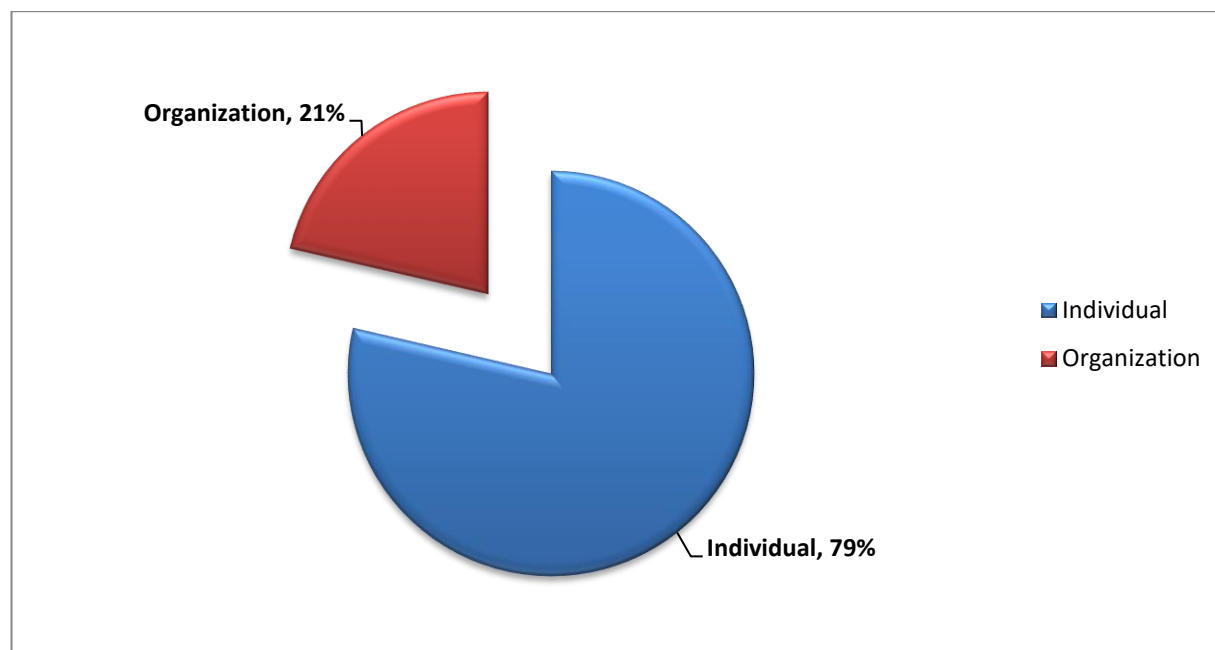


Figure 106 shows type of customer

The most popular method of accessing the products and service is *Online/Website* with (51%) respondents identifying this method. (26%) utilized *Walk In* while (22%) *Telephone* and (1%) indicated *Field Officer Visits*.

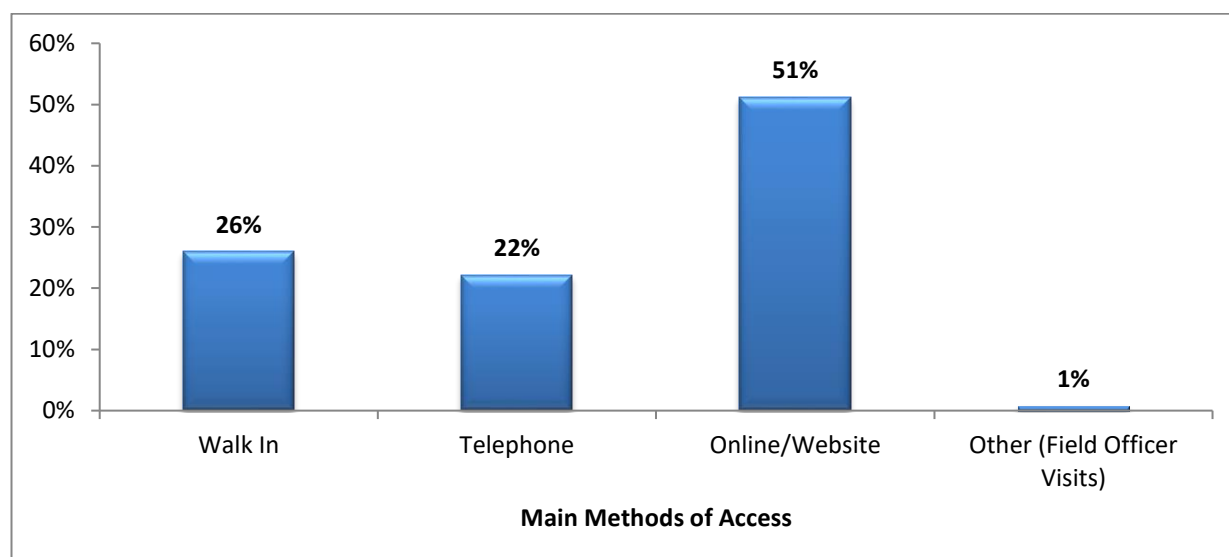


Figure 107 shows main method of access

Customers were asked to identify the preferred ways of accessing the products and service, the vast majority (62%) identified *Online/Website* as their preferred option. Alternative options include: *Walk In* (21%), *Telephone* (16%) and *Delivery Service* (1%).

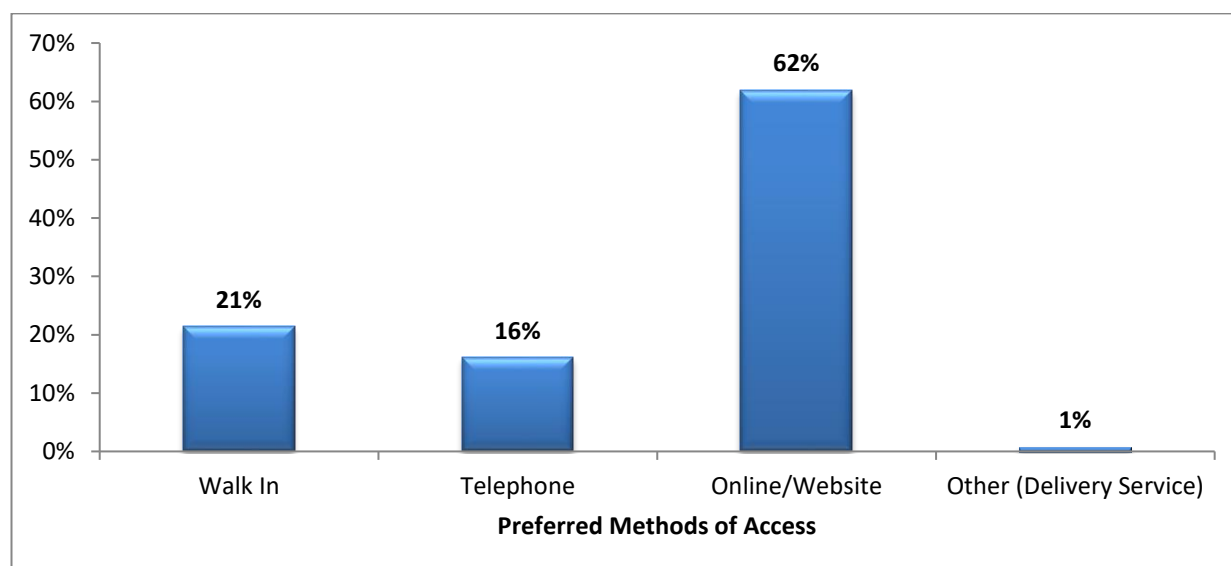


Figure 108 shows preferred method of access

Areas of Satisfaction: Products/Services

A total of 125 respondents were surveyed to ascertain their areas of satisfaction while interacting with JA 4H Club. (52%) stated they were satisfied with *Quality of Product/Service Received*, (26.4%) were satisfied with *Responsive and Helpful Staff*, (11.2%) were satisfied with *Accessibility of Services* and (10.4%) stated *Informative Resource Material*.

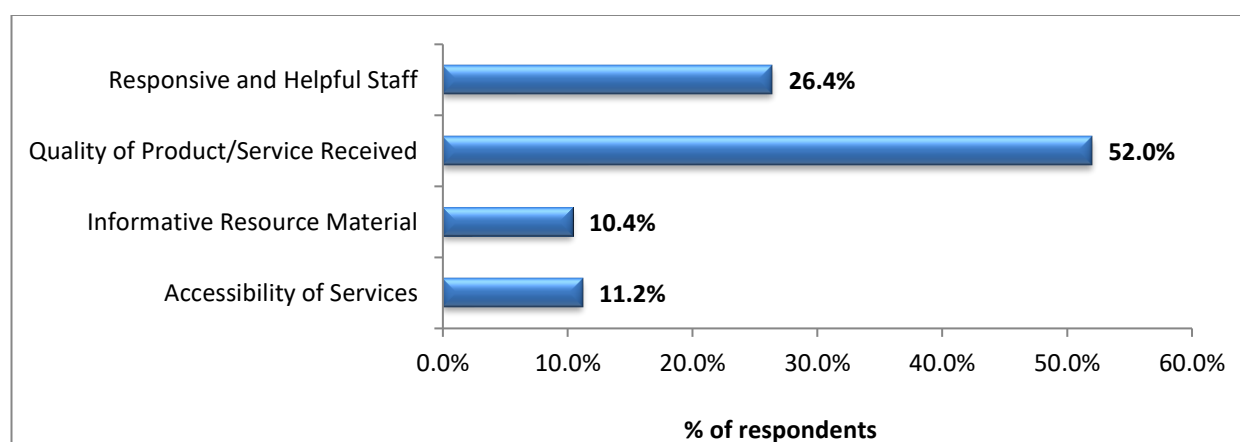


Figure 109 shows areas of satisfaction: products/services

Areas of Dissatisfaction: Products/Services

(46%) of respondents identified *Inadequate customer support* as the main area of dissatisfaction, (24%) expressed *product fulfilment issues* as a source of dissatisfaction and (22%) stated *length of waiting period*.

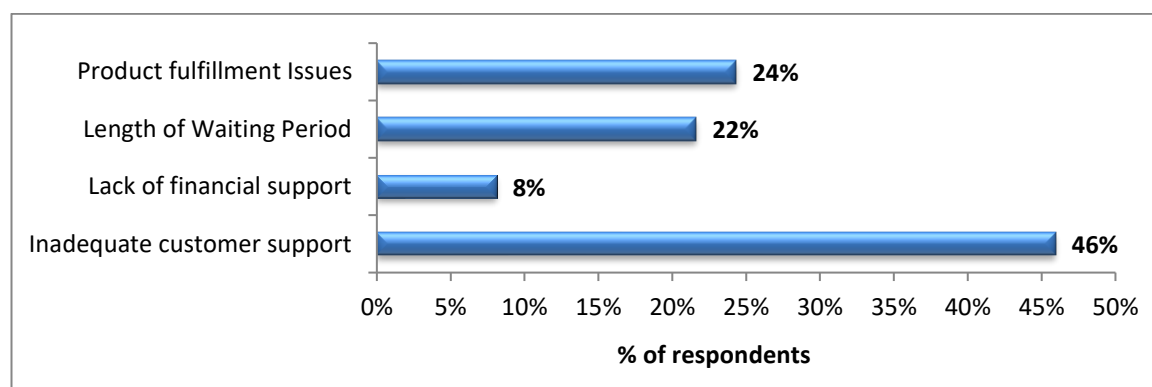
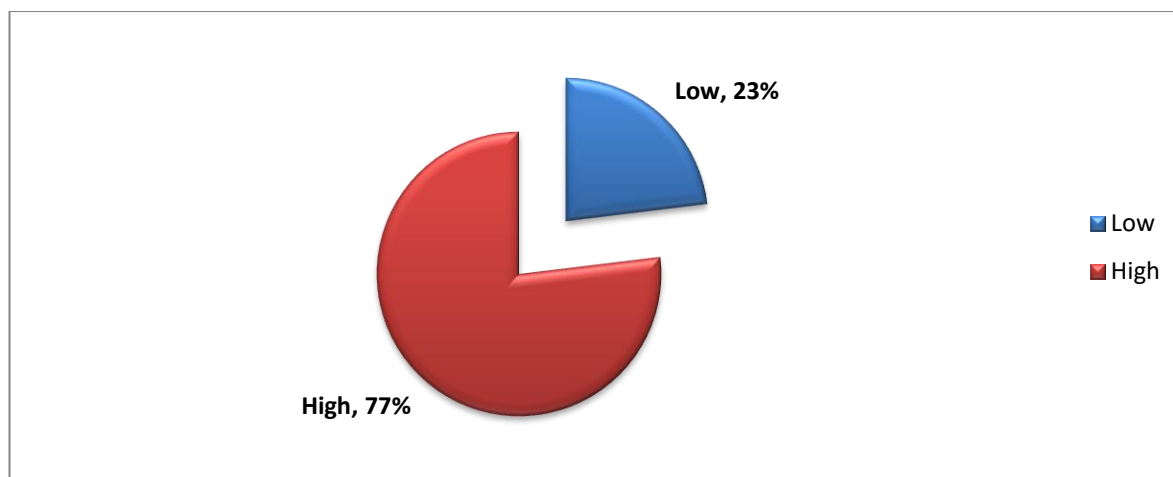


Figure 110 shows areas of dissatisfaction: products/services

Level of Satisfaction: Staff Responsiveness

Respondents were asked to rate their experience in the area of staff responsiveness, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

A total of 130 respondents were asked to rate their level of satisfaction in the area of Staff Responsiveness: (77%) rated their level of satisfaction greater than 7 and (23%) rated their level of satisfaction below 8



Pie Chart 31 shows level of satisfaction: Staff Responsiveness

Number of Respondents	1%	2%	1%	2%	5%	2%	11%	25%	26%	25%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (77%) of respondents who rated *Staff Responsiveness* as high: (54%) attributed *Knowledgeable and Responsive* as the primary reason, (24%) attributed *Overall Customer Service*, (14%) indicated *Queries resolved promptly* and (8%) attributed *Accessibility of products/services*.

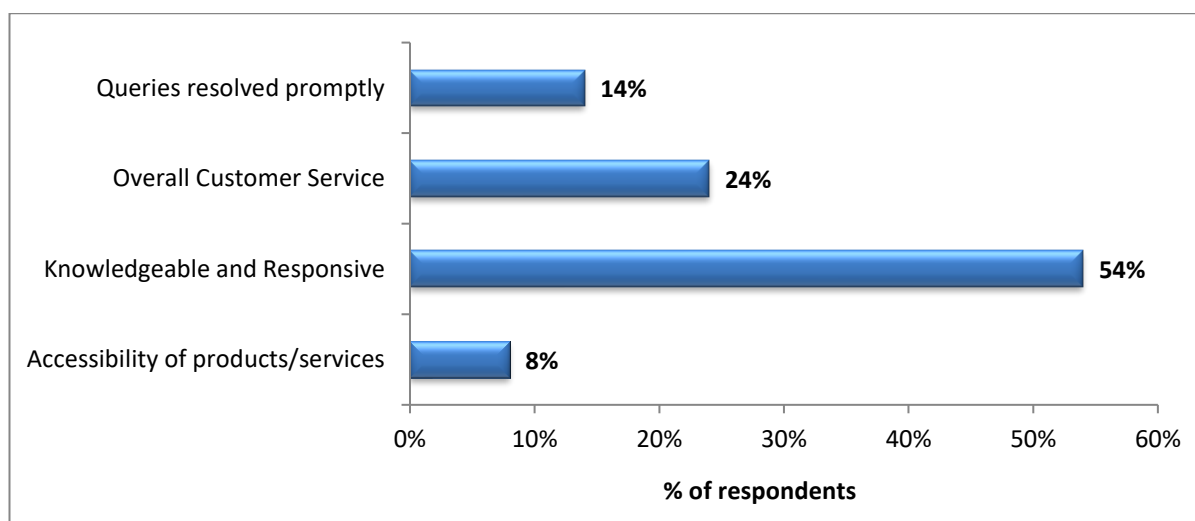


Figure 111 shows factors contributing to a rating of 8-10

Amongst the (23%) of respondents who rated *Staff Responsiveness* as low: (48%) identified *Efficiency of Communication* as the major area where improvement should be focused,

(44%) stated *Service Process Efficiency* and (7%) indicated *Employee Knowledge* as other areas where improvements are needed.

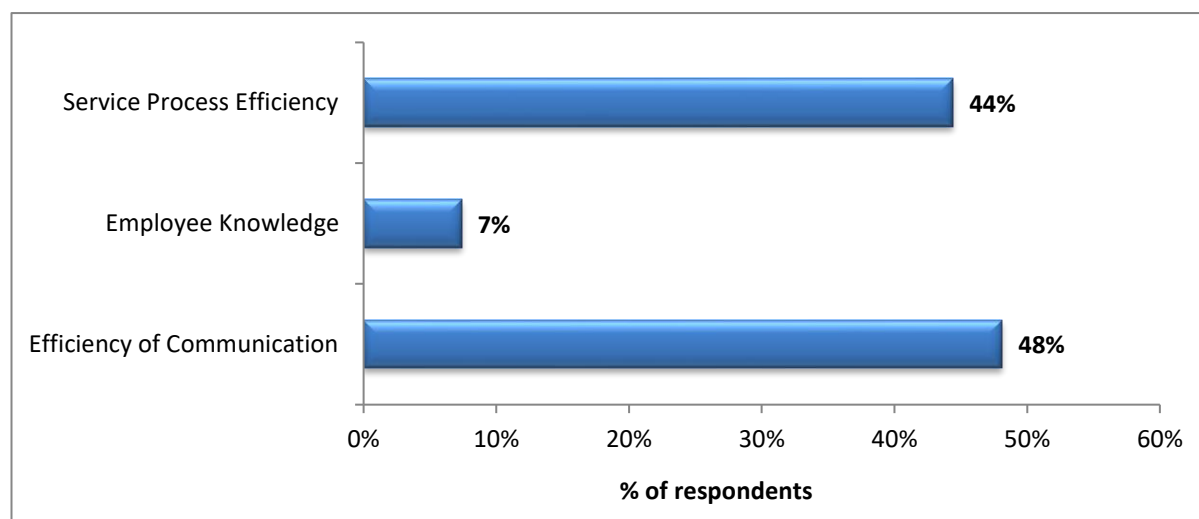
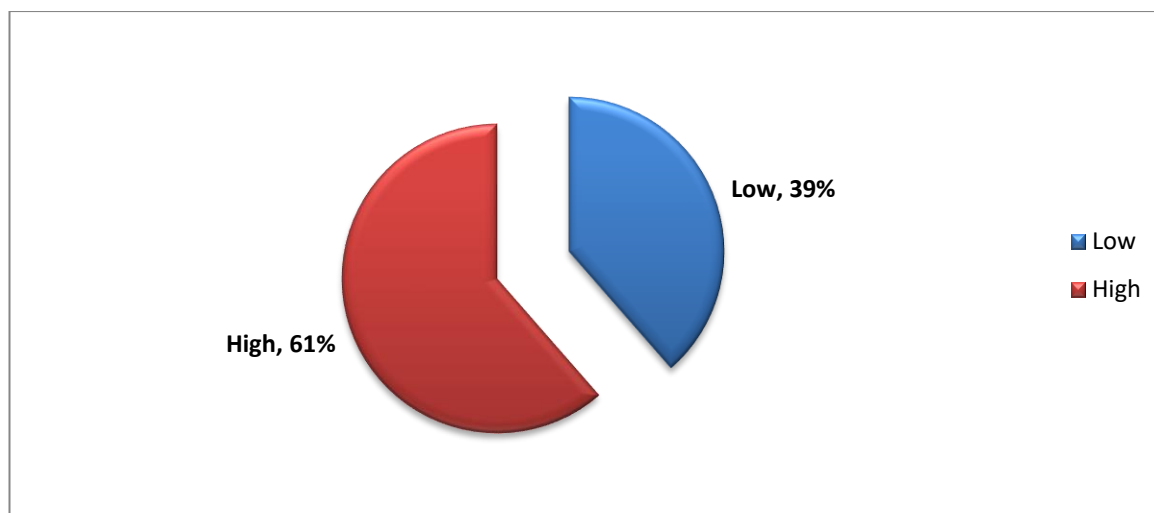


Figure 112 shows areas where improvements are needed

Level of Satisfaction: Access & Facility

Respondents were asked to rate their experience in the area of access and facility, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

A total of 114 respondents were asked to rate their level of satisfaction in the area of Access & Facility: (61%) rated their level of satisfaction greater than 7 and (39%) rated their level of satisfaction below 8.



Pie Chart 32 shows level of satisfaction: Access & Facility

Number of Respondents	1%	1%	0%	4%	9%	9%	16%	23%	16%	23%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (61%) of respondents who rated *access and facility* as high: (71%) attributed *Accessibility of location and resource* as the primary reason, (24%) attributed *Overall ease of business* and (19%) identified *Staff Support*.

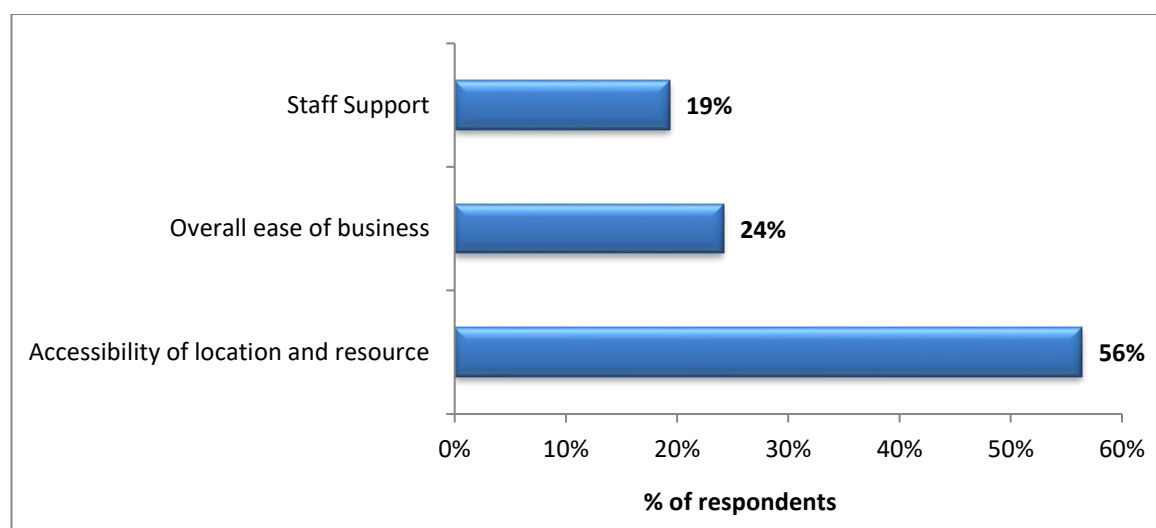


Figure 113 shows factors contributing to a rating of 8-10

Amongst the (39%) of respondents who rated *access and facility* as low: *Facility condition* (59%) was identified as the main area where improvement should be focused. *Marketing*

strategies (14%), *Speed of business processing* (14%) and *Lack of staff concern* (7%) were also areas where respondents identified as needing improvement.

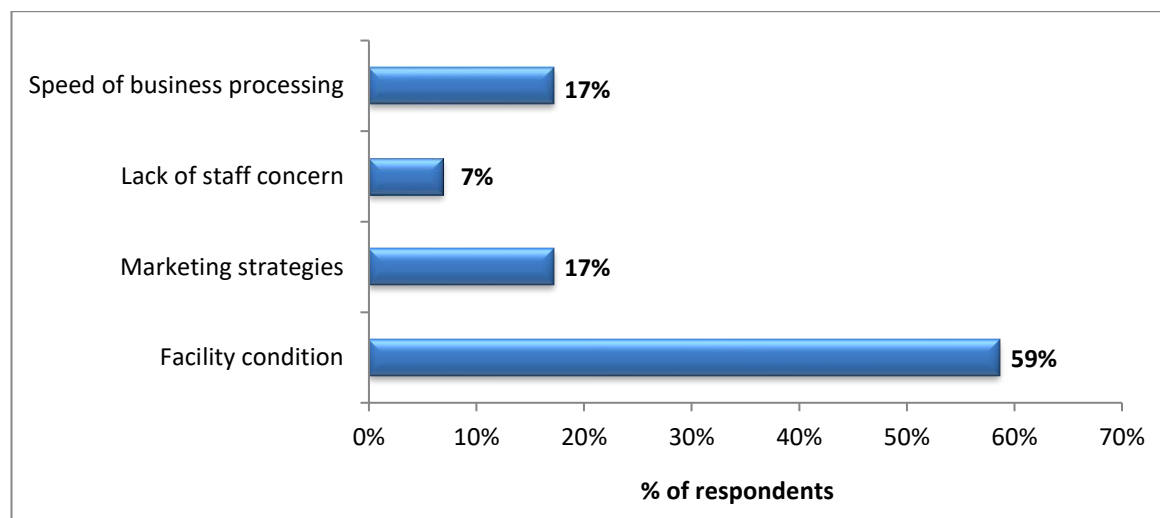
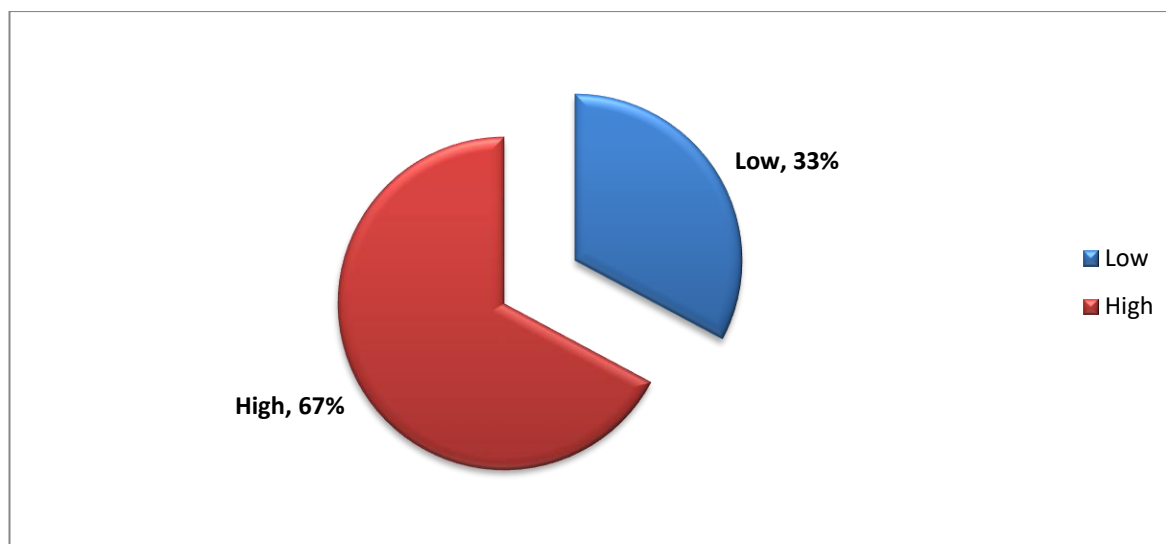


Figure 114 shows areas where improvements are needed

Level of Satisfaction: Communication

Respondents were asked to rate their experience in the area of communication, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

A total of 128 respondents were asked to rate their level of satisfaction in the area of Communication: (67%) rated their level of satisfaction greater than 7 and (33%) rated their level of satisfaction below 8.



Pie Chart 33 shows level of satisfaction: Communication

Number of Respondents	4%	0%	2%	2%	8%	6%	11%	19%	16%	33%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (67%) of respondents who rated *communication* as high: (59%) attributed *Effective overall communication* as the primary reason. (28%) of respondents stated *Prompt Responses & Timely Updates* and (13%) stated *Multiple channels of communication* were also contributing factors.

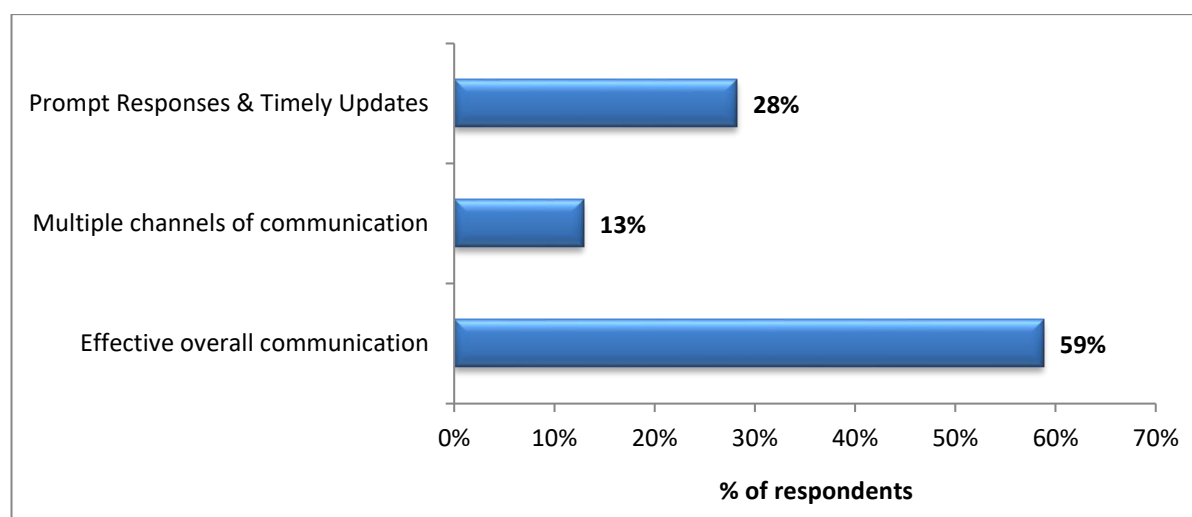


Figure 115 shows factors contributing to a rating of 8-10

Amongst the (33%) of respondents who rated *communication* as low: (60%) identified *Client support* as a major area improvement should be focused and (25%) *Response time* and (15%) *Diversify communication channels/resources* were identified as other areas where improvements are needed.

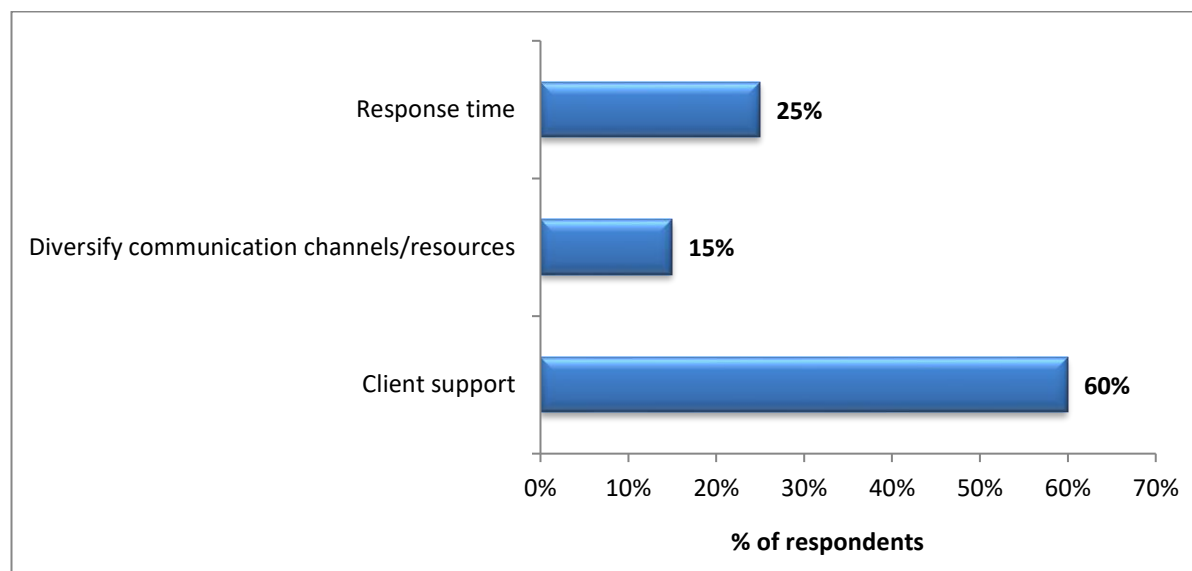
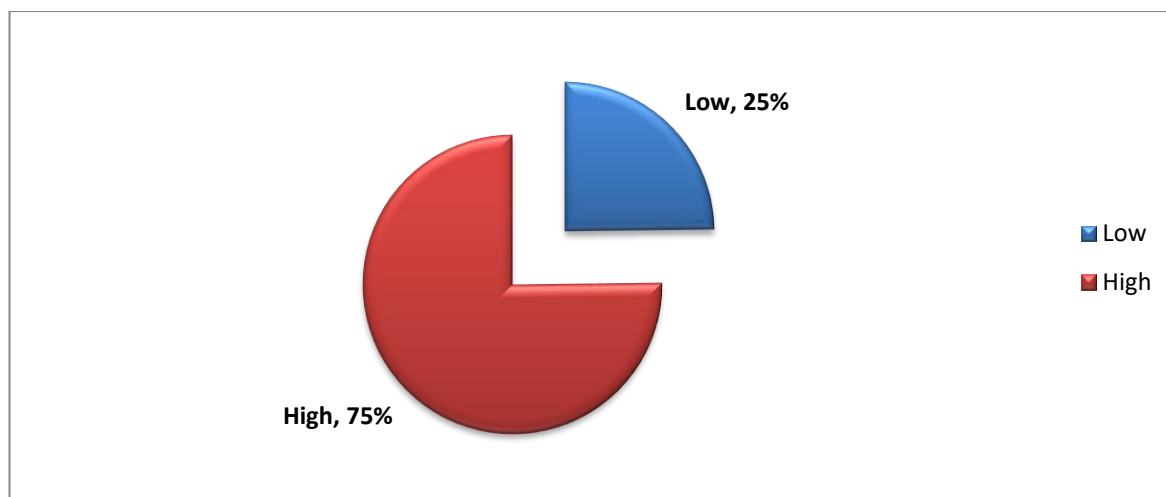


Figure 116 shows areas where improvements are needed

Level of Satisfaction: Reliability of Service

Respondents were asked to rate their experience in the area of reliability of service, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

A total of 129 respondents were asked to rate their level of satisfaction in the area of Reliability of Service: (75%) rated their level of satisfaction greater than 7 and (25%) rated their level of satisfaction below 8.



Pie Chart 34 shows level of satisfaction: Reliability of Service

Number of Respondents	2%	1%	3%	2%	7%	2%	9%	33%	19%	23%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (75%) of respondents who rated *reliability of service* as high: (51%) attributed *Overall service/product reliability* and (49%) attributed *Staff reliability and responsiveness* as the primary factors.

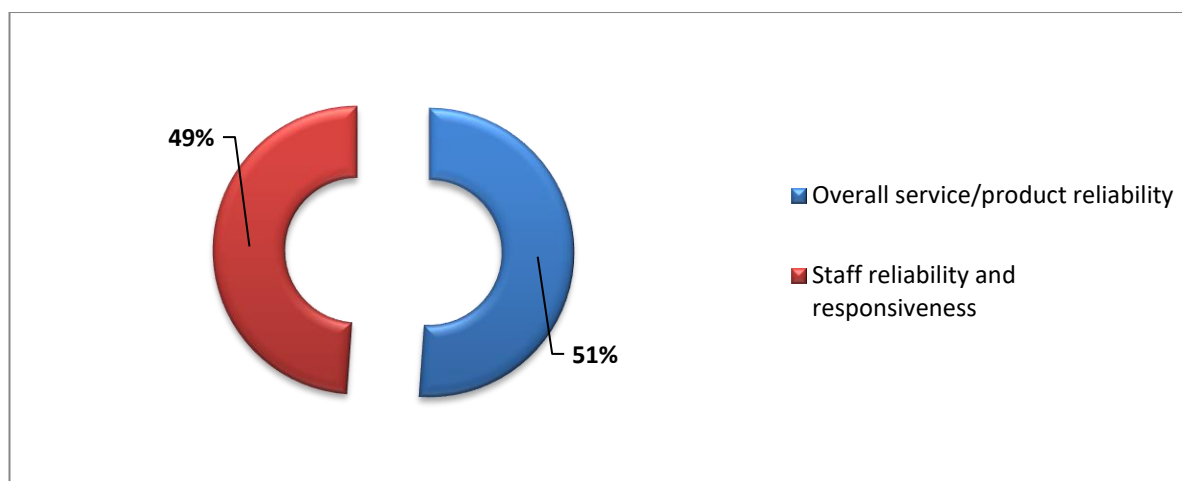


Figure 117 shows factors contributing to a rating of 8-10

Amongst the (25%) of respondents who rated *Reliability of services* as low: (52%) identified *Customer interaction and engagement* as the major area where improvement should be focused. (24%) *Effective follow up mechanism*, (17%) *Accessibility to products/services* and (7%) *Product/Service Variation & Quality* were identified as other areas where improvements are needed.

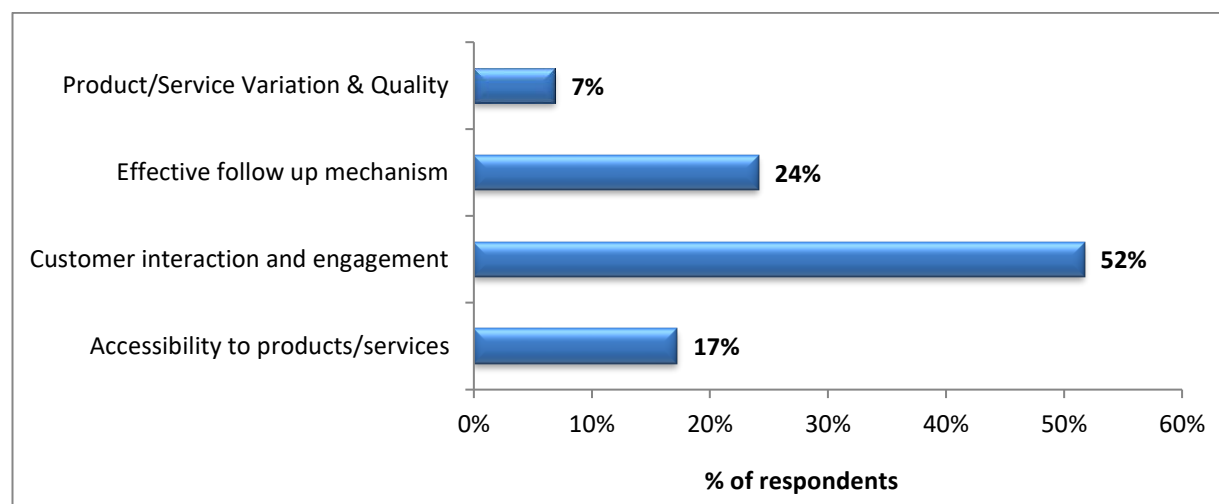


Figure 118 shows areas where improvements are needed

Customer Service Satisfaction

A total of 131 respondents were asked to rate their level of satisfaction on the customer service they received while interacting with the Entity.

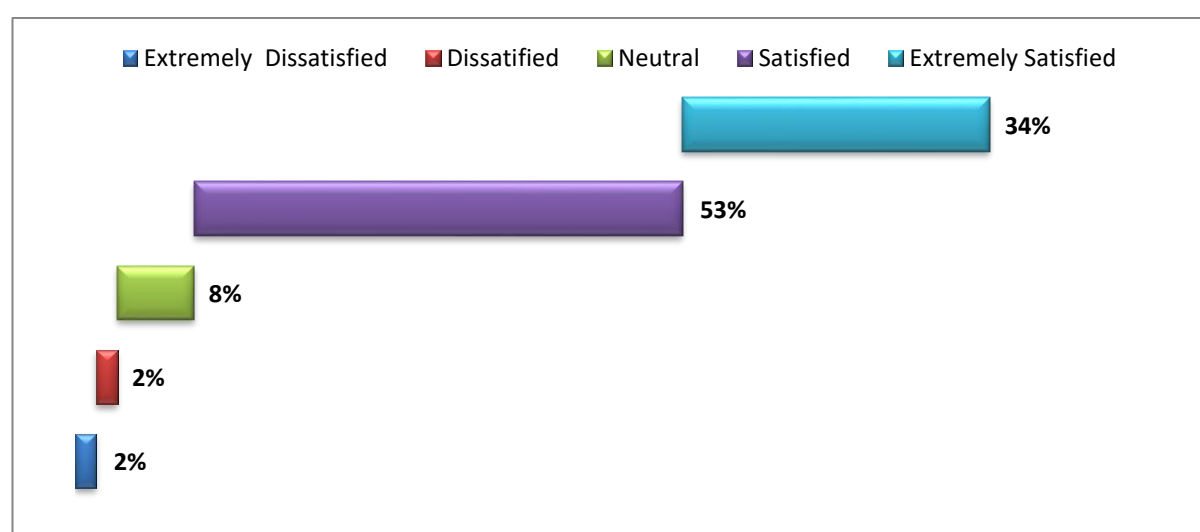


Chart 28 shows customer satisfaction with customer service

% of respondents	34%	53%	8%	2%	2%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Overall Customer Experience

A total of 131 respondents were asked to rate their level of satisfaction with the entire customer experience (knowledge of staff, comfort of facility and ease of doing business) received while interacting with the Entity.

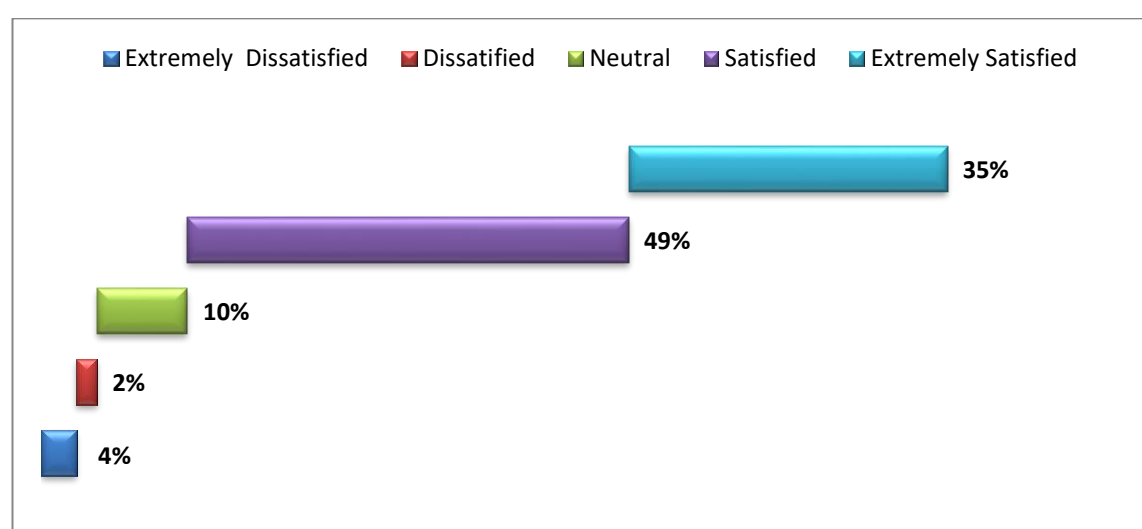


Chart 29 shows customer satisfaction with entire customer experience

% of respondents	35%	49%	10%	2%	4%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Recommendation

The performance of the Jamaica 4H Club slightly decreased from 80% in the 2021/22 survey to 79.5% in 2022/23. Three of four service dimensions scored below 80%; Access & Facility, Communication and Reliability of Service. Based on respondents' feedback greater focus is needed in providing customer support and improving efficiency of client communication.

Jamaica Agricultural Society



The Jamaica Agricultural Society represents the interest of all categories of farmers in the island in agricultural pursuits, providing a forum where all farmers could meet, discuss their problems to initiate plans, elect officers and to do all other things necessary for the welfare of the farming community. JAS serves as an umbrella organization consisting of varied affiliated commodity boards and associations to include: Jamaica Citrus Growers Association, Pimento Growers Association, Cocoa Industry Board, All Island Cane Farmers Association, Coconut Industry Board, All Island Banana Growers Association, Coffee Industry Board, Jamaica Livestock Association, Ministry of Agriculture Export Division and Sugar Industry Board.

Overview of Main Findings

The Entity was evaluated within four main areas: Staff Responsiveness, Access and Facility, Communication and Reliability of Service. In accordance with the Service Excellence Policy a rating of 80% or higher is categorized as meeting the level of satisfaction while below 80% did not meet the required level of satisfaction.

The Jamaica Agricultural Society recorded an overall customer satisfaction rating of 78.5% for 2022/23 this represents an increase from the 2021/22 rating of 77%.

See table below for a performance breakdown in each service dimension:

Areas of Focus	% Level of satisfaction
Staff Responsiveness	79.2%
Access & Facility	79.7%
Communication	77.7%
Reliability of Services	77.3%
	Overall Level of Satisfaction – 78.5%

Respondents' Demographics

A total of 156 customers participated in the survey, the majority (55%) were males and (45%) were females.

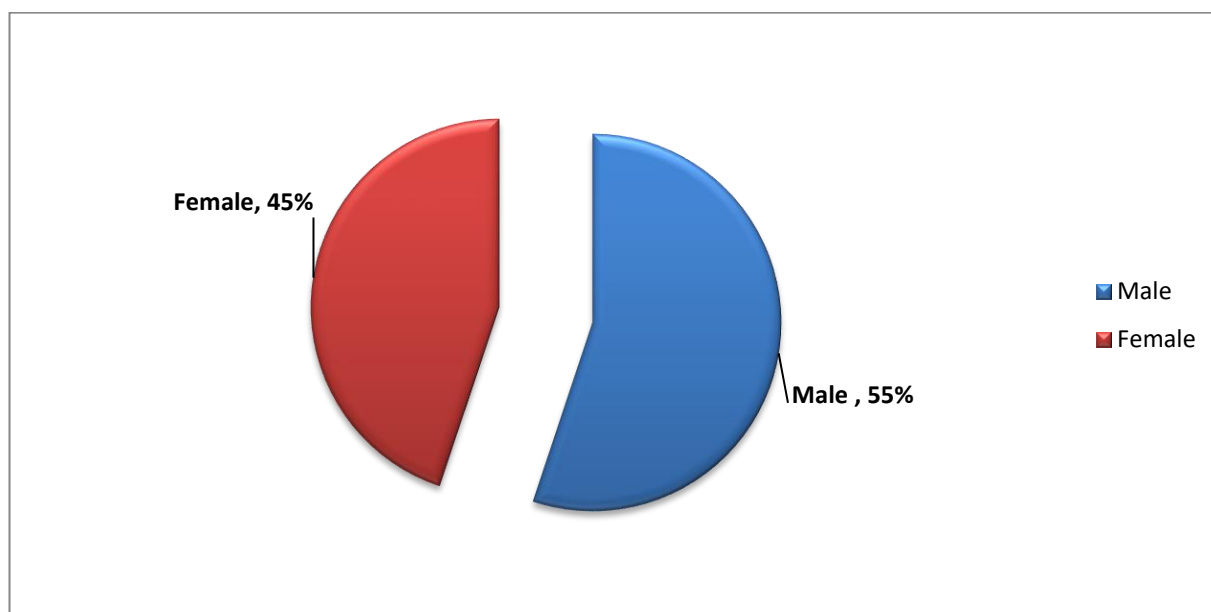


Figure 119 shows gender of respondents

The age composition of the respondents indicates (25%) of respondents are over 61, (23%) are ages 51-60, (21%) are ages 31-40, (18%) are ages 41-50 while (13%) are ages 21-30. There are no respondents aged less than 20.

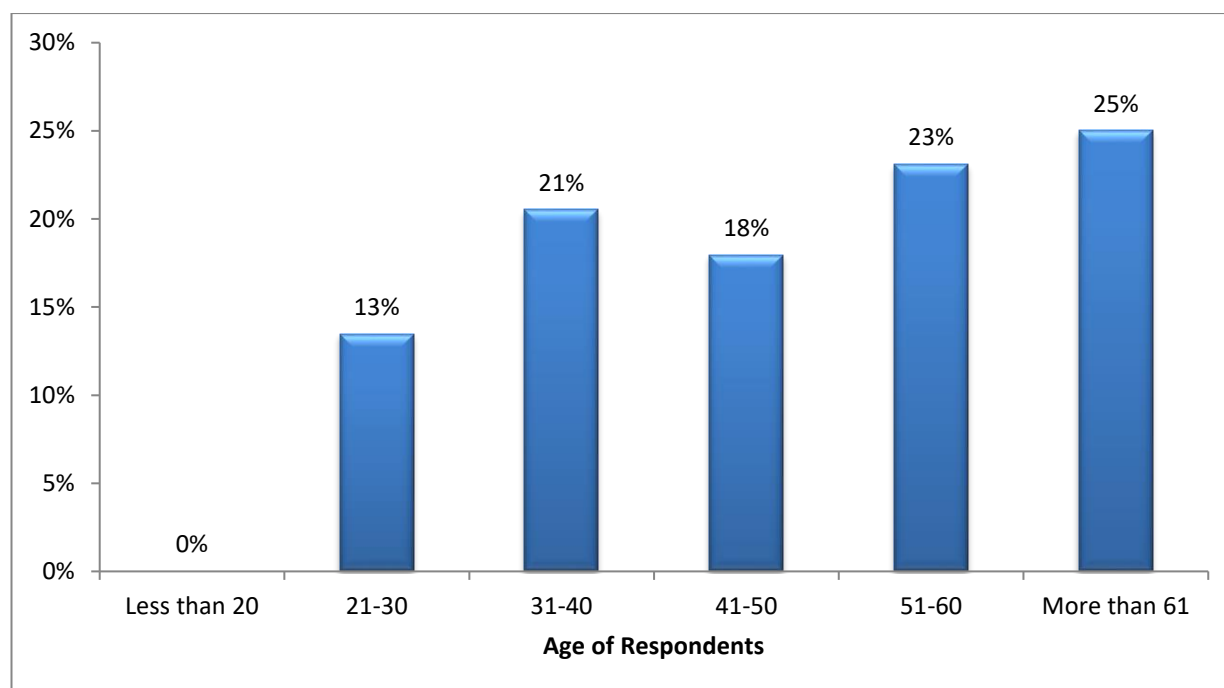


Figure 120 shows age of respondents

The respondents were predominantly individual customers with (69%) stating they were individual customers and (31%) representing organizational customers.

