



MINISTRY OF AGRICULTURE
FISHERIES & MINING

...>

External Customer Satisfaction Assessment 2024/2025

THE ROAD AHEAD:
A New Era of Transformation & Resilience





MINISTRY OF AGRICULTURE, FISHERIES & MINING

- 📍 Hope Gardens, Kingston 6, Jamaica
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Foreword

**PERMANENT SECRETARY
DERMON LUKE SPENCE, CD, JP**



The Ministry of Agriculture, Fisheries and Mining (MOAFM) has completed its Biennial External Customer Satisfaction Assessment for the fiscal period 2024/2025. This was carried out by the Ministry's Customer Service Branch, through its Monitoring and Evaluation Unit. The initiative reflects the Ministry's unwavering commitment to the principles of the Government of Jamaica's Service Excellence Policy which calls for a public sector that is responsive and driven by the needs of the people we serve.

We are cognisant that the effectiveness of the Ministry is not solely measured by policies and programmes but by the quality of service experienced by our customers and citizens across Jamaica. Their feedback is not just valuable; it is vital. It guides our efforts to improve service delivery, strengthen institutional capacity, and ensure that every interaction within the Ministry is marked by professionalism, respect and efficiency. This assessment provides us with a clear lens through which we can evaluate our performance, celebrate areas of excellence, and address opportunities for growth.

The Ministry fully supports the information presented in this Customer Satisfaction Assessment report. The data provided below is essential for supporting initiatives and programmes that seek to modernise and transform service delivery and promote a culture of service excellence across the public sector. For all key industries and stakeholders in the mining, fishing, and agriculture sectors, this will act as a catalyst for an environment that supports economic growth, national competitiveness, and sustainability. I extend sincere thanks to all our stakeholders who participated in this process. Your voices help to shape our vision. Together, we will continue to build a Ministry that exemplifies service excellence and contributes to Jamaica's sustainable development.

Acknowledgement



The Ministry of Agriculture, Fisheries and Mining extends its sincere commendation to all members of staff, support units, divisions, entities, and other relevant stakeholders who contributed to the successful administration of the Biennial 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.

Further commendation is extended to the following agencies and divisions for their continued cooperation in providing the essential information required to execute the assessment:

- Agricultural Land Management Division
- Agricultural Marketing Information & Incentive Branch
- Plant Quarantine Produce Inspection Branch
- Public Gardens & Zoo Branch
- Veterinary Services Division
- Research and Development Division
- Mines and Geology Division
- Agro-Investment Corporation
- Jamaica Dairy Development Board
- Jamaica Agricultural Commodities Regulatory Authority
- National Irrigation Commission
- Rural Agricultural Development Authority
- Jamaica 4-H Clubs
- Jamaica Agricultural Society
- National Fisheries Authority
- Coconut Industry Board
- Banana Board
- Sugar Industry Authority
- Jamaica Bauxite Mining Limited
- Sugar Company of Jamaica Holdings Limited

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Executive Summary

The Ministry of Agriculture, Fisheries and Mining's 2024/25 Biennial External Customer Satisfaction Assessment achieved an overall satisfaction score of 80%, meeting the Government of Jamaica's Service Excellence Standard and maintaining performance from the previous cycle. The assessment engaged 1,542 respondents across seven Core Divisions and thirteen Portfolio Agencies, including four newly assessed entities.

A total of three (3) divisions and five (5) entities met or surpassed the 80% benchmark: Mines and Geology Division (MGD), Agricultural Land Management Division (ALMD), Agricultural Marketing Information & Incentive Branch (AMIIIB), Rural Agricultural Development Authority (RADA), Jamaica 4H Clubs, Jamaica Agricultural Commodities Regulatory Authority (JACRA), Agro-Investment Corporation (AIC) and Jamaica Dairy Development Board (JDDB). The highest-performing division was the Mines & Geology Division (MGD); the highest performing entities were the Agro-Investment Corporation (AIC), and the Jamaica 4-H Clubs, with each exceeding 85% in overall satisfaction. Significant year-on-year improvements were recorded by the Agricultural Land Management Division (ALMD), Research and Development Division (R&DD), Agro-Investment Corporation (AIC) and Jamaica 4H Club.

The Ministry's strongest areas continue to be Staff Responsiveness and Reliability of Service, which reflect professionalism and courteous interactions, as well as strong

accessibility of services supported by streamlined processes. Communication emerged as the weakest dimension, averaging 73% and falling short of the national benchmark. Customer co-creation, or the involvement of customers in the design and improvement of services, remains limited across most divisions and entities, restricting opportunities for collaborative improvement. Weaknesses also persist in multi-channel engagement, and sample shortfalls in several agencies have reduced the statistical reliability of results.