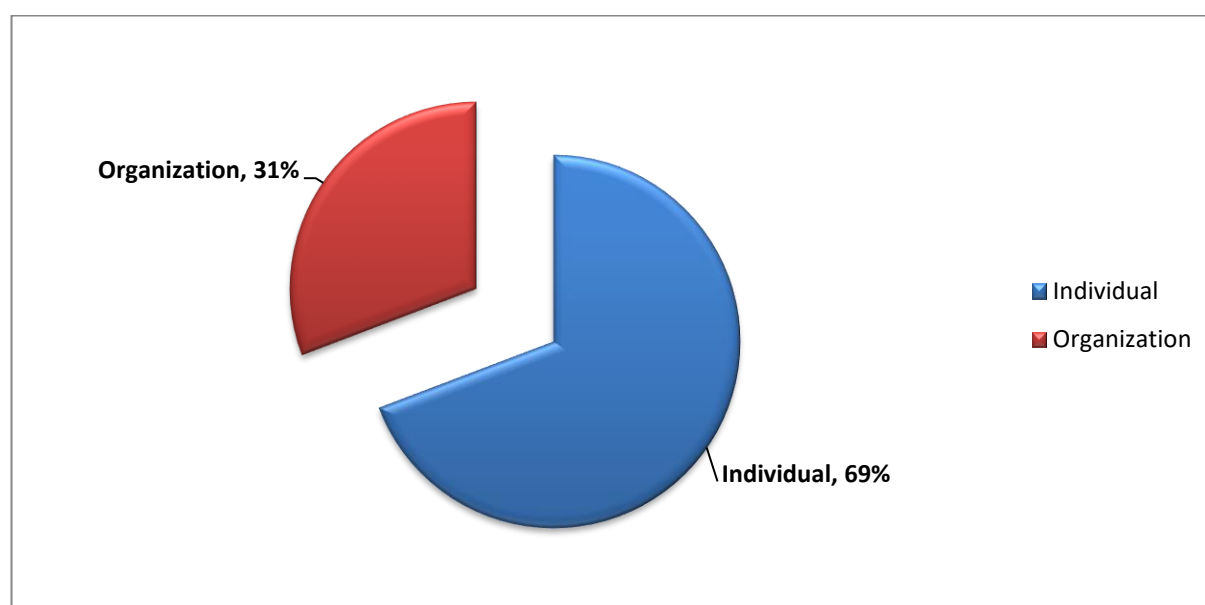


Figure 121 shows type of customer

The most popular method of accessing the products and service is *Walk In* with (68%) respondents identifying this method. (22%) utilized *Telephone* while (6%) *Field Officer Visits* and (4%) indicated *Online/Website*.

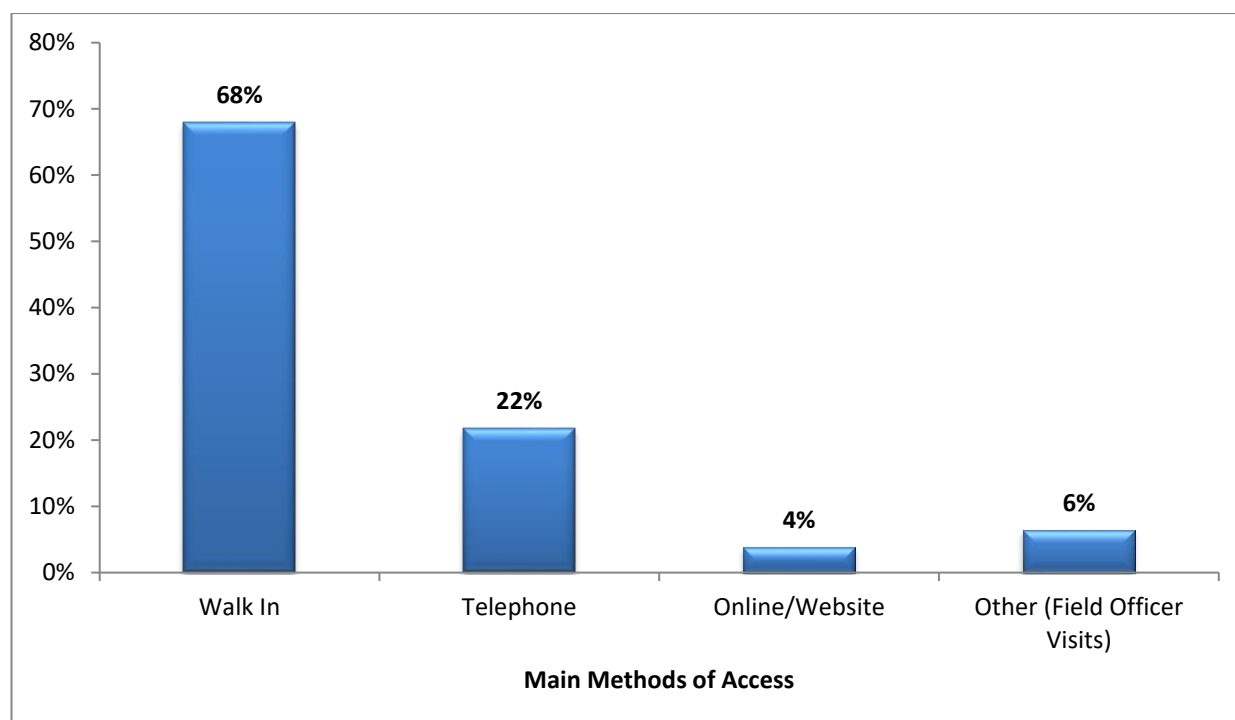


Figure 122 shows main method of access

Customers were asked to identify the preferred ways of accessing the products and service, the vast majority (51%) identified *Walk In* as their preferred option. Alternative options include: *Online/Website* (15%), *Telephone* (31%) and *Field Officer Visits/All three options* (3%).

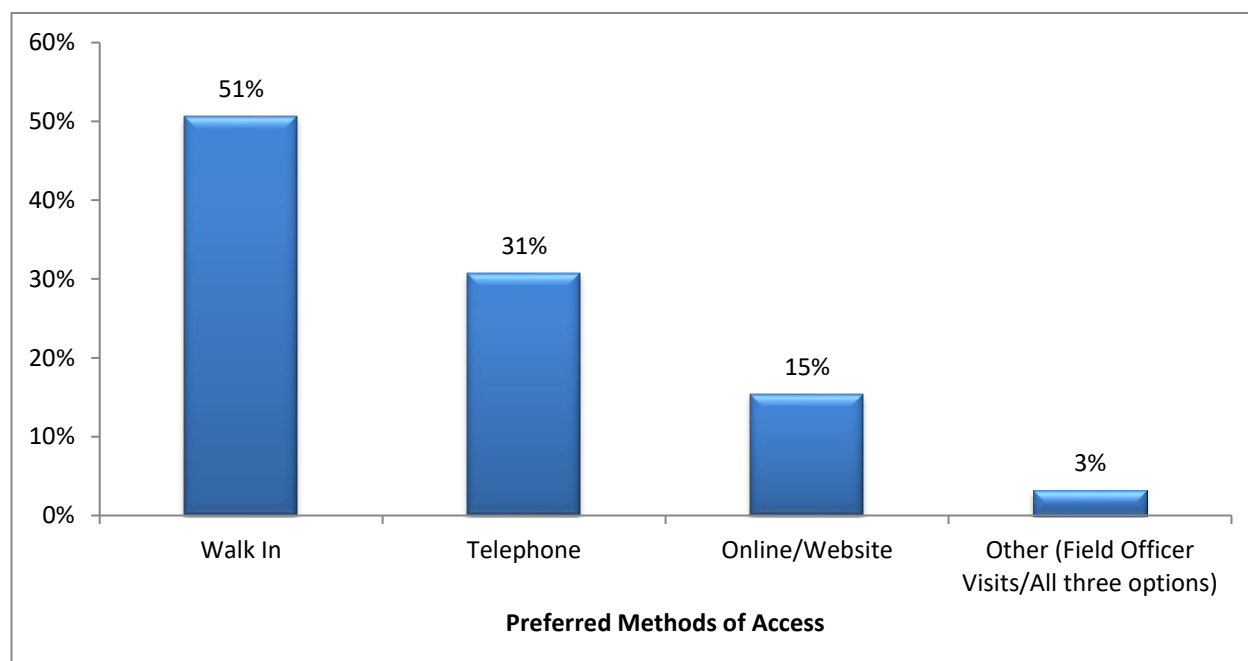


Figure 123 shows preferred method of access

Areas of Satisfaction: Products/Services

A total of 149 respondents were surveyed to ascertain their areas of satisfaction while interacting with JAS. (74%) stated they were satisfied with *Quality of Product/Service*, (17%) were satisfied with *Knowledgeable, Responsive & Helpful staff*, (5%) were satisfied with *Variety of assistance provided* and (4%) stated *Excellent customer service*.

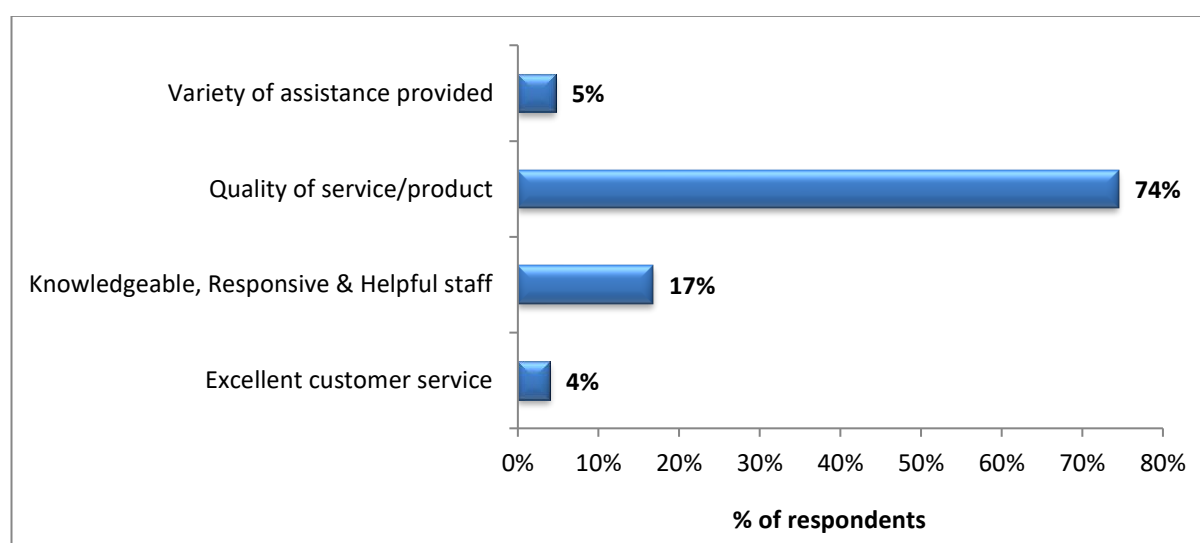


Figure 124 shows areas of satisfaction: products/services

Areas of Dissatisfaction: Products/Services

(28%) of respondents identified *Quantity/Cost of products received* as an area of dissatisfaction, (24%) expressed *Limited resources* as a source of dissatisfaction, (20%) stated *did not receive products* and (16%) identified *Quality of product/service*.

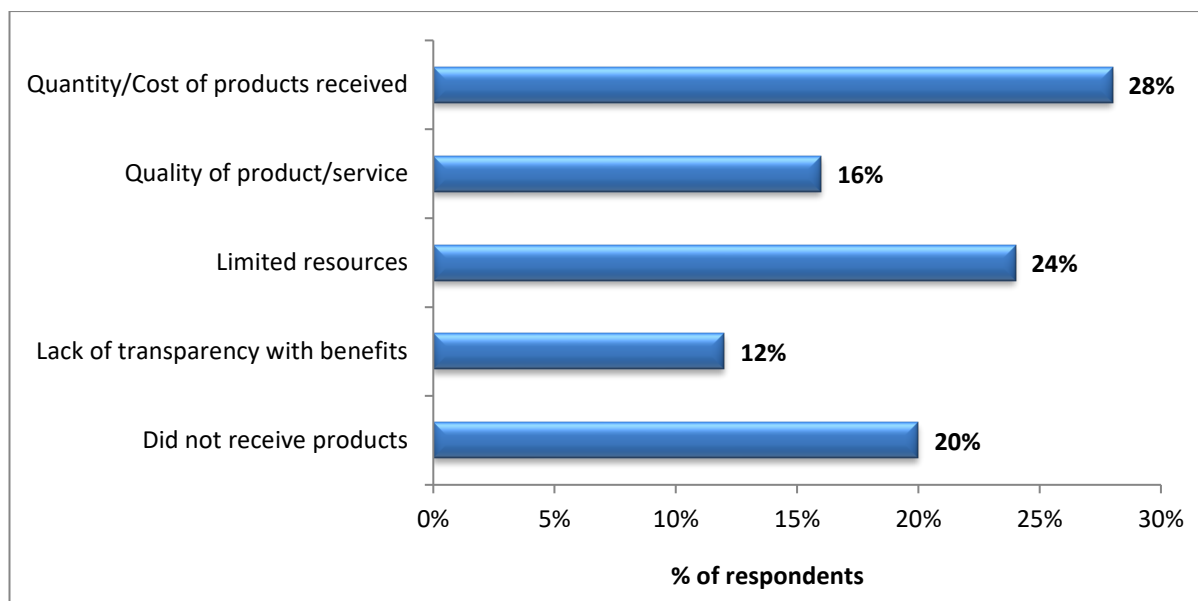
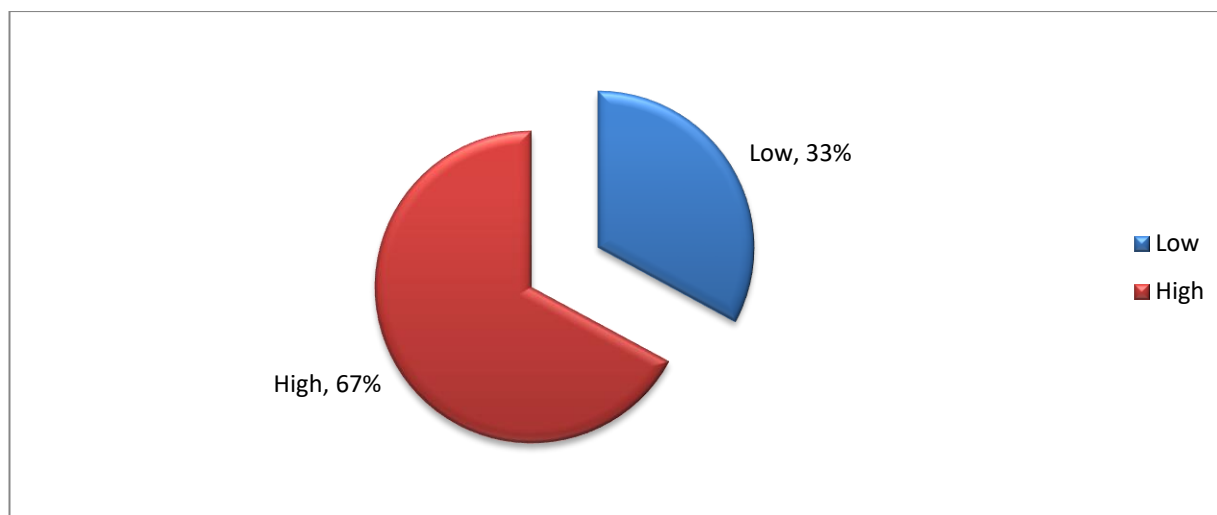


Figure 125 shows areas of dissatisfaction: products/services

Level of Satisfaction: Staff Responsiveness

Respondents were asked to rate their experience in the area of staff responsiveness, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

A total of 152 respondents were asked to rate their level of satisfaction in the area of Staff Responsiveness: (67%) rated their level of satisfaction greater than 7 and (33%) rated their level of satisfaction below 8



Pie Chart 35 shows level of satisfaction: Staff Responsiveness

Number of Respondents	1%	1%	0%	3%	5%	7%	16%	27%	16%	24%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (67%) of respondents who rated *Staff Responsiveness* as high: (81%) attributed *Very helpful, professional & knowledgeable staff* as the primary reason, (19%) attributed *Staff is accessible & responds in timely manner*.

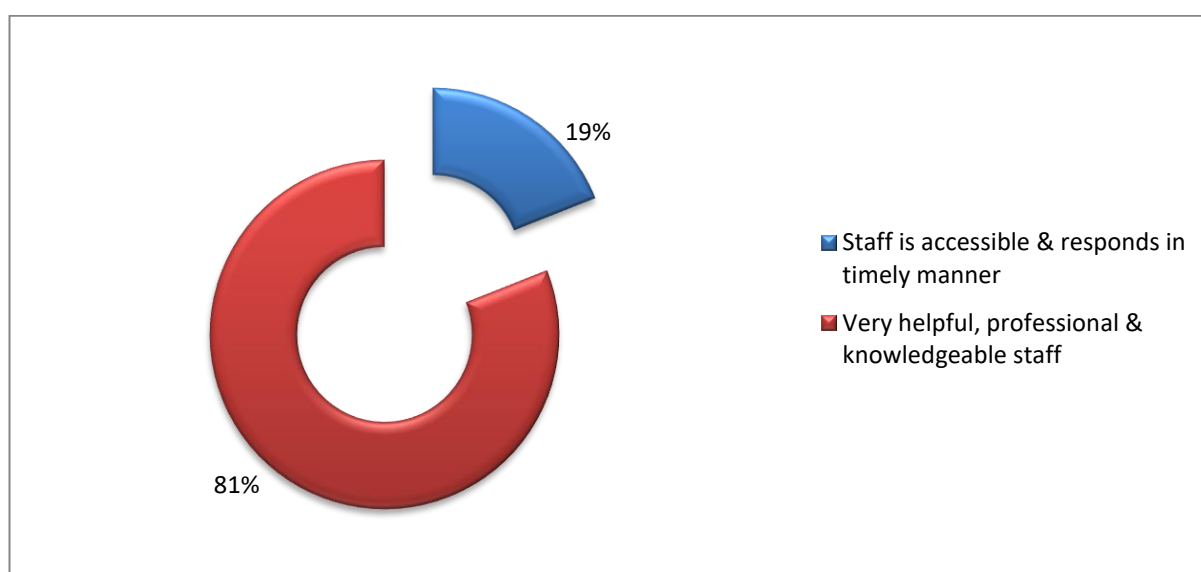


Figure 126 shows factors contributing to a rating of 8-10

Amongst the (33%) of respondents who rated *Staff Responsiveness* as low: (32%) identified *Quality/frequency of communication* as the major area where improvement should be focused, (30%) stated *staff knowledge & numbers* and (25%) indicated *staff efficiency* as other areas where improvements are needed.

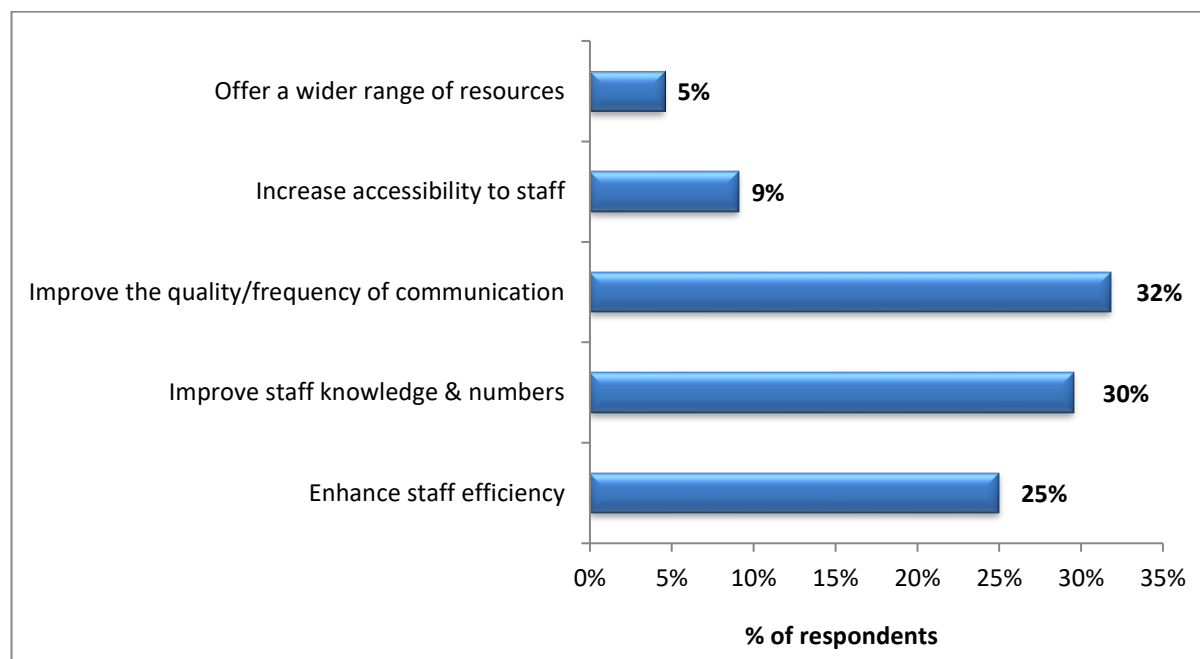
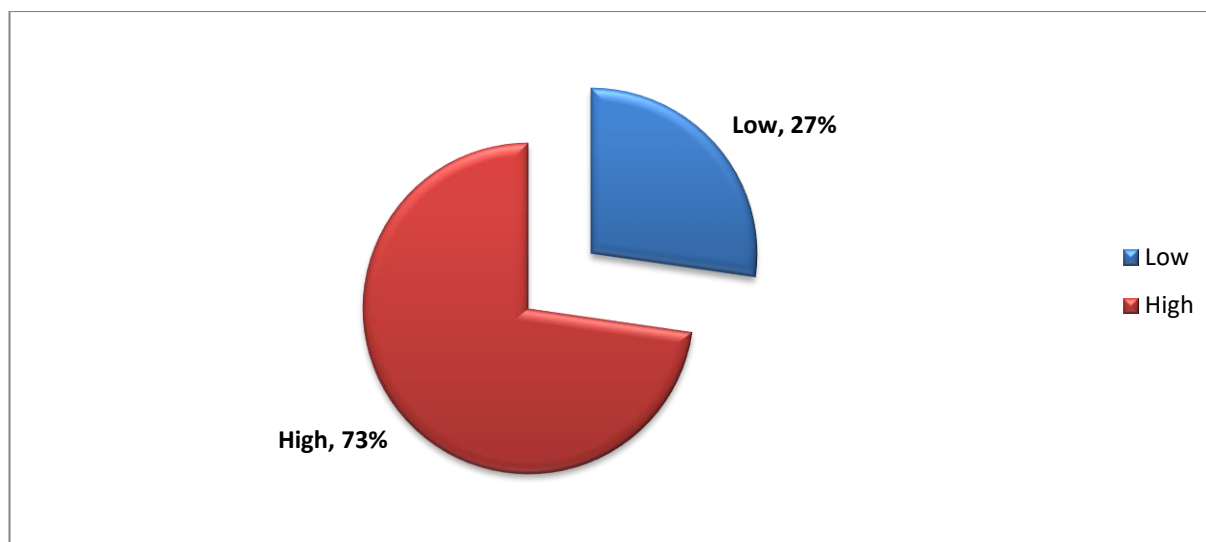


Figure 127 shows areas where improvements are needed

Level of Satisfaction: Access & Facility

Respondents were asked to rate their experience in the area of access and facility, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

A total of 143 respondents were asked to rate their level of satisfaction in the area of Access & Facility: (73%) rated their level of satisfaction greater than 7 and (27%) rated their level of satisfaction below 8.



Pie Chart 36 shows level of satisfaction: Access & Facility

Number of Respondents	1%	0%	1%	1%	8%	5%	11%	41%	6%	26%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (73%) of respondents who rated *access and facility* as high: (62%) attributed *easily accessible* as the primary reason, (22%) attributed *Prompt staff assistance & hospitality* and (16%) identified *Clean, comfortable and secure environment*.

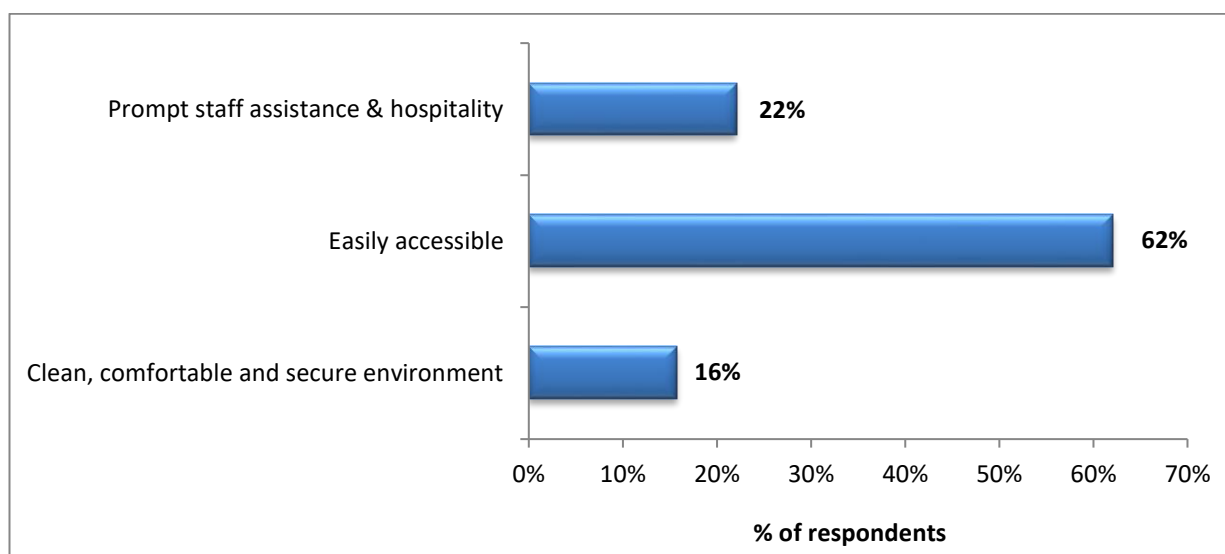


Figure 128 shows factors contributing to a rating of 8-10

Amongst the (27%) of respondents who rated *access and facility* as low: *upgrade facilities* (68%) was identified as the main area where improvement should be focused. *Add more locations* (14%) and *Reduce wait time for business processes* (14%) was also areas where respondents identified as needing improvement.

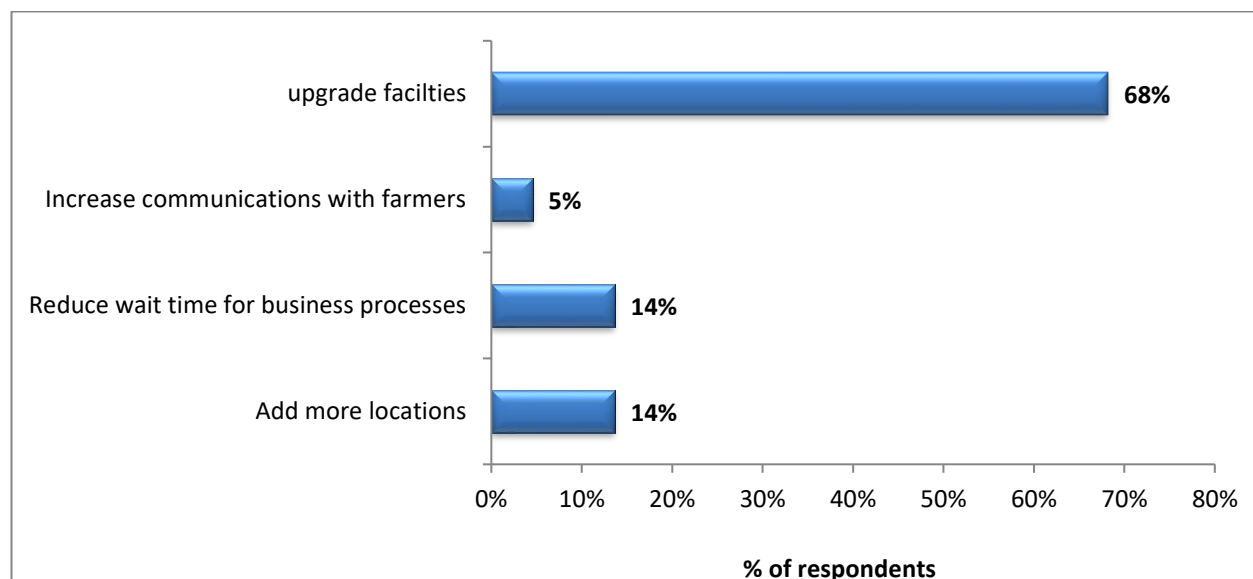
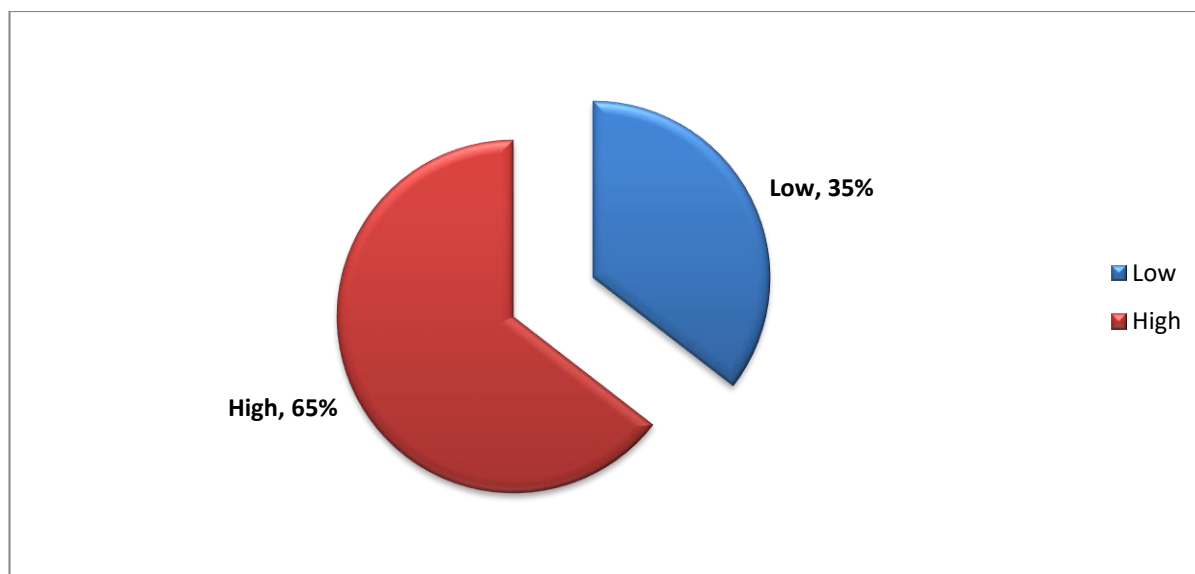


Figure 129 shows areas where improvements are needed

Level of Satisfaction: Communication

Respondents were asked to rate their experience in the area of communication, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

A total of 155 respondents were asked to rate their level of satisfaction in the area of Communication: (65%) rated their level of satisfaction greater than 7 and (35%) rated their level of satisfaction below 8.



Pie Chart 37 shows level of satisfaction: Communication

Number of Respondents	3%	0%	2%	3%	9%	6%	14%	26%	9%	29%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (65%) of respondents who rated *communication* as high: (63%) attributed *Communication is informative and efficient* as the primary reason. (19%) of respondents stated *Provide timely update on products/services* and (10%) stated *Staff practices excellent customer service* was also contributing factors.

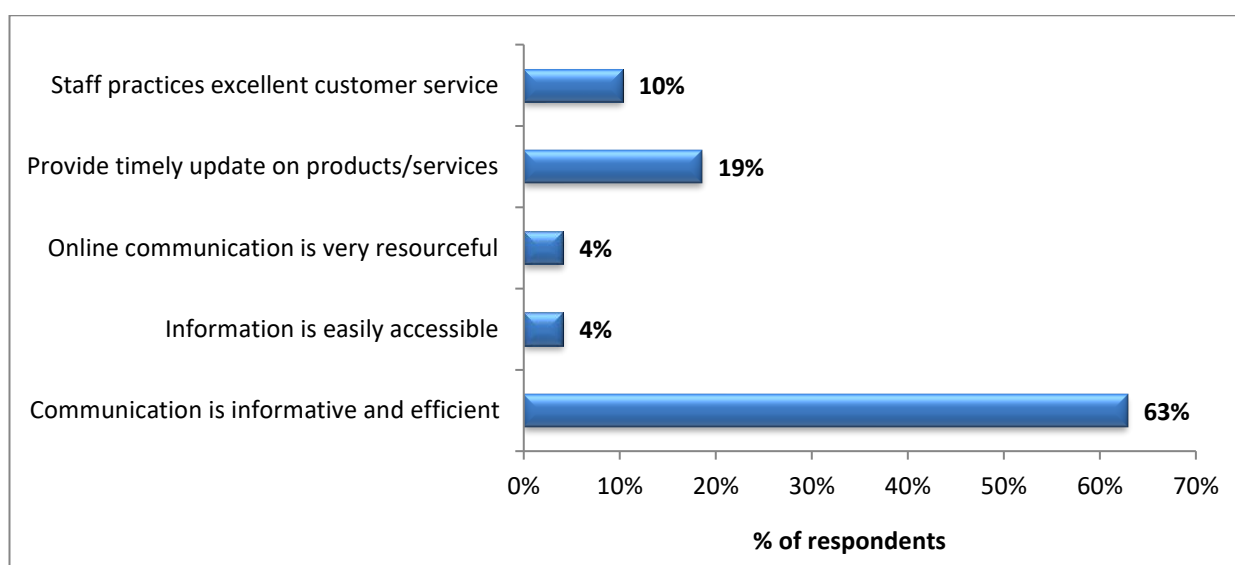


Figure 130 shows factors contributing to a rating of 8-10

Amongst the (35%) of respondents who rated *communication* as low: (25%) *expand channels of communication* and (25%) *Provide timely updates on products/services* was identified as major areas where improvement should be focused. (21%) *overall quality of communication* and (19%) *increase communication/farm visit* was identified as other areas where improvements are needed.

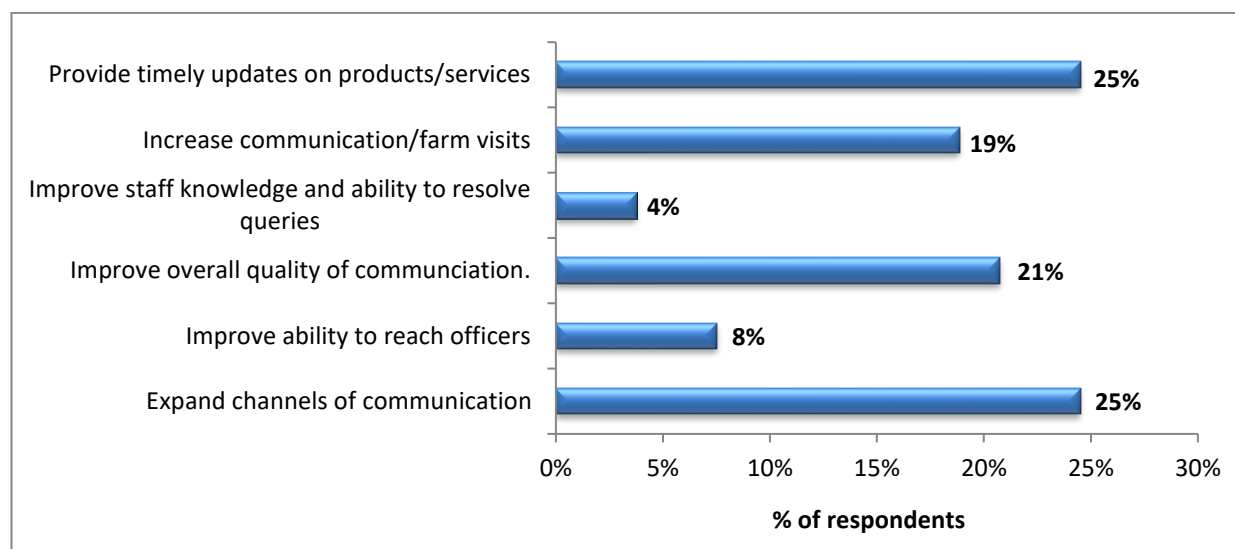
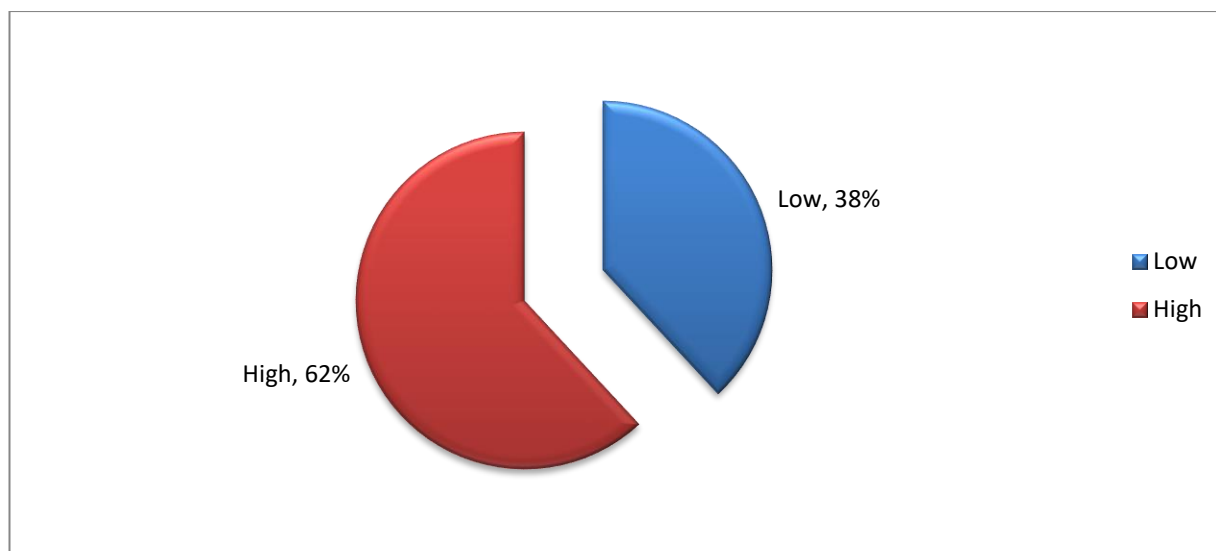


Figure 131 shows areas where improvements are needed

Level of Satisfaction: Reliability of Service

Respondents were asked to rate their experience in the area of reliability of service, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

A total of 147 respondents were asked to rate their level of satisfaction in the area of Reliability of Service: (62%) rated their level of satisfaction greater than 7 and (38%) rated their level of satisfaction below 8.



Pie Chart 38 shows level of satisfaction: Reliability of Service

Number of Respondents	0%	1%	1%	1%	10%	6%	18%	30%	12%	20%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (62%) of respondents who rated *reliability of service* as high: (51%) *Overall quality experience*, (29%) *service of staff* and (20%) *convenience of operating hours* was identified as the primary factors.

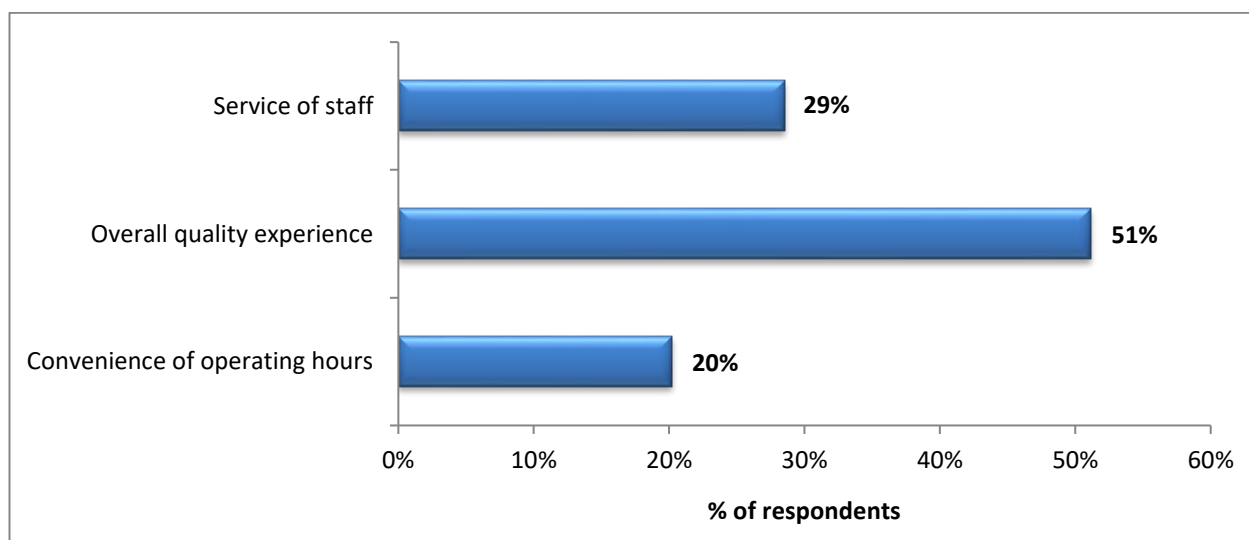


Figure 132 shows factors contributing to a rating of 8-10

Amongst the (38%) of respondents who rated *Reliability of services* as low: (45%) identified *overall reliability of product/service* as the major area where improvement should be focused. (25%) *Increase numbers of workers and farm*, (15%) *Expand range of products/services* and (15%) *Increase efficiency of business processes* was identified as other areas where improvements are needed.

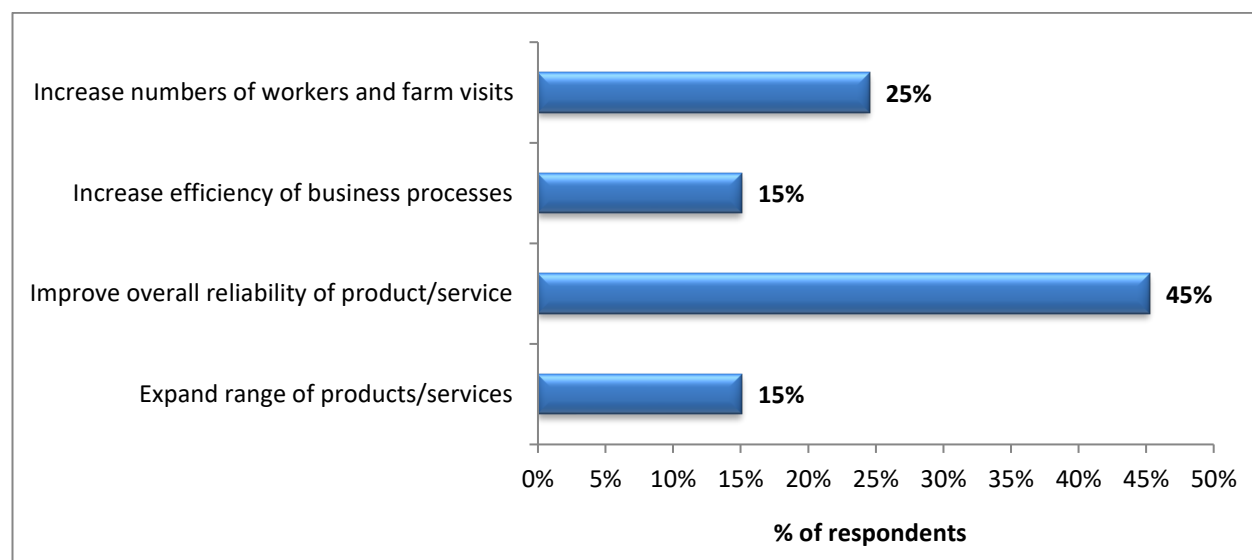


Figure 133 shows areas where improvements are needed

Customer Service Satisfaction

A total of 154 respondents were asked to rate their level of satisfaction on the customer service they received while interacting with the Entity.

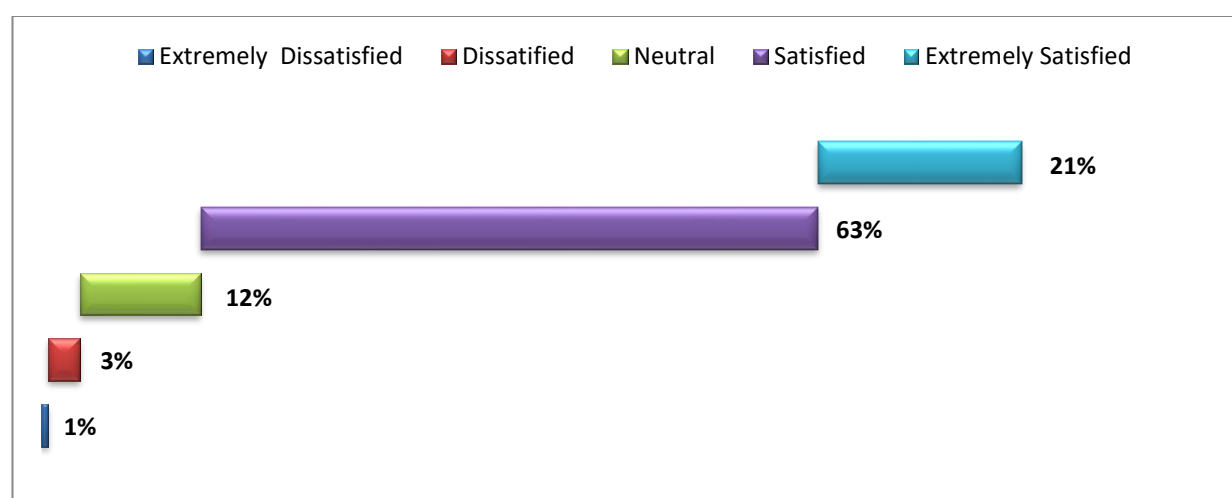


Chart 30 shows customer satisfaction with customer service

Customer Satisfaction Assessment 2022/23

Customer Service Branch

Ministry of Agriculture, Fisheries & Mining

% of respondents	21%	63%	12%	3%	1%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Overall Customer Experience

A total of 154 respondents were asked to rate their level of satisfaction with the entire customer experience (knowledge of staff, comfort of facility and ease of doing business) received while interacting with Entity.

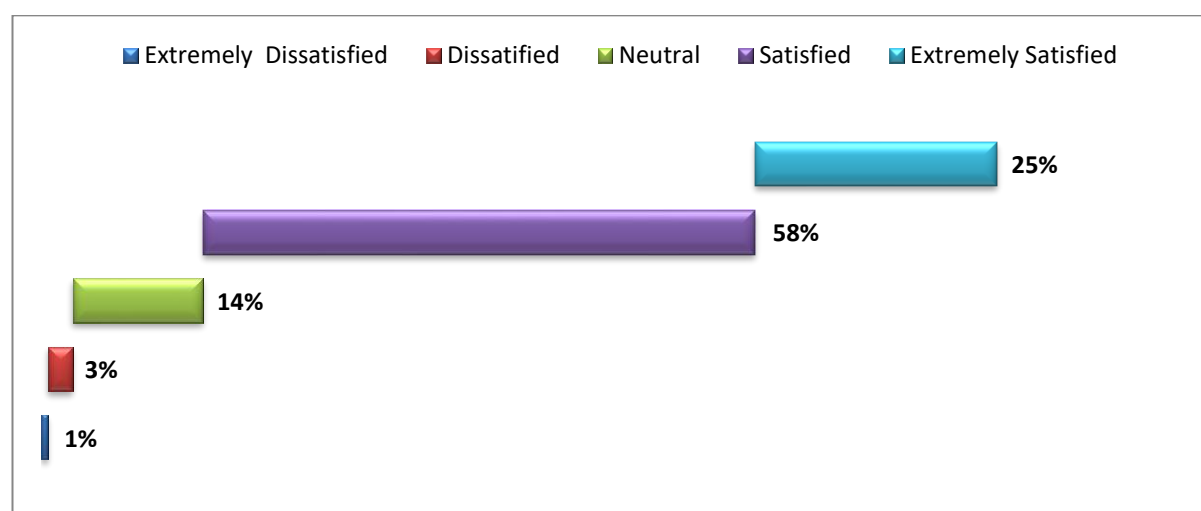


Chart 31 shows customer satisfaction with entire customer experience

% of respondents	25%	58%	14%	3%	1%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Recommendation

The performance of the Jamaica Agricultural Society slightly improved from 77% in the 2021/22 survey to 78.5% in 2022/23. The Entity scored below the 80% requirement in all four service dimensions, improvements are needed across the board.

Jamaica Dairy Development Board



The Jamaica Dairy Development Board is responsible for effectively regulating and advancing the dairy industry by establishing a robust regulatory framework, technological and research systems through development programmes, services, and partnerships.

Overview of Main Findings

The Entity was evaluated within four main areas: Staff Responsiveness, Access and Facility, Communication and Reliability of Service. In accordance with the Service Excellence Policy a rating of 80% or higher is categorized as meeting the level of satisfaction while below 80% did not meet the required level of satisfaction.

The Jamaica Dairy Development Board recorded an overall customer satisfaction rate of 77.3% for 2022/23, this represents a decrease from the 2021/22 rating of 80%. See table below for a performance breakdown in each service dimension:

Areas of Focus	% Level of satisfaction
Staff Responsiveness	81.1%
Access & Facility	76.2%
Communication	77.8%
Reliability of Services	74.2%
Overall Level of Satisfaction – 77.3%	

Respondents' Demographics

A total of 27 customers participated in the survey, the majority (78%) were males and (22%) were females.

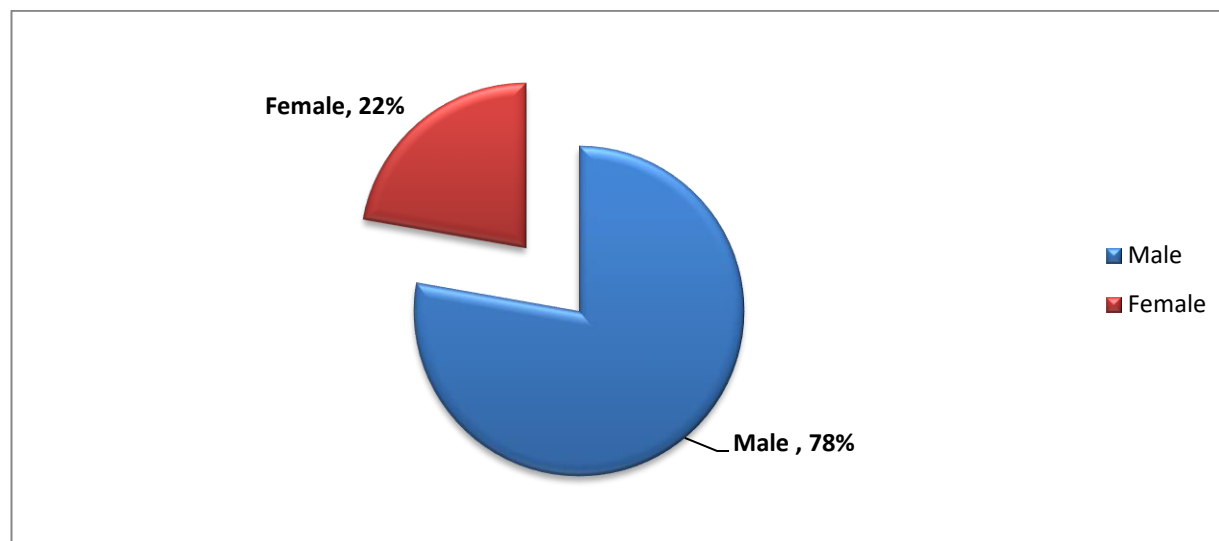


Figure 134 shows gender of respondents

The age composition of the respondents indicates (33%) of respondents are ages 51-60 and (33%) are over 61 years old. Respondents age 21-30, 31-40 and 41-50 each accounted for (11%) of respondents.

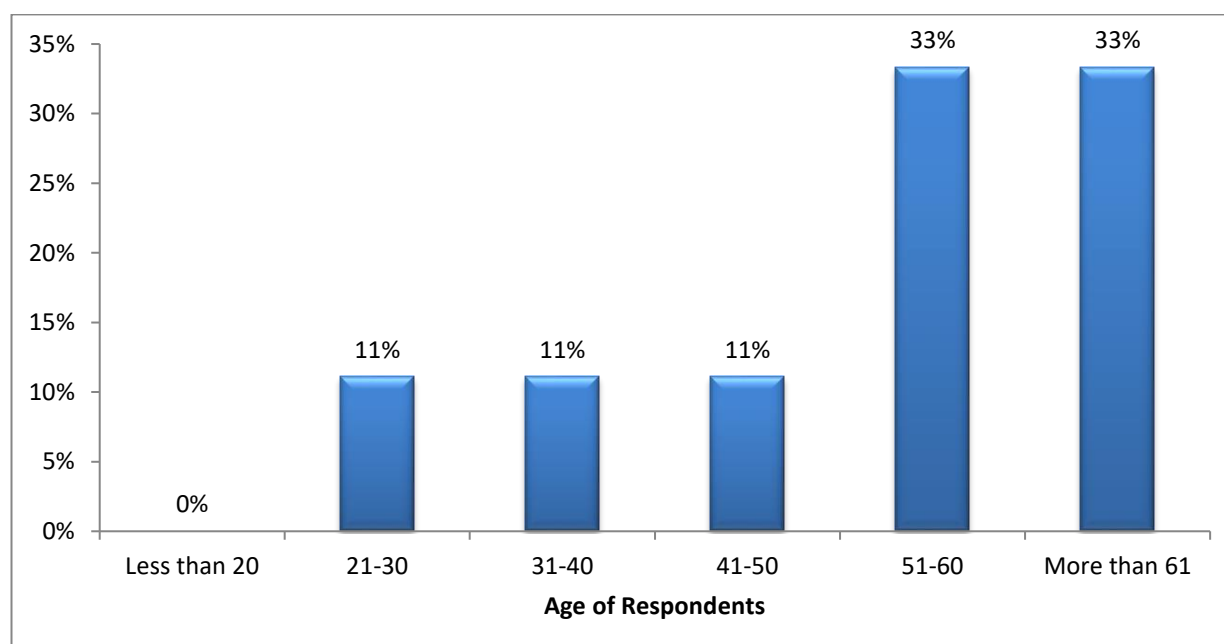


Figure 135 shows age of respondents

The respondents were predominantly individual customers with (78%) stating they were individual customers and (22%) representing organizational customers.

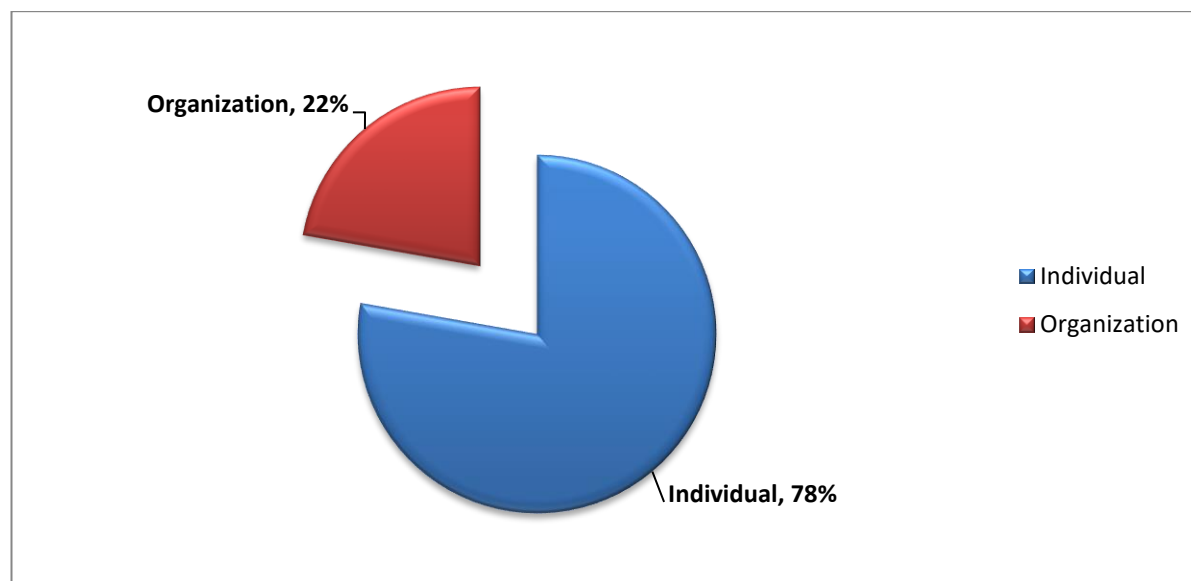


Figure 136 shows type of customer

The most popular method of accessing JDDB's products and service is Walk In with (48%) respondents identifying this method. (30%) utilized *telephone* while (19%) *Field Officer Visits*. (4%) of respondents indicated *Online/Website*.

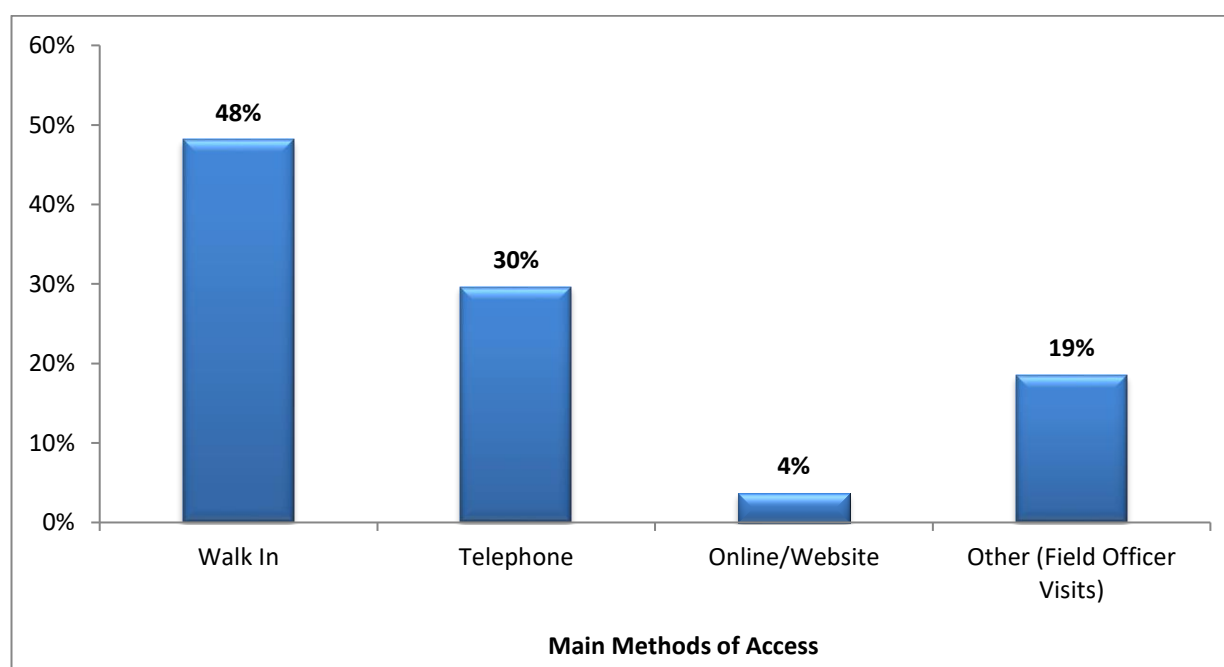


Figure 137 shows main method of access

Customers were asked to identify the preferred ways of accessing products and service, the vast majority (52%) identified *Telephone* as their primary preferred option, followed by *Walk In* (26%), *Online/Website* (12%) and *Field Officer Visits* (7%).

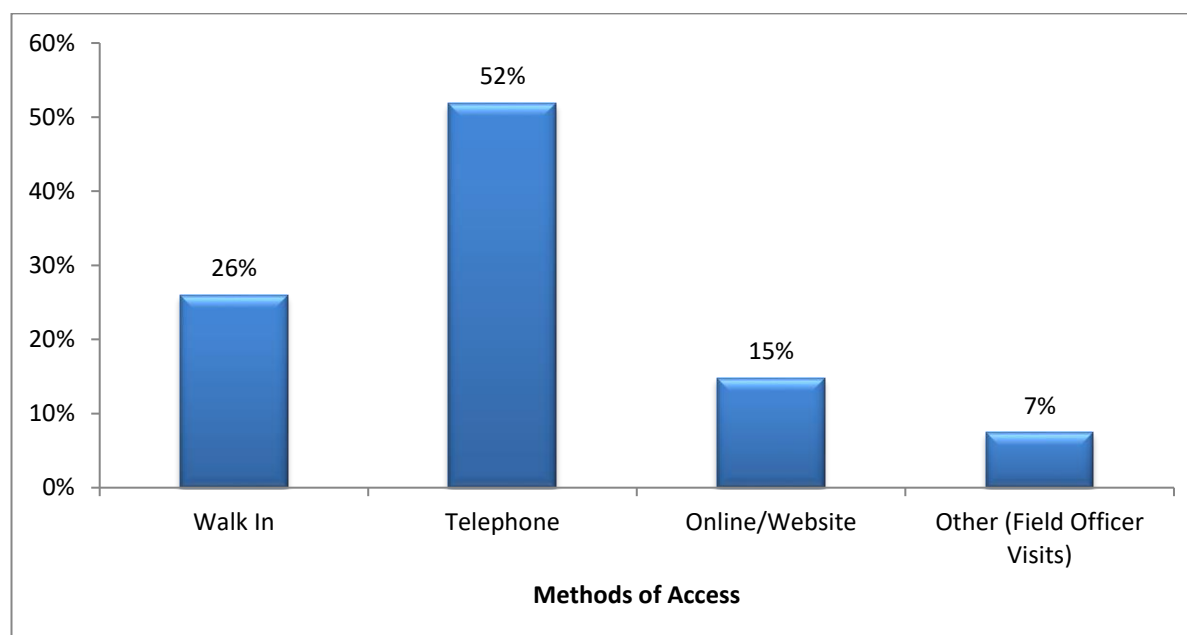


Figure 138 shows preferred method of access

Areas of Satisfaction: Products/Services

A total of 27 respondents were surveyed to ascertain their areas of satisfaction while interacting with JDDB. (85%) stated they were satisfied with *Quality of product/service received* and (15%) were satisfied with *Responsive and Helpful staff*.

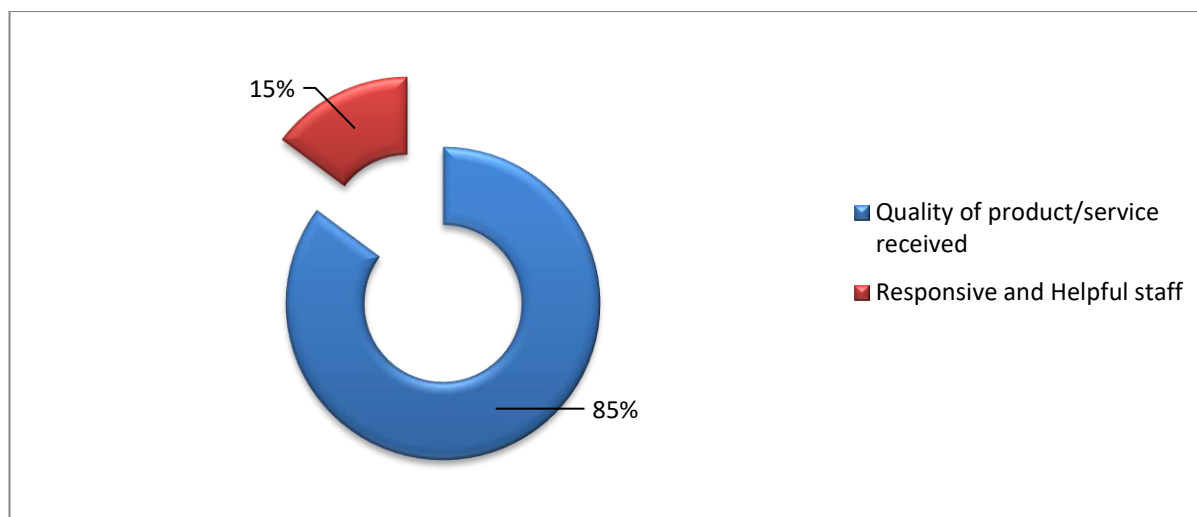
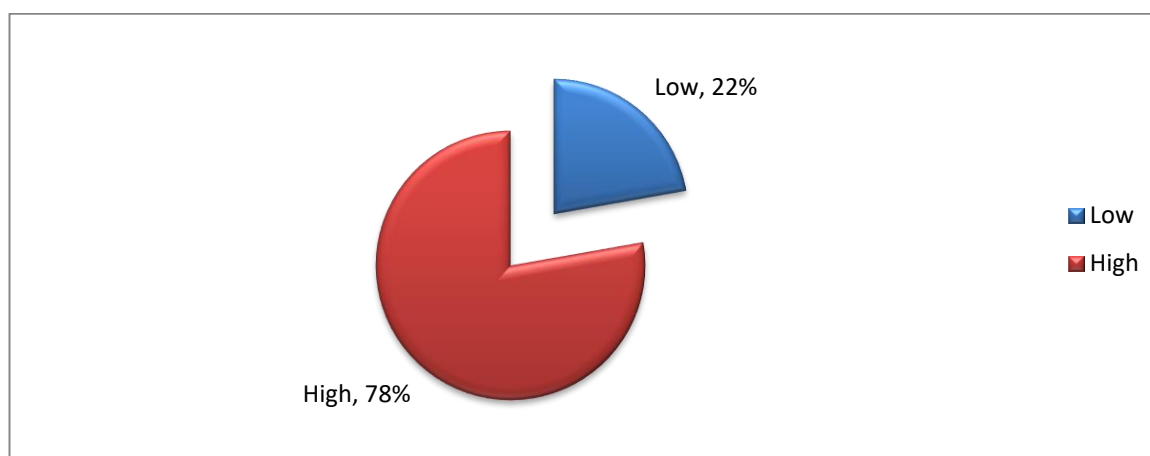


Figure 139 shows areas of satisfaction: products/services

Level of Satisfaction: Staff Responsiveness

Respondents were asked to rate their experience in the area of staff responsiveness, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

Respondents were asked to rate their level of satisfaction in the area of staff responsiveness: (78%) rated their level of satisfaction greater than 7 and (22%) rated their level of satisfaction below 8



Pie Chart 39 shows level of satisfaction: Staff Responsiveness

Number of Respondents	0%	4%	0%	0%	15%	0%	4%	33%	7%	37%
-----------------------	----	----	----	----	-----	----	----	-----	----	-----

Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (73%) of respondents who rated *Staff Responsiveness* as high: (45%) attributed *Overall customer service* as the primary reason, while (40%) attributed *Knowledgeable and Responsive* and (15%) attributed *Easily Accessible*.

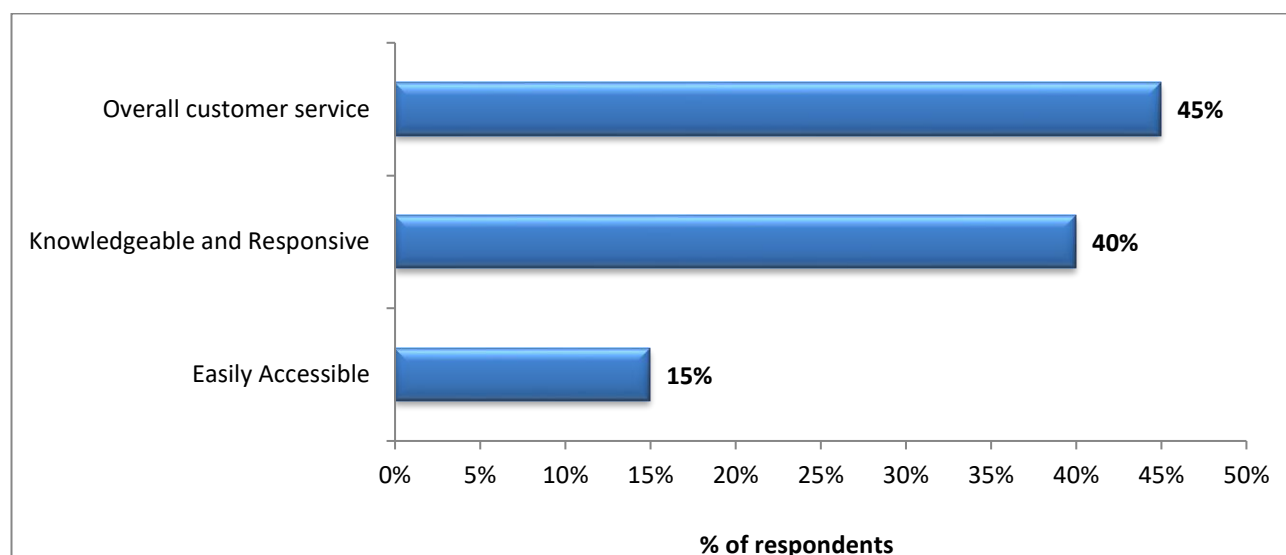


Figure 140 shows factors contributing to a rating of 8-10

Amongst the (22%) of respondents who rated *Staff Responsiveness* as low: (80%) identified *Frequency of communication* as a major area where improvement should be focused. (20%) stated *Staff Knowledge* as another area where improvements are needed.

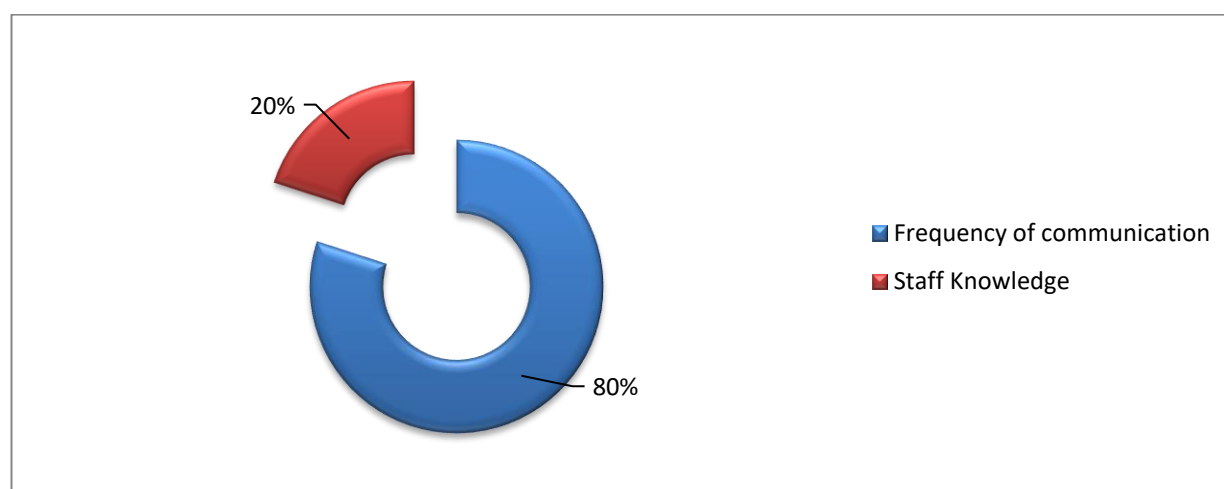
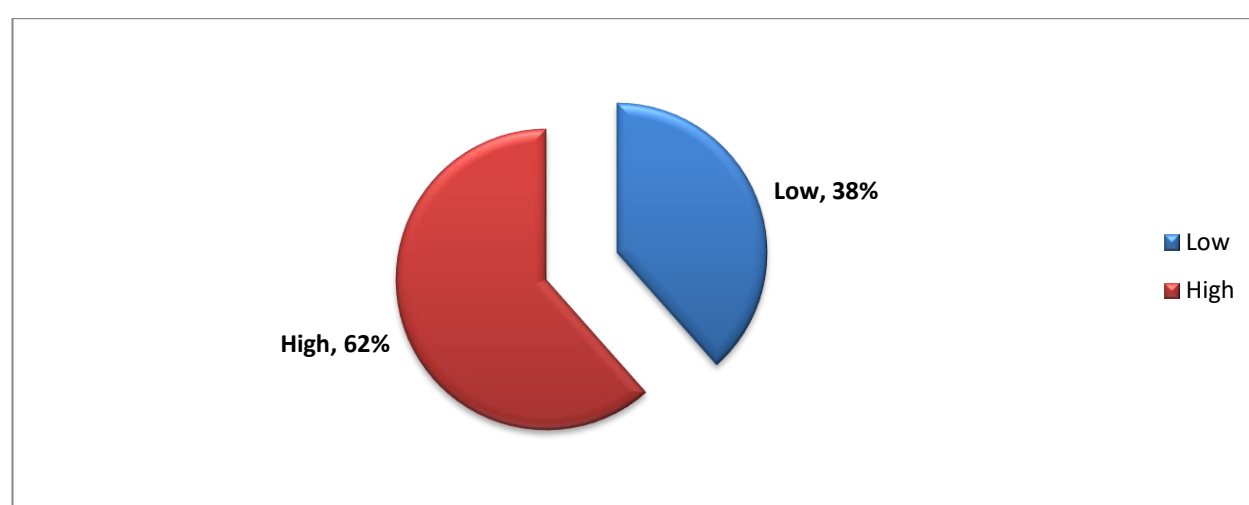


Figure 141 shows areas where improvements are needed

Level of Satisfaction: Access & Facility

Respondents were asked to rate their experience in the area of access and facility, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

Respondents were asked to rate their level of satisfaction in the area of access & facility: (62%) rated their level of satisfaction greater than 7 and (38%) rated their level of satisfaction below 8.



Pie Chart 40 shows level of satisfaction: Access & Facility

Number of Respondents	0%	4%	0%	0%	12%	12%	12%	35%	0%	27%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		



Respondents, who rated Access & Facility as high, identified *accessibility of location and resource* as the primary reason.

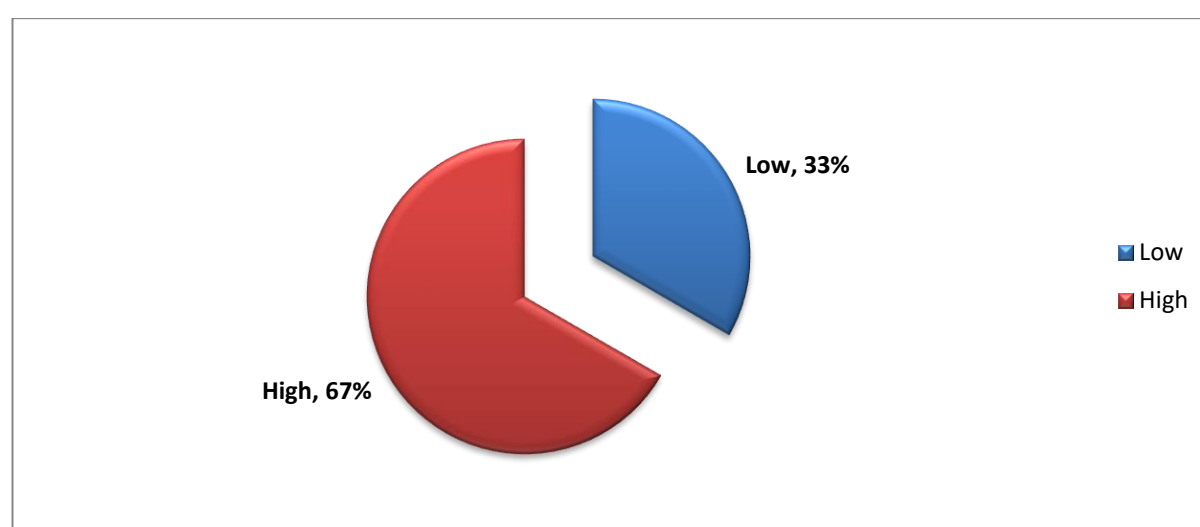


Respondents, who rated Access & Facility as low, identified *facility upgrade* as the main area where improvement is needed.

Level of Satisfaction: Communication

Respondents were asked to rate their experience in the area of communication, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

Respondents were asked to rate their level of satisfaction in the area of communication: (67%) rated their level of satisfaction greater than 7 and (33%) rated their level of satisfaction below 8.



Pie Chart 41 shows level of satisfaction: Communication

Number of Respondents	0%	4%	0%	11%	0%	7%	11%	30%	4%	33%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (67%) of respondents who rated *communication* as high: (61%) attributed *Effective overall communication* as the primary reason. (33%) of respondents stated *Prompt Responses & Timely Updates* and (6%) stated *Convenient Online Platform* was also contributing factors.

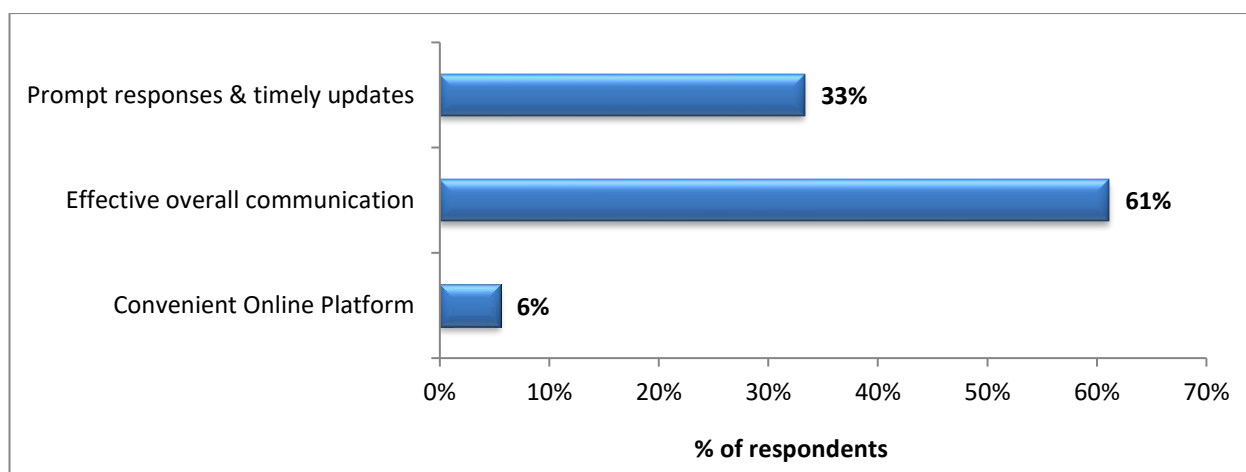


Figure 142 shows factors contributing to a rating of 8-10

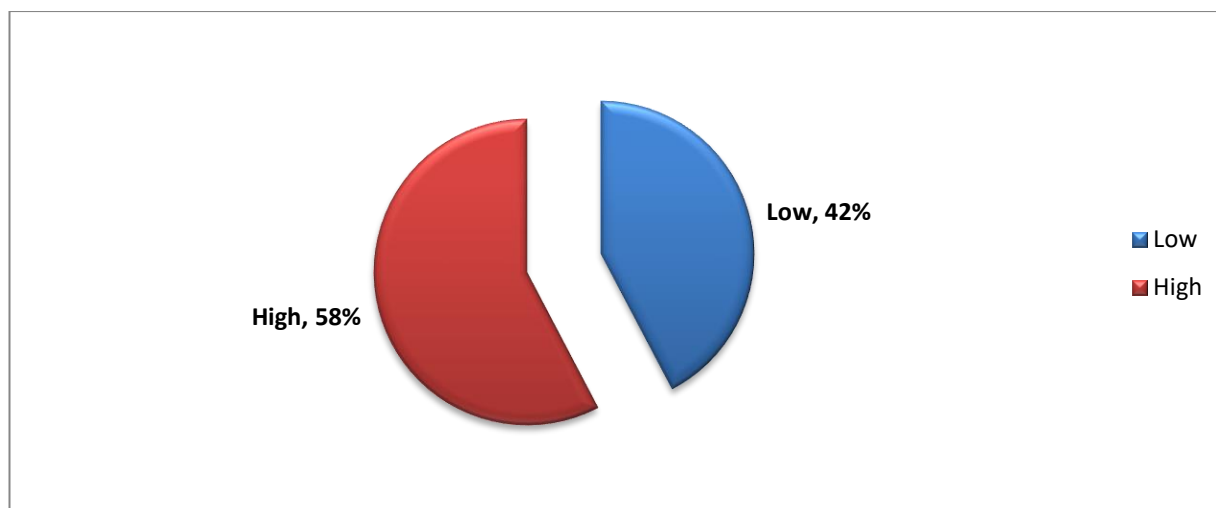


Respondents, who rated Communication as low, identified *client support* as the main area where improvement is needed.

Level of Satisfaction: Reliability of Service

Respondents were asked to rate their experience in the area of reliability of service, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

Respondents were asked to rate their level of satisfaction in the area of reliability of service: (58%) rated their level of satisfaction greater than 7 and (42%) rated their level of satisfaction below 8.



Pie Chart 42 shows level of satisfaction: Reliability of Service

Number of Respondents	0%	8%	0%	4%	8%	4%	19%	23%	15%	19%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW						HIGH			

Amongst the (58%) of respondents who rated *reliability of service* as high: (87%) attributed *overall service/product reliability* and (13%) *staff reliability and responsiveness* as the primary factors.

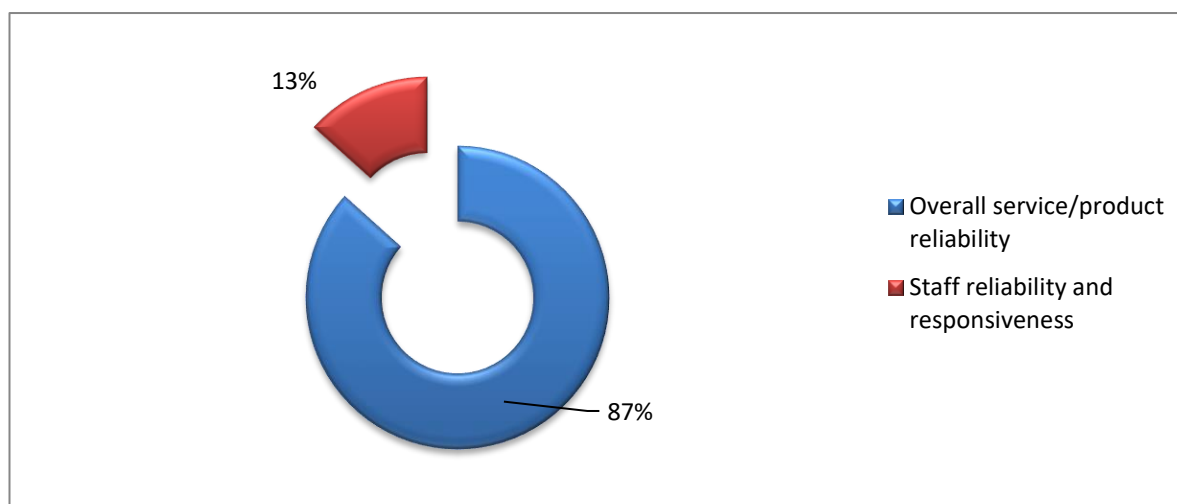


Figure 143 shows factors contributing to a rating of 8-10



Respondents, who rated Reliability of service as low, identified *Customer interaction and engagement* as the main area where improvement is needed.

Customer Service Satisfaction

Respondents were asked to rate their level of satisfaction on the customer service they received while interacting with the JDDB.

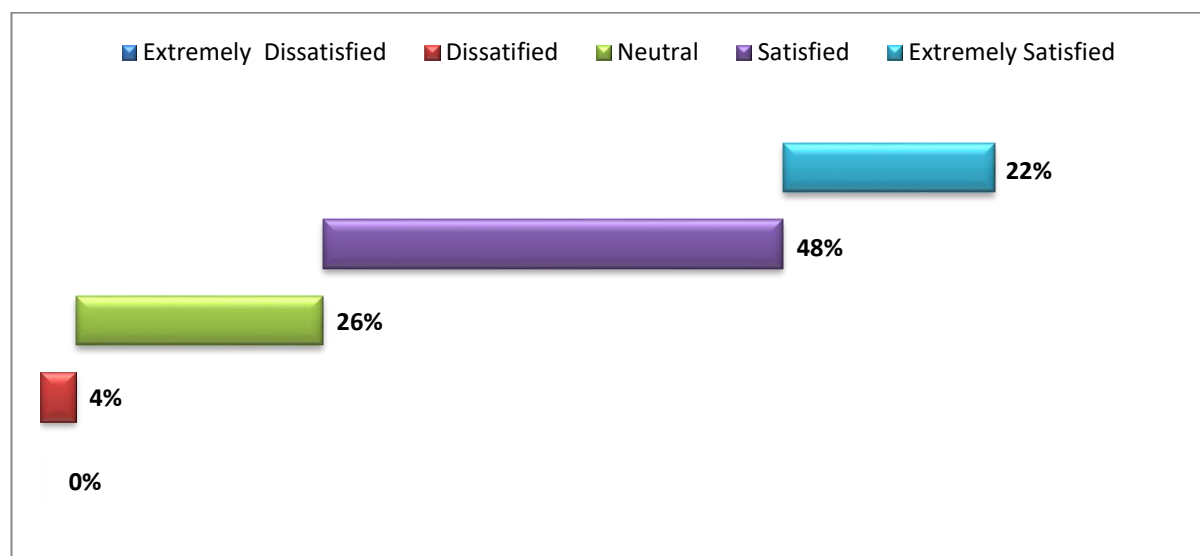


Chart 32 shows customer satisfaction with customer service

% of respondents	22%	48%	26%	4%	0%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Overall Customer Experience

Respondents were asked to rate their level of satisfaction with the entire customer experience (knowledge of staff, comfort of facility and ease of doing business) received while interacting with JDDB.

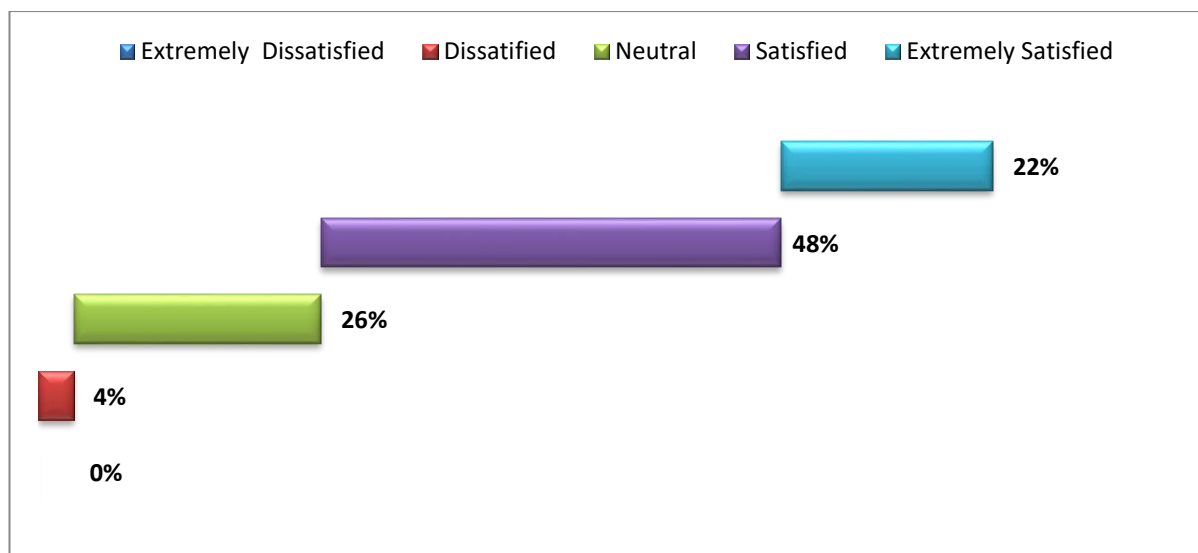


Chart 33 shows customer satisfaction with entire customer experience

% of respondents	22%	48%	26%	4%	0%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Recommendation

The performance of the Jamaica Dairy Development Board slightly decreased from 80% in the 2021/22 survey to 77.3% in 2022/23. Three of four service dimensions scored below 80% - Access & Facility, Communication and Reliability of Service. Based on respondents' feedback, the primary area of focus for improvement should be Reliability of Services.

National Fisheries Authority



The National Fisheries Authority is responsible for the conservation and sustainable utilization of the Jamaica Fisheries resources in a manner that ensures optimum social and economic benefits to Jamaica. This is achieved through proper fisheries management involving research, monitoring of environmental quality, education and training, enforcement, licensing and registration, data collection and community outreach.

Overview of Main Findings

The Entity was evaluated within four main areas: Staff Responsiveness, Access and Facility, Communication and Reliability of Service. In accordance with the Service Excellence Policy a rating of 80% or higher is categorized as meeting the level of satisfaction while below 80% did not meet the required level of satisfaction.

The National Fisheries Authority recorded an overall customer satisfaction rating of 84% for 2022/23 this represents an increase from the 2021/22 rating of 80%.

See table below for a performance breakdown in each service dimension:

Areas of Focus	% Level of satisfaction
Staff Responsiveness	86.5%
Access & Facility	83.7%
Communication	81.5%
Reliability of Services	84.4%
	Overall Level of Satisfaction – 84%

Respondents' Demographics

A total of 53 customers participated in the survey, the majority (52%) were females and (48%) were males.

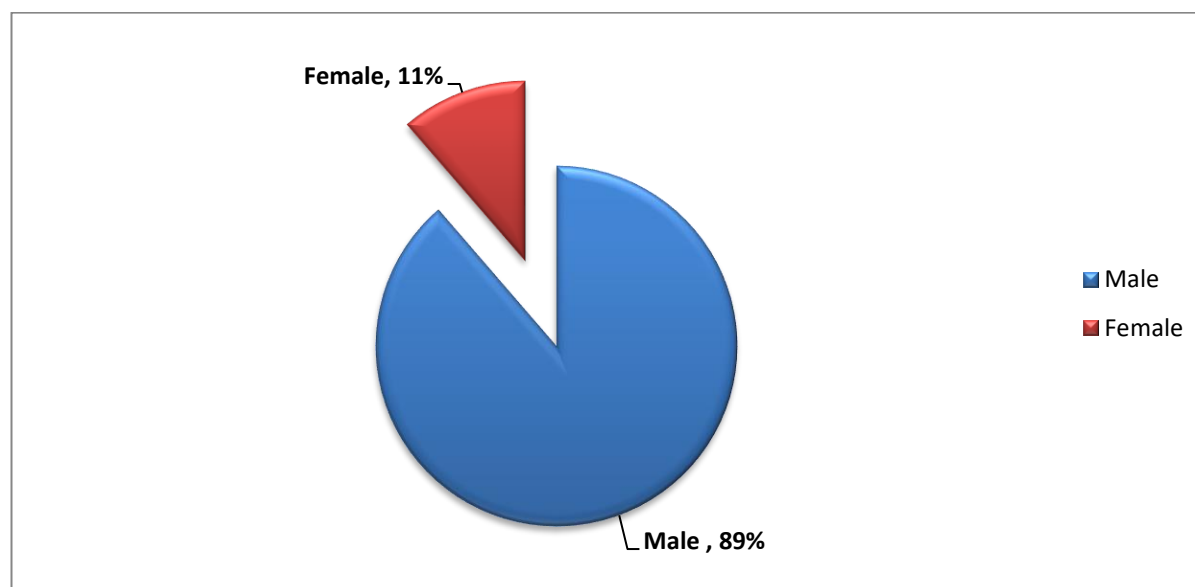


Figure 144 shows gender of respondents

The age composition of the respondents indicates (26%) of respondents are ages 41-50, (25%) are over 61, (19%) are ages 51-60 while ages 31-40 and 21-30 accounted for (15%) and (13%) of respondents respectively.

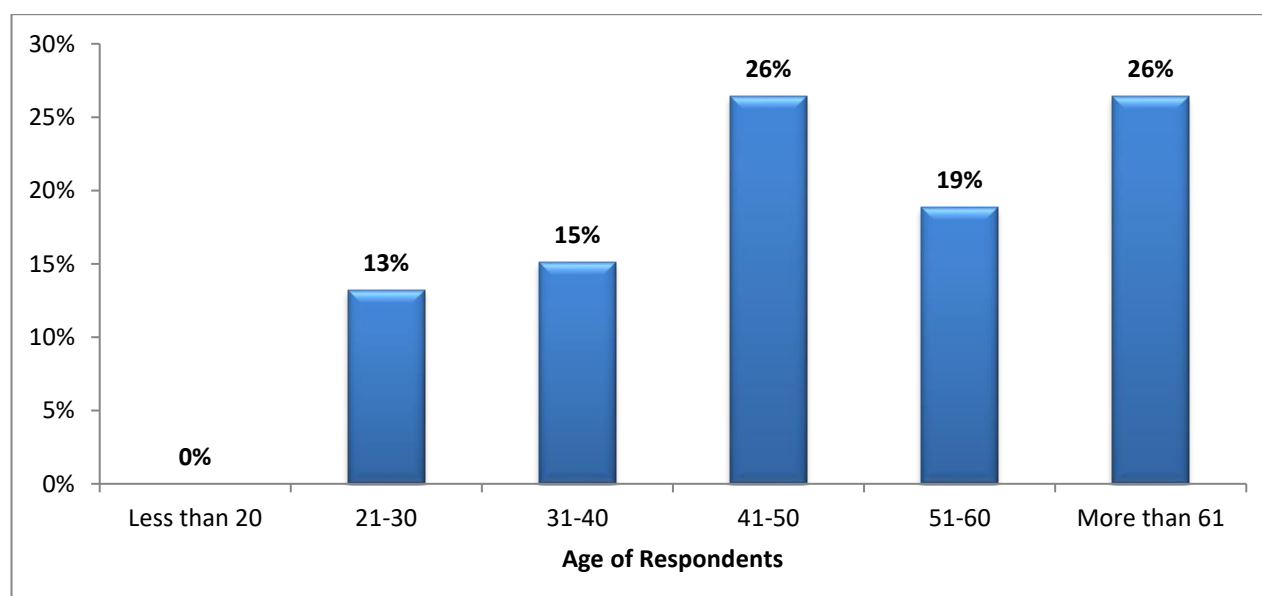


Figure 145 shows age of respondents

The respondents were predominantly individual customers with (85%) stating they were individual customers and (15%) representing organizational customers.

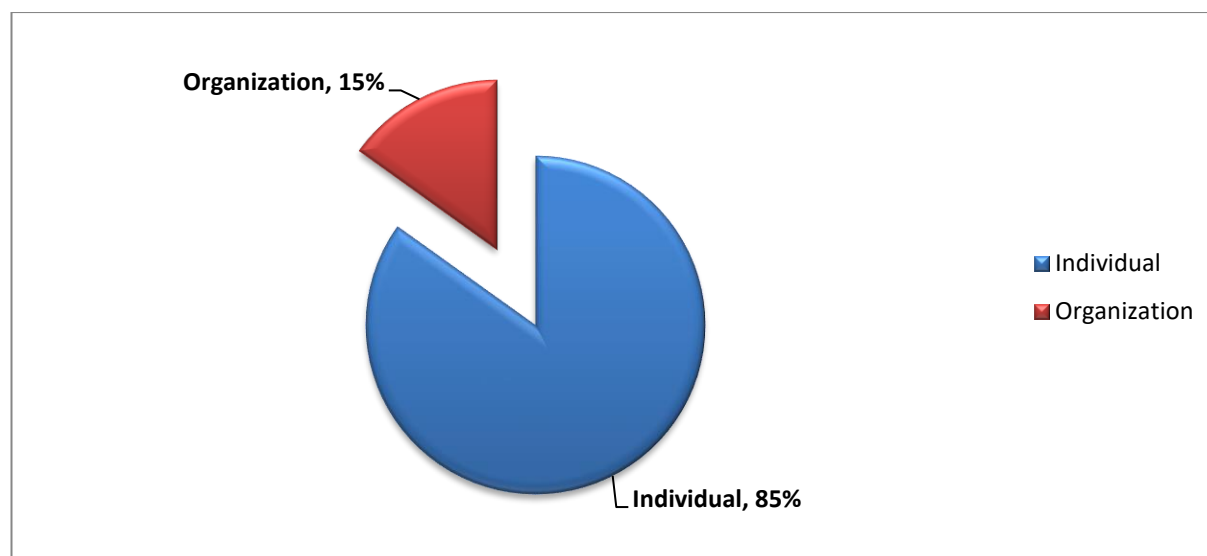


Figure 146 shows type of customer

The most popular method of accessing the products and service is *Walk In* (87%) respondents identifying this method. (11%) utilized *Telephone* while (2%) indicated *Online/Website*.

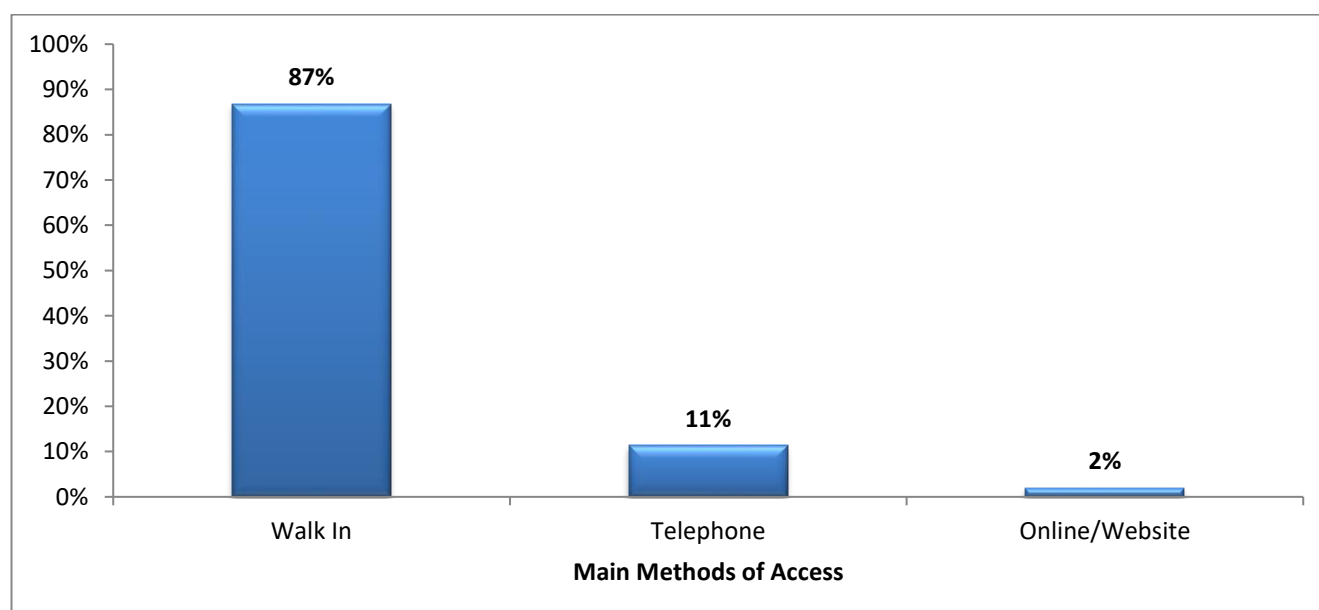


Figure 147 shows main method of access

Customers were asked to identify the preferred ways of accessing the products and service, the vast majority (55%) identified *Walk In* as their preferred option. Alternative options include: *Telephone* (32%) and *Online/Website* (13%).

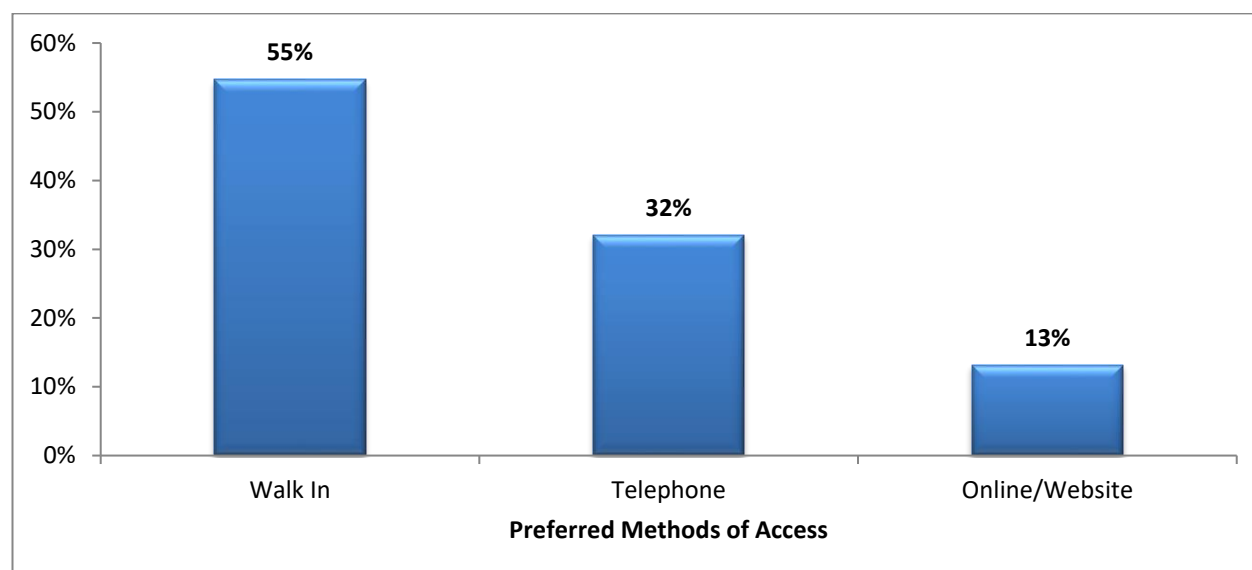


Figure 148 shows preferred method of access

Areas of Satisfaction: Products/Services

A total of 52 respondents were surveyed to ascertain their areas of satisfaction while interacting with NFA. (46%) stated they were satisfied with *All aspects of the service*, (29%) were satisfied with *Good quality products/services*, (10%) were satisfied with *Prompt/efficient service*, (10%) stated *Professional/helpful staff*.

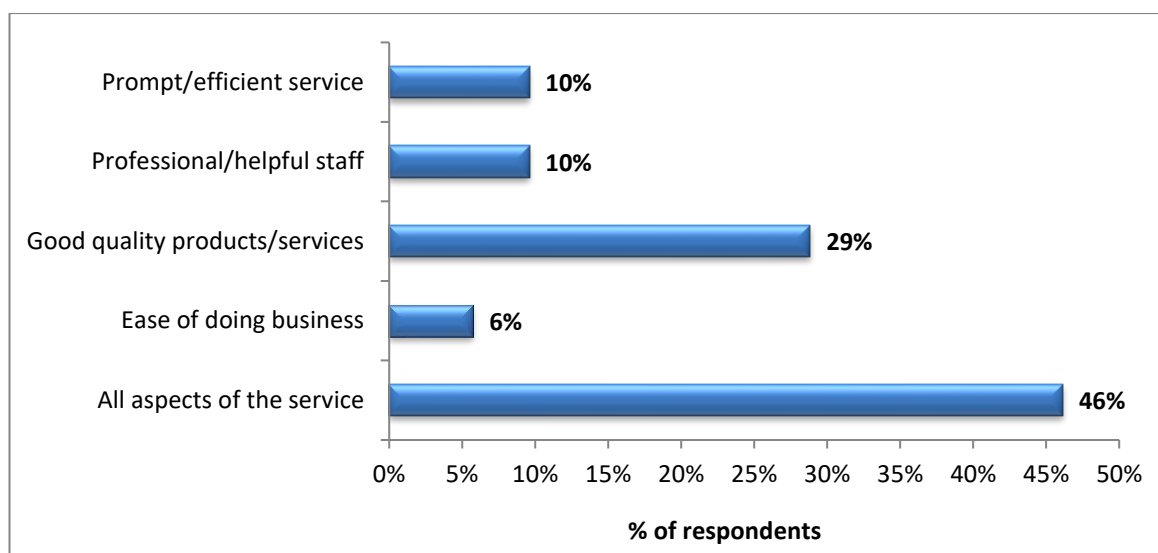


Figure 149 shows areas of satisfaction: products/services

Areas of Dissatisfaction: Products/Services

(30%) of respondents identified *Long wait time/inefficient processes* as an area of dissatisfaction, (30%) also expressed *poor customer service* as a source of dissatisfaction while *Quality of product/service* and *Limited access to resources* accounted for (20%) of respondents each.