Moving forward, the Ministry will implement targeted recovery plans for underperforming divisions and entities, enhance communication channels through multi-platform outreach and timely updates, establish structured customer co-creation platforms to integrate user perspectives into service design, and maintain accurate, up-to-date customer databases to improve the reach and accuracy of future surveys. By addressing these priorities, the Ministry aims to close existing performance gaps, strengthen its service delivery, and advance toward higher levels of service excellence across all divisions and entities.

Background

In keeping with the Government of Jamaica's commitment to delivering world-class public service, the Ministry of Agriculture, Fisheries and Mining is pleased to present the 2024/2025 External Customer Satisfaction Assessment. This initiative is guided by the principles outlined in the GOJ Service Excellence Policy, which emphasizes citizen-centric service delivery, continuous improvement, and accountability across all ministries, departments, and agencies. 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. Two significant documents that highlight the culture of excellence that must be embedded in the public sector are the Government of Jamaica Service Excellence Policy (2022) and the Service Excellence Framework (2018).

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 center 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, as

well as the 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.

The Ministry recognizes that the voices of our customers (farmers, fishers, miners, investors, and the wider public) are essential in shaping responsive and effective services. This assessment serves as a strategic tool to measure satisfaction levels, identify service gaps and inform targeted interventions that enhance the overall customer experience.

By engaging stakeholders and analyzing feedback, the Ministry reaffirms its dedication to fostering a culture of excellence, transparency, and innovation. The findings of this assessment will support our ongoing efforts to modernize service delivery, strengthen institutional capacity, and contribute meaningfully to national development.

An important highlight of the Service Excellence Policy is its emphasis on a customer satisfaction rate which requires Ministries, departments and agencies to work towards a goal of achieving a targeted satisfaction rating of 80 per cent or higher. The report dissects the performance of the divisions and portfolio agencies of the Ministry of Agriculture, Fisheries and Mining against this important benchmark.

Purpose of Report

This report presents descriptive statistics on the external customer satisfaction assessment findings for the period 2024-25 for the Ministry's Core Divisions and Portfolio Agencies that participated in the exercise. The findings were used to develop comprehensive recommendations and to provide each agency and division with their respective results, which should be utilized for service recovery and other necessary measures that are required.

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.

Scope of work

The survey included thirteen (13) agencies and seven (7) divisions. Each was assessed on efficiency across four (4) service dimensions 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 of no less than 80% to meet the accepted service standard.

Layout of Report

The data was first presented in a collective manner to facilitate an all-encompassing analysis of the findings for the Ministry's agencies and divisions. The data was then disaggregated for each 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.

Methodology

This project employed a quantitative research design, utilizing a structured survey to collect primary data from respondents. Data collection was conducted both in-person and via telephone interviews, allowing for a broader reach and increased response rate across the target population. The research instrument was a structured questionnaire comprising a total of 36 questions, organized into five (5) distinct sections. The questionnaire featured a combination of multiple-choice and Likert scale questions designed to measure the respondents' level of agreement with various statements related to the four service dimensions. The Likert scale questions employed a five-point agreement scale, ranging from "Strongly Disagree" to "Strongly Agree". These responses were analysed using a weighted average method

to calculate the overall rating for each service dimension. This approach provided a standardized means to quantify and compare customer satisfaction across different areas of service delivery.

The data gathered through this structured approach allowed for objective assessment and comparison of the key focus areas, thereby ensuring the reliability and validity of the findings.

Sampling Method

Each Agency and 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 second (2nd) 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 Agencies and Divisions. A sample size of one hundred (100) respondents was established as the desired target for each entity.

Data Collection

The data was collected utilizing a dual approach of telephonic and in face-to-face interviews: which were both undertaken by the staff of the Ministry's Customer Service Branch. The face-to-face surveys were conducted at various service points of the relevant entities and divisions.

Data Analysis and Statistical Measures

The data collected through the survey was analyzed using descriptive statistical methods to summarize and interpret the responses in a meaningful way. The total

sample size targeted for the study was 100 respondents; however, it is noted that not all entities met this criterion, and response rates varied across different groups.

Seven (7) Core Divisions and thirteen (13) Portfolio Agencies of the Ministry were assessed as part of the 2024/25 External Customer Satisfaction Assessment to review their service quality.

A total of 1,542 customers participated in the 2024/25 survey, which represents an increase from the 2022/23 survey where 1,306 customers participated.

	Number of Respondents
Core Divisions	
Plant Quarantine Plant Inspection Branch (PQPI)	100
Mines and Geology Division (MGD)	100
Agricultural Land Management Division (ALMD)	77
Veterinary Services Division (VSD)	74
Research & Development Division (R&DD)	72
Agricultural Marketing Information & Incentive Branch (AMIIB)	72
Public Gardens & Zoo Branch (PGB)	64
Portfolio Agencies	
Agro-Investment Corporation (AIC)	100
Coconut Industry Board (CIB)	100
Jamaica Agricultural Society (JAS)	100
Jamaica 4H-Club	100
National Fisheries Authority (NFA)	100
National Irrigation Commission (NIC)	100
Rural Agricultural Development Authority (RADA)	100
Banana Board (BB)	94
Sugar Industry Authority (SIA)	72
Jamaica Dairy Development Board (JDDB)	49
Sugar Company of Jamaica Holdings Ltd (SCJ)	45
Jamaica Agricultural Commodities Regulatory Authority	15
Jamaica Bauxite Mining Limited	8
Total number of respondents is 1,542	

The survey included a series of statements evaluated using a five-point Likert agreement scale. Responses to each statement were quantified using assigned weights, and weighted averages were computed for each service dimension based on the grouped statements within that category. This method allowed for a standardized comparison of satisfaction levels across different service areas, enabling clear identification of strengths and areas requiring improvement.