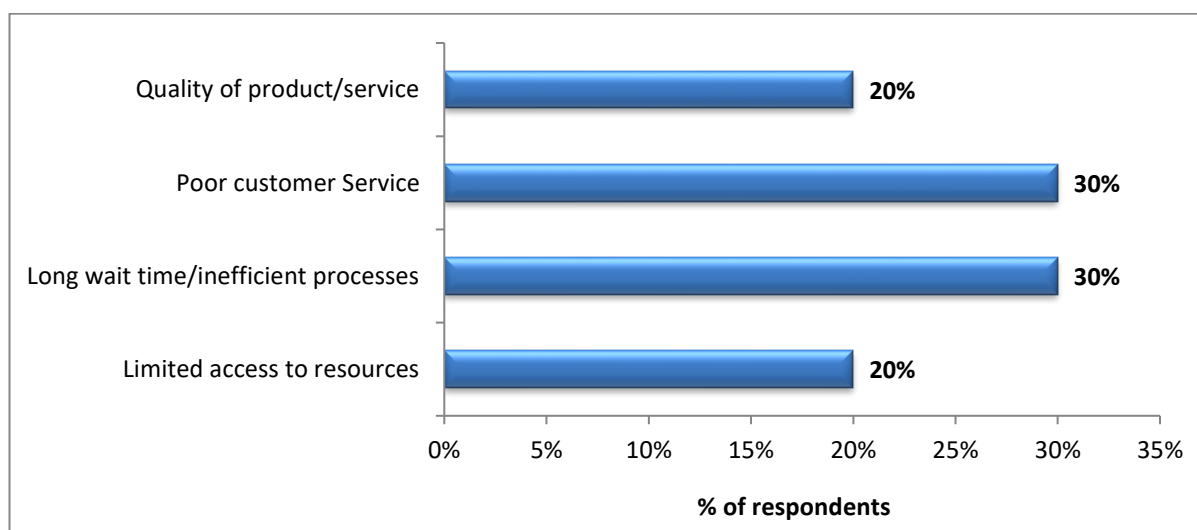
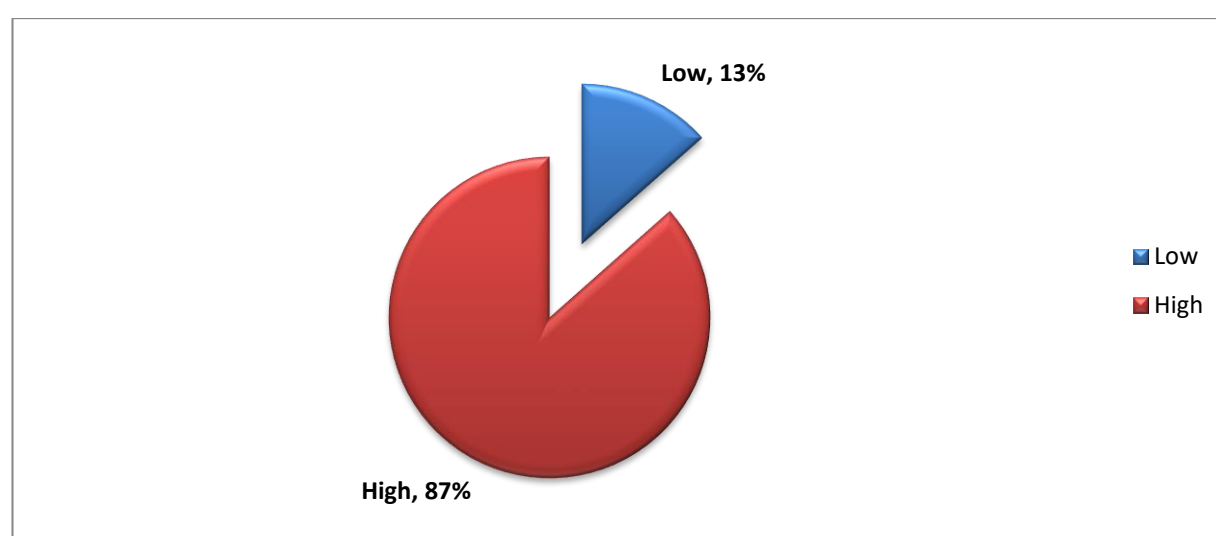


Figure 150 shows areas of dissatisfaction: products/services

Level of Satisfaction: Staff Responsiveness

Respondents were asked to rate their experience in the area of staff responsiveness, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

A total of 52 respondents were asked to rate their level of satisfaction in the area of Staff Responsiveness: (87%) rated their level of satisfaction greater than 7 and (13%) rated their level of satisfaction below 8



Pie Chart 43 shows level of satisfaction: Staff Responsiveness

Number of Respondents	0%	0%	0%	0%	0%	6%	8%	37%	15%	35%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (87%) of respondents who rated *Staff Responsiveness* as high: (52%) attributed *Good customer service* as the primary reason, (25%) attributed *Professional/well trained staff* and (23%) attributed *Knowledgeable & very helpful available staff*.

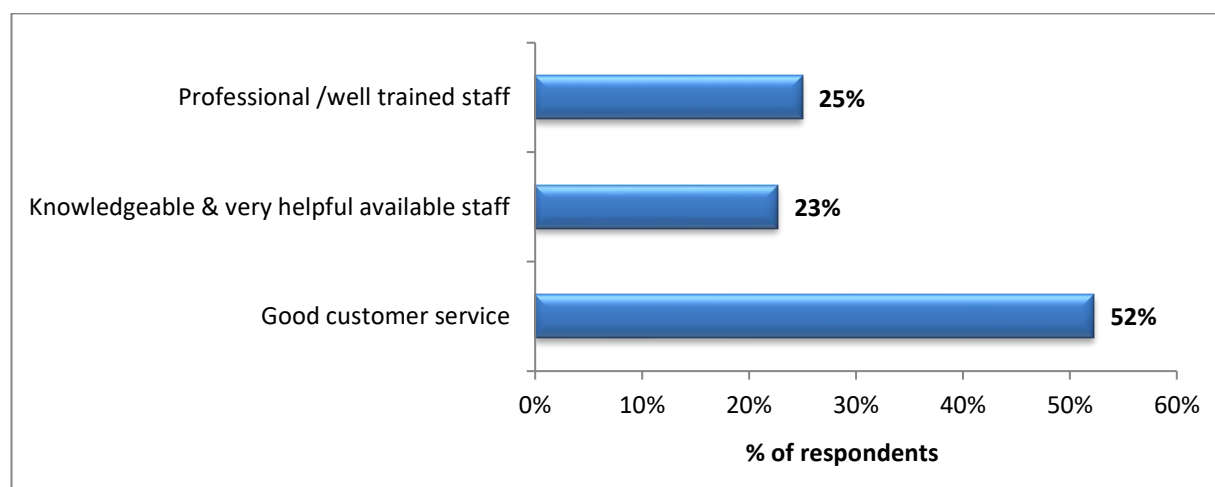


Figure 151 shows factors contributing to a rating of 8-10

Amongst the (13%) of respondents who rated *Staff Responsiveness* as low: (40%) identified *equipment given to staff to work with* as the major area where improvement should be focused, (40%) stated *respond in a timely manner* and (20%) indicated *be more patient with customers* as other areas where improvements are needed.

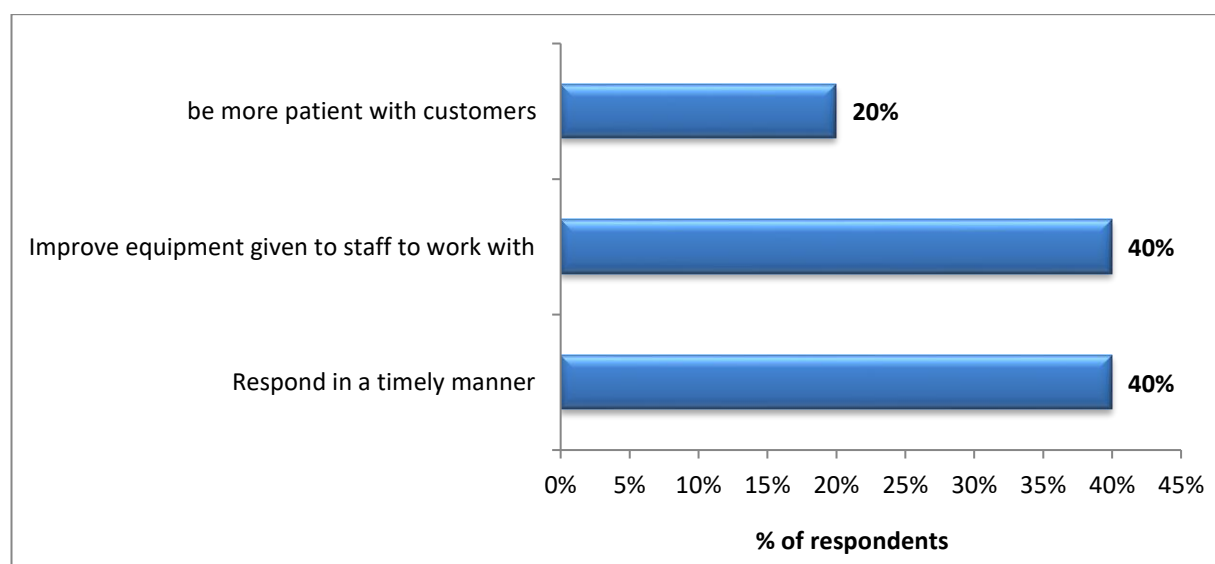
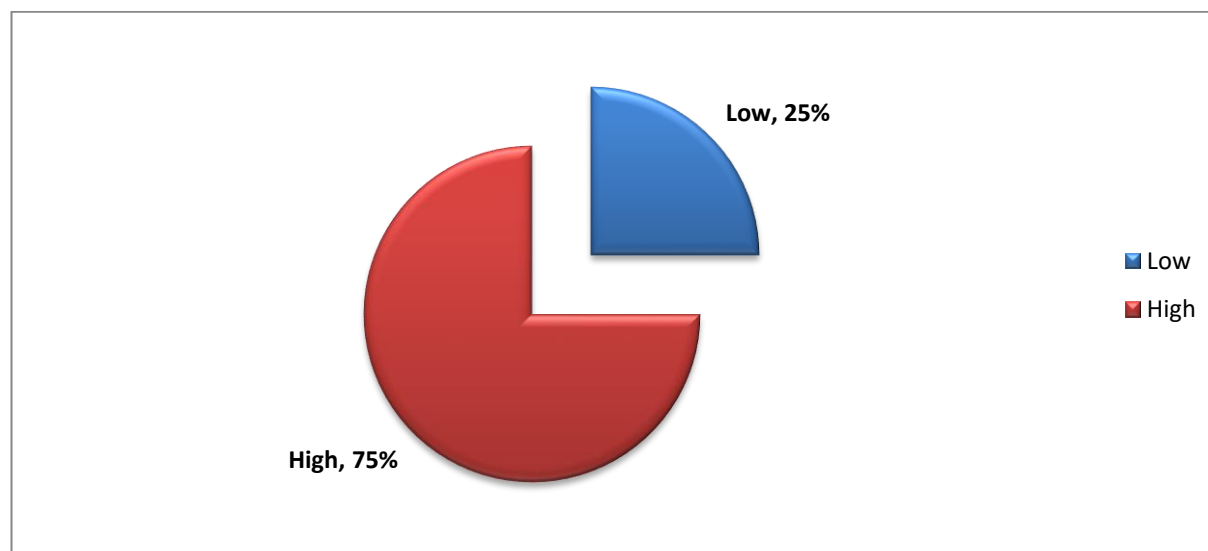


Figure 152 shows areas where improvements are needed

Level of Satisfaction: Access & Facility

Respondents were asked to rate their experience in the area of access and facility, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

Respondents were asked to rate their level of satisfaction in the area of Access & Facility: (75%) rated their level of satisfaction greater than 7 and (25%) rated their level of satisfaction below 8.



Pie Chart 44 shows level of satisfaction: Access & Facility

Number of Respondents	0%	0%	2%	0%	12%	2%	10%	19%	17%	38%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (75%) of respondents who rated *access and facility* as high: (80%) attributed *Comfort of facility/ease of doing business* as the primary reason, (11%) attributed *Assistance provided for accessing services* and (9%) identified *quick turnaround time for purchases*.

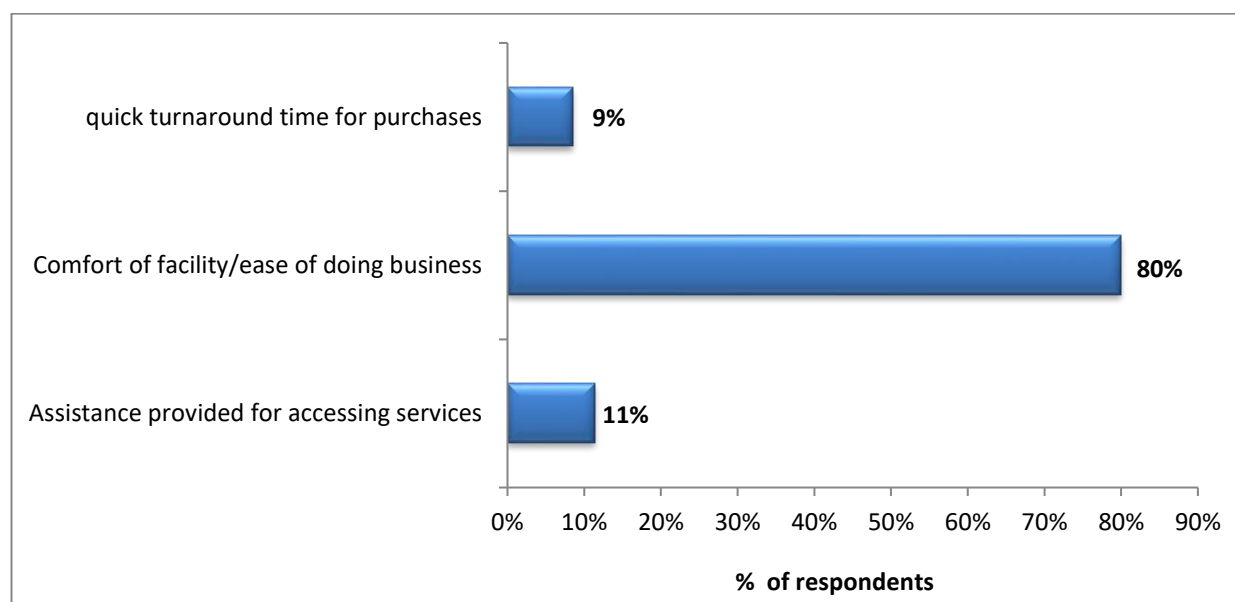


Figure 153 shows factors contributing to a rating of 8-10

Amongst the (25%) of respondents who rated *access and facility* as low: *office/ space & comfort* (57%) was identified as the main area where improvement should be focused. *More regional offices* (29%) and *Improve processing time* (14%) were also areas where respondents identified as needing improvement.

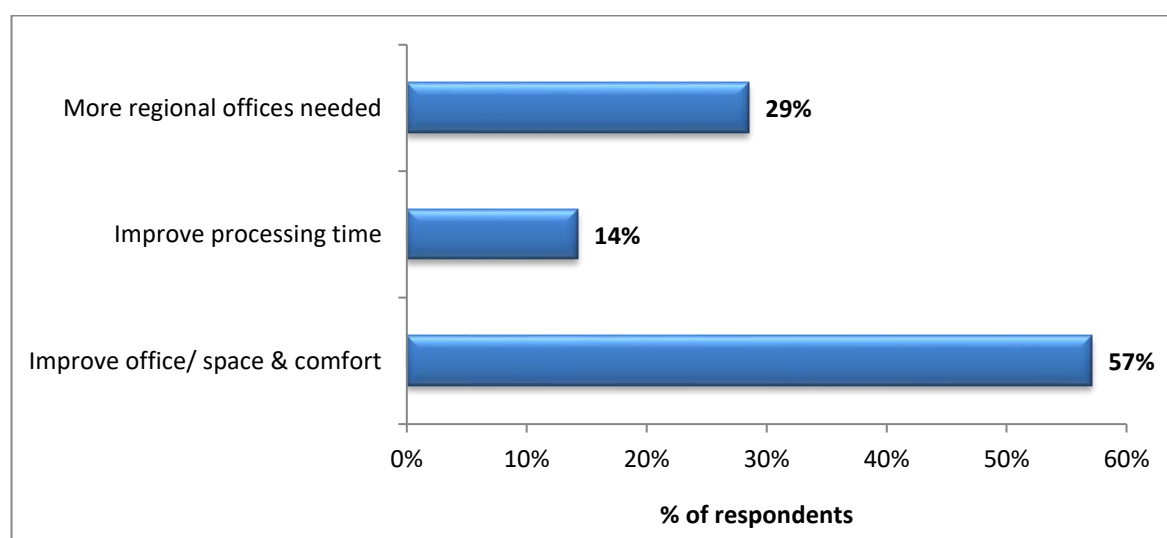
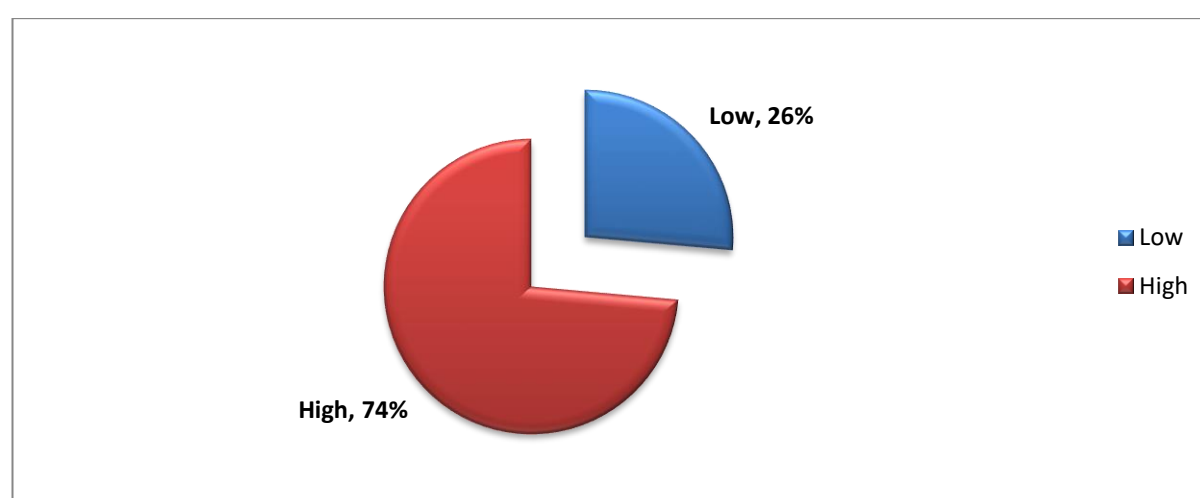


Figure 154 shows areas where improvements are needed

Level of Satisfaction: Communication

Respondents were asked to rate their experience in the area of communication, with values 1 to 7 categorized as low, which represent standards not being met and values 8-10 categorized as high, represent standards being met.

Respondents were asked to rate their level of satisfaction in the area of Communication: (74%) rated their level of satisfaction greater than 7 and (26%) rated their level of satisfaction below 8.



Pie Chart 45 shows level of satisfaction: Communication

Number of Respondents	2%	0%	0%	2%	6%	9%	8%	26%	15%	32%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (74%) of respondents who rated *communication* as high: (71%) attributed *Excellent/good communication* as the primary reason. (24%) of respondents stated *Easy access to office/officers for information/assistance* and (5%) stated *knowledgeable officers* were also contributing factors.

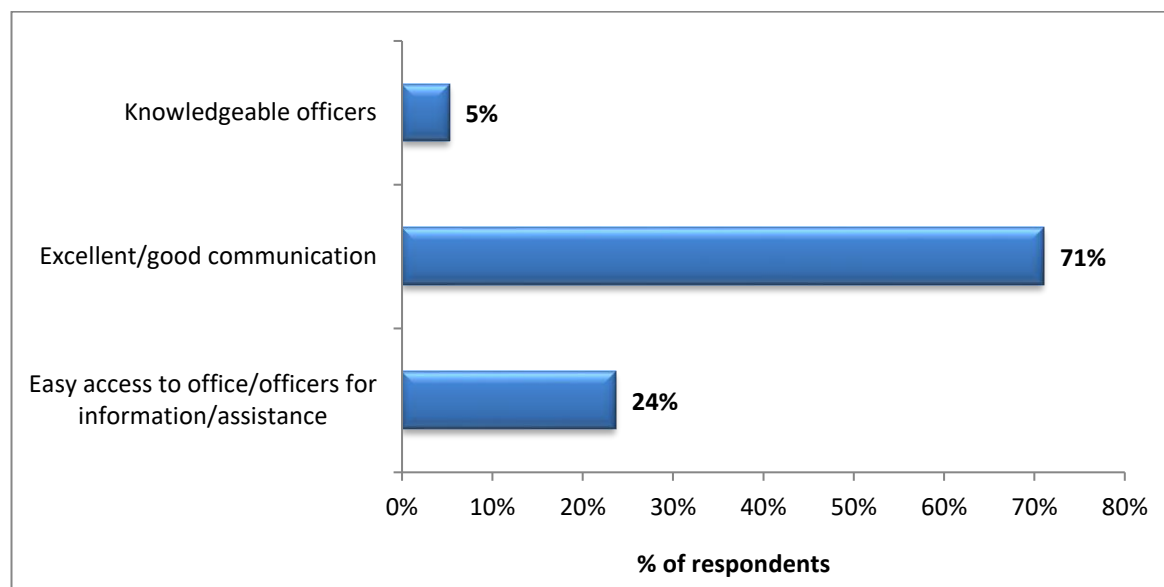


Figure 155 shows factors contributing to a rating of 8-10

Amongst the (26%) of respondents who rated *communication* as low: (83%) identified *Communicate more/provide updates* as a major area improvement, while should be focused (8%), *Fix phone lines* (8%) and *Respond to complaints in timely manner*, were identified as other areas where improvements are needed.

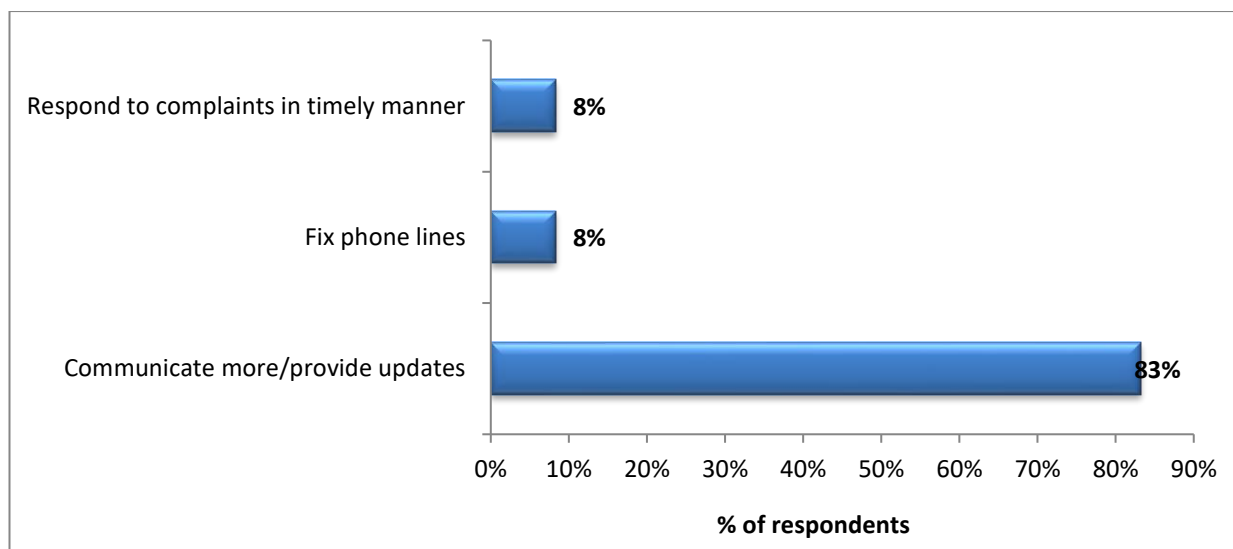
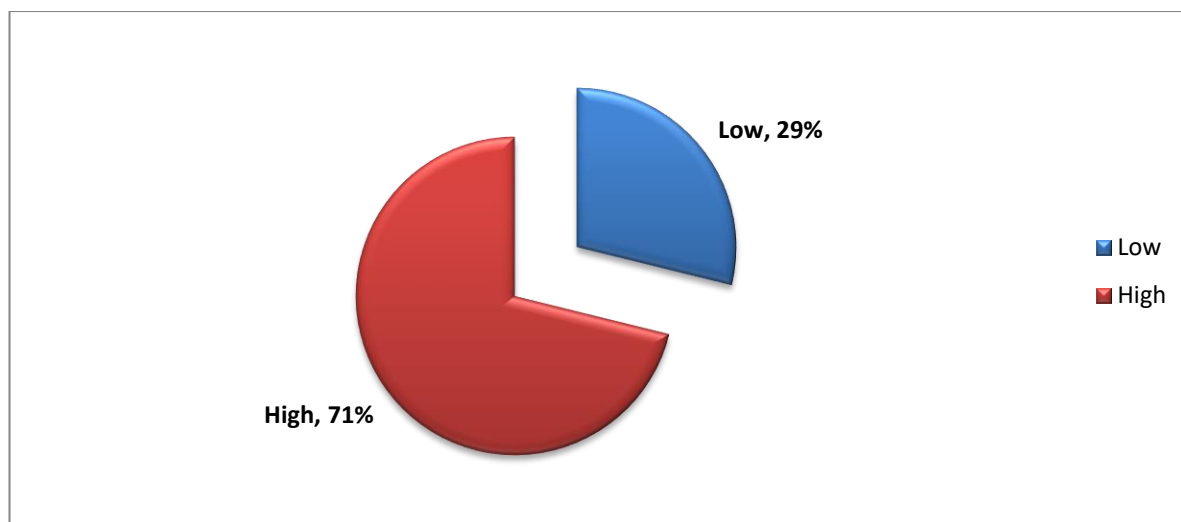


Figure 156 shows areas where improvements are needed

Level of Satisfaction: Reliability of Service

Respondents were asked to rate their experience in the area of reliability of service, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high which represent standards being met.

Respondents were asked to rate their level of satisfaction in the area of Reliability of Service: (71%) rated their level of satisfaction greater than 7 and (29%) rated their level of satisfaction below 8.



Pie Chart 46 shows level of satisfaction: Reliability of Service

Number of Respondents	0%	0%	0%	0%	2%	13%	13%	21%	10%	40%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (71%) of respondents who rated *reliability of service* as high: (44%) attributed *Reliable service* as the primary factor. Other contributing factors include: (18%) *Reliable and efficient officers*, (15%) *Consistent product availability*, (12%) *Convenient business hours* and (12%) *Accessibility to Extension Officers*.

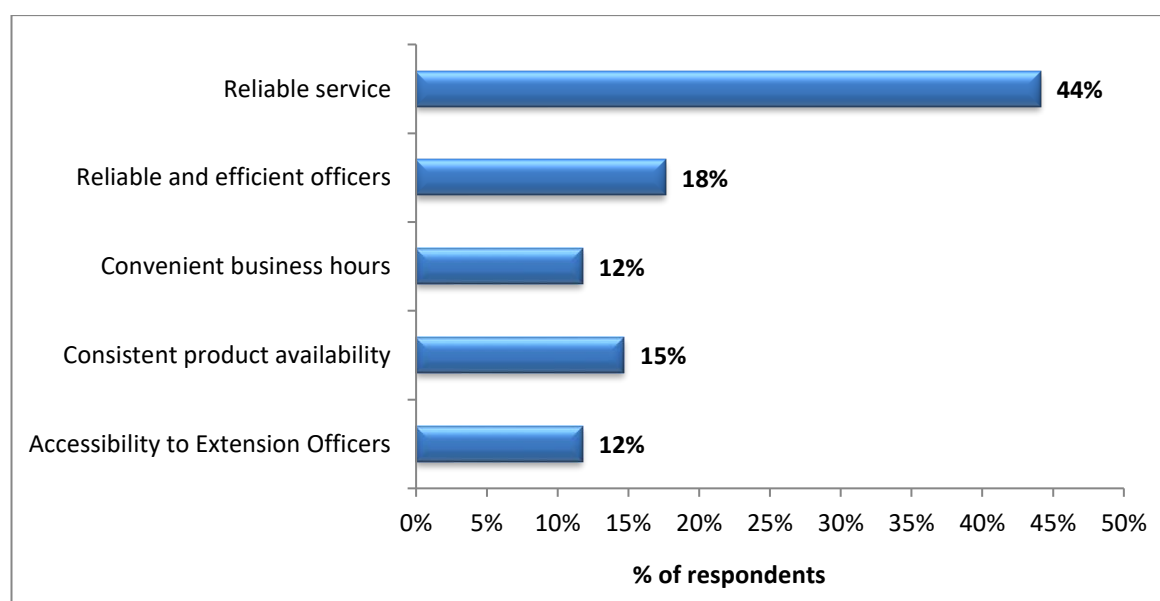


Figure 157 shows factors contributing to a rating of 8-10

Amongst the (29%) of respondents who rated *Reliability of services* as low: (67%) identified *Consistent reliability of staff and service provided* as the major area where improvement should be focused. (17%) *Improve fishing area* and (17%) *Longer duration of services provided* were identified as other areas where improvements are needed.

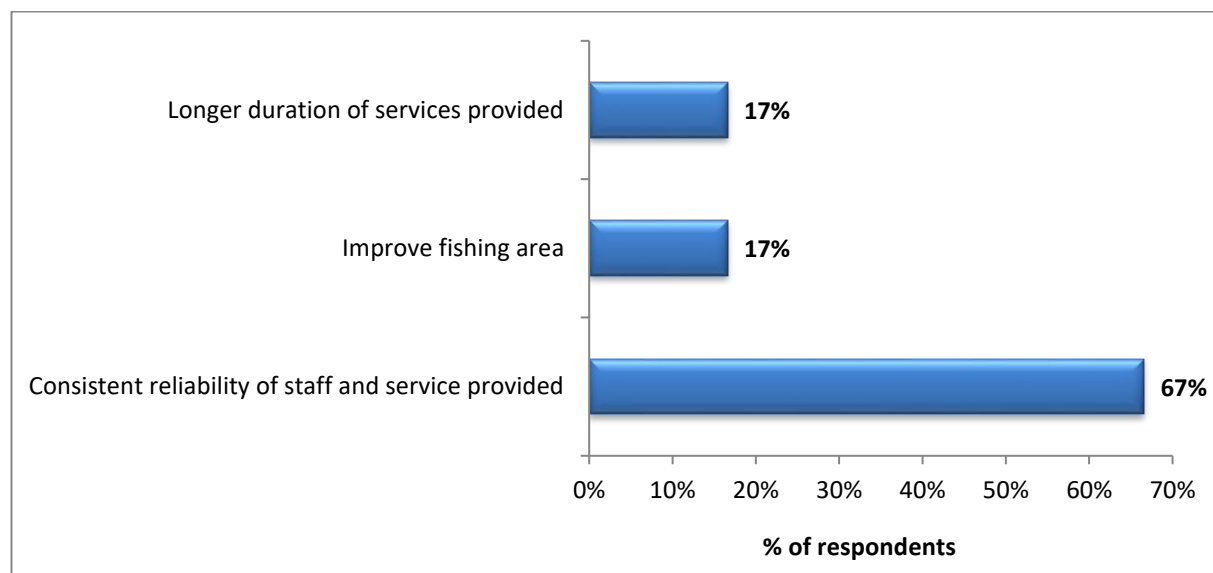


Figure 158 shows areas where improvements are needed

Customer Service Satisfaction

A total of 53 respondents were asked to rate their level of satisfaction on the customer service they received while interacting with NFA.

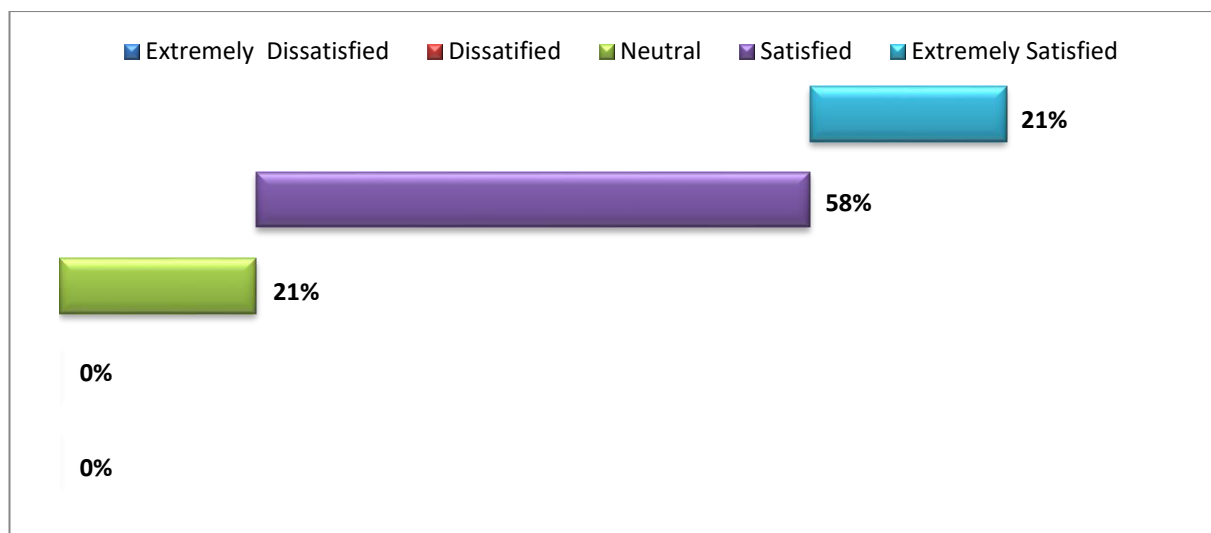


Chart 34 shows customer satisfaction with customer service

% of respondents	21%	58%	21%	0%	0%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Overall Customer Experience

A total of 53 respondents were asked to rate their level of satisfaction with the entire customer experience (knowledge of staff, comfort of facility and ease of doing business) received while interacting with NFA.

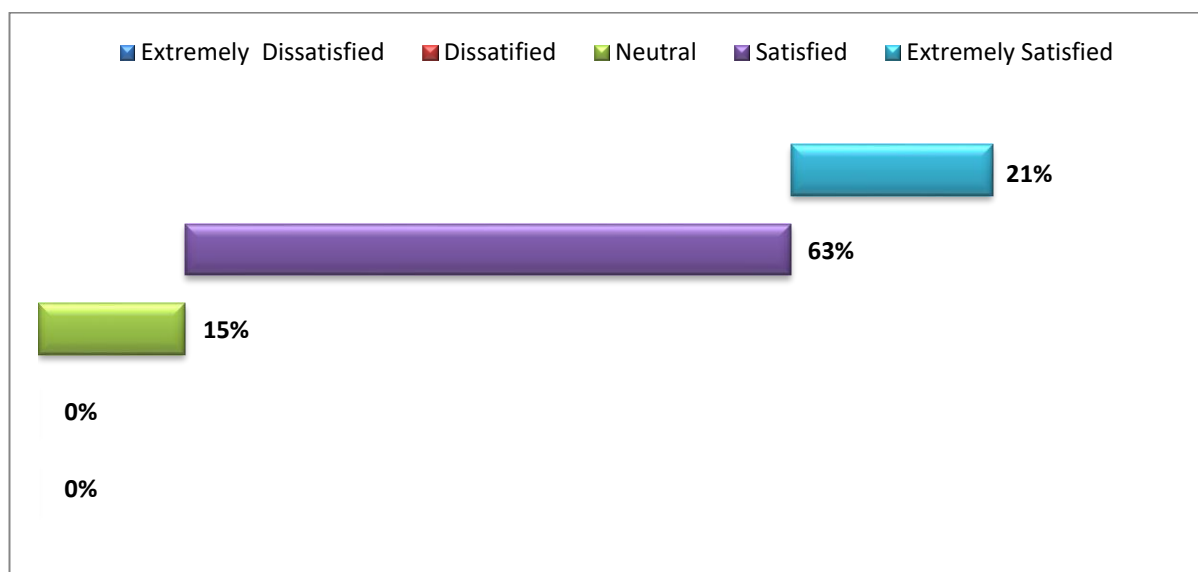


Chart 35 shows customer satisfaction with entire customer experience

% of respondents	21%	63%	15%	0%	0%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Recommendation

The performance of the National Fisheries Authority improved from 80% in the 2021/22 survey to 84% in 2022/23. The NFA managed to achieve scores of 80 percent and above in all of the service dimensions assessed, that is Access and Facility, Communication, Staff Responsiveness and Reliability of Service. The NFA should examine the areas of deficiency that were identified in each service dimension and work towards improving performance in order to continue to meet and exceed the service expectations of its customers.

Rural Agricultural Development Authority



The Rural Agricultural Development Authority is Jamaica's chief agricultural extension and rural development agency.

Overview of Main Findings

The Entity was evaluated within four main areas: Staff Responsiveness, Access and Facility, Communication and Reliability of Service. In accordance with the Service Excellence Policy a rating of 80% or higher is categorized as meeting the level of satisfaction while below 80% did not meet the required level of satisfaction.

The Rural Agricultural Development Authority recorded an overall customer satisfaction rating of 82.8% for 2022/23 this represents an increase from the 2021/22 rating of 80%.

See table below for a performance breakdown in each service dimension:

Areas of Focus	% Level of satisfaction
Staff Responsiveness	84.3%
Access & Facility	82.8%
Communication	83.6%
Reliability of Services	80.5%
	Overall Level of Satisfaction – 82.8%

Respondents' Demographics

A total of 170 customers participated in the survey, the majority (72%) were males and (28%) were females.

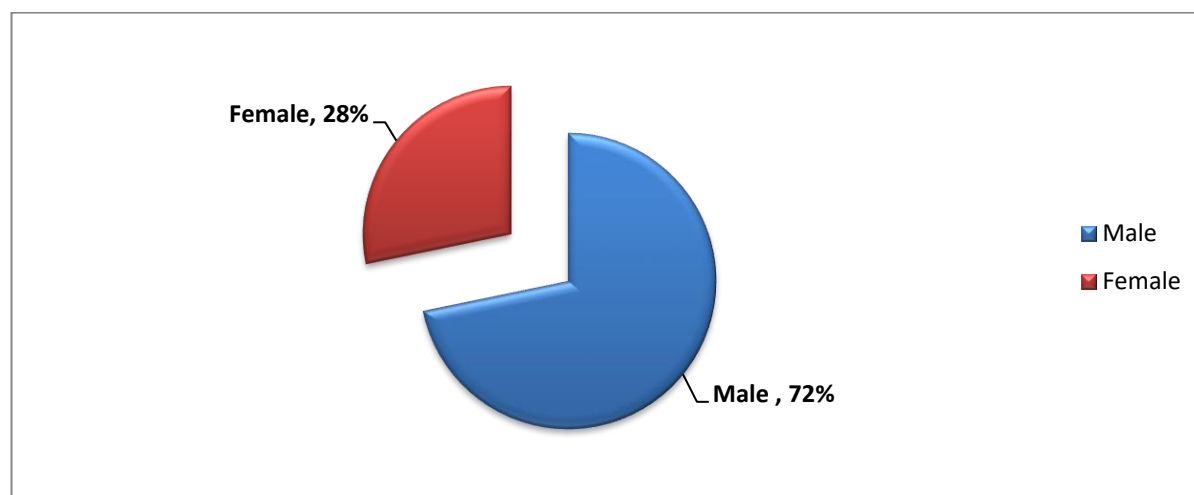


Figure 159 shows gender of respondents

The age composition of the respondents indicates (29%) of respondents are ages 51-60, (24%) are ages 31-40, (22%) are over 61 years old, (19%) are ages 41-50 and (5%) are 21-30.

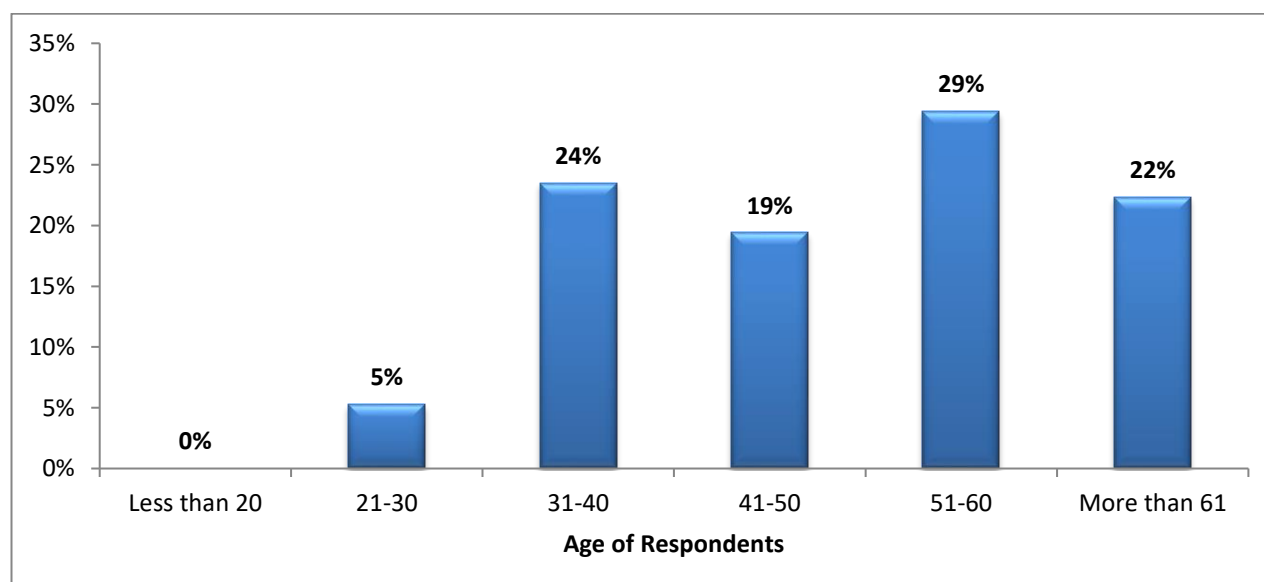


Figure 160 shows age of respondents

The respondents were predominantly individual customers with (11%) stating they were individual customers and (89%) representing organizational customers.

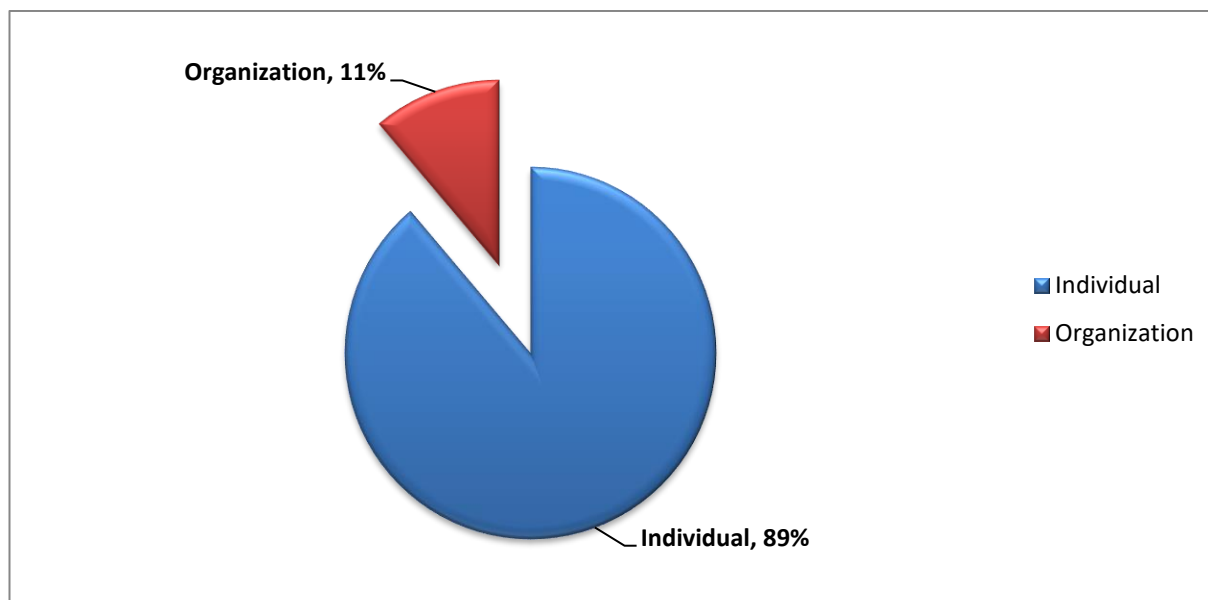


Figure 161 shows type of customer

The most popular method of accessing the Division's products and service is *Walk In with* (55%) respondents identifying this method. (32%) utilized *telephone* while *Field Officer Visits* account for (11%) and *Online/Website* (2%).

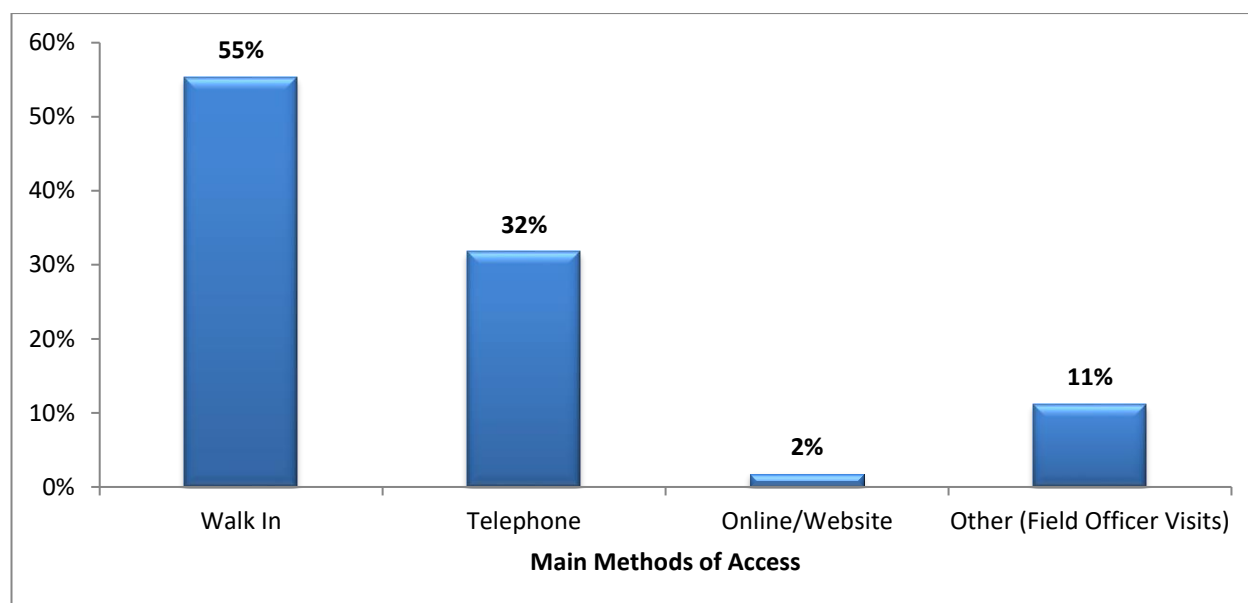


Figure 162 shows main method of access

Customers were asked to identify the preferred ways of accessing the products and service, the vast majority (46%) identified *Walk In* as their preferred option. Alternative options scored: *Telephone* (36%), *Online/Website* (11%) and *Field Officer Visits* (6%).

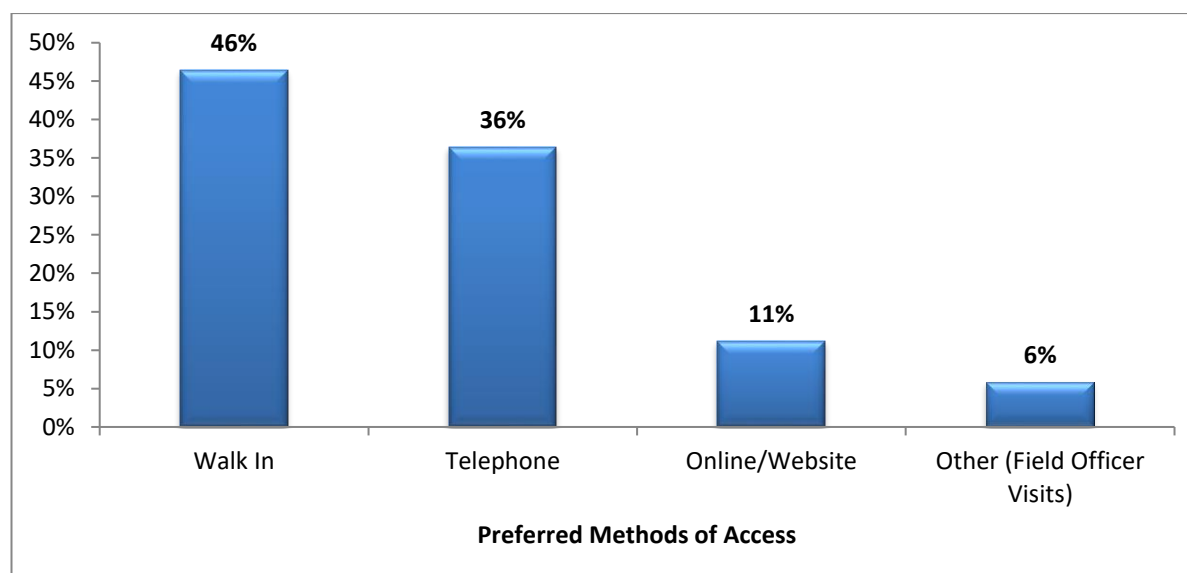


Figure 163 shows preferred method of access

Areas of Satisfaction: Products/Services

A total of 102 respondents were surveyed to ascertain their areas of satisfaction while interacting with RADA. (37%) stated they were satisfied with *Quality of product*, (35%) were satisfied with the *Overall experience*, (12%) were satisfied with *Informative & accessible resources*.