The use of descriptive statistics and weighted scoring provided a straightforward yet effective approach for measuring customer satisfaction and evaluating overall service performance.

Limitations to Survey

The survey methodology, including target sample size, data collection, entry, and analysis, faced the following limitations:

Sample Collection Challenges:

- Slow or delayed provision of customer contact information by some entities.
- Outdated or inactive customer databases.
- High incidence of inaccurate contact details.
- Limited staffing resources to accelerate data collection.

Survey Design & Interpretation Risks:

- Perception surveys with scale-type questions can be misinterpreted.
- Risk of biased responses.

Mitigation Measures Implemented:

- Follow-up requests and reminders issued to entities for customer data.
- Cross-verification of contact lists to reduce invalid entries.

- Use of multiple contact channels (phone, email, and in-person) to improve reach.
- Administrator training to standardize question interpretation and reduce bias.
- Anonymity assurances to encourage honest responses.

Overview of the Ministry's Entities

The Ministry's Core Divisions

Agricultural Marketing Information Branch (AMIIIB)

Agricultural Land Management Division (ALMD)

Plant Quarantine Produce Inspection (PQPI)

Public Gardens & Zoo Branch (PGB)

Research and Development Division (R&DD)

Veterinary Services Division (VSD)

Mines and Geology Division (MGD)

The Ministry's Portfolio Agencies:

National Fisheries Authority (NFA)

Agro-Investment Corporation (AIC)

Coconut Industry Board (CIB)

Jamaica Agricultural Commodities

Jamaica 4-H Clubs

Regulatory Authority (JACRA)

Jamaica Agricultural Society (JAS)

National Irrigation Commission (NIC)

Jamaica Dairy Development Board

Banana Board (BB)

(JDDB)

Sugar Industry Authority (SIA)

Rural Agricultural Development

Jamaica Bauxite Mining Limited

Authority (RADA)

(JBML)

Sugar Company of Jamaica Holdings

Ltd (SCJH)

The Ministry's Core Divisions

Agricultural Marketing Information

Branch (AMIIIB) serves as the primary support unit responsible for leading the Ministry's market research initiatives. It carries out market analysis for both internal and external clients and oversees the management of stakeholder incentives within the agricultural sector.

Agricultural Land Management

Division (ALMD) delivers advisory services on soil and land use management, aligned with the policies of the Government of Jamaica.

Plant Quarantine Produce

Inspection (PQPI) is mandated to ensure that only the highest quality, pest free flowers and fresh produce are exported from and imported into the island. The Division serves as Jamaica's frontline defense against the entry of exotic pests and diseases.

Public Gardens & Zoo Branch (PGB)

oversees the ongoing upkeep and enhancement of three Botanical Gardens and scenic avenues. It also supports initiatives in plant conservation, research, education and passive recreational activities. The Three Botanical Gardens are: Bath Botanical Gardens, Castleton Botanical Gardens and Cinchona

Botanical Gardens. The two Scenic

Avenues are: Fern Gully and Holland Bamboo.

Research and Development Division

(R&DD) is responsible for developing innovative and cost-effective technologies aimed at enhancing agricultural production. The Division operates through four key sub-programmes: Livestock Research and Improvement, Crop Research and Development, Plant Protection, and Post Entry Quarantine.

Veterinary Services Division (VSD)

is responsible for monitoring animal health, status, and welfare across the island. It also plays an instrumental role in inspecting live animals, as well as meat and meat products for importation and exportation.

Mines and Geology Division (MGD)

oversees all prospecting, mining, and quarrying activities across the island. The Division is also responsible for conducting investigations, characterizing, documenting, and disseminating information on all geological aspects of Jamaica.

The Ministry's Portfolio

Agencies:

National Fisheries Authority (NFA) is tasked with conserving and sustainably managing Jamaica's fisheries resources to maximize the social and economic benefits for the country. This is accomplished through effective fisheries management, including research, environmental monitoring, education and training, enforcement, licensing and registration, data collection, and community outreach.

Coconut Industry Board (CIB) is supports the growth and sustainability of Jamaica's coconut industry by advocating for stakeholders, promoting efficient coconut production, and providing continuous research support. It also works to create local and international marketing opportunities and oversees the regulation of the purchase, sale, and importation of coconut products and substitutes to ensure a profitable and sustainable sector.

Jamaica 4-H Clubs serve as the youth training branch of the Ministry, dedicated to shaping future leaders equipped with valuable, market-ready skills in areas such as agriculture, home economics, entrepreneurship, social skills, environmental stewardship, and healthy living.

Jamaica Agricultural Society (JAS)

advocates for the interests of farmers across all sectors of the island's agricultural industry. It provides a platform for farmers to come together, discuss challenges, develop initiatives, elect leadership, and take collective action to support the welfare of the farming community. As an umbrella organization, JAS encompasses a wide range of affiliated commodity boards and associations, including the 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 the Sugar Industry Board.

Jamaica Dairy Development Board

(JDDB) is tasked with strengthening and advancing the dairy industry by implementing a strong regulatory framework, promoting technological innovation, and supporting research through various development programmes, services, and strategic partnerships.

Rural Agricultural Development

Authority (RADA) is Jamaica's chief agricultural extension and rural development agency.

Agro-Investment Corporation (AIC) 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.

Jamaica Agricultural Commodities Regulatory Authority (JACRA) 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.

National Irrigation Commission (NIC) provides 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.

Banana Board (BB) is mandated to promote and regulate the banana industry. Its responsibilities include supporting the development and efficiency of the sector, facilitating trade and export, conducting research to improve cultivation and manage diseases, administering insurance and catastrophe funds for

farmers, ensuring certification to international standards, and providing technical support through extension services.

Sugar Industry Authority (SIA) is responsible for regulating and promoting the development of Jamaica's sugar industry. Its mandate includes advising on policy, overseeing industry standards, managing cane farmer registration and payments, conducting research through the Sugar Industry Research Institute, and facilitating the marketing and export of sugar and molasses.

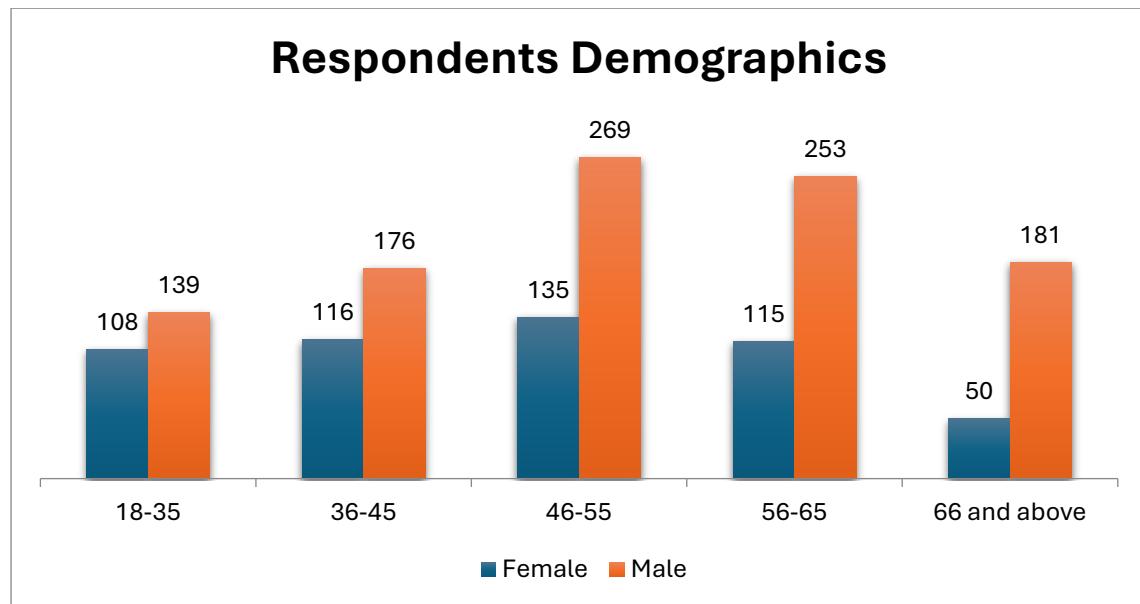
Jamaica Bauxite Mining Limited (JBML) is responsible for optimizing the social and financial returns on the Government of Jamaica's investments in the bauxite sector.

Sugar Company of Jamaica Holdings Ltd (SCJH) is responsible for managing and repurposing lands formerly used for sugar production. Its mandate includes facilitating the transition of these lands into productive uses such as agriculture, renewable energy generation, housing, and light industry, thereby promoting economic growth and job creation. SCJH also oversees community regularization efforts, including land titling and infrastructure development, to improve living conditions in sugar-dependent communities.



Comprehensive Report Overview

The Divisions and Agencies offer products and services utilized by a range of customers: of the 1,542 respondents who participated in the survey, 1,018 were male and 524 were females. Respondents aged 46-55 accounted for 404; respondents aged 56-65 accounted for 368, 36-45 accounted for 292, 18-35 accounted for 247 and 66 and above accounted for 231.