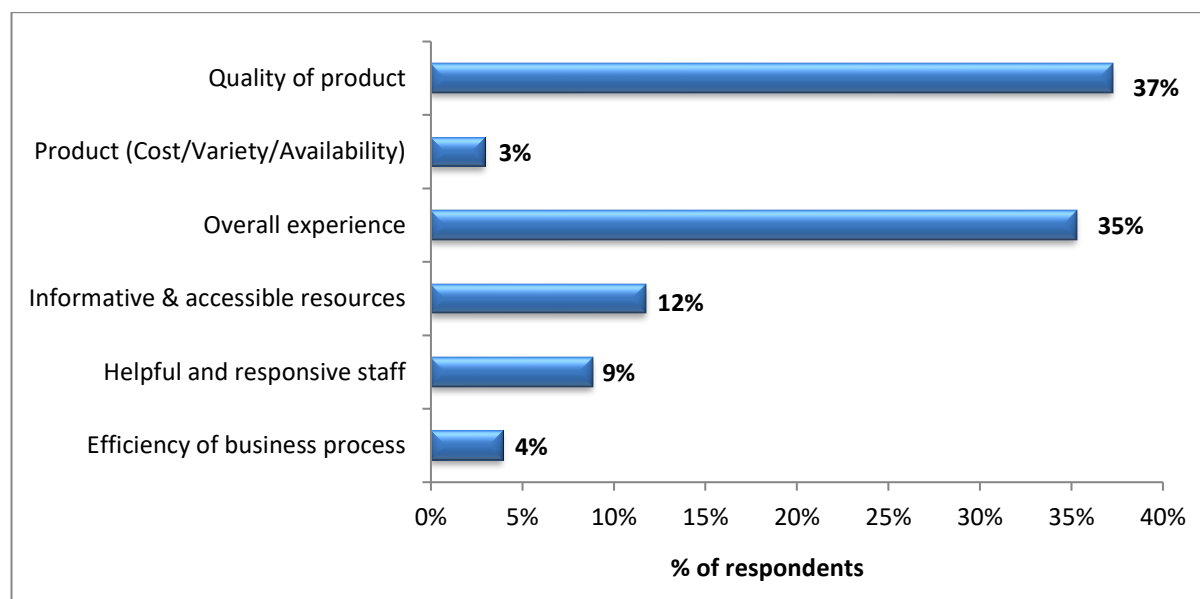


Figure 164 shows areas of satisfaction: products/services

Areas of Dissatisfaction: Products/Services

Lengthy business process and *Product availability & quality* were each identified by (34%) of respondents as the main areas of dissatisfaction, (21%) expressed *Staff limitation/Lack of communication* and (8%) stated *Overall experience*.

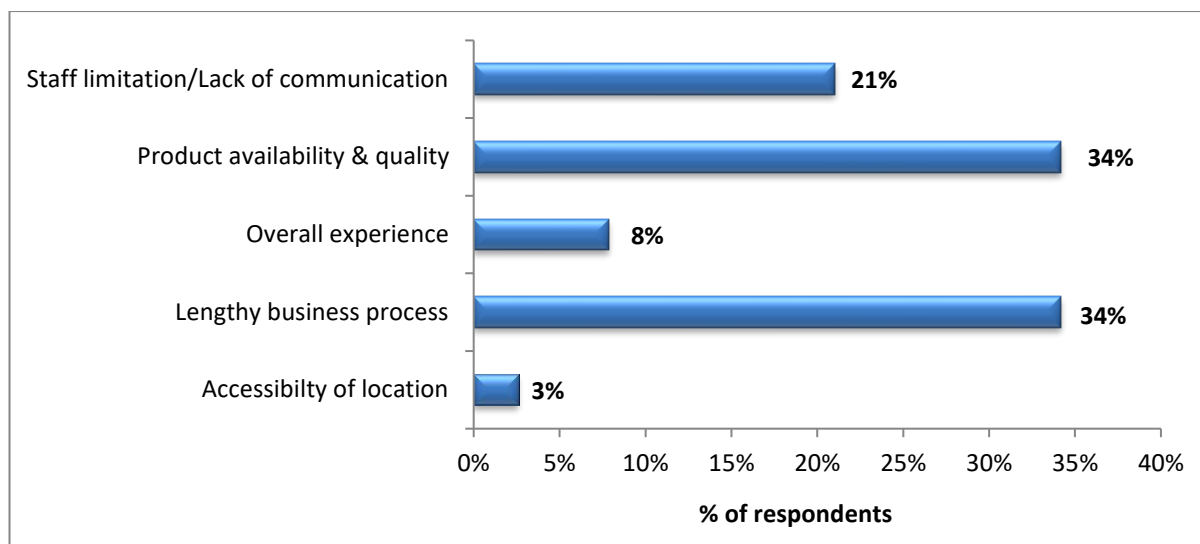
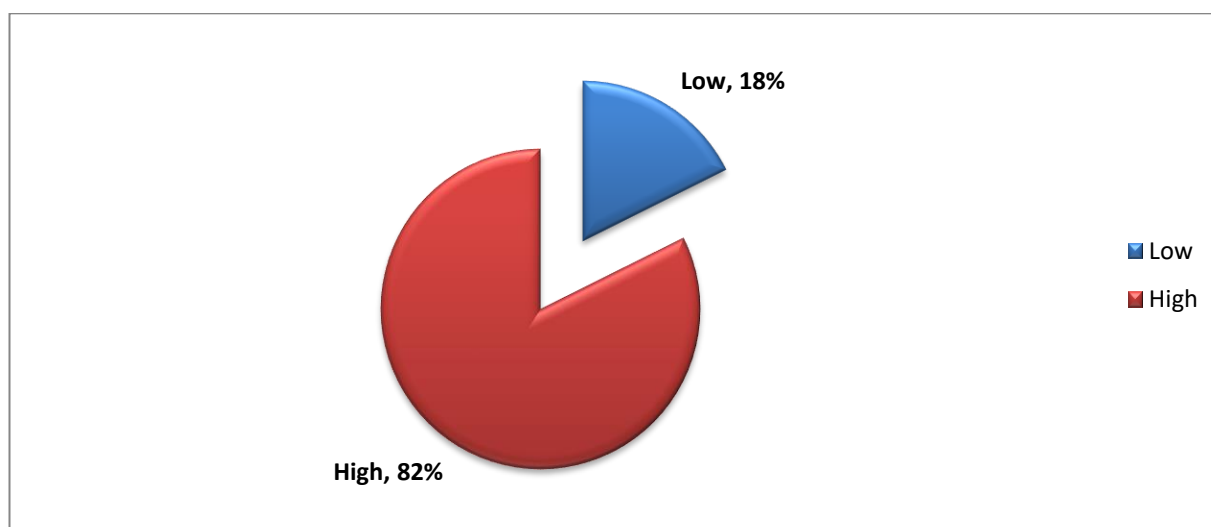


Figure 165 shows areas of dissatisfaction: products/services

Level of Satisfaction: Staff Responsiveness

Respondents were asked to rate their experience in the area of staff responsiveness, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

A total of 170 respondents were asked to rate their level of satisfaction in the area of Staff Responsiveness: (82%) rated their level of satisfaction greater than 7 and (18%) rated their level of satisfaction below 8.



Pie Chart 47 shows level of satisfaction: Staff Responsiveness

Number of Respondents	0%	1%	0%	2%	2%	4%	9%	33%	24%	25%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (82%) of respondents who rated *Staff Responsiveness* as high: (50%) attributed *Knowledgeable & provide timely updates* as the primary reason, (25%) attributed *Overall experience* and (25%) attributed *High level of Professionalism*.

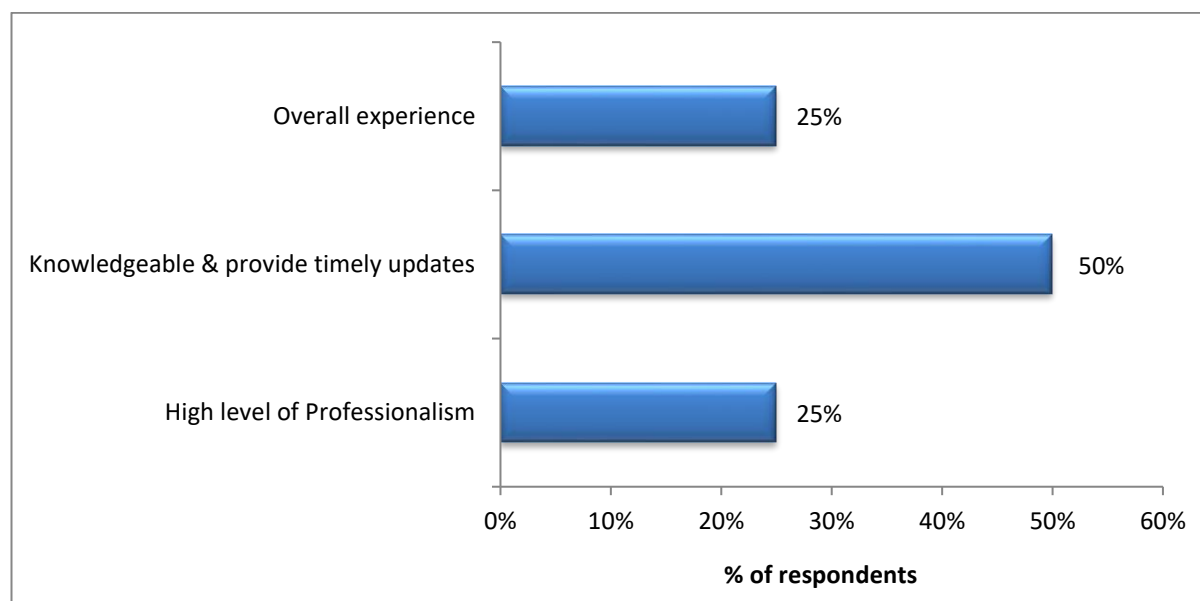


Figure 166 shows factors contributing to a rating of 8-10

Amongst the (18%) of respondents who rated *Staff Responsiveness* as low: (55%) identified *Provide timely updates/communication* as a major area where improvement should be focused and (18%) stated *Increase staff numbers* as another area where improved is needed.

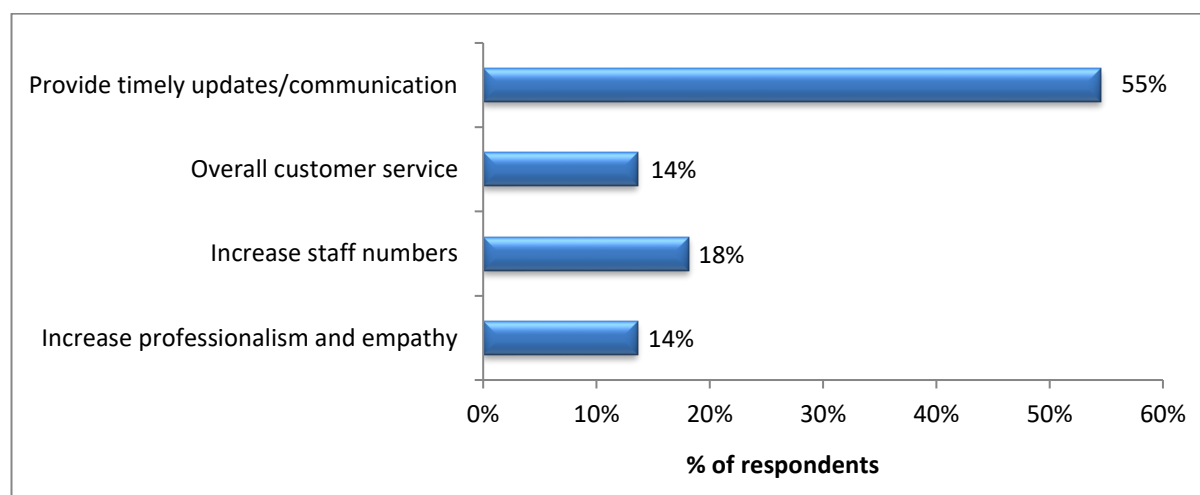
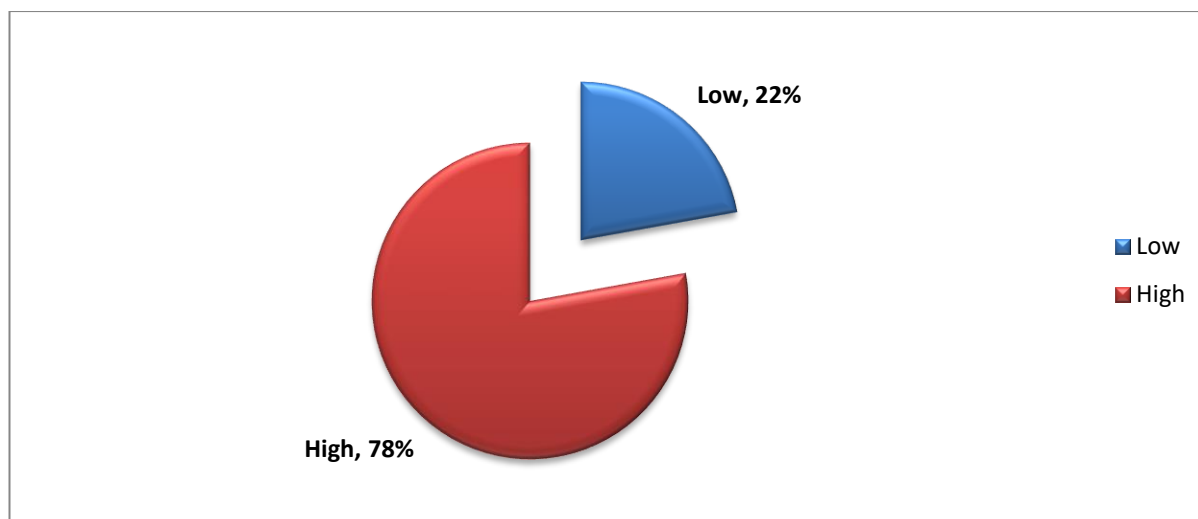


Figure 167 shows areas where improvements are needed

Level of Satisfaction: Access & Facility

Respondents were asked to rate their experience in the area of access and facility, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

A total of 167 respondents were asked to rate their level of satisfaction in the area of Access & Facility: (78%) rated their level of satisfaction greater than 7 and (22%) rated their level of satisfaction below 8.



Pie Chart 48 shows level of satisfaction: Access & Facility

Number of Respondents	0%	1%	0%	1%	8%	3%	10%	30%	22%	26%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (78%) of respondents who rated *access and facility* as high: (40%) *Clean, comfortable and secure environment* and (40%) *easily accessible* as the primary reasons. *Staff assistance & hospitality* (11%) and *Convenience* (9%) were other factors.

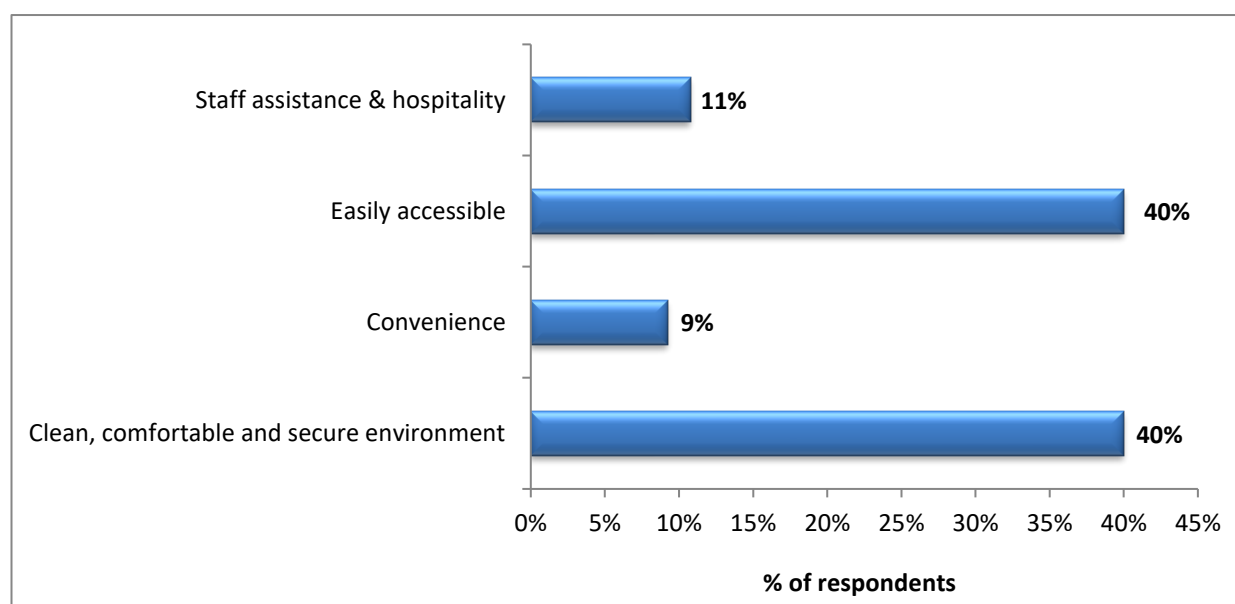


Figure 168 shows factors contributing to a rating of 8-10

Amongst the (22%) of respondents who rated *access and facility* as low: upgrade facilities (43%) and Centralize business processes (32%) were identified as main areas where

improvement should be focused. *Establish more outlets* (14%) and *Availability of informative resources* (11%) was also areas where respondents identified as needing improvement.

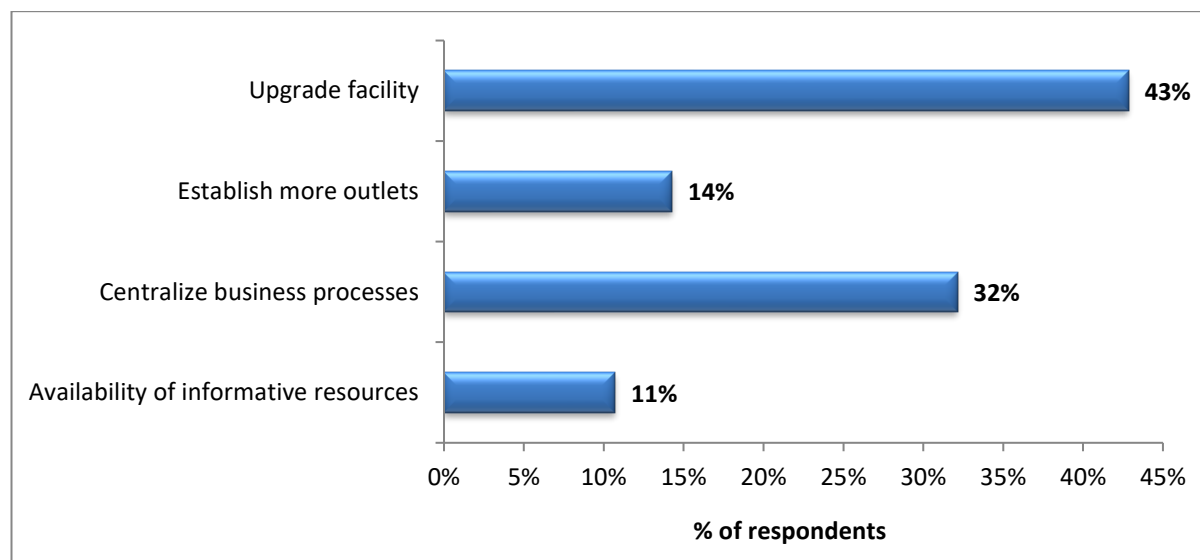
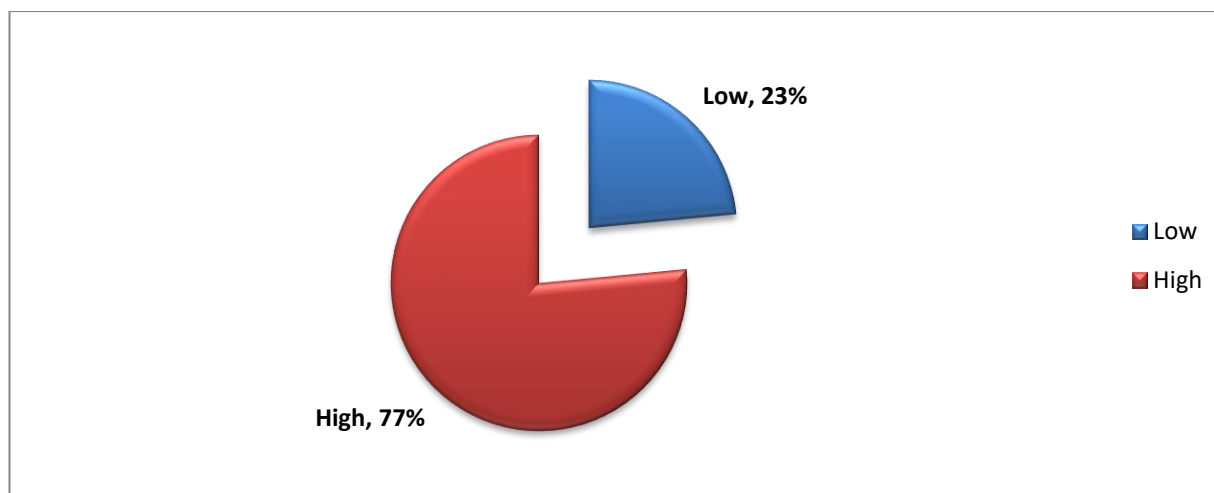


Figure 169 shows areas where improvements are needed

Level of Satisfaction: Communication

Respondents were asked to rate their experience in the area of communication, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

A total of 166 respondents were asked to rate their level of satisfaction in the area of Communication: (77%) rated their level of satisfaction greater than 7 and (23%) rated their level of satisfaction below 8.



Pie Chart 49 shows level of satisfaction: Communication

Number of Respondents	1%	0%	1%	3%	5%	4%	9%	24%	12%	40%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (77%) of respondents who rated *communication* as high: (37%) attributed *Timely updates/query resolutions* as the primary reason. (33%) of respondents stated *Overall experience* and (30%) stated *Helpful and reliable staff* was also contributing factors

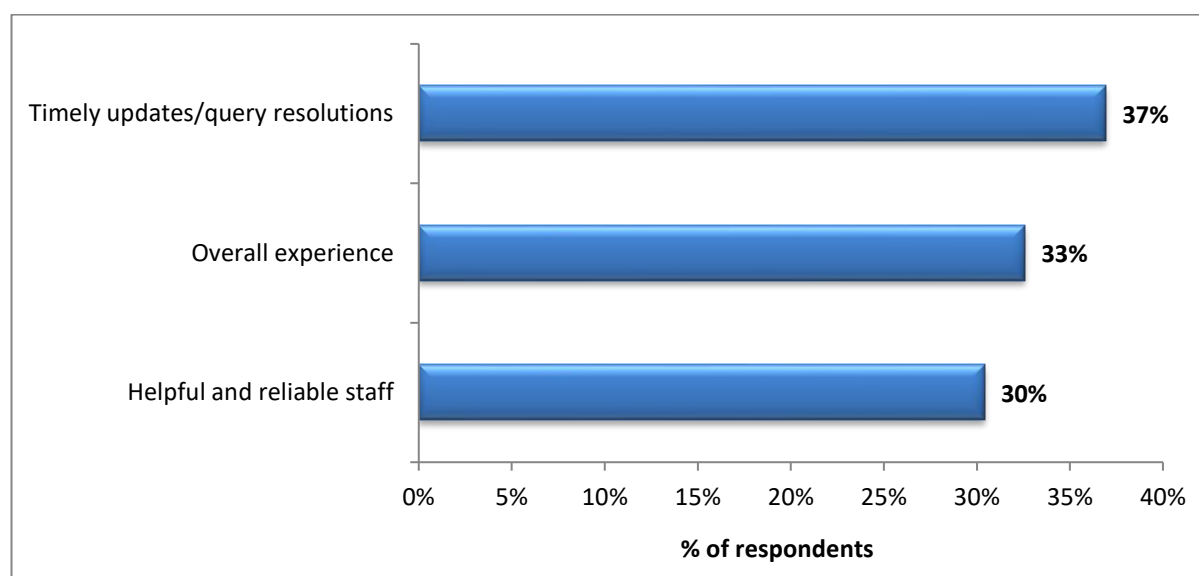


Figure 170 shows factors contributing to a rating of 8-10

Amongst the (23%) of respondents who rated *communication* as low: (47%) identified *Provide timely updates on products/services* as a major area improvement should be

focused. While *Follow-up mechanism* (18%) and *Reliability of phone lines* (18%) was identified as other areas where improved is needed

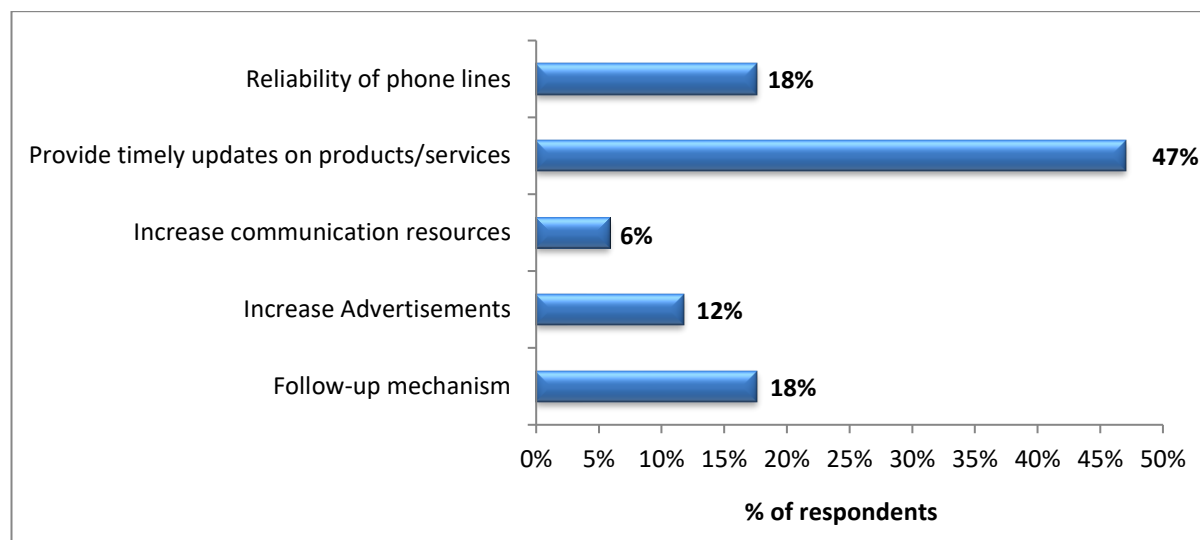
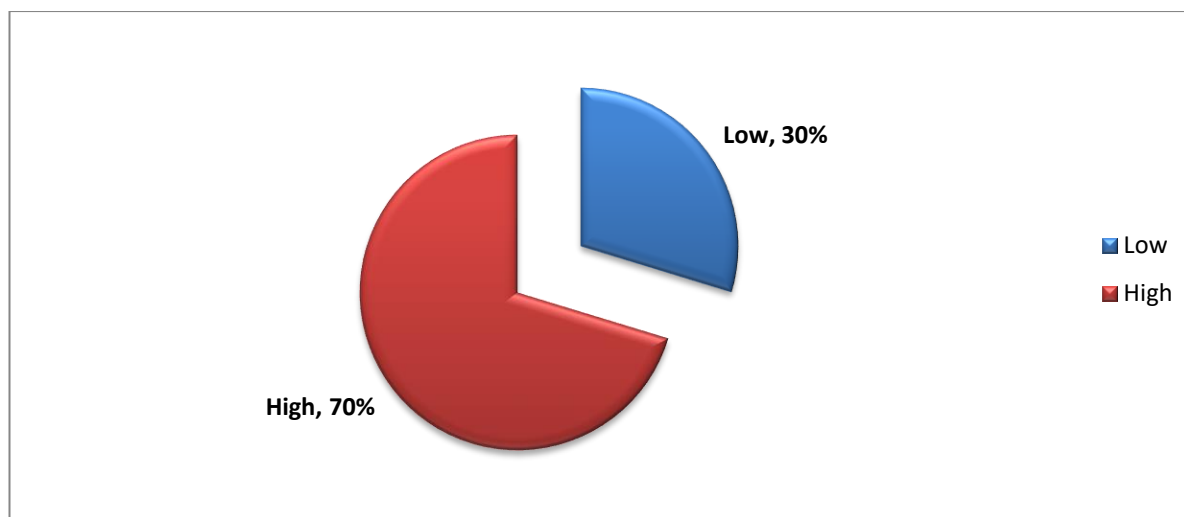


Figure 171 shows areas where improvements are needed

Level of Satisfaction: Reliability of Service

Respondents were asked to rate their experience in the area of reliability of service, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

A total of 165 respondents were asked to rate their level of satisfaction in the area of Reliability of Service: (70%) rated their level of satisfaction greater than 7 and (30%) rated their level of satisfaction below 8.



Pie Chart 50 shows level of satisfaction: Reliability of Service

Number of Respondents	0%	1%	1%	3%	7%	8%	10%	30%	9%	32%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (70%) of respondents who rated *reliability of service* as high: (52%) attributed *Overall quality experience* and (40%) attributed *convenient hours of operation* as the primary factors.

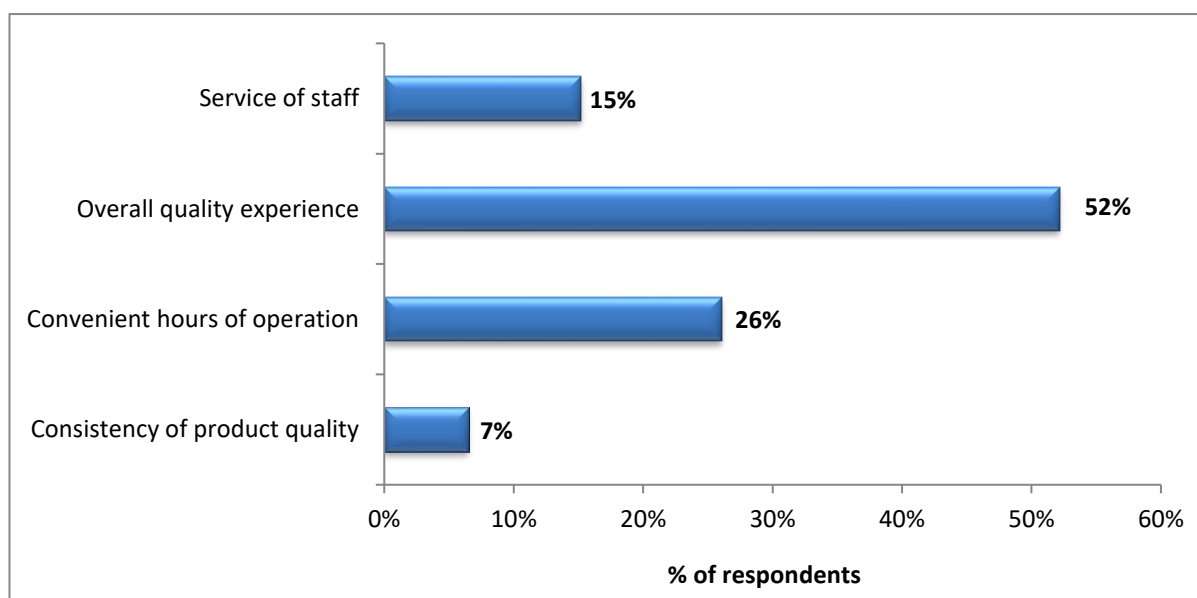


Figure 172 shows factors contributing to a rating of 8-10

Amongst the (30%) of respondents who rated *Reliability of services* as low: (31%) identified *Hours of operation* as the major area where improvement should be focused. Increase staff numbers and training (23%) and Transparency of business processes was identified as other areas where improvements are needed.

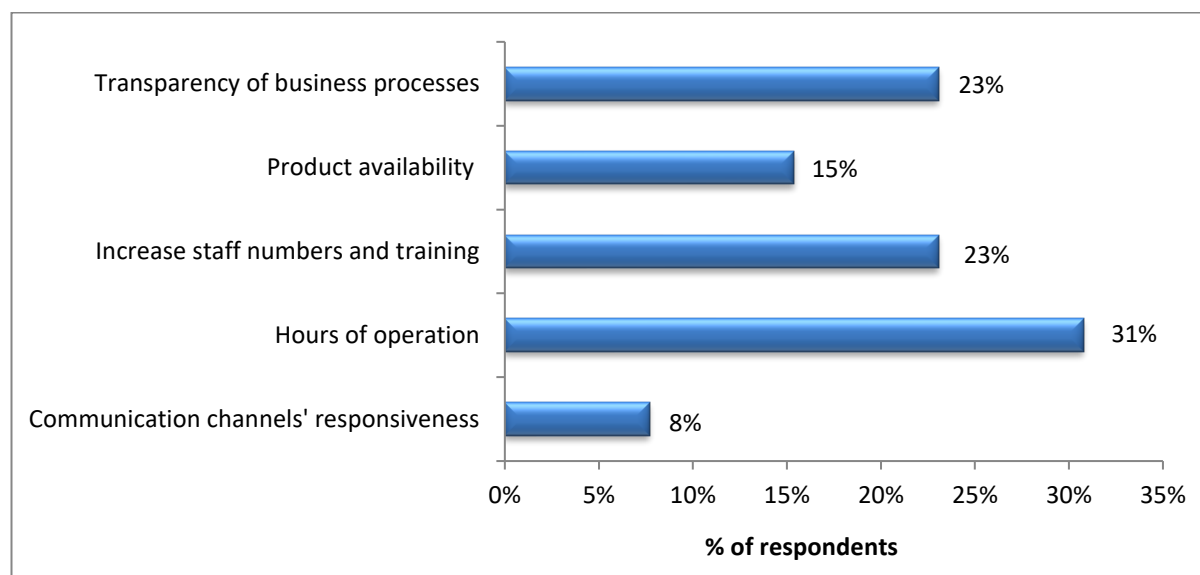


Figure 173 shows areas where improvements are needed

Customer Service Satisfaction

A total of 170 respondents were asked to rate their level of satisfaction on the customer service they received while interacting with the Entity.

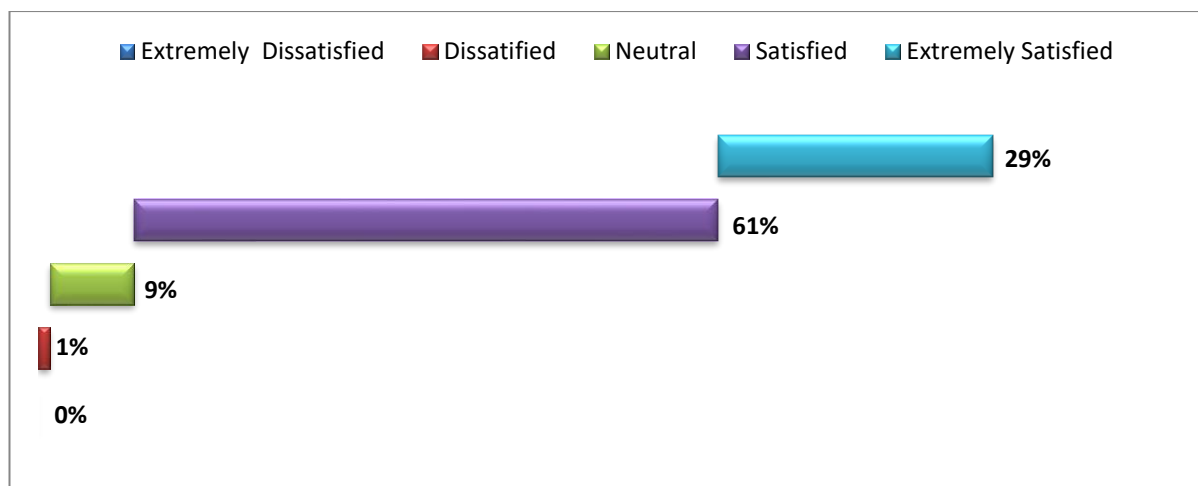


Chart 36 shows customer satisfaction with customer service

% of respondents	29%	61%	9%	1%	0%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Overall Customer Experience

A total of 170 respondents were asked to rate their level of satisfaction with the entire customer experience (knowledge of staff, comfort of facility and ease of doing business) received while interacting with Entity.

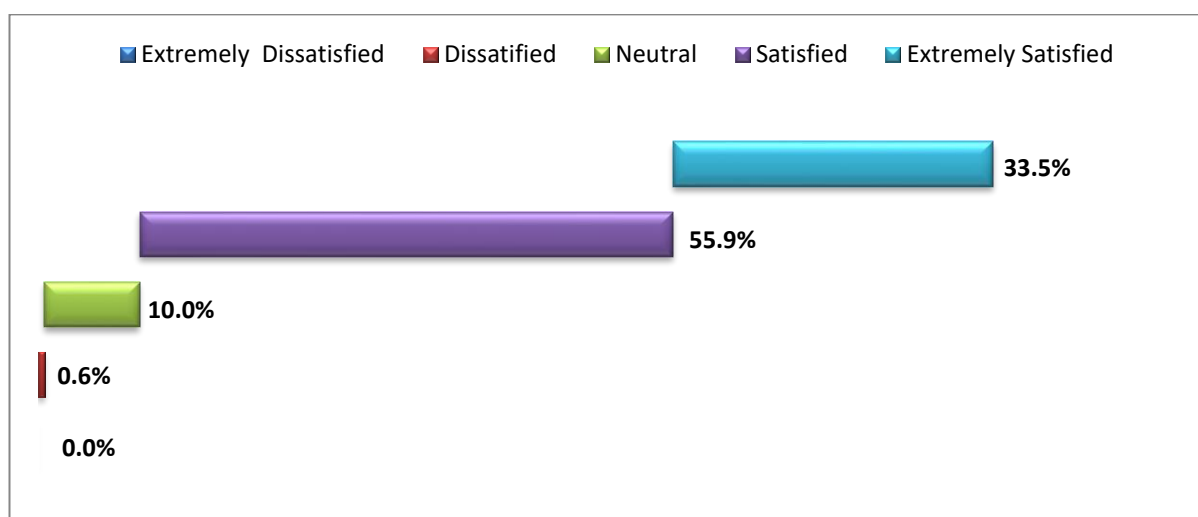


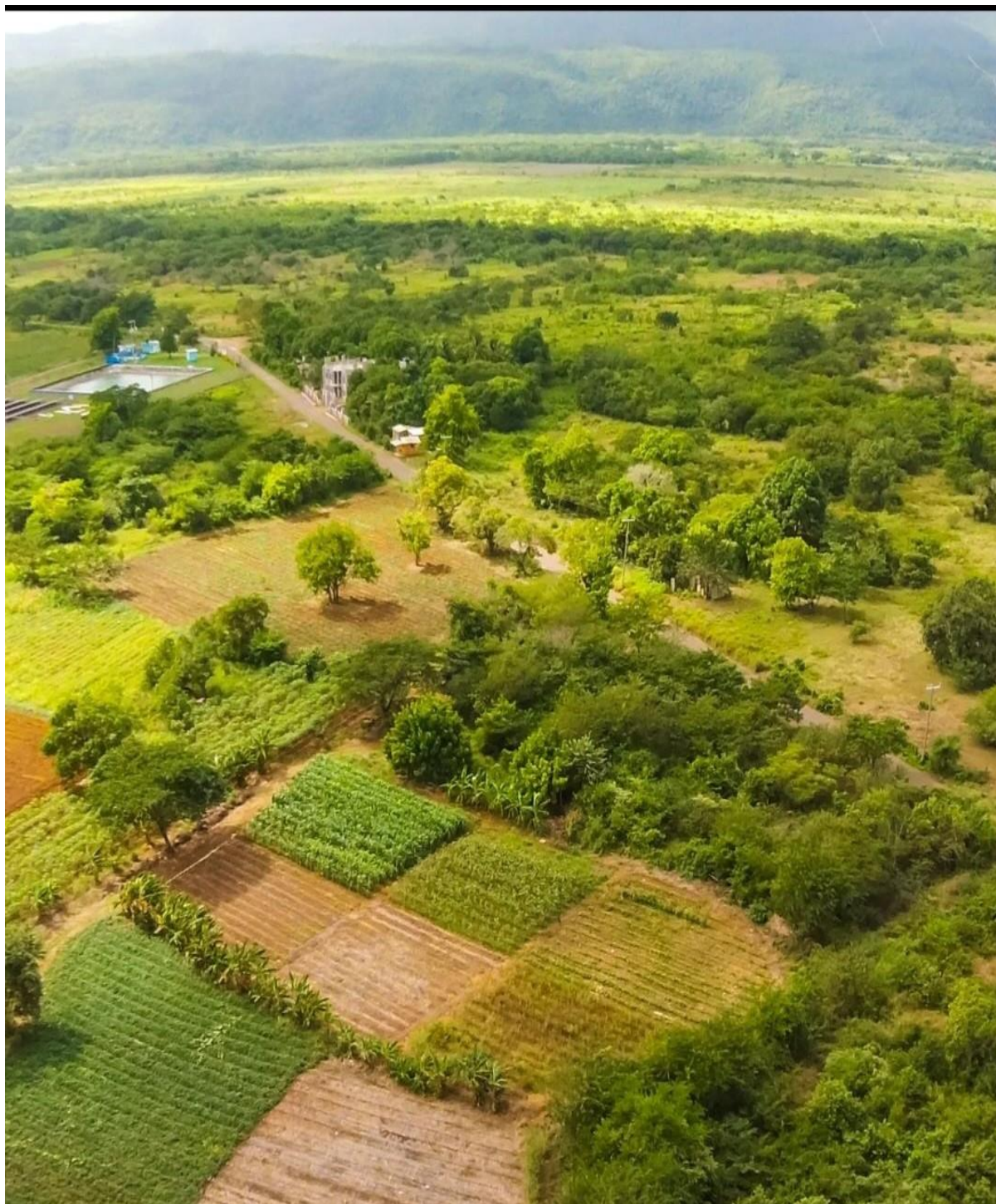
Chart 37 shows customer satisfaction with entire customer experience

% of respondents	33.5%	55.9%	10%	0.6%	0%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Recommendation

The performance of the Rural Agricultural Development Agency improved from 80% in the 2021/22 survey to 82.8% in 2022/23. RADA managed to achieve scores of 80 percent and above in all of the service dimensions assessed, that is, Access and Facility, Communication, Staff Responsiveness and Reliability of Service. RADA should examine the areas of deficiency that were identified in each service dimension and work towards improving performance in order to continue to meet and exceed the service expectations of its customers.

Agro Investment Corporation



The Agro-Investment Corporation is responsible for developing and implementing the business and investment models that support the Ministry of Agriculture Fisheries and Mining's policy and technological initiatives, utilizing its own asset base including the resources of the Agricultural Support Services and Productive Projects Limited.

Overview of Main Findings

The Entity was evaluated within four main areas: Staff Responsiveness, Access and Facility, Communication and Reliability of Service. In accordance with the Service Excellence Policy a rating of 80% or higher is categorized as meeting the level of satisfaction while below 80% did not meet the required level of satisfaction.

The Agro Investment Corporation recorded an overall customer satisfaction rating of 76.4% for 2022/23 this represents a decrease from the 2021/22 rating of 77%.

See table below for a performance breakdown in each service dimension:

Areas of Focus	% Level of satisfaction
Staff Responsiveness	79.1%
Access & Facility	75.9%
Communication	75.1%
Reliability of Services	75.4%
	Overall Level of Satisfaction – 76.4%

Respondents' Demographics

A total of 80 customers participated in the survey, the majority (86%) were males and (14%) were females.

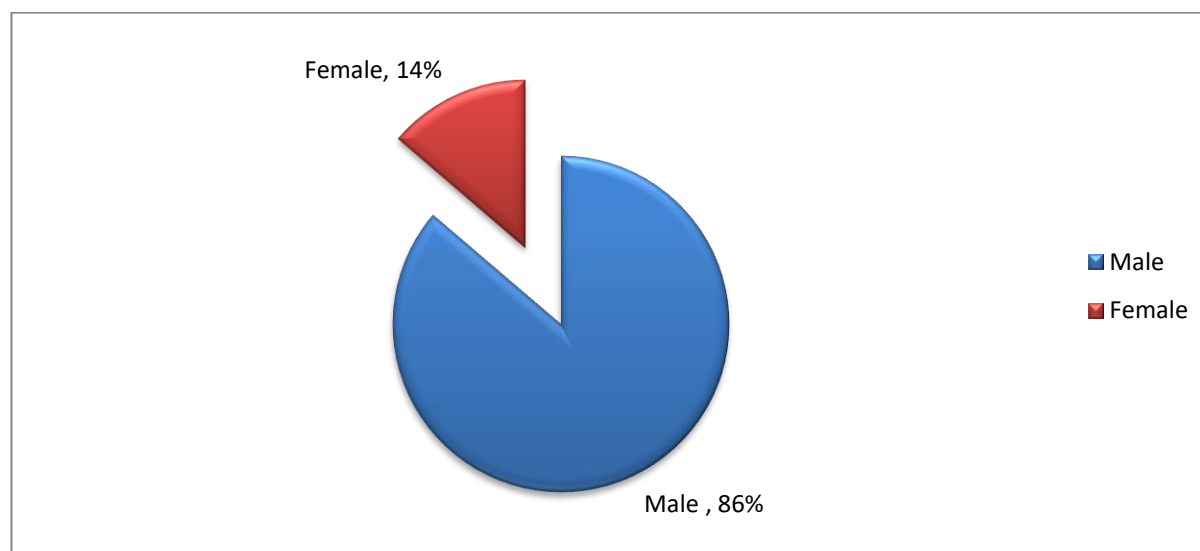


Figure 174 shows gender of respondents

The age composition of the respondents indicates (27%) of respondents are ages 51-60, (25%) are ages 41-50, (25%) are over 61 years old and (18%) are 31-40. The ages of 21-30 accounted 5% of participants.

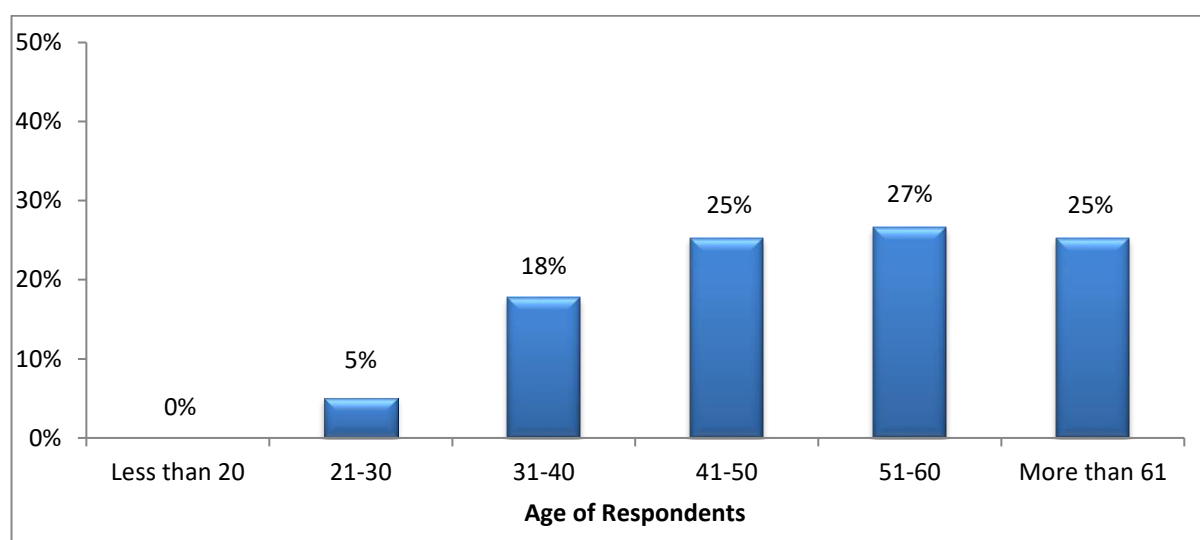


Figure 175 shows age of respondents

The respondents were predominantly individual customers with (77.5%) stating they were individual customers and (22.5%) representing organizational customers.

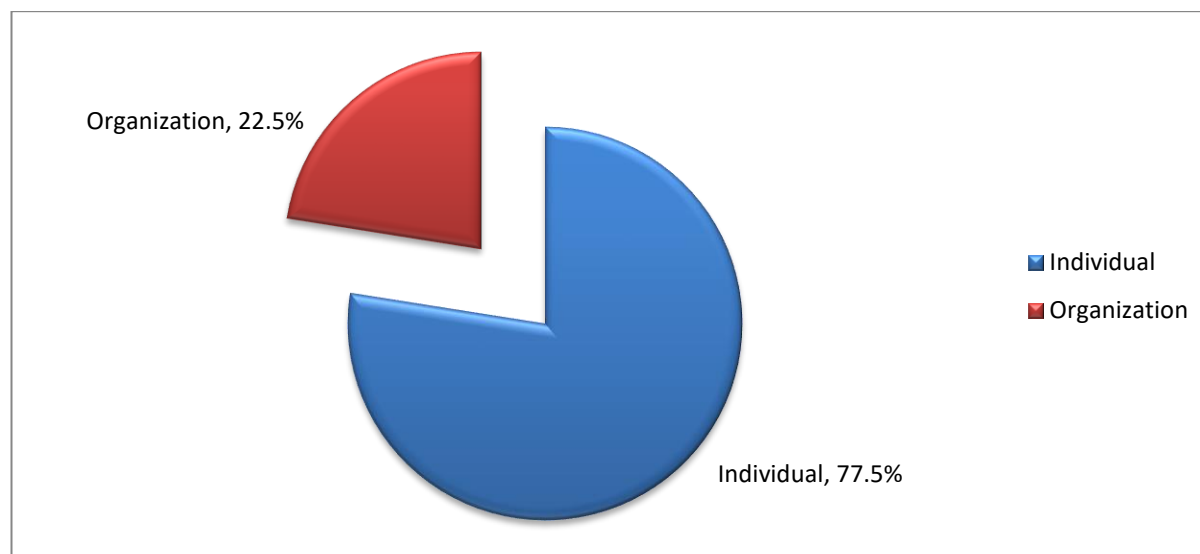


Figure 176 shows type of customer

The most popular method of accessing the products and service is *Telephone* with (56%) of respondents identifying this method. (29%) utilized *Walk In* while (10%) utilized *Field Officer Visits*. And only (5%) used *Online/Website*.