Each Division and Agency 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 2024/25, the Ministry achieved an overall rating score of 80%. This represents a similar performance from the 2022/23 assessment where the Ministry scored 80%. See table below for a performance breakdown in each service dimension for the Ministry:

Areas of Focus	% Level of Satisfaction
Staff Responsiveness	83%
Reliability of Services	83%
Access & Facility	79%
Communication	73%
Overall Level of Satisfaction – 80%	

The top performing Core Division across the Ministry was the Mines and Geology Division, with an overall satisfaction rating of (86%). Three (3) Core Divisions scored an overall satisfaction rating on 80% or more: Mines and Geology Division,

Agricultural Land Management Division and Agricultural Marketing Information & Incentive Branch.

The top performing Portfolio Agencies across the Ministry based on evaluation on all four service dimensions was Agro-Investment Corporation and Jamaica 4-H Club with an overall satisfaction rating of (86%) each. Five (5) agencies scored an overall satisfaction of 80% or more: Rural Agricultural Development Authority, Jamaica 4H Clubs, Jamaica Agricultural Commodities Regulatory Authority, Agro-Investment Corporation and Jamaica Dairy Development Board.

Name of Core Divisions	Staff Responsiveness	Access & Facility	Communication	Reliability of Service	Overall Satisfaction Rating
Mines and Geology Division	90%	88%	75%	92%	86%
Agricultural Marketing Information & Incentive Branch	89%	83%	74%	86%	83%
Agricultural Land Management Division	84%	78%	74%	84%	80%
Research & Development Division	83%	80%	73%	82%	79%
Veterinary Services Division	81%	77%	73%	83%	79%
Public Gardens & Zoo Branch	83%	76%	67%	86%	78%
Plant Quarantine Produce Inspection Branch	79%	79%	68%	80%	76%

Name of Agencies	90%	-	82%	88%	86%
Jamaica Dairy Development Board	90%	-	82%	88%	86%
Agro-Investment Corporation	89%	84%	78%	86%	84%
Jamaica 4H-Club	87%	78%	80%	86%	83%
Rural Agricultural Development Authority	87%	80%	75%	85%	82%
National Fisheries Authority	81%	80%	71%	82%	79%
National Irrigation Commission	80%	80%	72%	80%	78%
Jamaica Agricultural Society	80%	69%	74%	80%	76%
Coconut Industry Board	78%	76%	68%	81%	76%

Banana Board	80%	74%	66%	80%	75%
Jamaica Agricultural Commodities Regulatory Authority	92%	93%	84%	93%	91%
Jamaica Bauxite Mining Limited	79%	74%	75%	75%	76%
Sugar Company of Jamaica Holdings Ltd	71%	84%	62%	75%	73%
Sugar Industry Authority	77%	72%	66%	77%	73%

Three of the Ministry's seven Core Divisions (MGD, AMIIB and ALMD) attained and/or surpass the Service Excellence standard of 80% or more. Of the six (6) Divisions evaluated in the year 2022/23, three saw an increase in their performance: (ALMD, PGB and R&DD), three declined (VSD, AMIIB and PQPI). Notably, Mines and Geology Division was not assessed in the previous survey therefore no comparison is available.

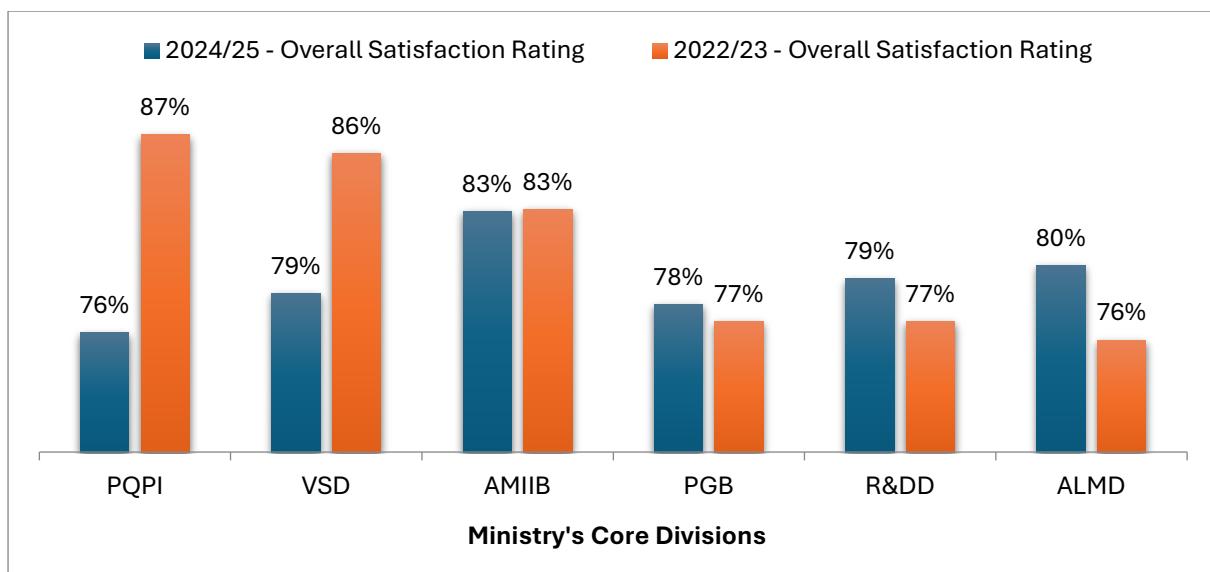


Chart 1 Ministry's Core Divisions comparison of 2022/23 and 2024/25 overall satisfaction ratings

Five of the Ministry's Portfolio Agencies (AIC, JACRA, JDDB, 4H and RADA) attained and/or surpass the Service Excellence standard of 80% or more. Of the thirteen Agencies evaluated in the year 2022/23, four (AIC, JACRA, JDDB and 4H) saw an increase in their performance from the previous survey, while five (NFA, RADA, NIC, CIB and JAS) experienced a decrease. Four Agencies were

participating for the first time: (BB, SCJ Holdings, JBML and SIA).

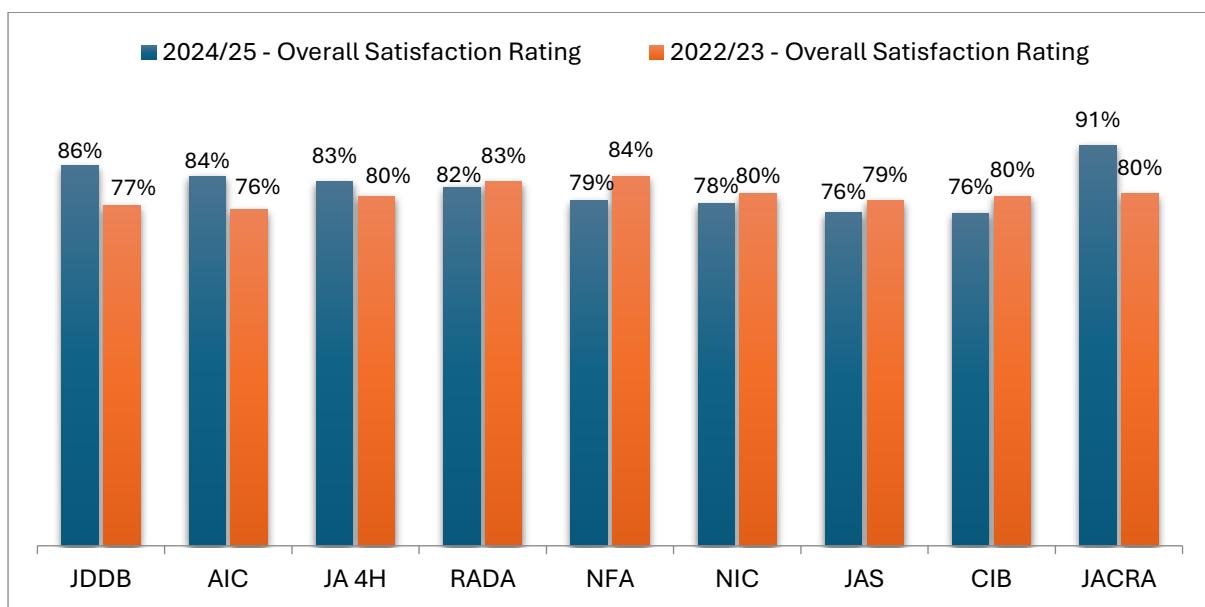


Chart 2 Ministry's Portfolio Entities comparison of 2022/23 and 2024/25 overall satisfaction ratings

The Ministry's customer base were asked to rate their satisfaction with the level of customer service received: (31%) of respondents stated they were extremely satisfied with the level of customer service received, (58%) were extremely satisfied, (6%) were neutral, (3%) were dissatisfied and (1%) extremely dissatisfied.