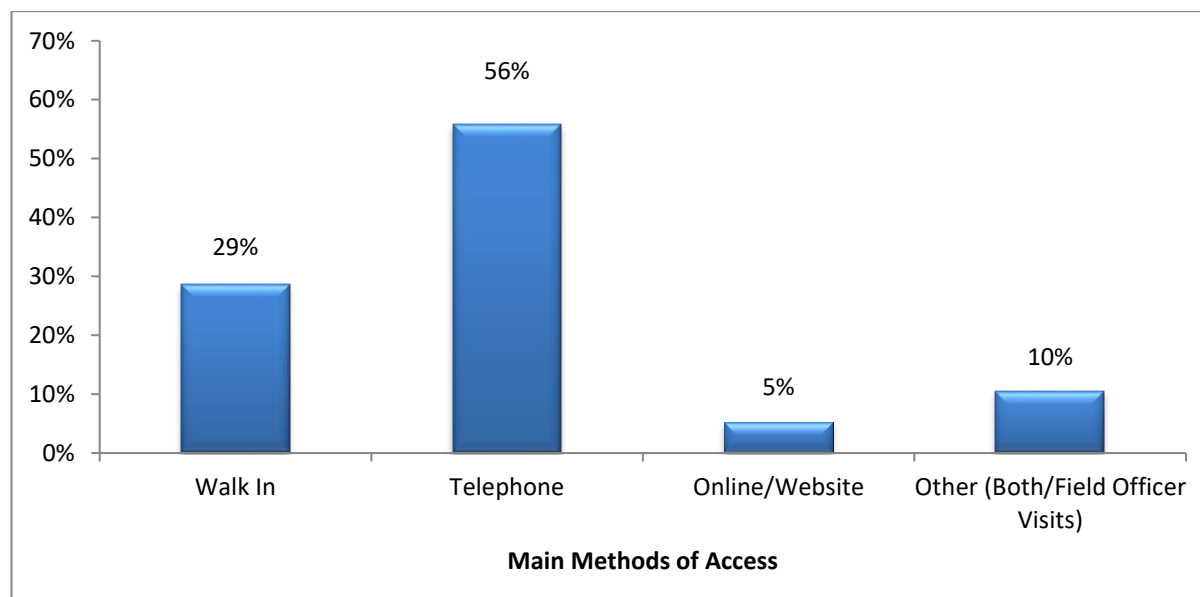


Figure 177 shows main method of access

Customers were asked to identify the preferred ways of accessing the products and service, the vast majority (50%) identified *Telephone* as their preferred option. Alternative options include: *Walk In* (19%), *Field Officer Visits* (11%) and *Online/Website* (20%).

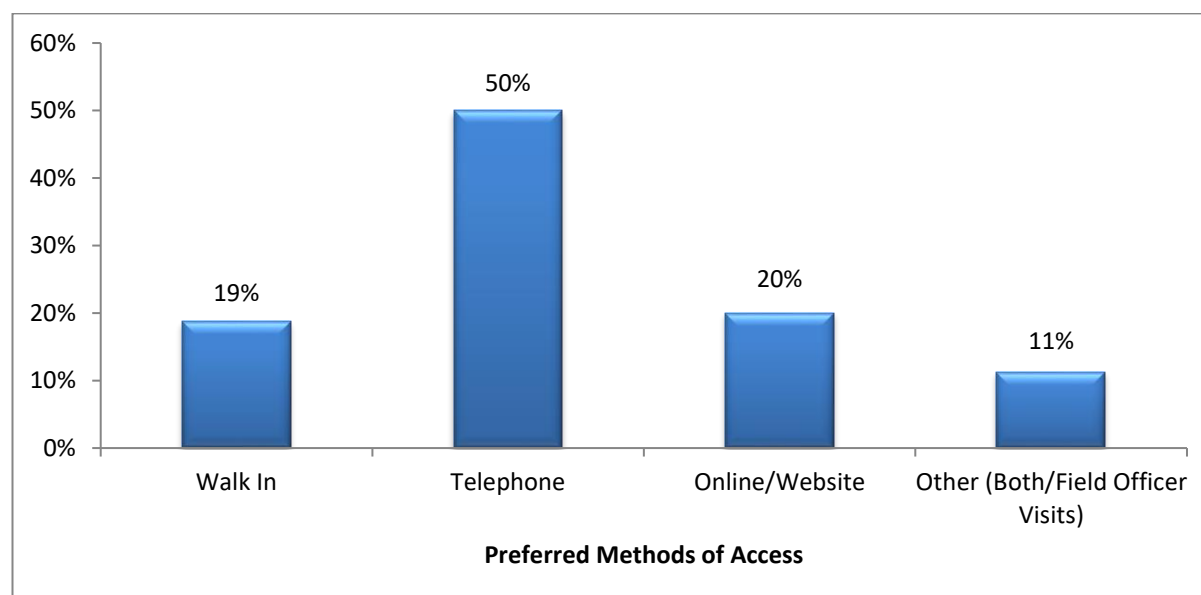


Figure 178 shows preferred method of access

Areas of Satisfaction: Products/Services

A total of 68 respondents were surveyed to ascertain their areas of satisfaction while interacting with AIC. (57%) stated they were satisfied with Professionalism of staff /good customer service, (16%) was satisfied with the *Availability of land to lease/reasonable price*, (13%) was satisfied with *Benefits/variety of services provided* and (12%) was satisfied with *Technical advice/support provided*.

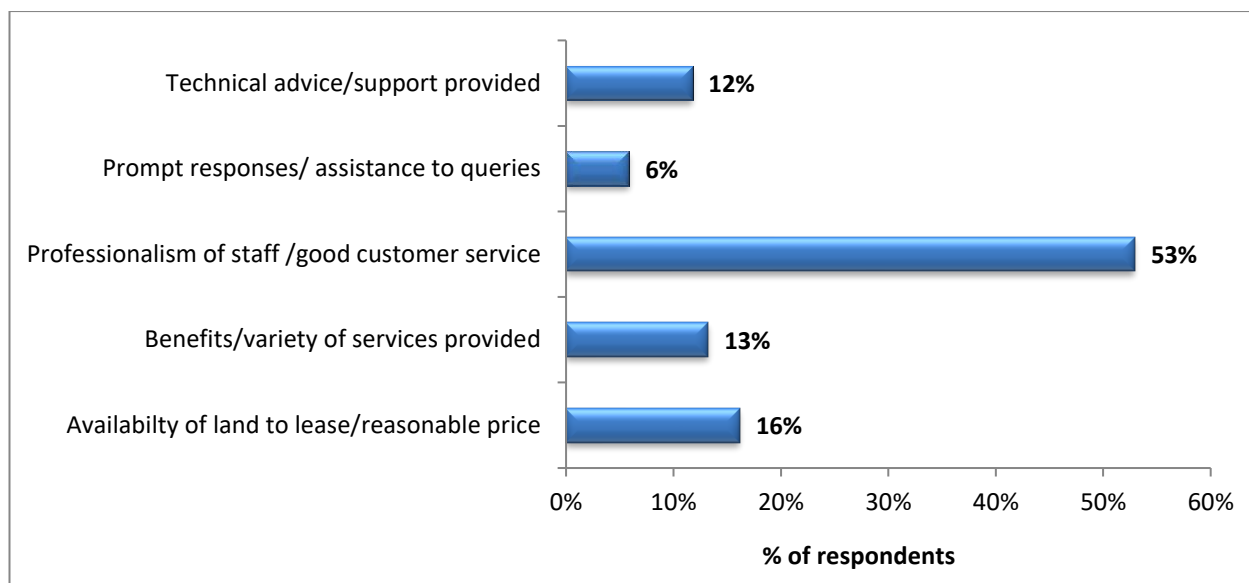


Figure 179 shows areas of satisfaction: products/services

Areas of Dissatisfaction: Products/Services

(39%) of respondents identified *Insufficient supplies/support/information* as an area of dissatisfaction, (28%) expressed *Slow response time to queries/requests* as a source of dissatisfaction and (28%) stated *Poor maintenance of infrastructure/facility*.

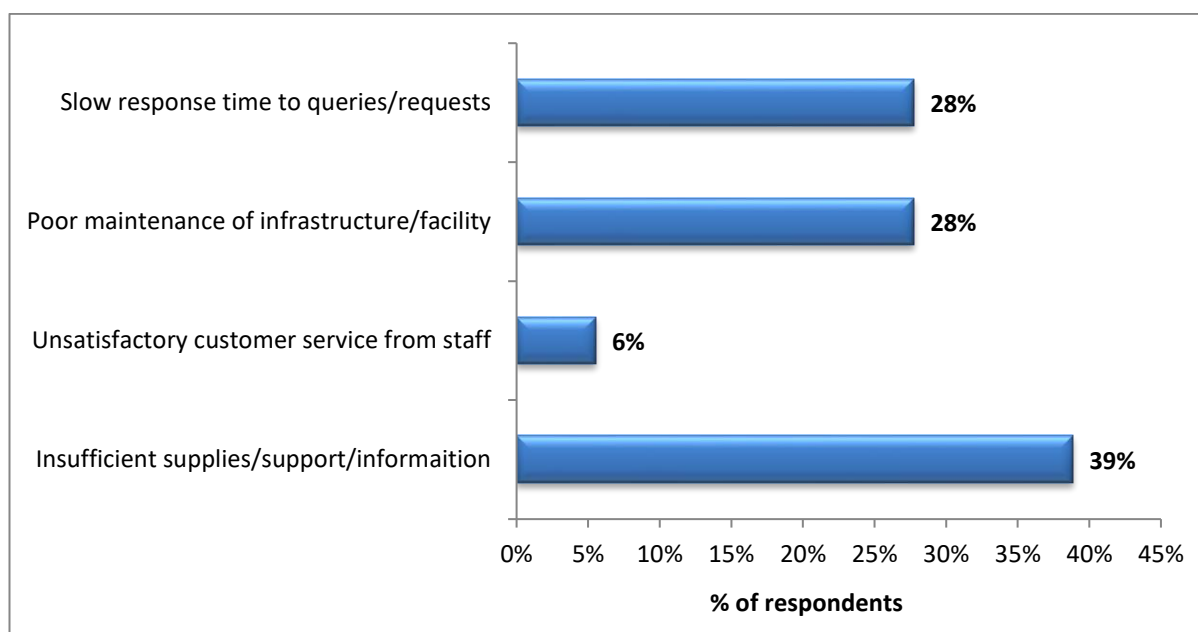
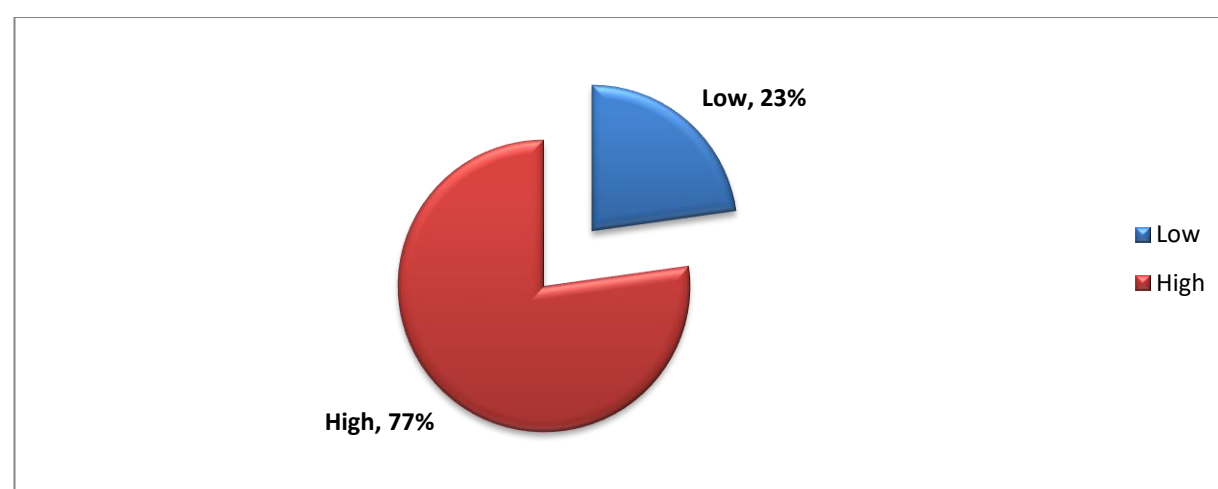


Figure 180 shows areas of dissatisfaction: products/services

Level of Satisfaction: Staff Responsiveness

Respondents were asked to rate their experience in the area of staff responsiveness, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

A total of 79 respondents were asked to rate their level of satisfaction in the area of Staff Responsiveness: (77%) rated their level of satisfaction greater than 7 and (23%) rated their level of satisfaction below 8.



Pie Chart 51 shows level of satisfaction: Staff Responsiveness

Number of Respondents	0%	3%	3%	0%	5%	8%	5%	41%	19%	18%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (77%) of respondents who rated *Staff Responsiveness* as high: (90%) attributed *Professional/knowledgeable staff* as the primary reason and (10%) attributed *Quick response*.

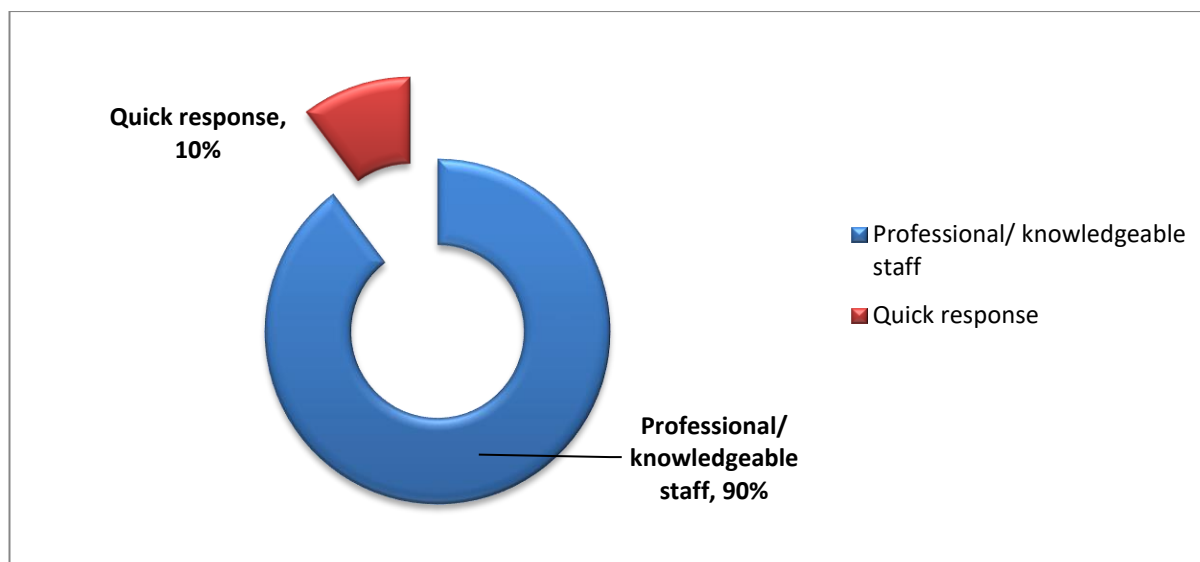


Figure 181 shows factors contributing to a rating of 8-10

Amongst the (23%) of respondents who rated *Staff Responsiveness* as low: (41%) identified *better communication* as a major area where improvement should be focused and (35%) stated *Improve response time to queries/service requests* as another area where improved is needed.

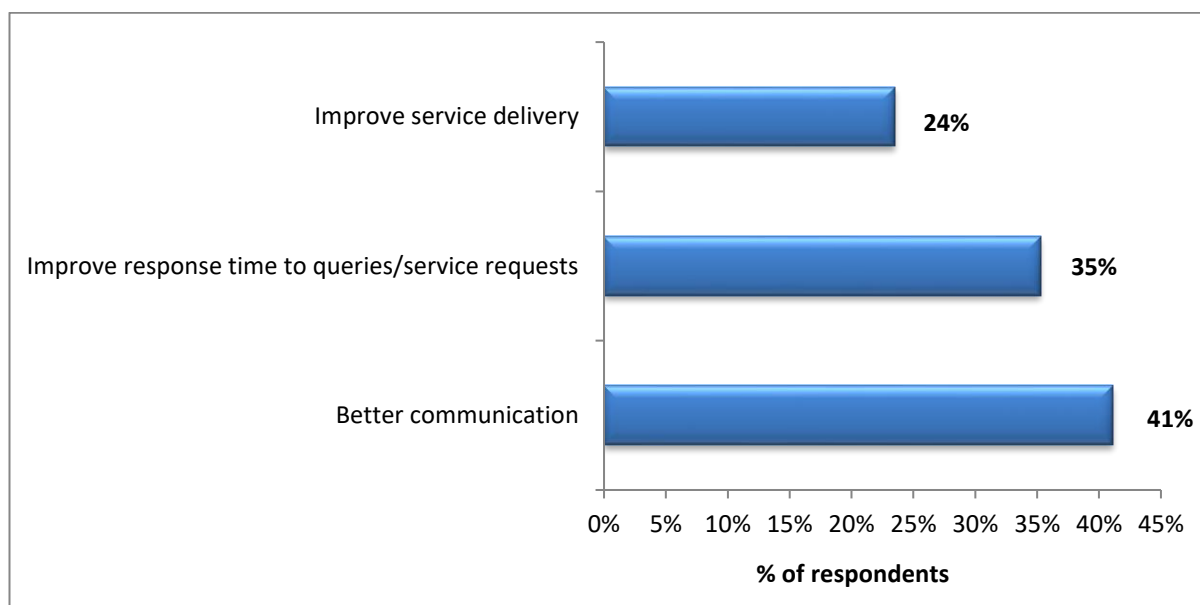
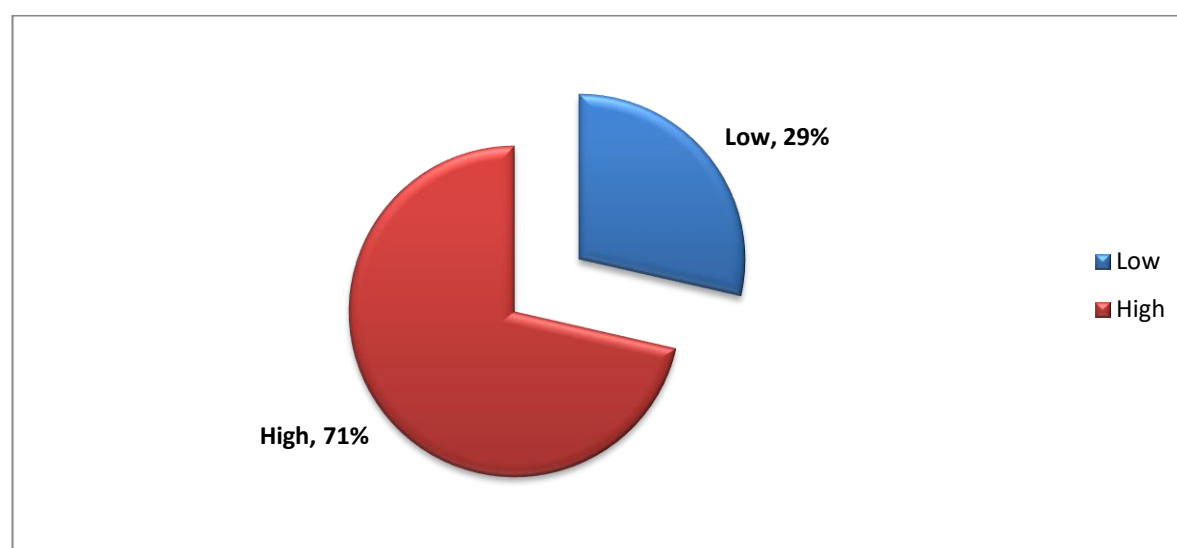


Figure 182 shows areas where improvements are needed

Level of Satisfaction: Access & Facility

Respondents were asked to rate their experience in the area of access and facility, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

A total of 49 respondents were asked to rate their level of satisfaction in the area of Access & Facility: (71%) rated their level of satisfaction greater than 7 and (29%) rated their level of satisfaction below 8.



Pie Chart 52 shows level of satisfaction: Access & Facility

Number of Respondents	2%	2%	0%	2%	4%	6%	12%	49%	14%	8%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (71%) of respondents who rated *access and facility* as high: (80%) attributed *Comfort of facility/office easily accessible* as the primary reason. *Environment supports ease of doing business* (11%) and *Payment process is easy* (9%) was other contributing factors.

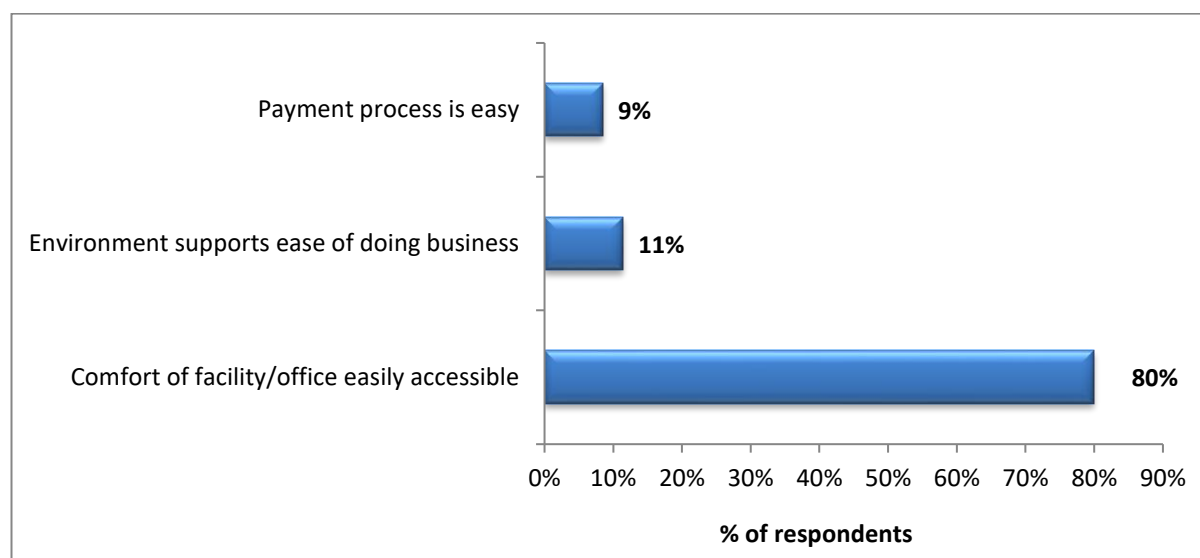


Figure 183 shows factors contributing to a rating of 8-10

Amongst the (29%) of respondents who rated *access and facility* as low: *improve amenities (security, light, water, farm equipment)* (46%) and *provide more field support staff/extension officers* (31%) were identified as main areas where improvement should be focused. Also, *repair roads to access facility* (23%) was another area identified as needing improvement.

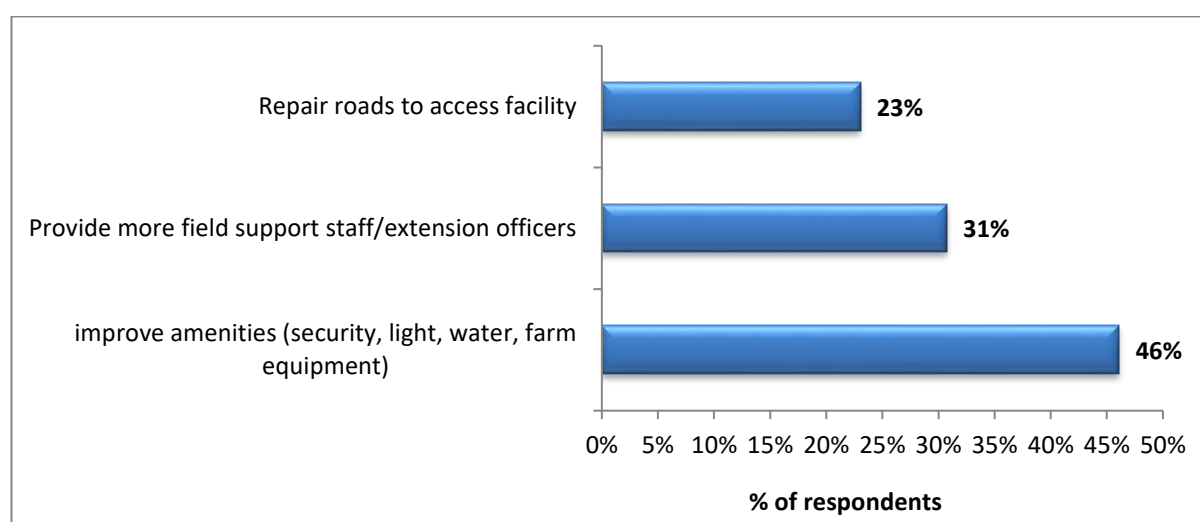
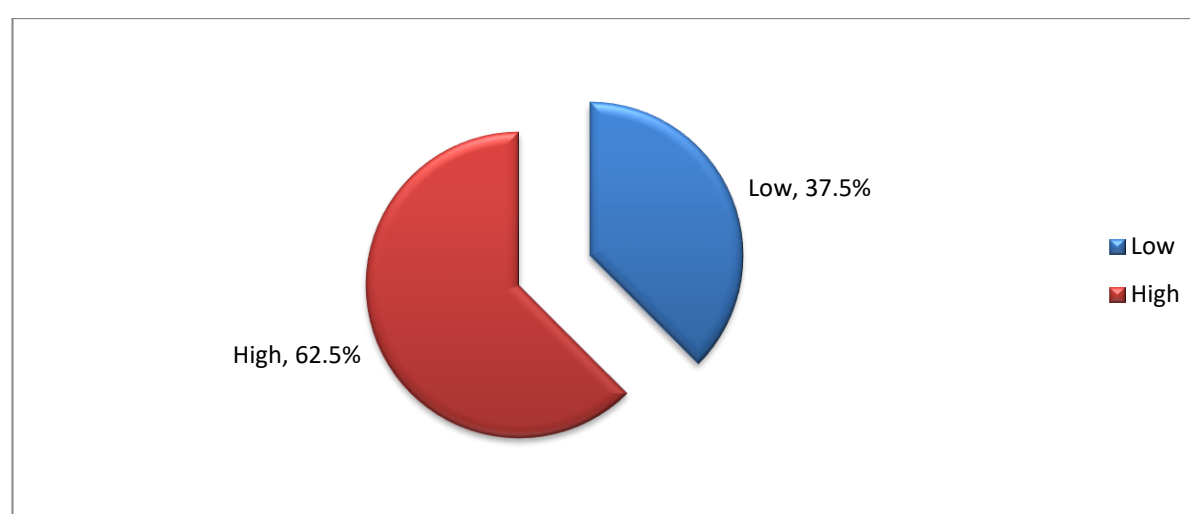


Figure 184 shows areas where improvements are needed

Level of Satisfaction: Communication

Respondents were asked to rate their experience in the area of communication, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

A total of 80 respondents were asked to rate their level of satisfaction in the area of Communication: (62.5%) rated their level of satisfaction greater than 7 and (37.5%) rated their level of satisfaction below 8.



Pie Chart 53 shows level of satisfaction: Communication

Number of Respondents	0%	3%	6%	3%	8%	9%	10%	28%	13%	23%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (62.5%) of respondents who rated *communication* as high: (94%) attributed *Provides information/frequent updates on products and services* as the primary reason. (6%) of respondents stated *Documents are clearly written/easy to understand* as a contributing factor.

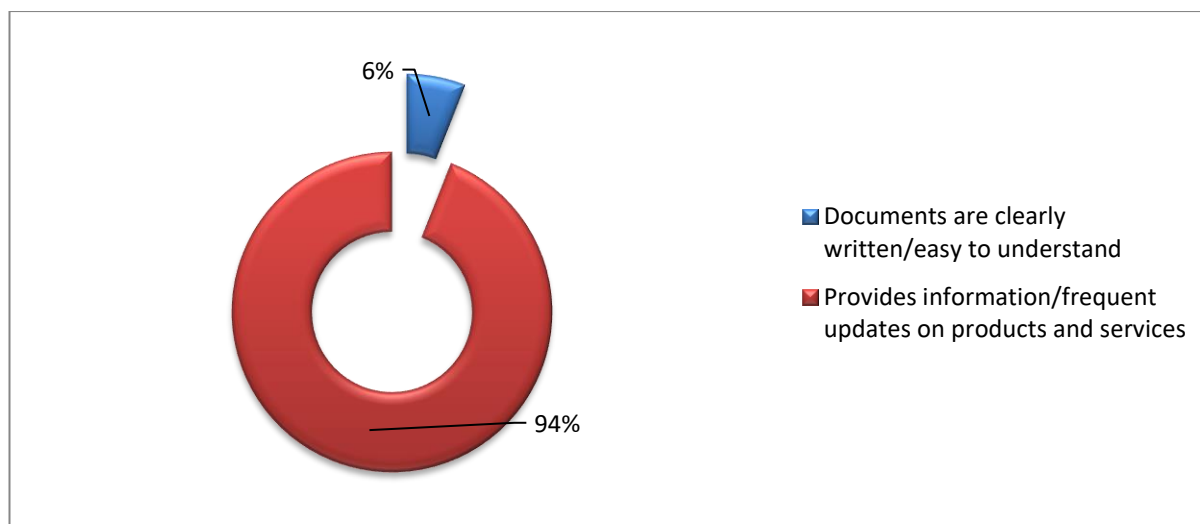


Figure 185 shows factors contributing to a rating of 8-10

Amongst the (37.5%) of respondents who rated *communication* as low: (86%) identified *Provide timely updates on service requests/allocations provided* as a major area improvement should be focused and (14%) stated *Advertise products and services/utilize social media more* as another area where improved is needed.

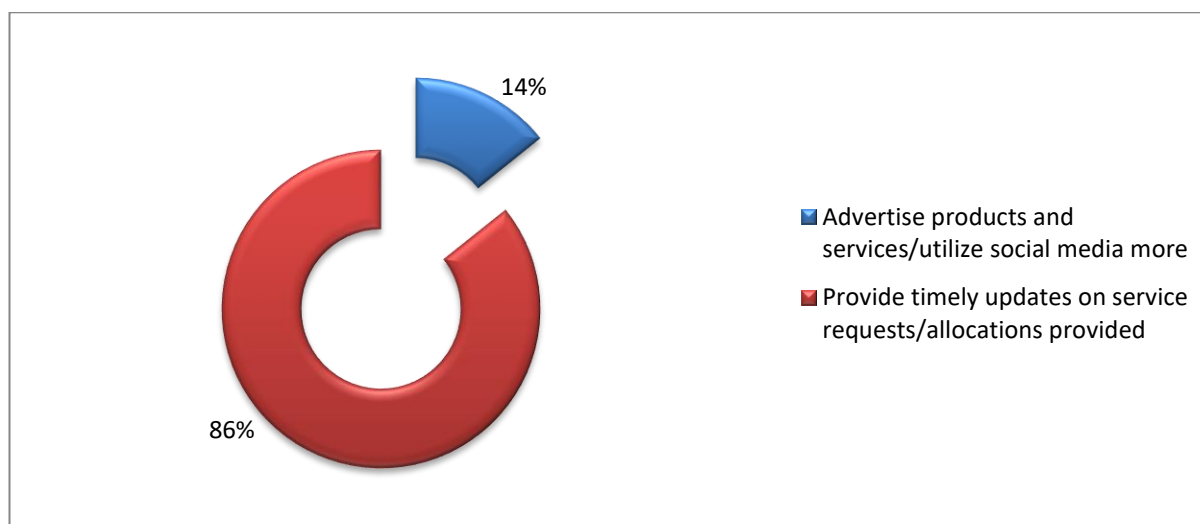
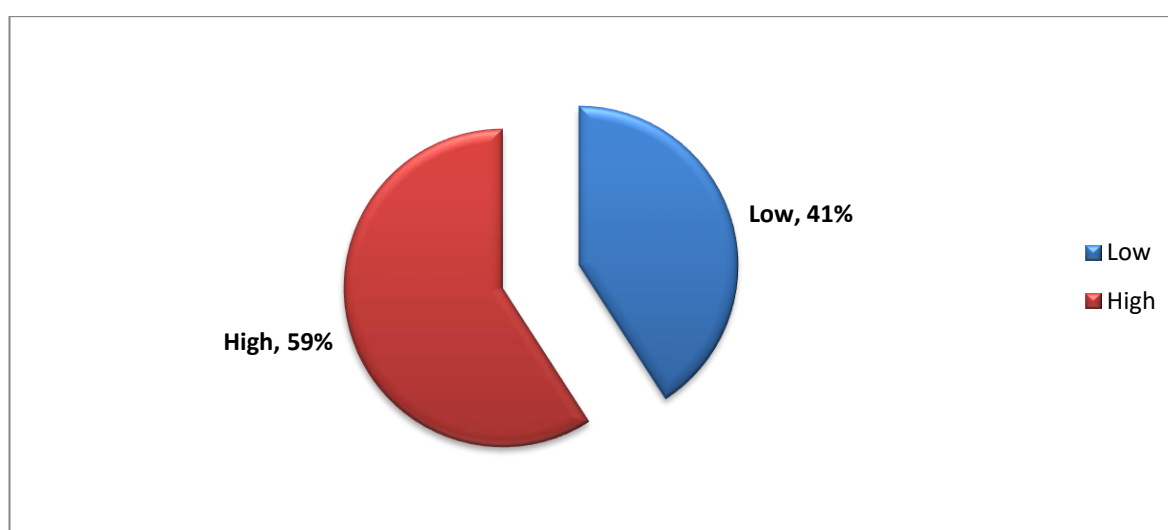


Figure 186 shows areas where improvements are needed

Level of Satisfaction: Reliability of Service

Respondents were asked to rate their experience in the area of reliability of service, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

A total of 71 respondents were asked to rate their level of satisfaction in the area of Reliability of Service: (59%) rated their level of satisfaction greater than 7 and (41%) rated their level of satisfaction below 8.



Pie Chart 54 shows level of satisfaction: Reliability of Service

Number of Respondents	3%	0%	3%	3%	8%	4%	20%	27%	13%	20%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (59%) of respondents who rated *reliability of service* as high: (51%) attributed *readily accessible/ efficient staff* and (41%) attributed *Services provided/ products supplied are consistent* as the primary factors. While (5%) identified *Payment process is smooth*.

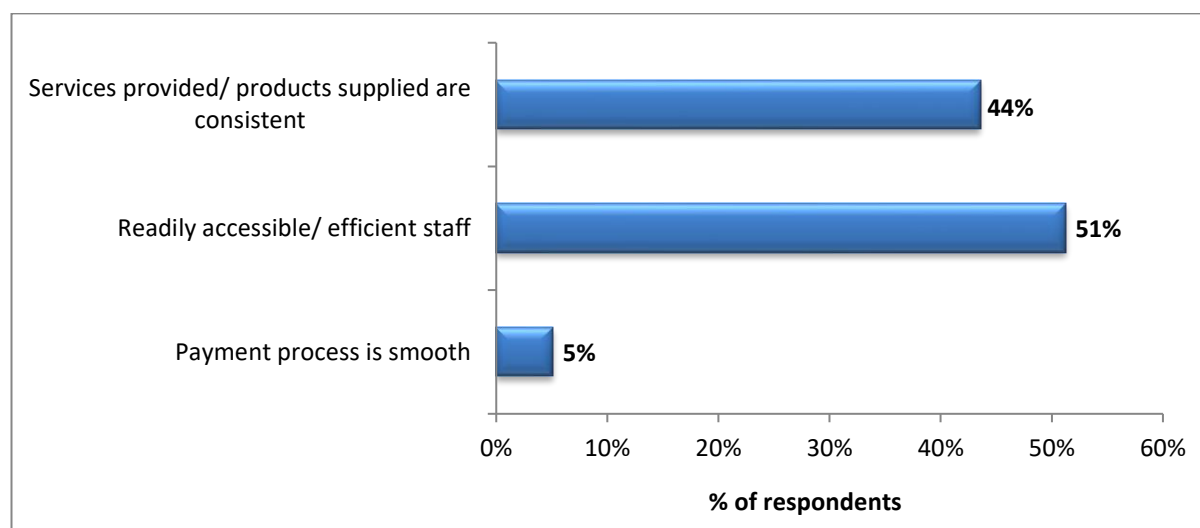


Figure 187 shows factors contributing to a rating of 8-10

Amongst the (41%) of respondents who rated *Reliability of services* as low: (54%) identified *Respond to queries/fulfil requests in a timely manner* as the major area where improvement should be focused and (23%) stated *Follow through on service agreements /obligations* as another area where improved is needed.

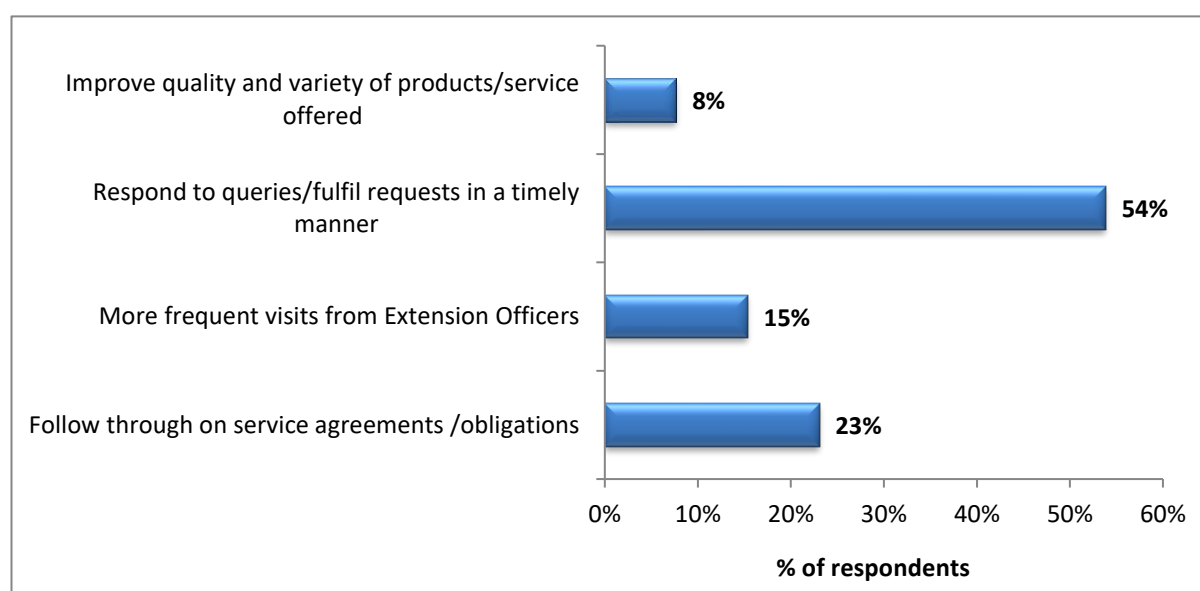


Figure 188 shows areas where improvements are needed

Customer Service Satisfaction

A total of 29 respondents were asked to rate their level of satisfaction on the customer service they received while interacting with the Entity.

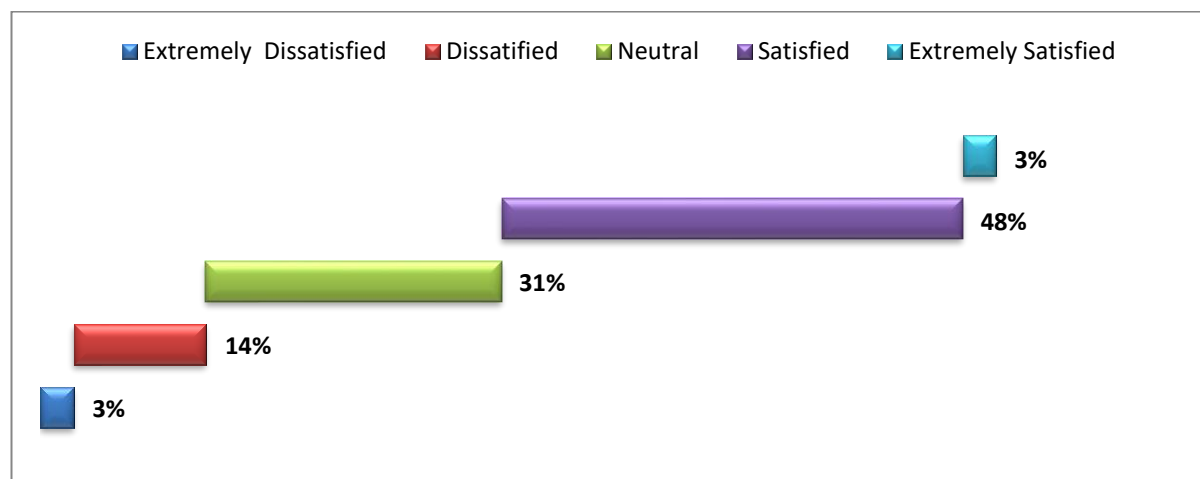


Chart 38 shows customer satisfaction with customer service

% of respondents	3%	48%	31%	14%	3%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Overall Customer Experience

A total of 29 respondents were asked to rate their level of satisfaction with the entire customer experience (knowledge of staff, comfort of facility and ease of doing business) received while interacting with the Entity.

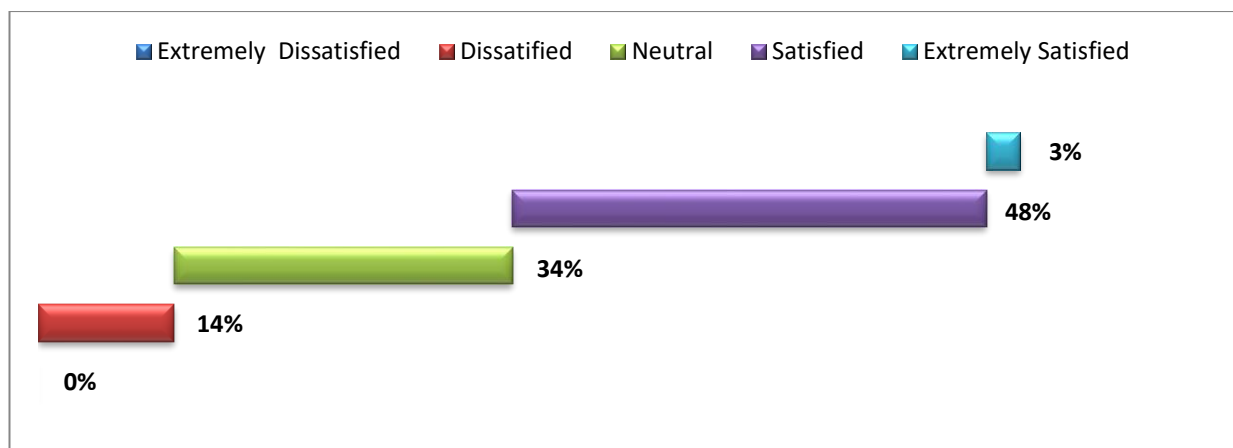


Chart 39 shows customer satisfaction with entire customer experience

% of respondents	3%	48%	34%	14%	0%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Recommendation

The performance of the Agro Investment Corporation slightly decreased from 77% in the 2021/22 survey to 76.4% in 2022/23. The Entity scored below the 80% requirement in all four service dimensions, improvements are needed across the board, with particular attention being paid to Communication and Reliability of service as these service dimensions showed the largest number of gaps/ areas of dissatisfaction.

Jamaica Agricultural Commodities Regulatory Authority



The Jamaica Agricultural Commodities Regulatory Authority regulates the operation of free, fair, and vibrant trading environment for the selected Agricultural Commodities grown in Jamaica, for both local and international export markets. Additionally, the entity ensures quality standards, provision of quality assurance and certification services are maintained.

Overview of Main Findings

The division was evaluated within four main areas: Staff Responsiveness, Access and Facility, Communication and Reliability of Service. In accordance with the Service Excellence Policy a rating of 80% or higher is categorized as meeting the level of satisfaction while below 80% did not meet the required level of satisfaction.

Jamaica Agricultural Commodities Regulatory Authority recorded an overall customer satisfaction rating of 80% for 2022/23 this represents an increase from the 2021/22 rating of 77%.

See table below for a performance breakdown in each service dimension:

Areas of Focus	% Level of satisfaction
Staff Responsiveness	79.2%
Access & Facility	79.4%
Communication	80.2%
Reliability of Services	81%
	Overall Level of Satisfaction - 80%

Respondents' Demographics

A total of 52 customers participated in the survey, the majority (56%) were females and (44%) were males.

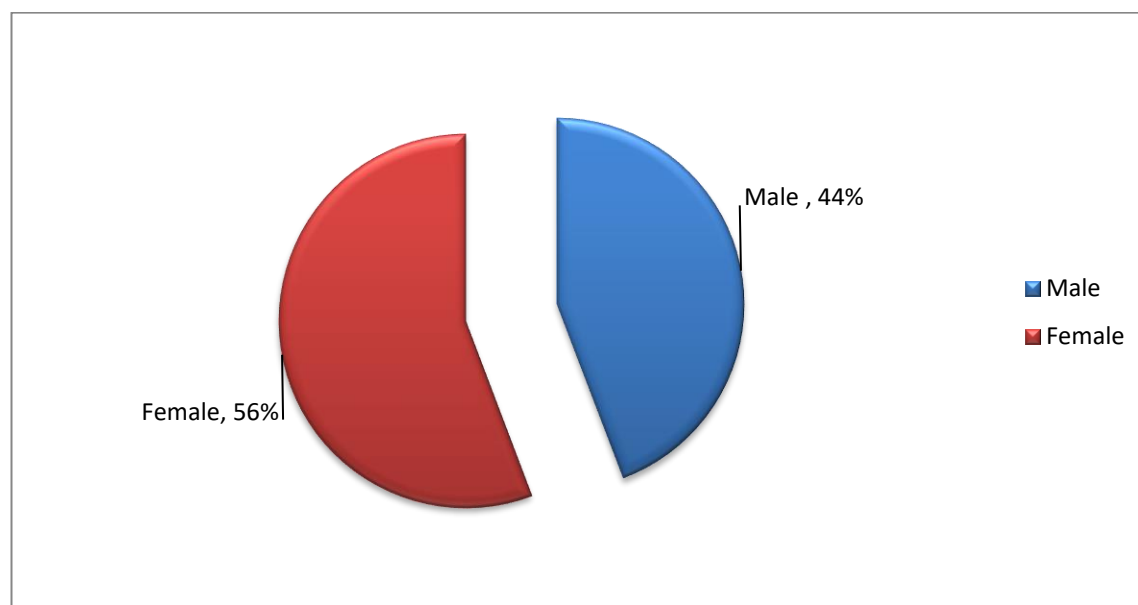


Figure 189 shows gender of respondents

The age composition of the respondents indicates (29%) of respondents are ages 51-60, (27%) are ages 41-50, (21%) are over 61 years old and (17%) are ages 31-40. The ages of 21-30 accounted 6% of participants.

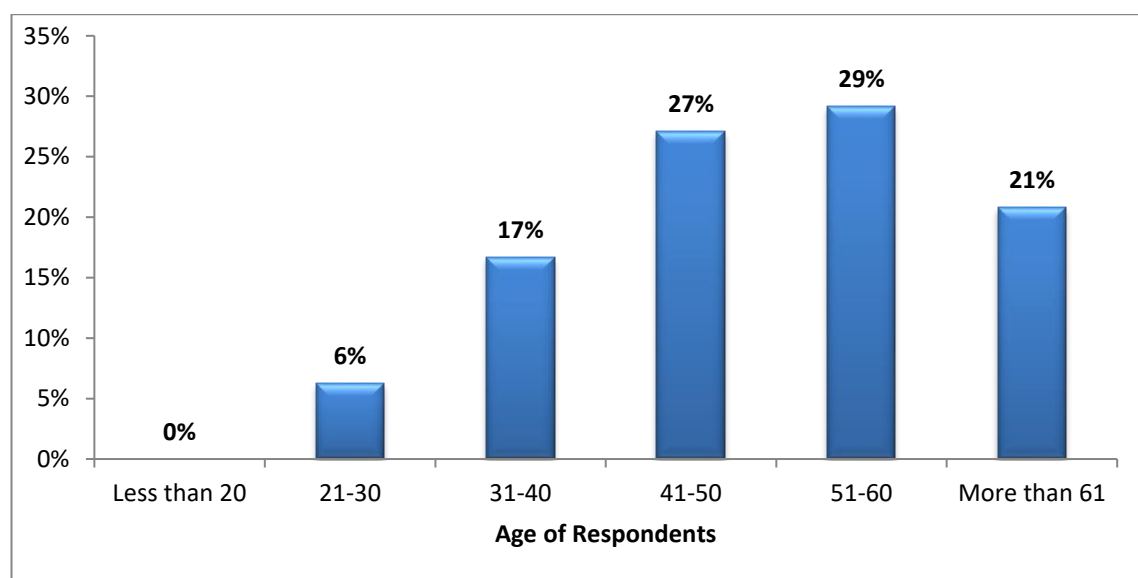


Figure 190 shows age of respondents

The respondents were predominantly individual customers with (69%) stating they were individual customers and (31%) representing organizational customers.

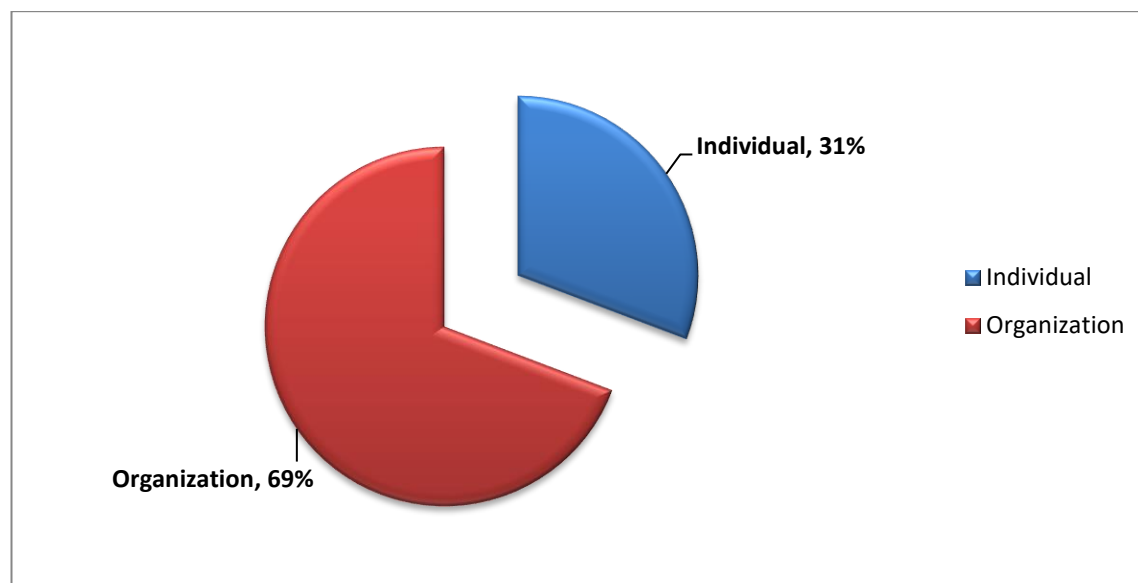


Figure 191 shows type of customer

The most popular method of accessing the products and service is *Walk In with* (33%) respondents identifying this method. (29%) utilized *telephone* while (25%) *Online/Website*. And (13%) stated *External Officer*.