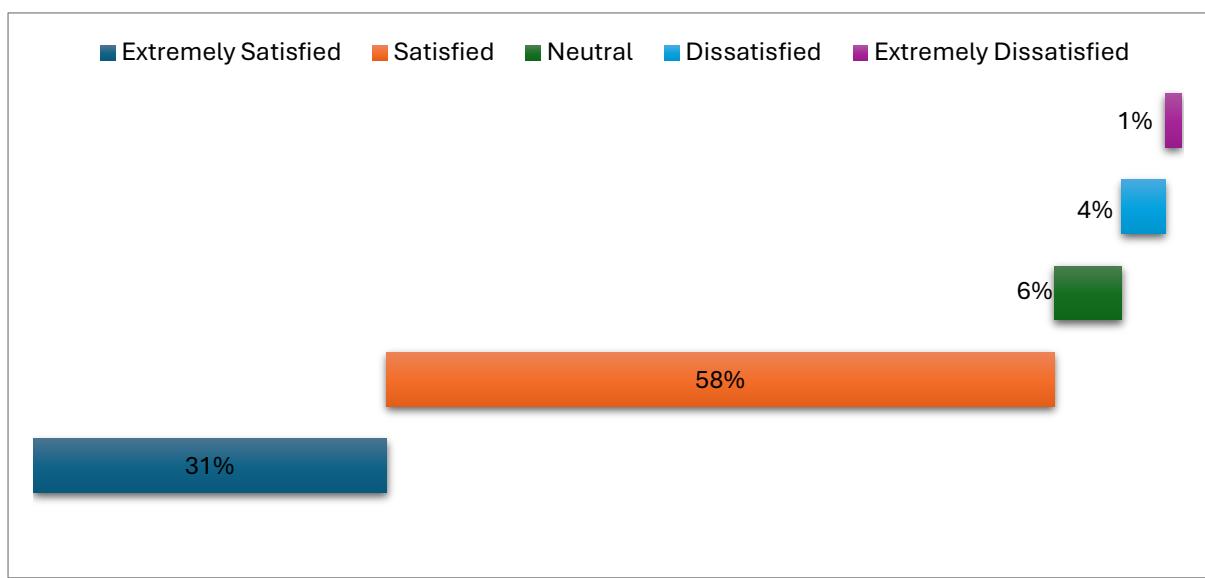


Chart 3 Ministry's overall customer service satisfaction performance.

The Ministry's performance in customer service satisfaction improved from the 2022/23 survey: there was a (3%) conversion of customers from a neutral rating to a satisfied/extremely satisfied rating. Rating of Extremely Satisfied and Satisfied grew from a combined rating of (86%) to a combined rating of (89%). The level of dissatisfaction grew (2%) to a rating of (4%).

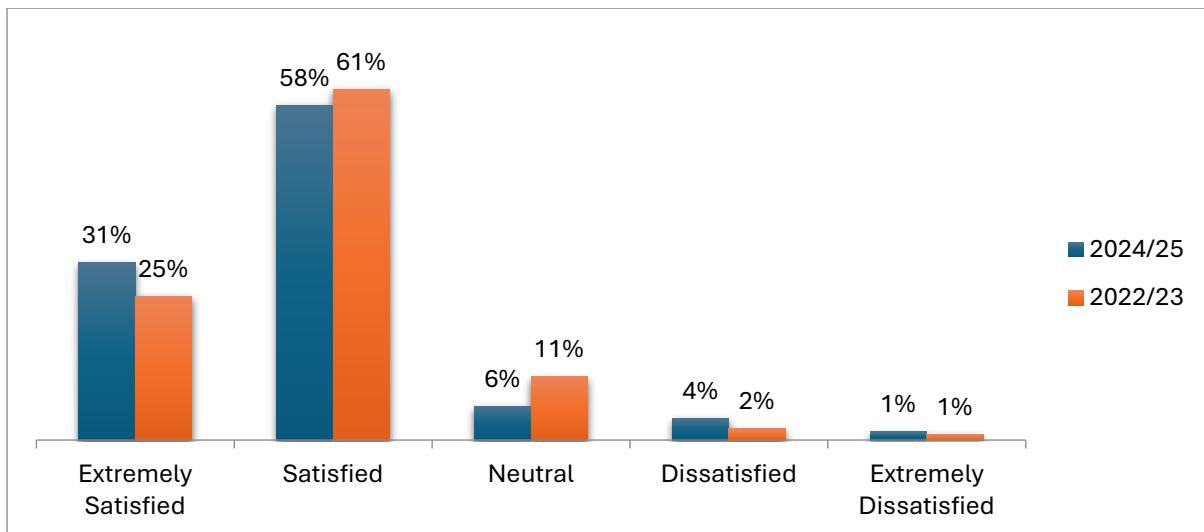


Chart 4 Comparison of 2022/23 and 2024/25 overall customer service satisfaction ratings

	2024/25 Rating	2022/23 Rating
Extremely Satisfied	31%	25%
Satisfied	58%	61%
Neutral	6%	11%
Dissatisfied	4%	2%
Extremely Dissatisfied	1%	1%



MOAFM Core Division Overview

The Ministry has seven (7) Core Divisions, namely: Agricultural Land Management Division (ALMD), Agricultural Marketing Information & Incentive Branch (AMIIIB), Plant Quarantine Produce Inspection Branch (PQPI), Research & Development Division (R&DD), Veterinary Services Division (VSD), Public Gardens & Zoo Branch (PGB) and Mines and Geology Division (MGD).

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 2024/25 assessment, a total of 559 customers from seven (7) Core Divisions were assessed: this represents an increase from 2022/23 assessment which totaled of 393 customers from six Core Divisions.