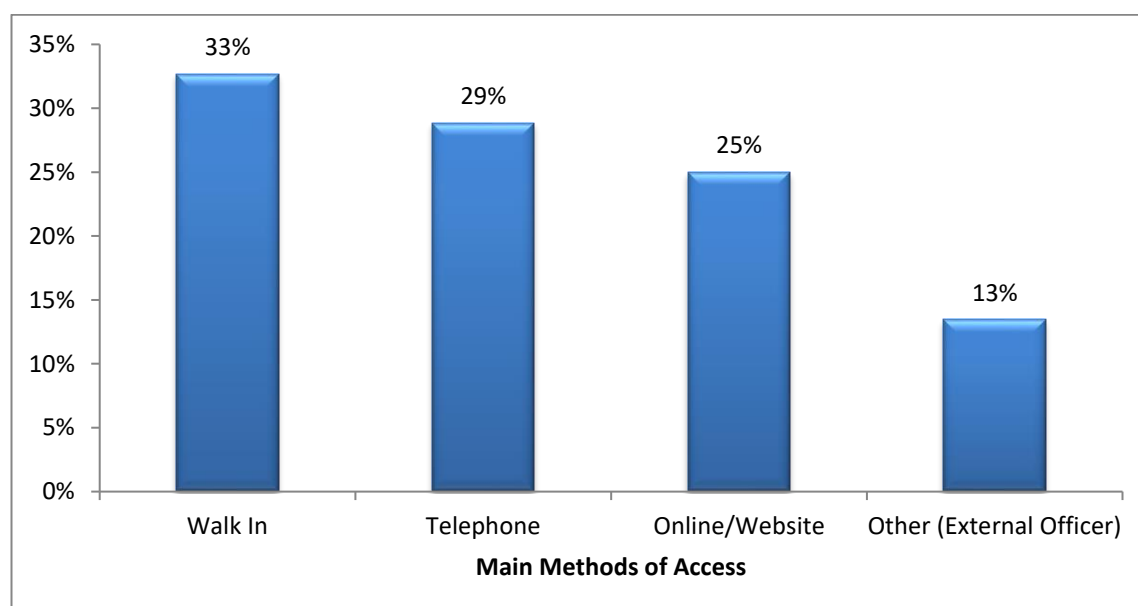


Figure 192 shows main method of access

Customers were asked to identify the preferred ways of accessing the products and service, the vast majority (50%) identified *Online/Website* as their preferred option. Alternative options included: *Walk In* (23%), *Telephone* (15%) and *Field Officer Visits* (12%).

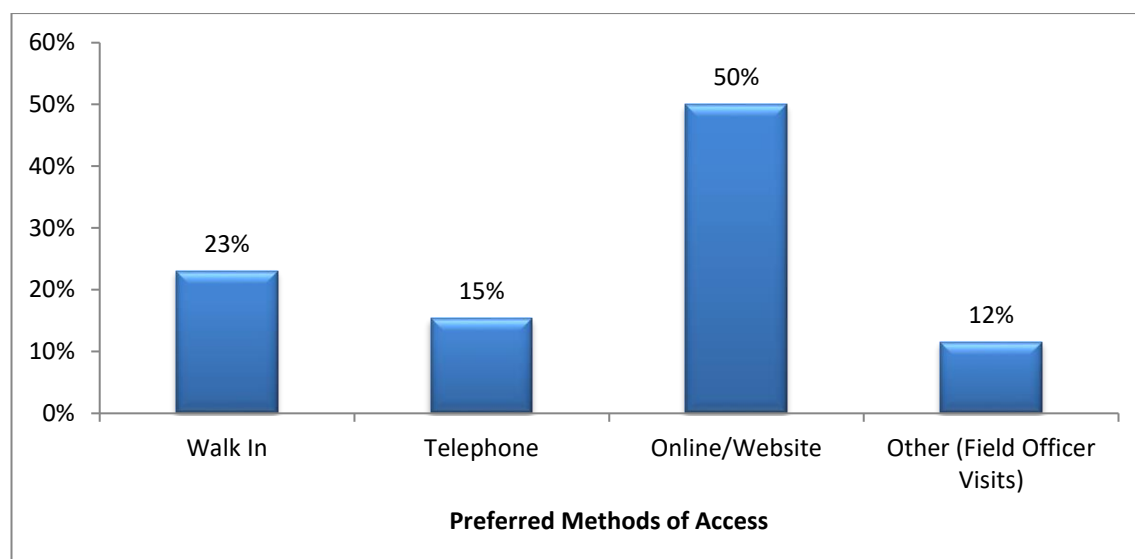


Figure 193 shows preferred method of access

Areas of Satisfaction: Products/Services

A total of 52 respondents were surveyed to ascertain their areas of satisfaction while interacting with JACRA: (46.5%) stated they were satisfied with *Overall Experience*, (39.5%) were satisfied with the *Responsive and Helpful Staff* and (14%) stated *Accessibility of service*.

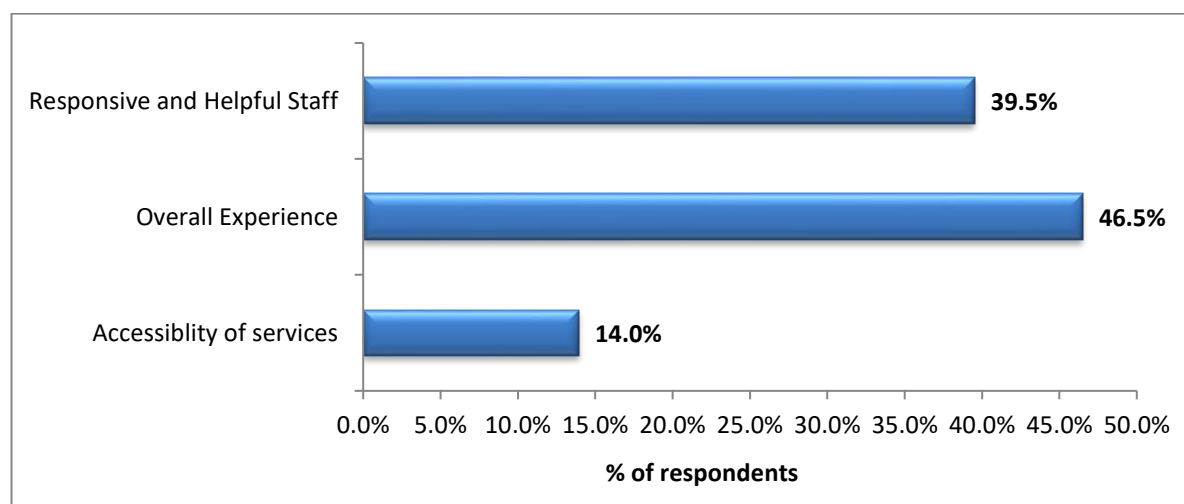


Figure 194 shows areas of satisfaction: products/services

Areas of Dissatisfaction: Products/Services

(52%) of respondents identified *Time of business process* as an area of dissatisfaction, (32%) expressed *Inadequate Client Communication* as a source of dissatisfaction and (16%) stated *Accessibility of location*.

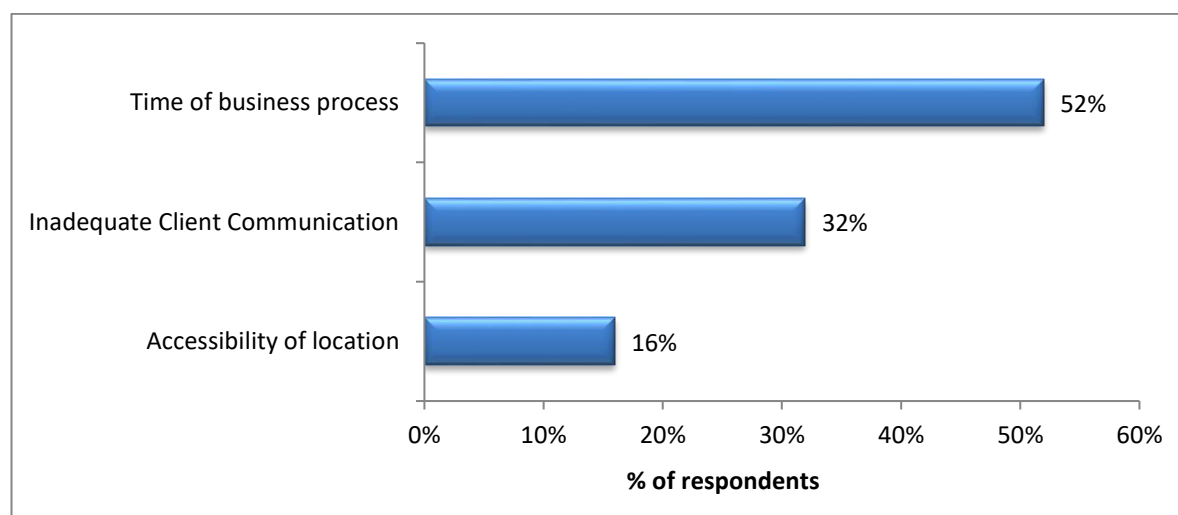
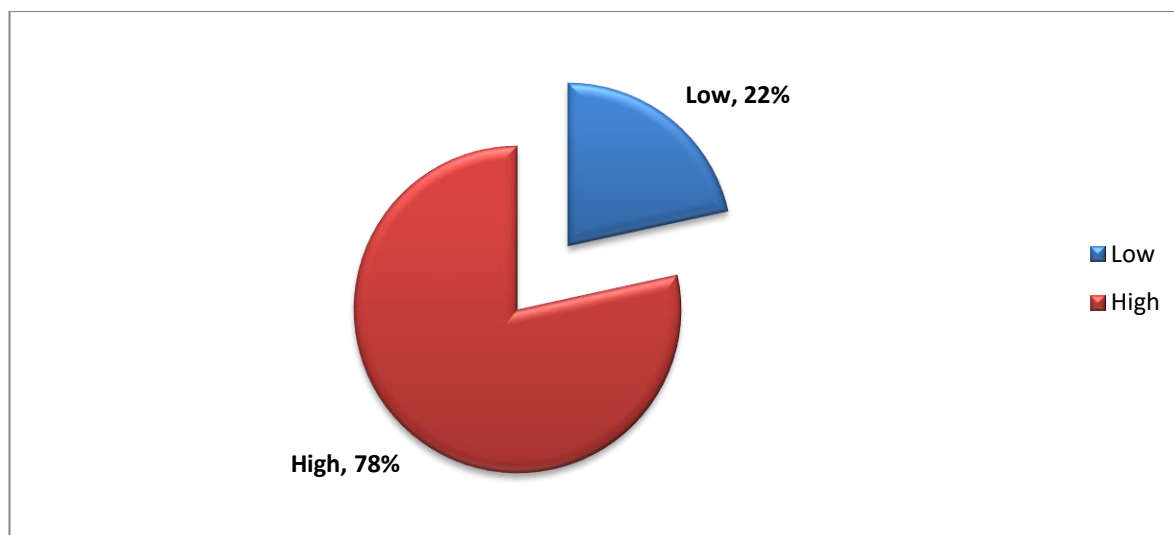


Figure 195 shows areas of dissatisfaction: products/services

Level of Satisfaction: Staff Responsiveness

Respondents were asked to rate their experience in the area of staff responsiveness, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

A total of 51 respondents were asked to rate their level of satisfaction in the area of Staff Responsiveness: (78%) rated their level of satisfaction greater than 7 and (22%) rated their level of satisfaction below 8



Pie Chart 55 shows level of satisfaction: Staff Responsiveness

Number of Respondents	2%	2%	2%	2%	4%	4%	6%	37%	22%	20%
Rating Scale	1	2	3	4	5	6	7	8	9	10
LOW								HIGH		

Amongst the (78%) of respondents who rated *Staff Responsiveness* as high: (49%) attributed *Overall service delivery* as the primary reason, (41%) attributed *Efficient resolution of queries* and (10%) attributed *Availability*.

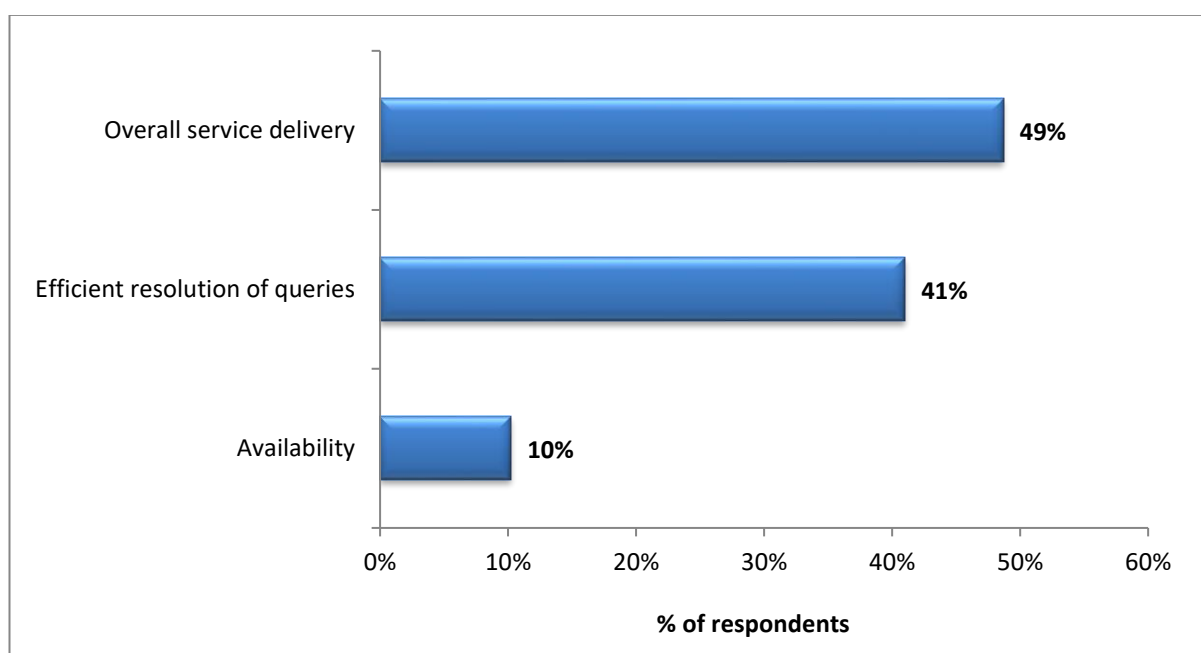


Figure 196 shows factors contributing to a rating of 8-10

Amongst the (22%) of respondents who rated *Staff Responsiveness* as low: (56%) identified *Efficiency of business processes* as a major area where improvement should be focused and (22%) stated *Consistent and concise information* as another area where improved is needed.

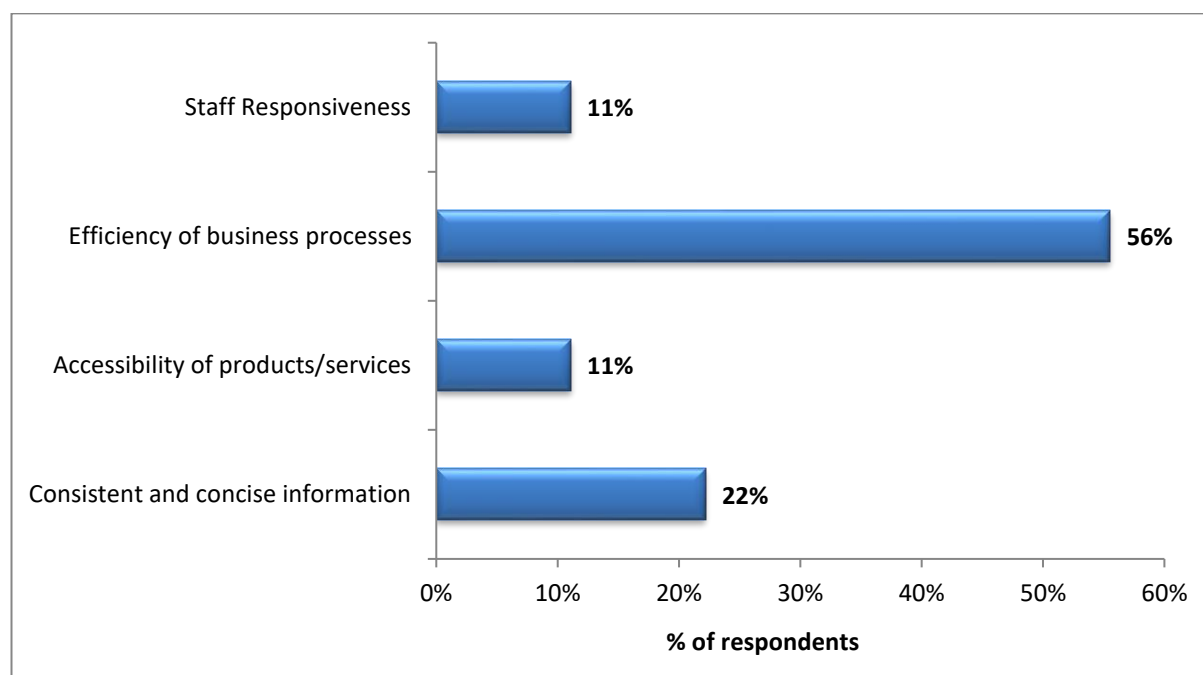
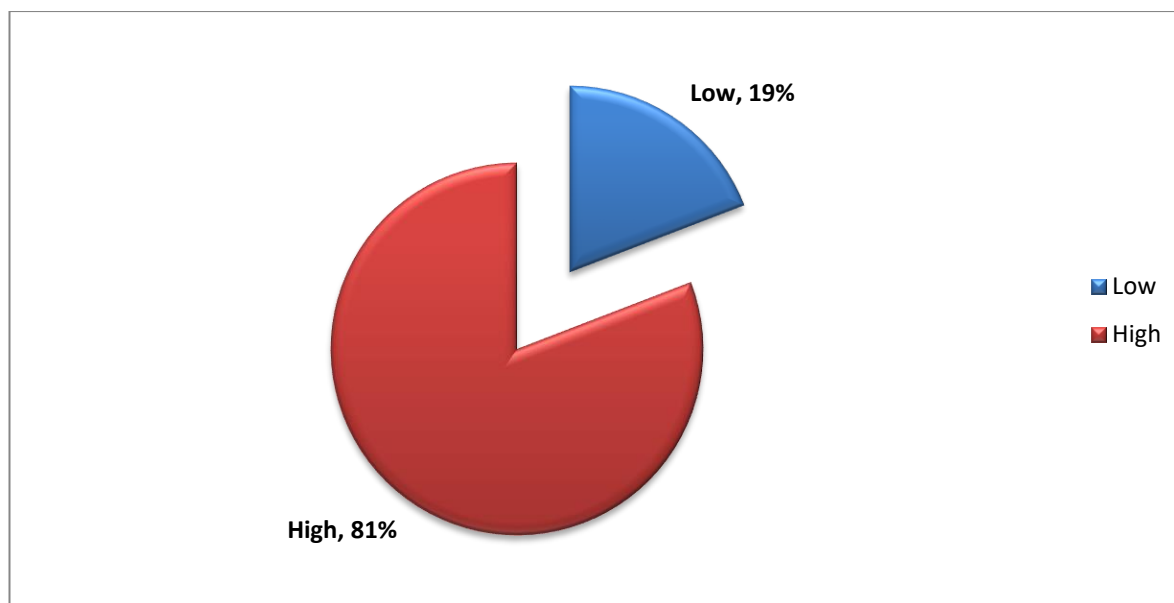


Figure 197 shows areas where improvements are needed

Level of Satisfaction: Access & Facility

Respondents were asked to rate their experience in the area of access and facility, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

A total of 47 respondents were asked to rate their level of satisfaction in the area of Access & Facility: (81%) rated their level of satisfaction greater than 7 and (19%) rated their level of satisfaction below 8.



Pie Chart 56 shows level of satisfaction: Access & Facility

Number of Respondents	2%	2%	0%	0%	6%	4%	4%	40%	28%	13%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (81%) of respondents who rated *access and facility* as high: (44%) attributed *easily accessible* as the primary reason. While (26%) attributed *efficient business process* and (21%) identified *Online platform is convenient and effective*.

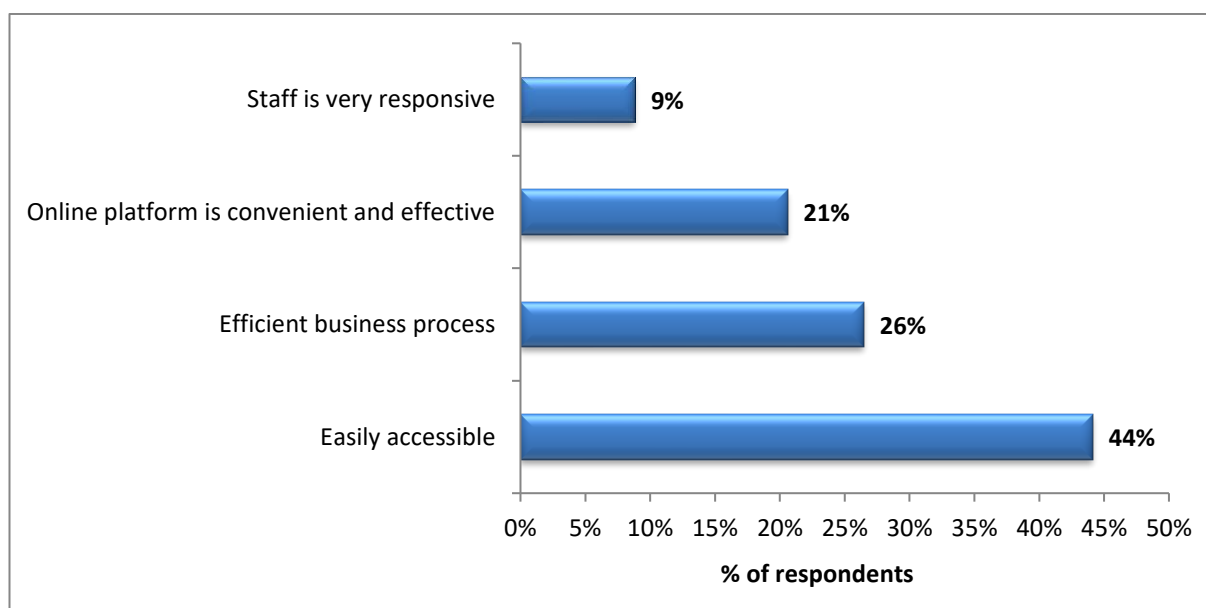


Figure 198 shows factors contributing to a rating of 8-10

Amongst the (19%) of respondents who rated *access and facility* as low: *Reduce processing time* (50%) and *Simplify business process* (33%) were identified as main areas where improvement should be focused. *Move office* (17%) was another area respondents identified as needing improvement.

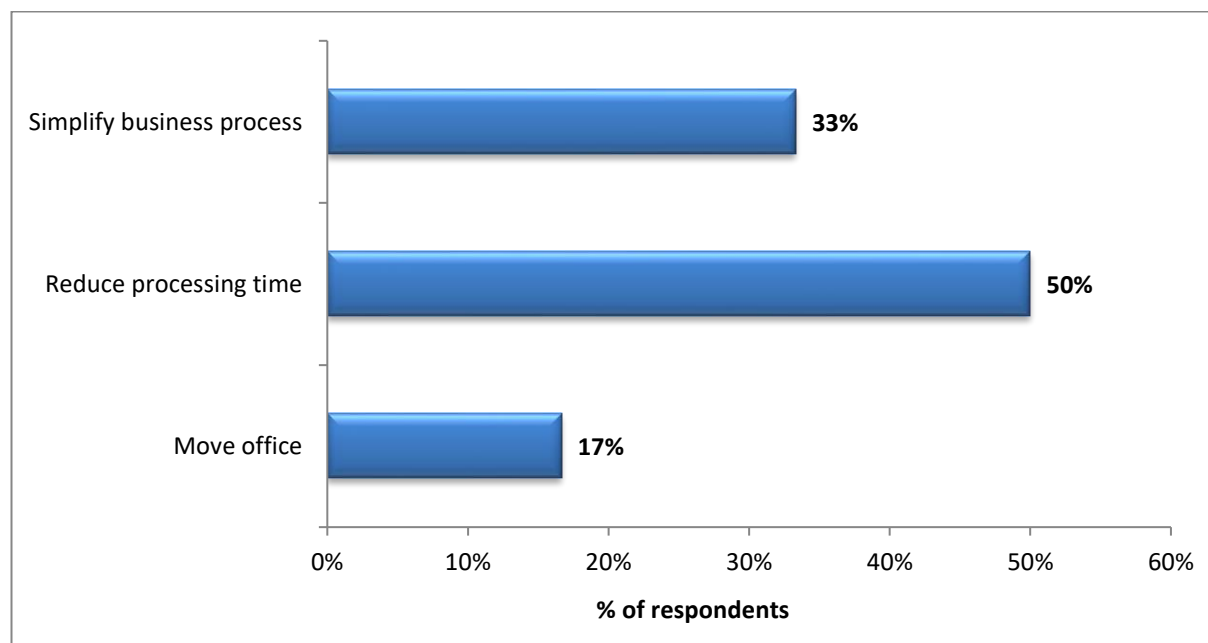
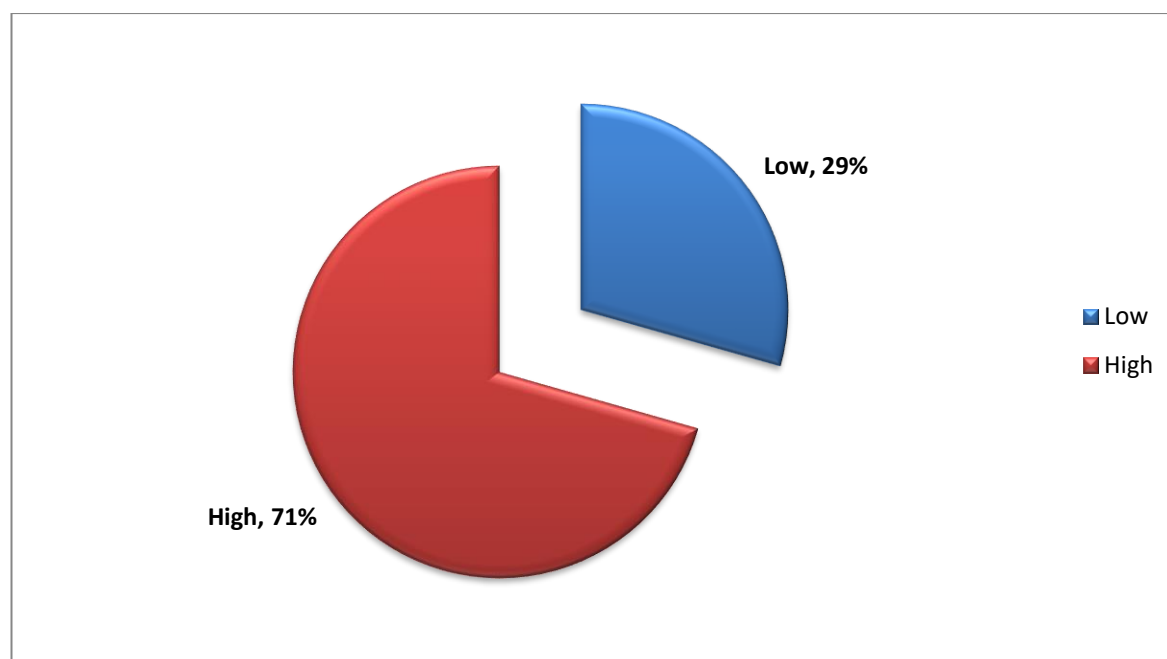


Figure 199 shows areas where improvements are needed

Level of Satisfaction: Communication

Respondents were asked to rate their experience in the area of communication, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

A total of 51 respondents were asked to rate their level of satisfaction in the area of Communication: (71%) rated their level of satisfaction greater than 7 and (29%) rated their level of satisfaction below 8.



Pie Chart 57 shows level of satisfaction: Communication

Number of Respondents	0%	2%	0%	0%	12%	8%	8%	24%	22%	25%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (71%) of respondents who rated *communication* as high: (52%) attributed *Overall communication process* as the primary reason. Both *Clear and concise resources* and *consistently responsive* accounted for (19%) of respondents each.

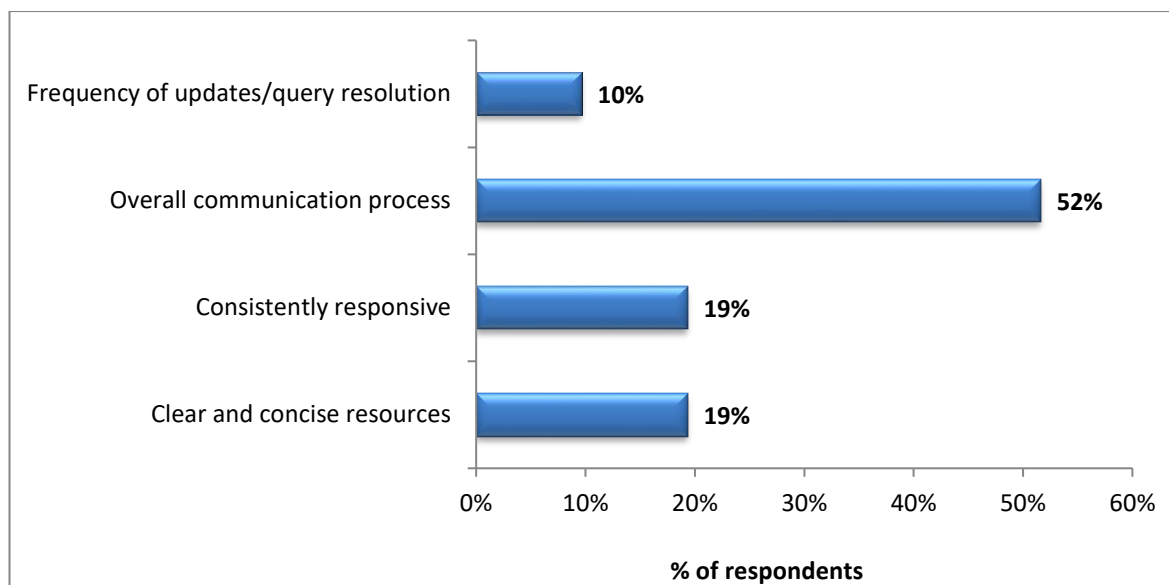


Figure 200 shows factors contributing to a rating of 8-10

Amongst the (29%) of respondents who rated *communication* as low: (56%) identified *Speed of updates/query resolution* as a major area improvement should be focused. *Overall communication process* and *Availability* each accounted for (22%) of respondents.

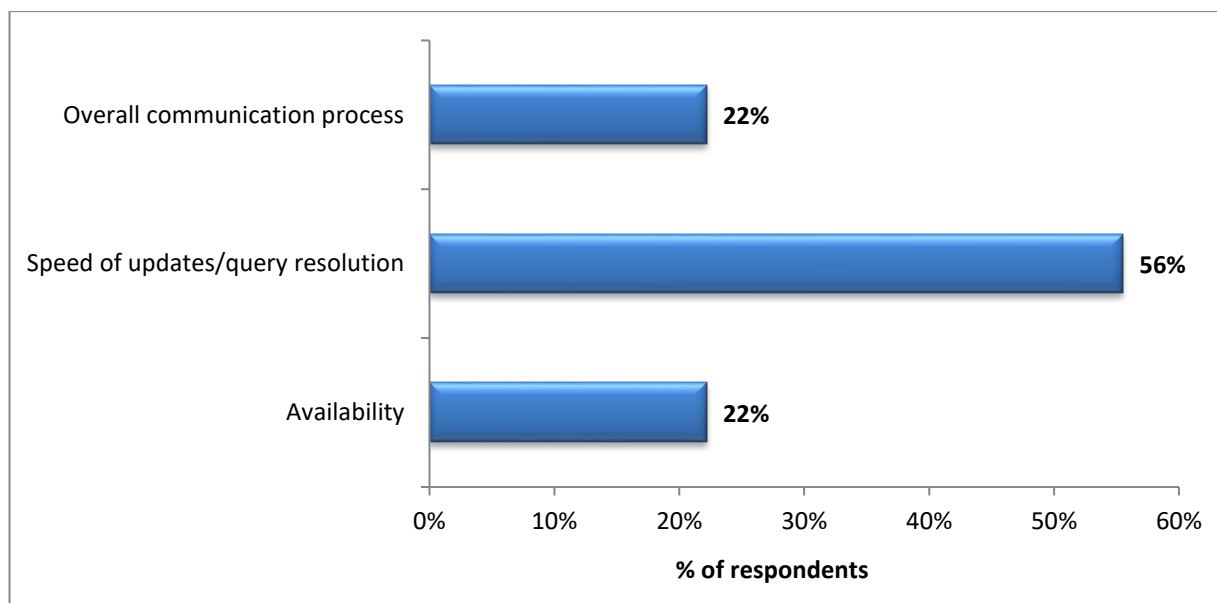
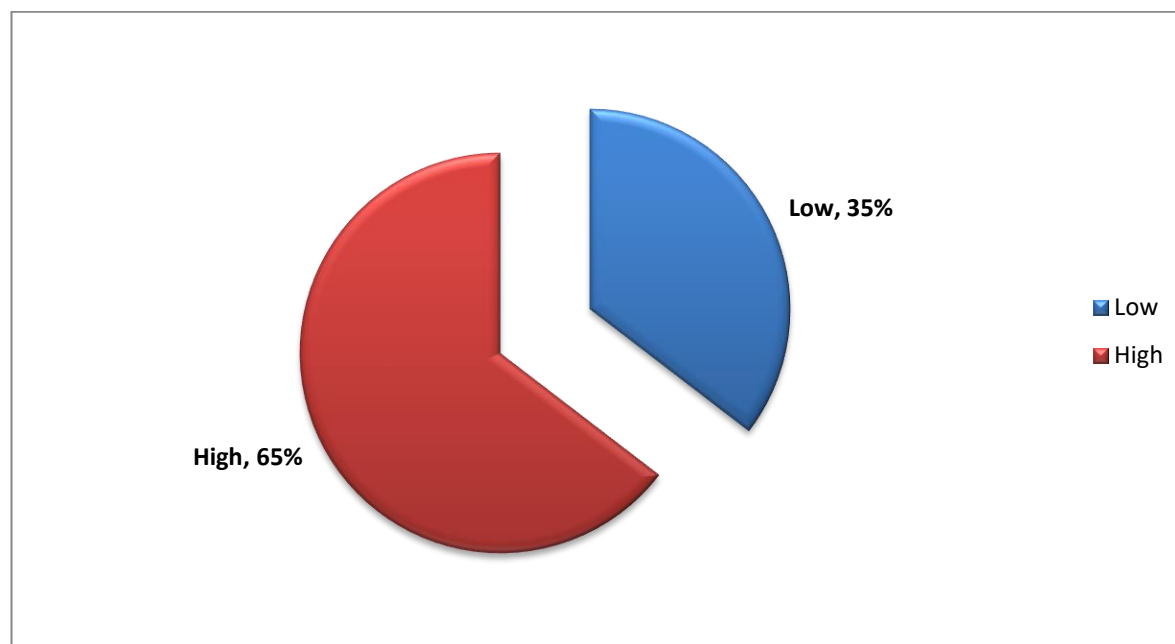


Figure 201 shows areas where improvements are needed

Level of Satisfaction: Reliability of Service

Respondents were asked to rate their experience in the area of reliability of service, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

A total of 87 respondents were asked to rate their level of satisfaction in the area of Reliability of Service: (65%) rated their level of satisfaction greater than 7 and (35%) rated their level of satisfaction below 8.



Pie Chart 58 shows level of satisfaction: Reliability of Service

Number of Respondents	0%	0%	2%	0%	6%	6%	21%	19%	19%	27%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW						HIGH			

Amongst the (65%) of respondents who rated *reliability of service* as high: (78%) attributed *Overall service delivery* and (15%) attributed *Consistent online resource* as the primary factors.

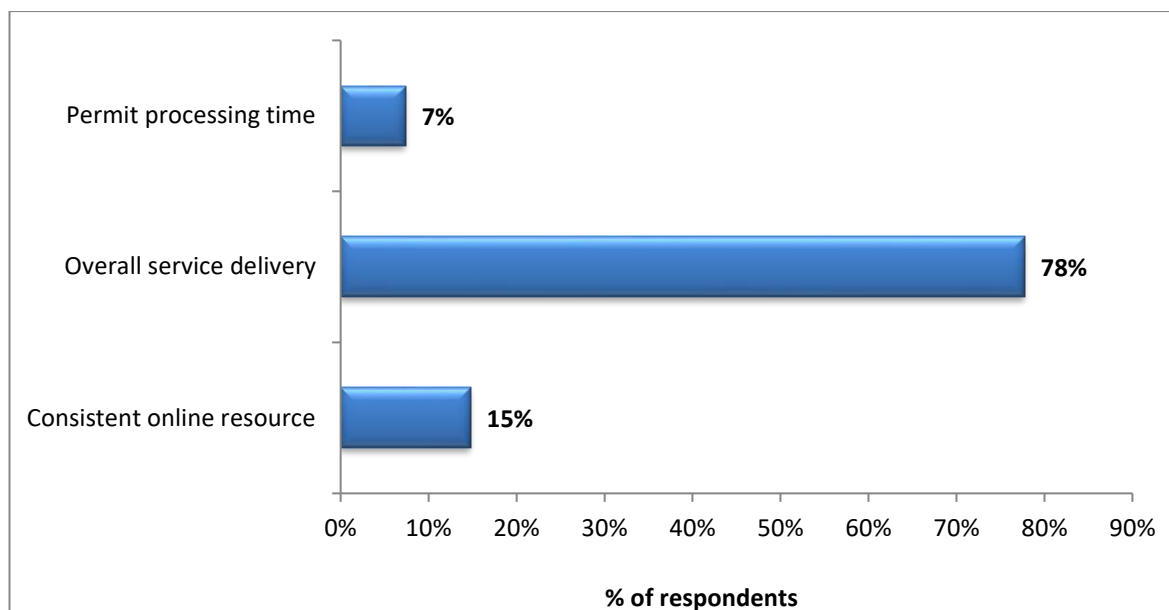


Figure 202 shows factors contributing to a rating of 8-10

Amongst the (35%) of respondents who rated *Reliability of services* as low: (42%) identified *Simplification of permit process* as the major area where improvement should be focused and (33%) stated *Overall service delivery* as another area where improved is needed.

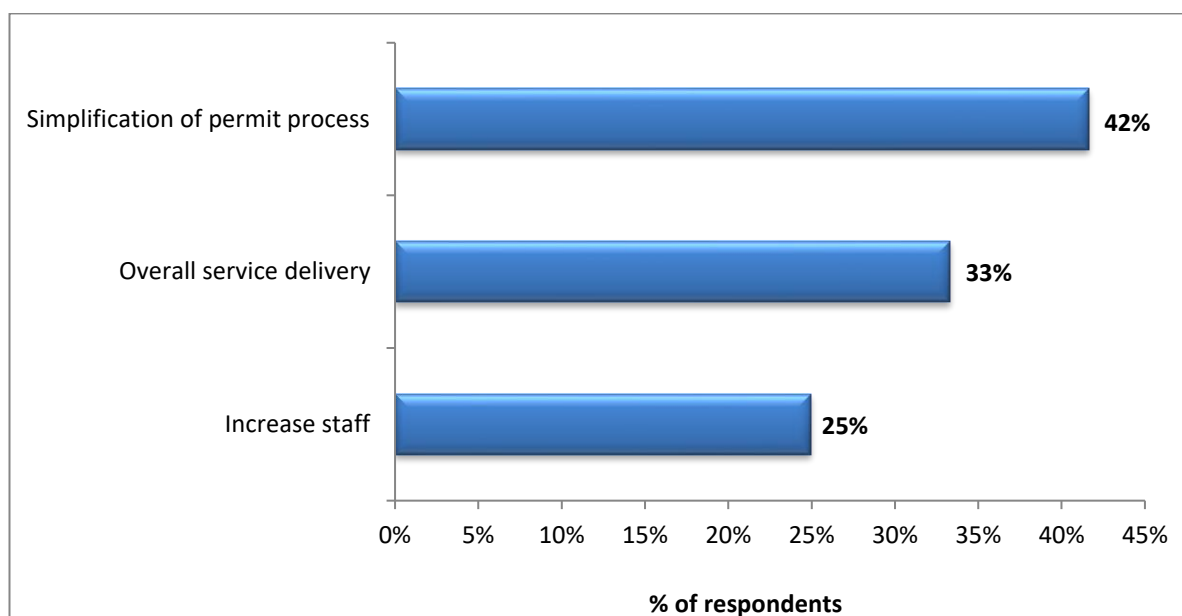


Figure 203 shows areas where improvements are needed

Customer Service Satisfaction

A total of 52 respondents were asked to rate their level of satisfaction on the customer service they received while interacting with the Entity.

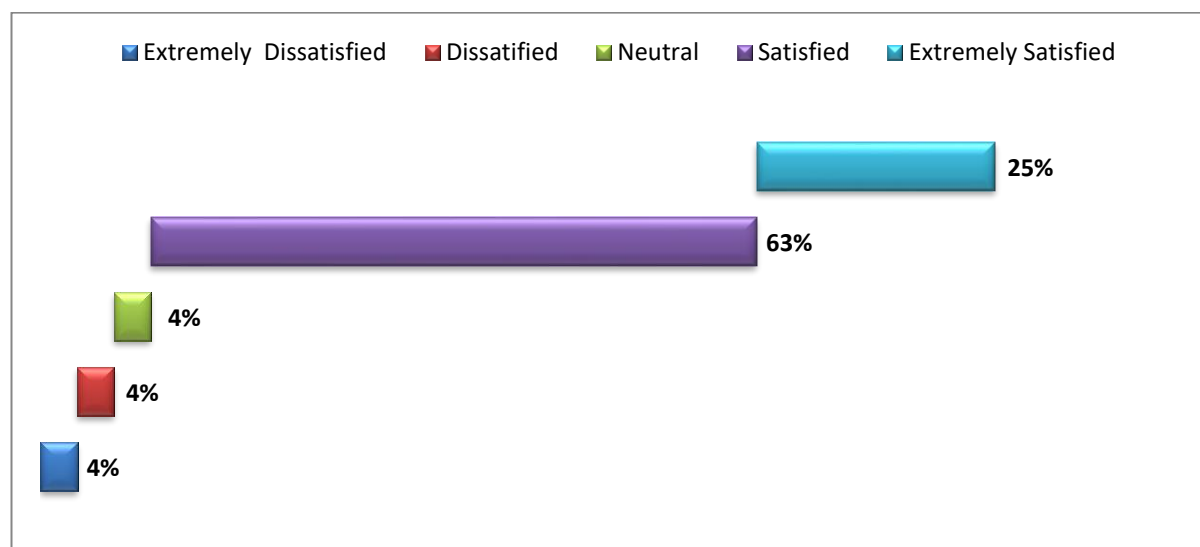


Chart 40 shows customer satisfaction with customer service

% of respondents	25%	63%	4%	4%	4%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Overall Customer Experience

A total of 52 respondents were asked to rate their level of satisfaction with the entire customer experience (knowledge of staff, comfort of facility and ease of doing business) received while interacting with Entity.

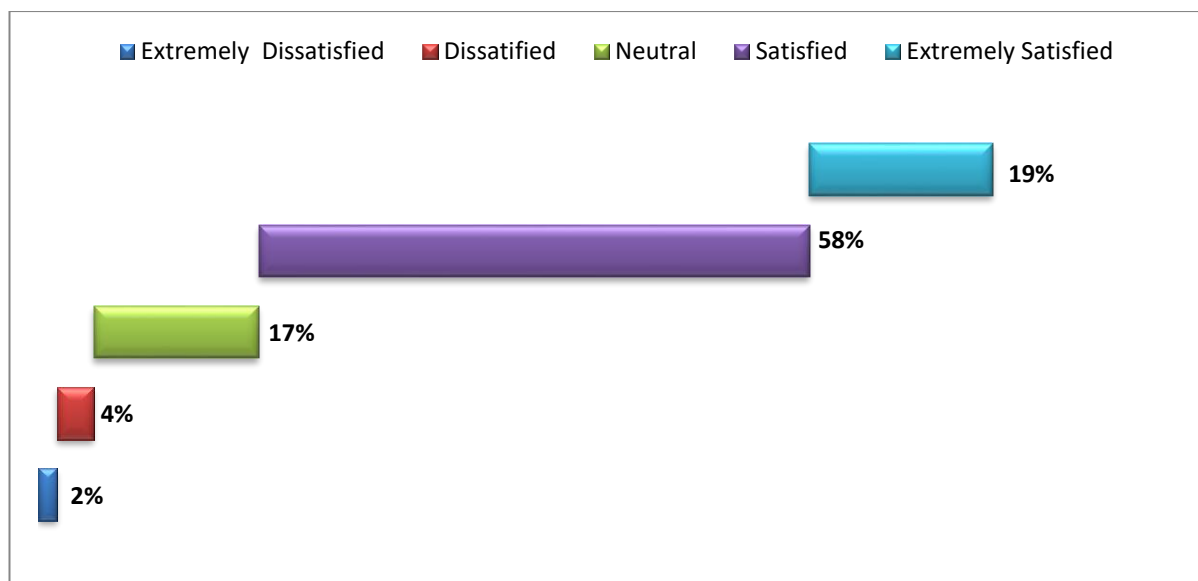


Chart 41 shows customer satisfaction with entire customer experience

% of respondents	19%	58%	17%	4%	2%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Recommendation

The performance of the Jamaica Agricultural Commodities Regulatory Authority improved from 77% in the 2021/22 survey to 80% in 2022/23. Two of four service dimensions scored below 80% - Staff Responsiveness and Access & Facility. Based on respondents' feedback, the primary area of focus for improvement should be improving the efficiency of business processes to limit processing and waiting time.

National Irrigation Commision



The National Irrigation Commission Limited's primary role is to provide irrigation services to the agricultural sector and to a lesser extent industrial and commercial entities. Additional services include: Ramp Service Process and Drainage Area Operation Process. The operations of NIC are governed by the Irrigation Act 1949, which makes provision for the utilization of water available for the irrigation of special areas in Jamaica, and for the conservation and use of subterranean water for purposes incidental to or connected with that purpose.

Overview of Main Findings

The entity was evaluated within four main areas: Staff Responsiveness, Access and Facility, Communication and Reliability of Service. In accordance with the Service Excellence Policy a rating of 80% or higher is categorized as meeting the level of satisfaction while below 80% did not meet the required level of satisfaction.

The Agricultural Land Management Division recorded an overall customer satisfaction rating of 80% for 2022/23 this is a slight decrease from the 2021 rating of 80%.

See table below for a performance breakdown in each service dimension:

Areas of Focus	% Level of satisfaction
Staff Responsiveness	82.6%
Access & Facility	84.1%
Communication	78.4%
Reliability of Services	74.8%
	Overall Level of Satisfaction - 80%

Respondents' Demographics

A total of 143 customers participated in the survey, the majority (74%) were males and (26%) were females.

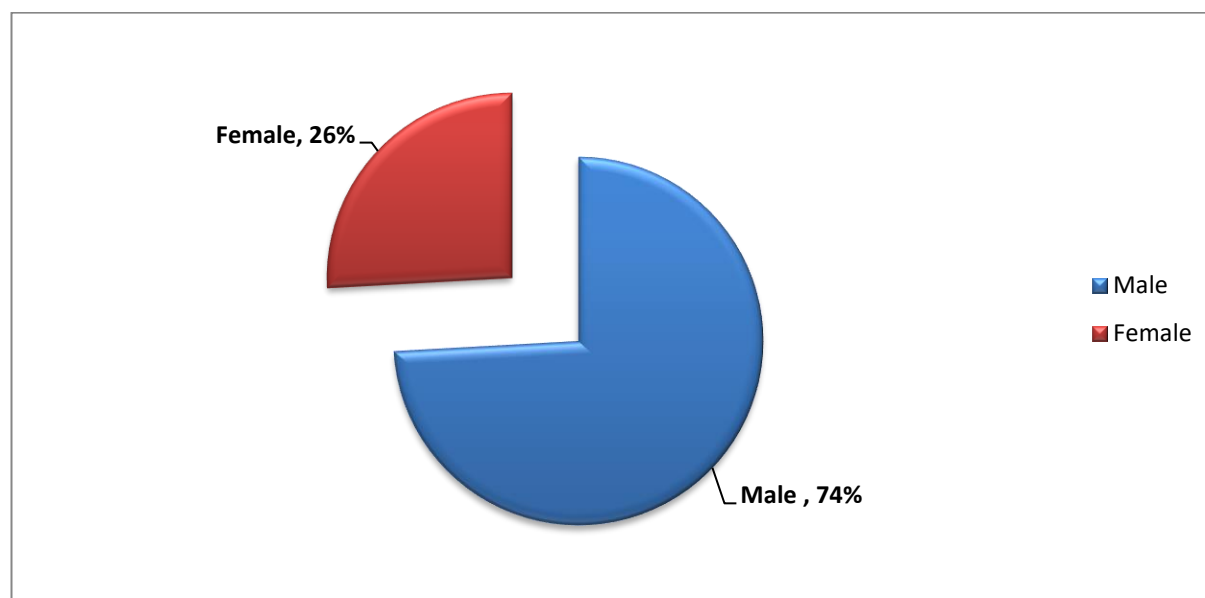


Figure 204 shows gender of respondents

The age composition of the respondents indicates (38%) of respondents are over 61 years old, (28%) are ages 51-60, (22%) are ages 41-50 and (10%) are ages 31-40.

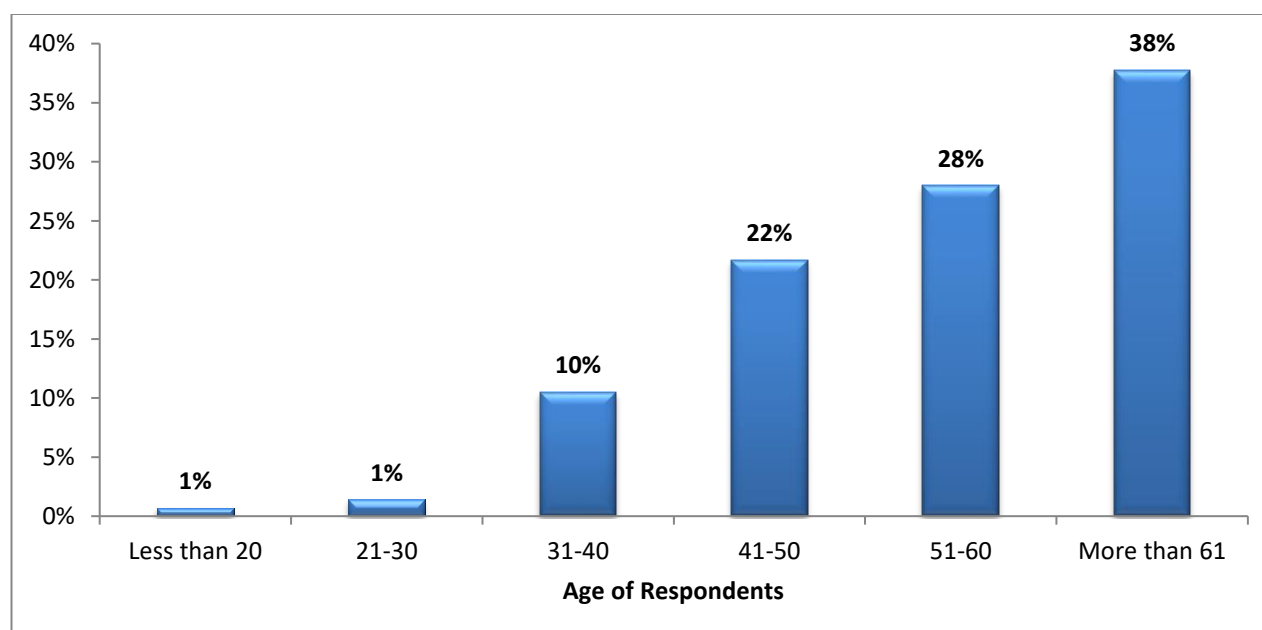


Figure 205 shows age of respondents

The respondents were predominantly individual customers with (92%) stating they were individual customers and (8%) representing organizational customers.

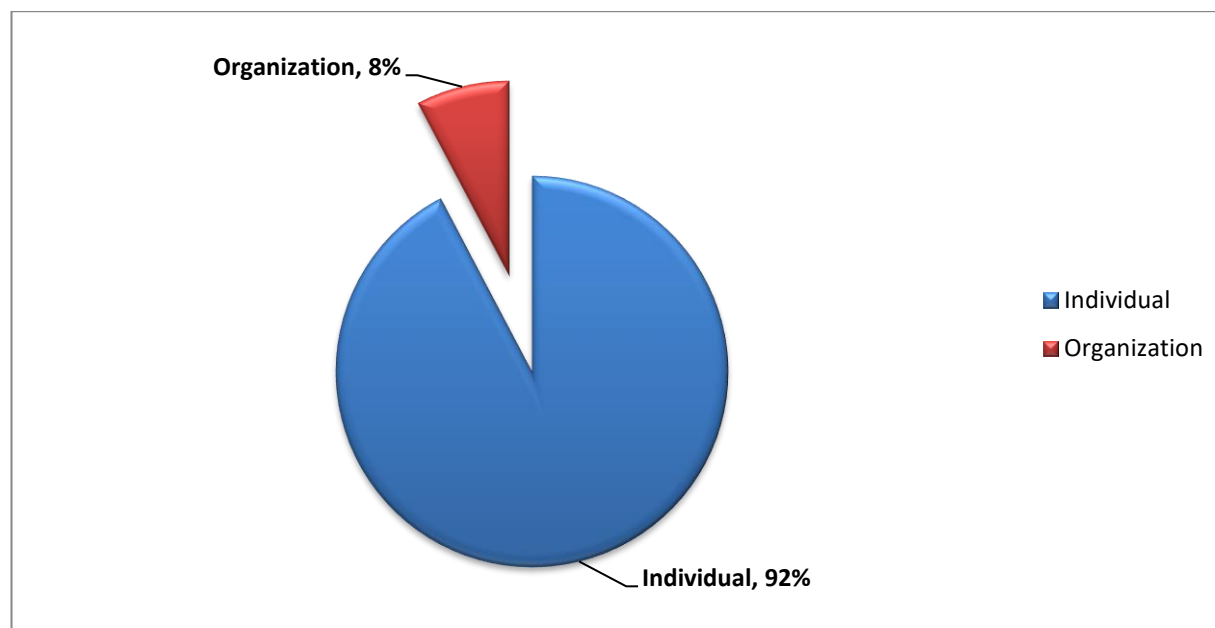


Figure 206 shows type of customer

The most popular method of accessing the products and service is *Walk In* with (91%) respondents identifying this method. (5%) utilized *telephone* while (2%) *Online/Website* and (2%) *Field Officer Visits*.

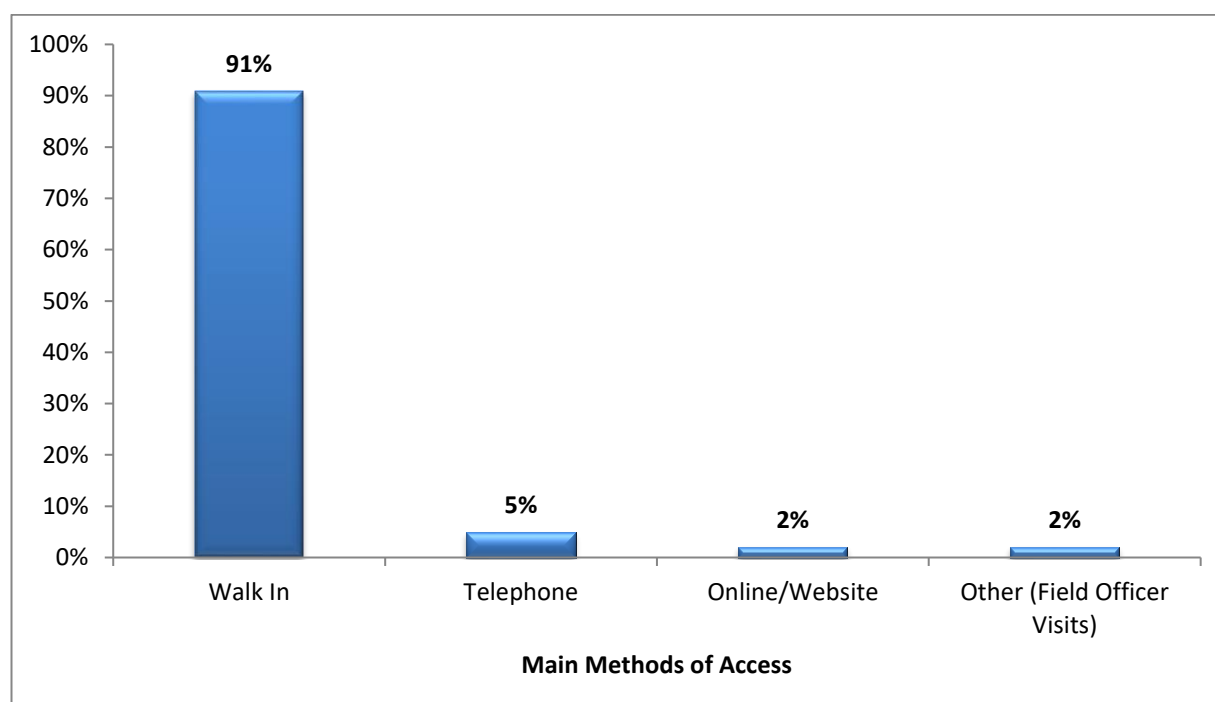


Figure 207 shows main method of access

Customers were asked to identify the preferred ways of accessing the products and service, the vast majority (71%) identified *Walk In* as their preferred option. Alternative options include: Telephone (11%), *Field Officer Visits* (1%) and *Online/Website* (17%).

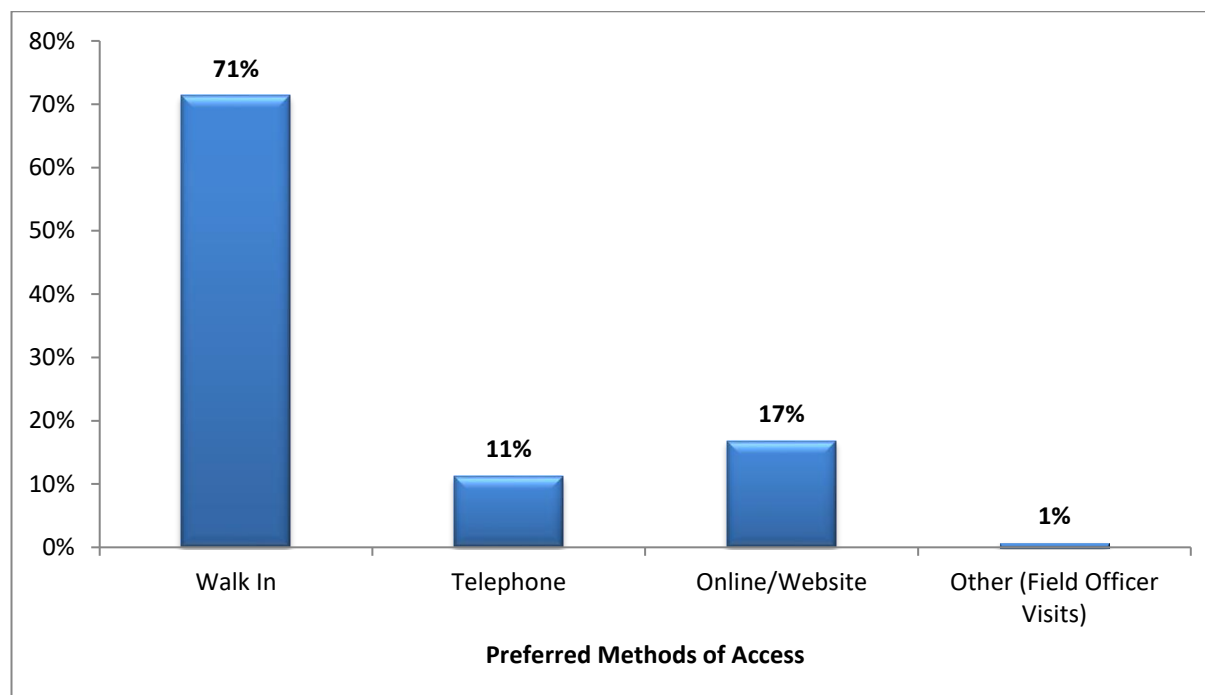


Figure 208 shows preferred method of access

Areas of Satisfaction: Products/Services

A total of 143 respondents were surveyed to ascertain their areas of satisfaction while interacting with. (48%) stated they were satisfied with *Reliable /consistent water supply* and (37%) were satisfied with the *Good customer service*.

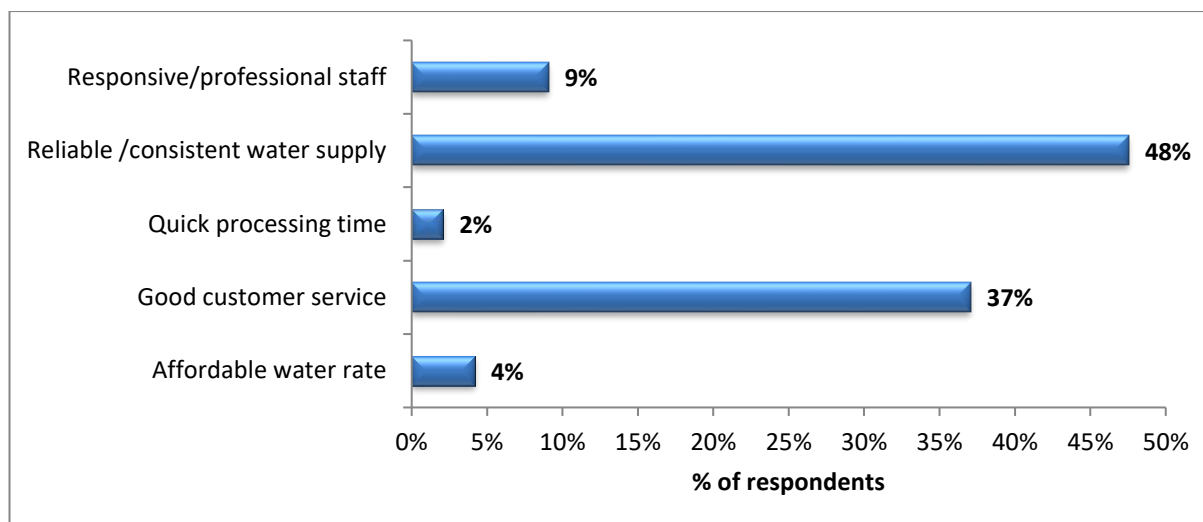


Figure 209 shows areas of satisfaction: products/services

Areas of Dissatisfaction: Products/Services

(50%) of respondents identified *Inconsistent water supply/ disruptions in water supply* as an area of dissatisfaction, (17%) expressed *Poor communication/customer service* as a source of dissatisfaction and (17%) stated *Hours of water supply too short/long*.

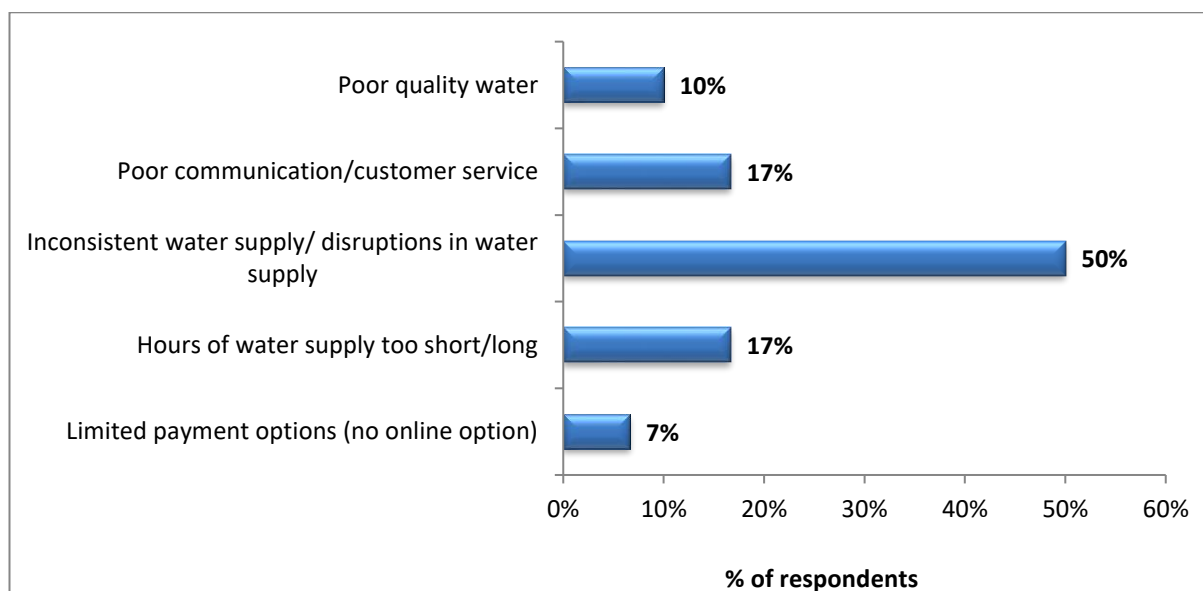
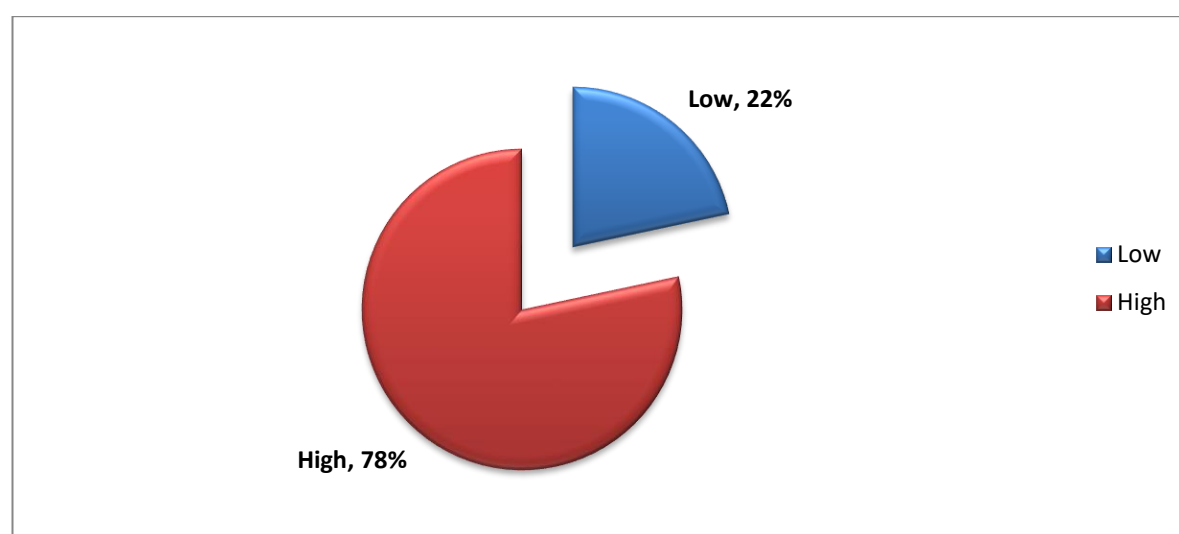


Figure 210 shows areas of dissatisfaction: products/services

Level of Satisfaction: Staff Responsiveness

Respondents were asked to rate their experience in the area of staff responsiveness, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

A total of 143 respondents were asked to rate their level of satisfaction in the area of Staff Responsiveness: (78%) rated their level of satisfaction greater than 7 and (22%) rated their level of satisfaction below 8



Pie Chart 59 shows level of satisfaction: Staff Responsiveness

Number of Respondents	1%	1%	1%	1%	3%	6%	10%	35%	15%	29%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (78%) of respondents who rated *Staff Responsiveness* as high: (70%) attributed *Professional/knowledgeable and friendly staff* as the primary reason, (26%) attributed *Timely responses* and (4%) attributed *Good service provided*.

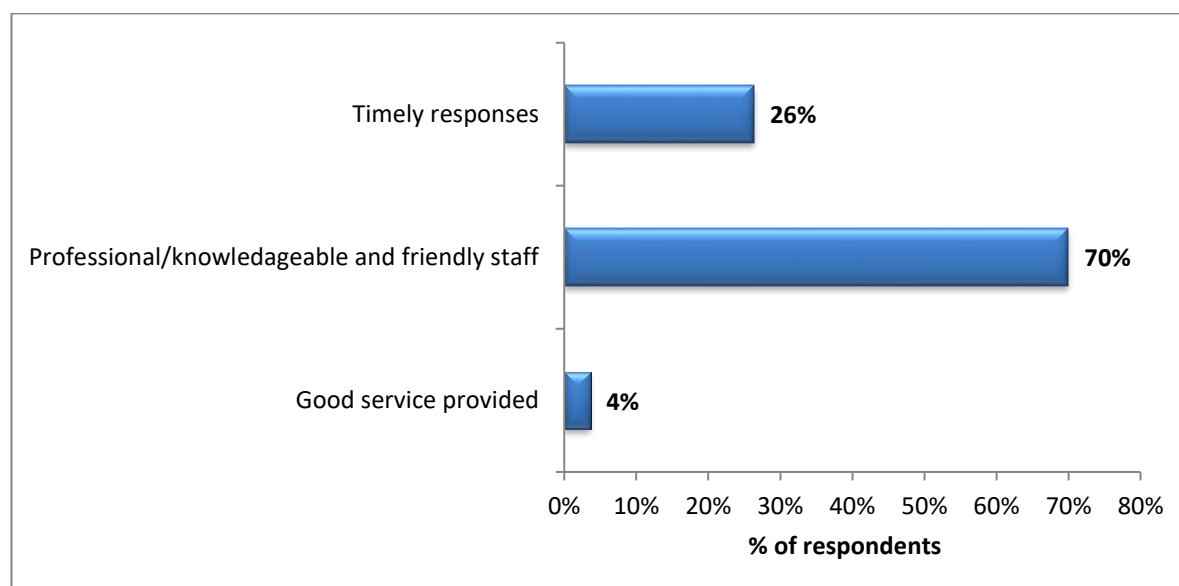


Figure 211 shows factors contributing to a rating of 8-10

Amongst the (22%) of respondents who rated *Staff Responsiveness* as low: (34%) identified *Fix issues in a timely manner/speed up response time* as a major area where improvement should be focused and (31%) stated *Clearer communication/improve customer service* as another area where improved is needed.

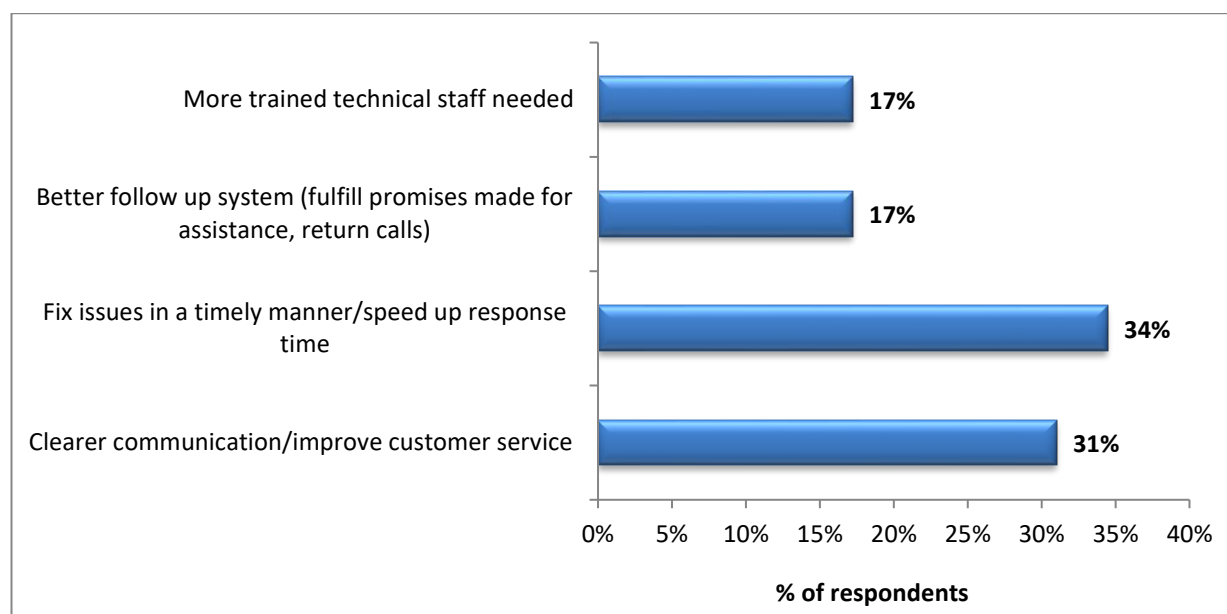
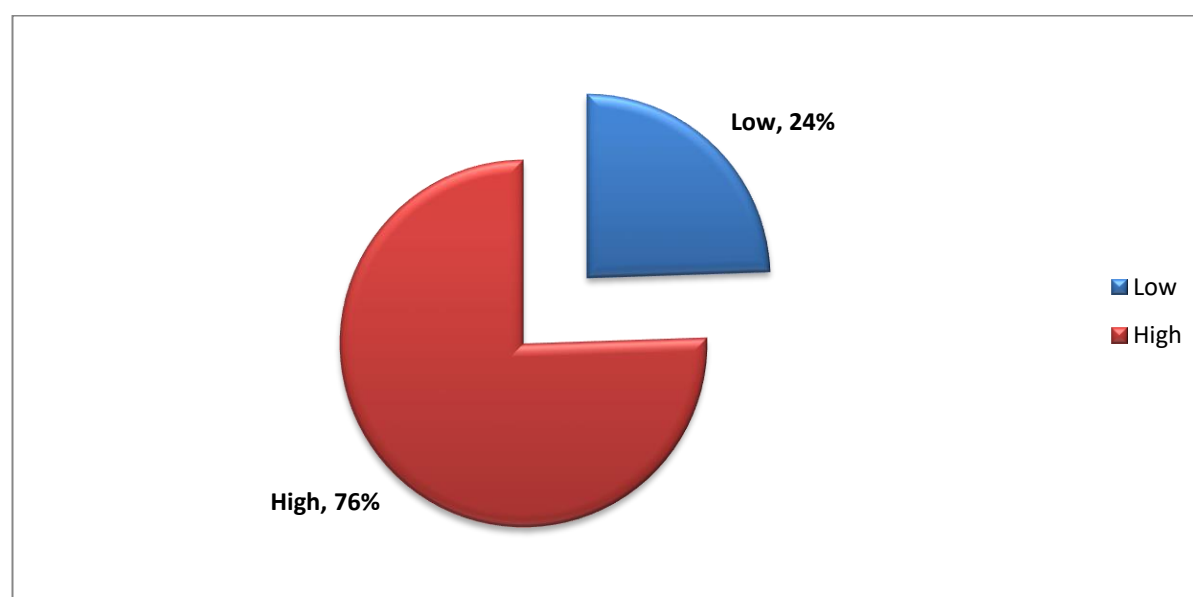


Figure 212 shows areas where improvements are needed

Level of Satisfaction: Access & Facility

Respondents were asked to rate their experience in the area of access and facility, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

A total of 143 respondents were asked to rate their level of satisfaction in the area of Access & Facility: (76%) rated their level of satisfaction greater than 7 and (24%) rated their level of satisfaction below 8.



Pie Chart 60 shows level of satisfaction: Access & Facility

Number of Respondents	0%	1%	0%	0%	6%	5%	13%	24%	17%	34%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (76%) of respondents who rated *access and facility* as high: (39%) attributed *Easy to find (centrally located)* and (39%) *comfortable office* as primary factors. While (21%) attributed *Responsive staff/quick turnaround time*.

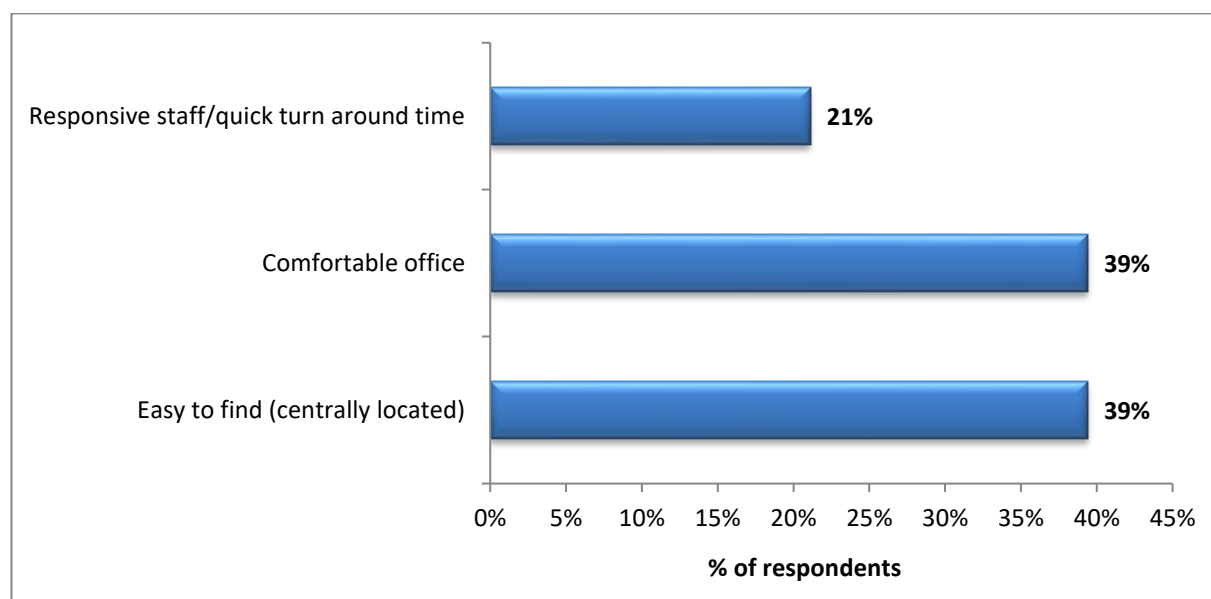


Figure 213 shows factors contributing to a rating of 8-10

Amongst the (24%) of respondents who rated *access and facility* as low: *facility infrastructure/office space too small* (71%) and *Reduce processing time/wait time* (14%) were identified as main areas where improvement should be focused. *Online bill payment platform needed* (7%) and *Provide better communication* (7%) was also areas where respondents identified as needing improvement.

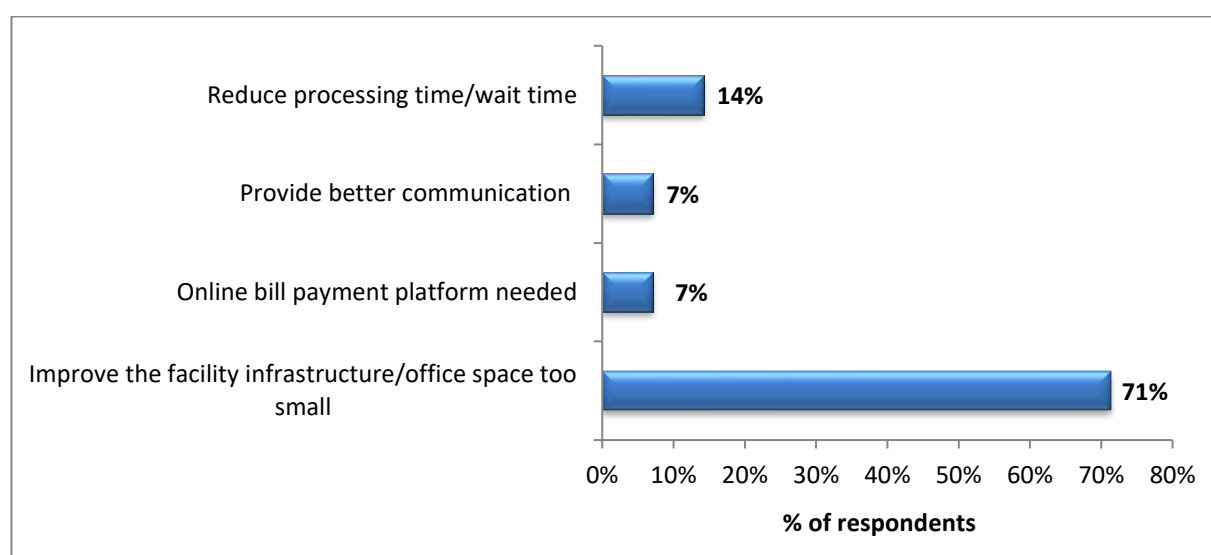
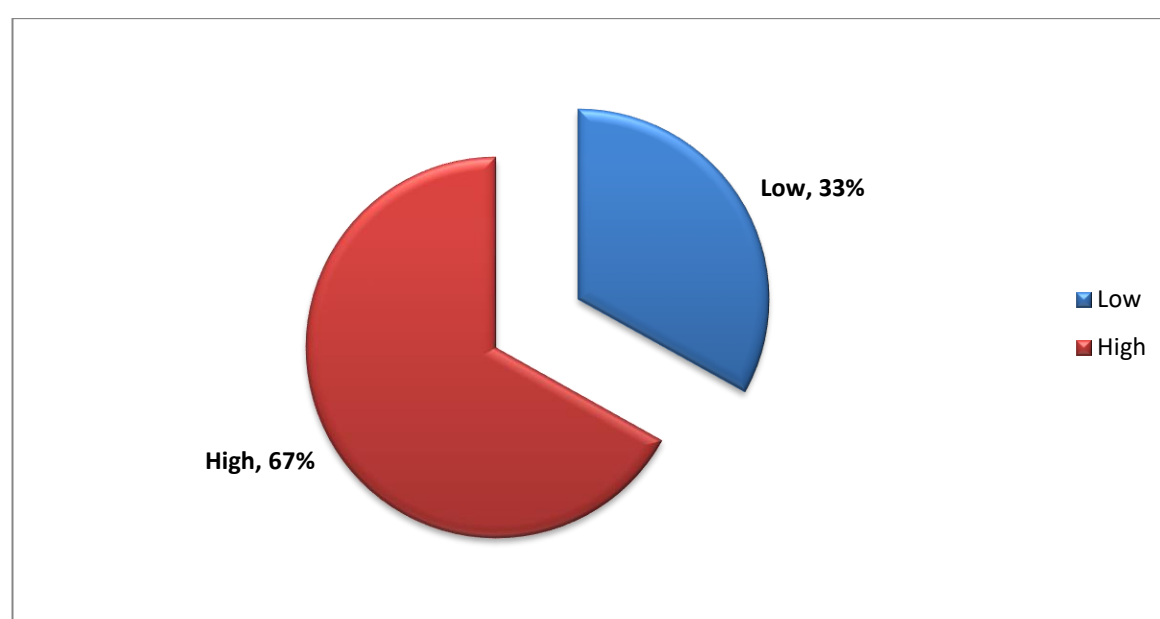


Figure 214 shows areas where improvements are needed

Level of Satisfaction: Communication

Respondents were asked to rate their experience in the area of communication, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

A total of 142 respondents were asked to rate their level of satisfaction in the area of Communication: (67%) rated their level of satisfaction greater than 7 and (33%) rated their level of satisfaction below 8.



Pie Chart 61 shows level of satisfaction: Communication

Number of Respondents	1%	1%	1%	4%	6%	12%	8%	29%	9%	29%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		



Amongst the (67%) of respondents who rated *communication* as high: all respondents stated *provided frequent updates* as the primary factor for high rating.

Amongst the (33%) of respondents who rated *communication* as low: (79%) identified *Provide frequent communication/updates up* as a major area improvement should be

focused and (12%) stated *Provide bills on time/electronic notifications* as another area where improved is needed.

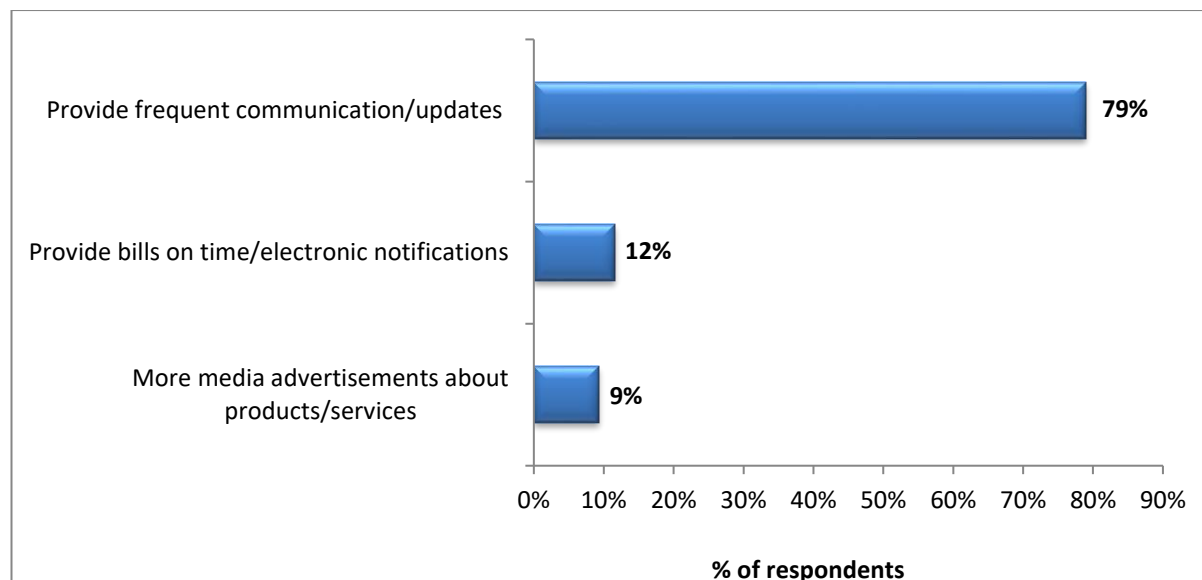
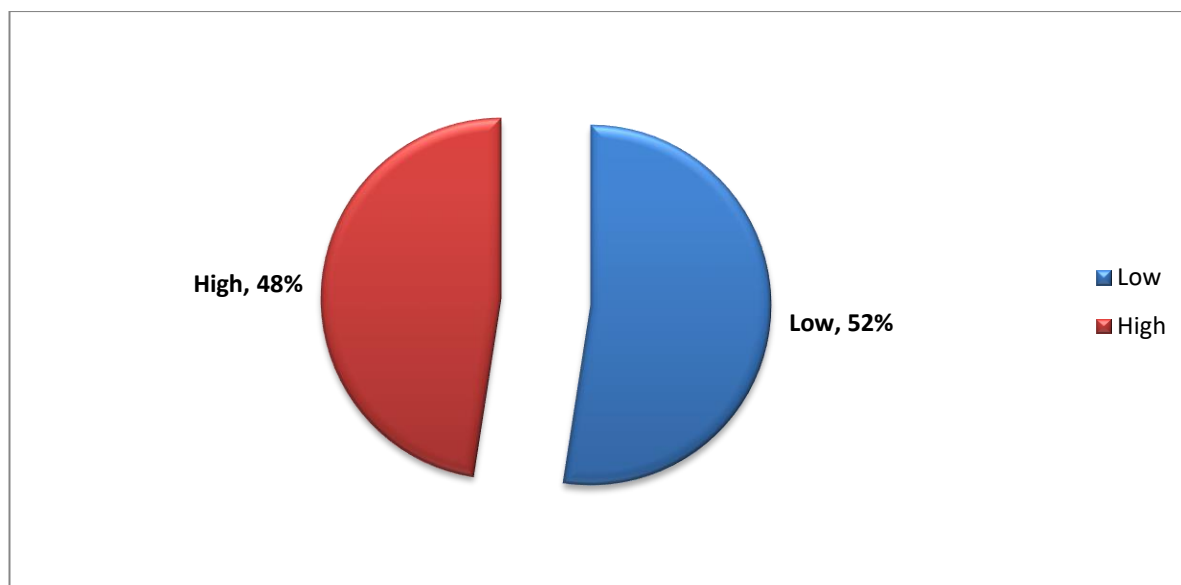


Figure 215 shows areas where improvements are needed

Level of Satisfaction: Reliability of Service

Respondents were asked to rate their experience in the area of reliability of service, with values 1 to 7 categorized as low which represent standards not being met and values 8-10 categorized as high represent standards being met.

A total of 143 respondents were asked to rate their level of satisfaction in the area of Reliability of Service: (48%) rated their level of satisfaction greater than 7 and (52%) rated their level of satisfaction below 8.



Pie Chart 62 shows level of satisfaction: Reliability of Service

Number of Respondents	0%	1%	2%	1%	6%	18%	24%	19%	11%	17%
Rating Scale	1	2	3	4	5	6	7	8	9	10
	LOW							HIGH		

Amongst the (48%) of respondents who rated *reliability of service* as high: (81%) attributed *good water supply/sticks to schedule* and (8%) attributed *Field staff always accessible/ professional and friendly* as the primary factors.

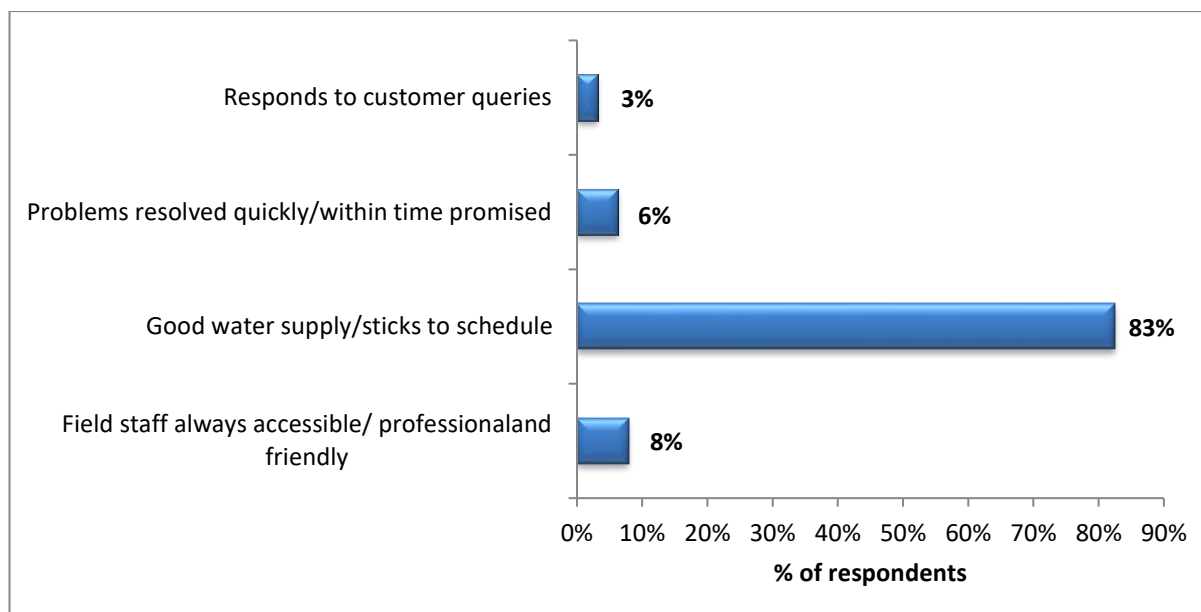


Figure 216 shows factors contributing to a rating of 8-10

Amongst the (52%) of respondents who rated *Reliability of services* as low: (32%) identified *Longer hours of water supply/ more stable water supply* as the major area where improvement should be focused and (26%) stated *Quicker repairs to pipelines/pumps* as another area where improved is needed.

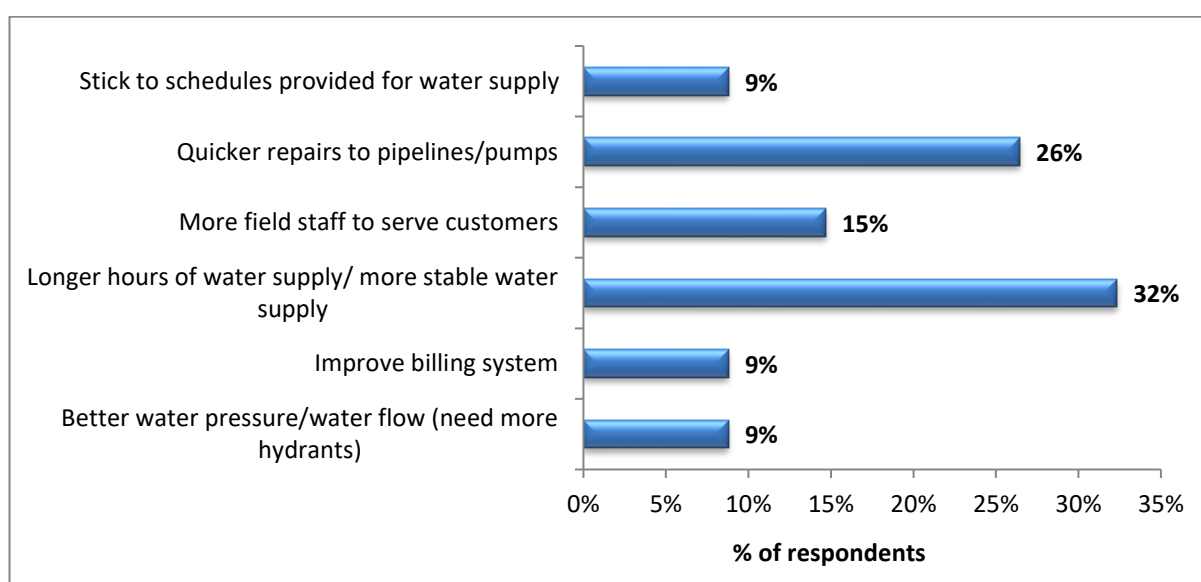


Figure 217 shows areas where improvements are needed

Customer Service Satisfaction

A total of 143 respondents were asked to rate their level of satisfaction on the customer service they received while interacting with the Entity.

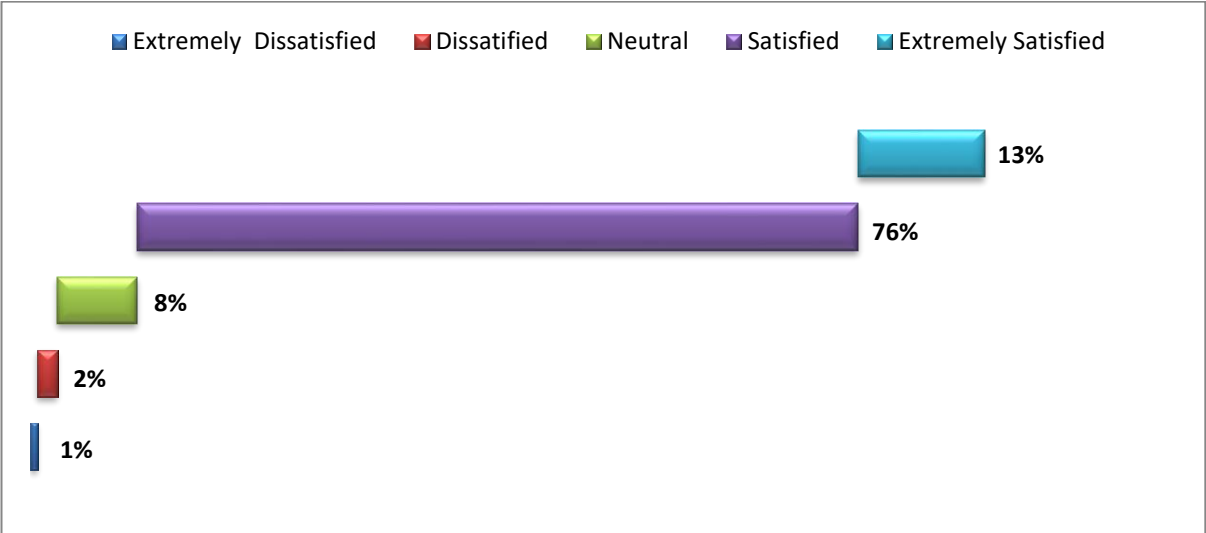
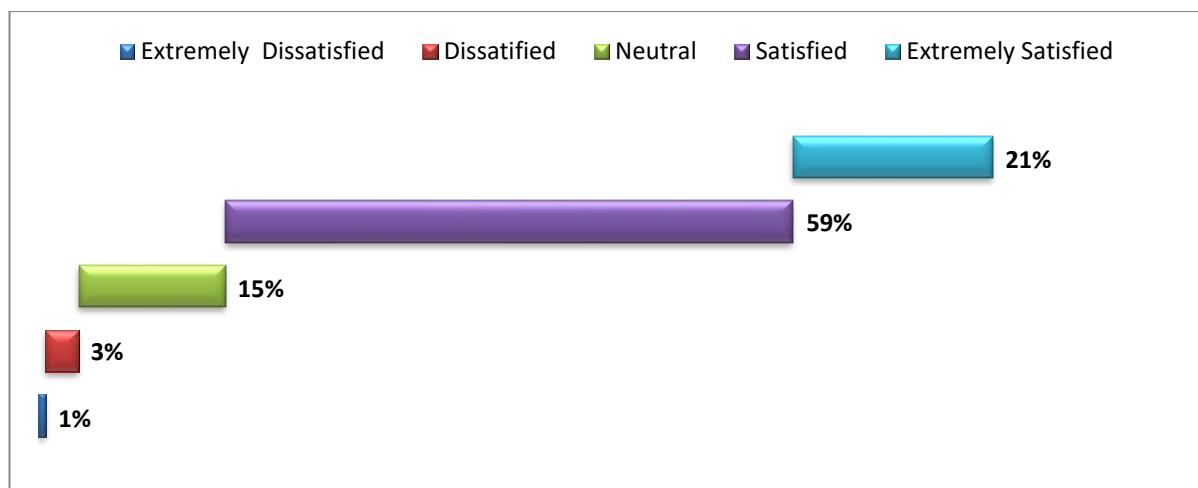


Chart 42 shows customer satisfaction with customer service

% of respondents	13%	76%	8%	2%	1%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Overall Customer Experience

A total of 143 respondents were asked to rate their level of satisfaction with the entire customer experience (knowledge of staff, comfort of facility and ease of doing business) received while interacting with Entity.



% of respondents	21%	59%	15%	3%	1%
Level of Satisfaction	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied

Recommendation

The National Irrigation Commission recorded an overall satisfaction rating of 80%. Two of four service dimensions scored below 80% - Communion and Reliability of Services. Based on respondents' feedback greater focus is needed in these areas to improve customer satisfaction.

Appendix

External Customer Service Assessment Measurement Tool
Ministry of Agriculture and Fisheries
Customer Service Branch
October 2022

Introduction to the survey Instrument:

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

The instrument has seven (7) sections and consists of open and close-ended questions, as well as a ten point rating scale to measure customers' satisfaction of their service experience.

Responsibility of Administrator:

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

1. GENERAL INFORMATION

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

1. Please state your gender
☐ 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 4)

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

4. What is your occupation?

2. Products and Services

The following questions are designed to access 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 _____

Satisfaction with Products and Services

The following questions will be used to assess your level of satisfaction with the products and services offered by the entity.

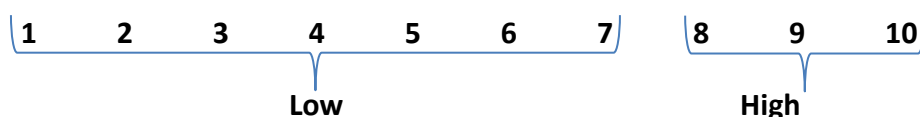
3. What did you like the most about the products/services you received?

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

3. Staff Responsiveness

The following rating scale is being used to assess your level of satisfaction with the staff responsiveness. Staff responsiveness entails factors of Staff: professionalism, knowledge, availability and staff ability to resolve concerns or issues.

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



If you gave a rating from 1 to 7 go to question 2 and skip question 3. If you gave a rating of 8-10 skip question 2 and go to question 3.

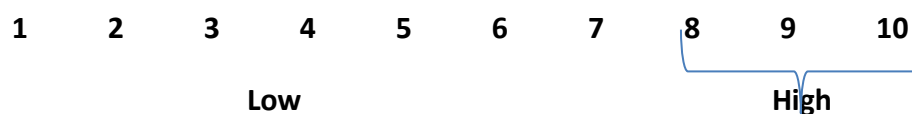
2. State one factor the entity can do to improve staff responsiveness in order to serve you better? (Skip question 3 & go to section 4).

3. State one factor why you gave responsiveness a high score?

4. Access & Facility

The following rating scale is being used to assess your level of satisfaction with access and facility. This entails factors of: ease of doing business and comfort of the facility.

1. On a scale of 1-10, rate the efficiency of the access and facility of the entity (**1 being the lowest and 10 being the highest**)



If you gave a rating from 1 to 7 go to question 2 and skip question 3. If you gave a rating of 8-10 skip question 2 and go to question 3.

2. State one factor the entity can do to improve the access and facility in order to serve you better? (**Skip quest 3 & go to section 5**).

3. State one factor why you gave access and facility a high score?

5. Communication

The following rating scale is being used to assess your level of satisfaction with the communication level of the entity. This entails factors of: providing adequate updates, clear communication, documents written in a comprehensive manner, and advertisement in the media (social and traditional).

1. 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**)



If you gave a rating from 1 to 7 go to question 2 and skip question 3. If you gave a rating of 8-10 skip question 2 and go to question 3.

2. State one factor the entity can do to improve communication in order to serve you better? (**Skip question 3 & go to section 6**).

3. State one factor why you gave communication a high score?

6. Reliability of Service

The following rating scale is being used to assess your level of satisfaction with the reliability of service of the entity. This entails factors of: reliable working hours and reliability of service.

1. On a scale of 1-10, rate the entity's on reliability of service (**1 being the lowest and 10 being the highest**)

1	2	3	4	5	6	7	8	9	10
└──────────────────┘							└──────────┘		

If you gave a rating from 1 to 7 go to question 2 and skip question 3. If you gave a rating of 8-10 skip question 2 and go to question 3.

2. State one factor the entity can do to improve reliability of service in order to serve you better? (**Skip question 3 & go to section 7**).

3. State one factor why you gave reliability of service a high score?

7. Customer Satisfaction

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

Extremely
Satisfied

☐

Satisfied

☐

Neutral

☐

Dissatisfied

☐

Extremely
Dissatisfied

☐

Don't know

☐

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

☐

_____END_____

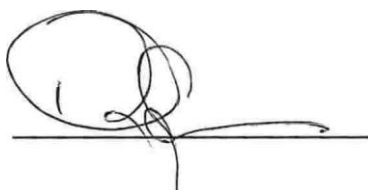
Interviewer's name: _____

Date of interview: _____

Version and Document Control:			
Version/Draft No.	Date of Issue	Description	Author
v1	May, 2024	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: 20/Aug/2024



Principal Director, Corporate Services

Date: 20/8/24