For the year 2024/25, the core divisions of the Ministry achieved an overall rating score of (80%) - this represents a slight decrease from the 2022/23 evaluation where the Ministry's Core Divisions scored (81.1%).

Of the seven (7) Divisions, three achieved a satisfaction rate of (80%) or more while four were rated below (80%).

Name of Division	Overall Score
MGD	86%
AMIIIB	83%
ALMD	80%
VSD	79%
R&DD	79%
PGB	78%
PQPI	76%

For the year 2024/25, three Divisions (R&DD, PGB and ALMD) improved on their previous customer satisfaction rating score, while three Divisions' (PQPI, VSD, AMIIIB) experienced a decline in their performance. Notably, only six Divisions were evaluated in the 2022/23 survey: MGD is a new addition to the 2024/25 survey.

	2022/23 - Overall Satisfaction Rating	2024/25 - Overall Satisfaction Rating	Comparative Analysis
AMIB	83.2%	82.9%	0.3% decrease
ALMD	76.1%	80%	3.9% increase
R&DD	77%	79.3%	2.3% increase
VSD	85.6%	78.5%	7.1% decrease
PGB	77.3%	77.9%	0.6% increase
PQPI	86.6%	76.4%	10.2% decrease

The table below highlights the performance in the four service dimensions (staff responsiveness, access and facility, communication and reliability of service) across the Ministry's seven (7) Core Divisions. Three of the four dimensions attained ratings over 80%, surpassing the Service Excellence target while communication was rated below 80%: missing the Service Excellence target.

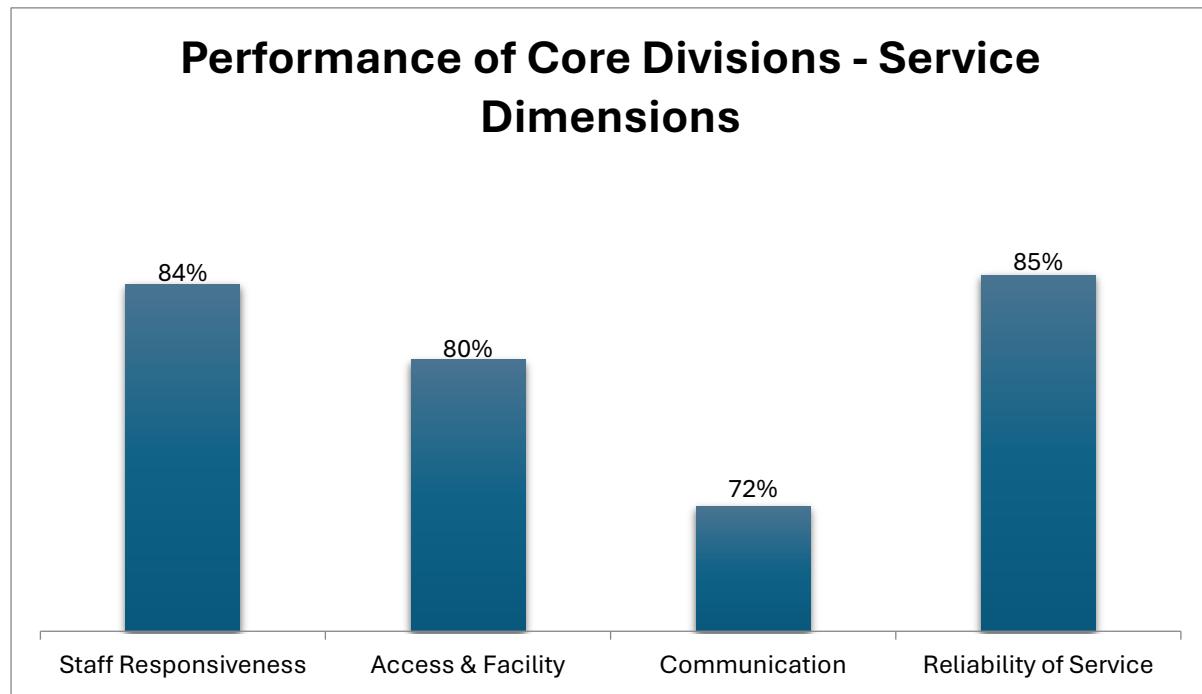


Chart 4 shows performance for Ministry's Core Divisions in service dimensions

The customer satisfaction rating for *Communication* recorded (72%) which represents a (8.1%) decrease from the 2022/23 rating of (80.1%). Customer satisfaction for *Staff responsiveness* recorded a rating of (84%), which reflects a slight decrease of (0.2%) from the 2022/23 rating of (84.4%). Customer satisfaction for *Access & Facility* recorded a rating of (80%), which reflects an increase of (0.6%) from the 2022/23 rating of (79.4%). Customer satisfaction for *Reliability of Service*

recorded a rating of (85%), which reflects an increase of (4.7%) from the 2022/23 rating of (80.3%).

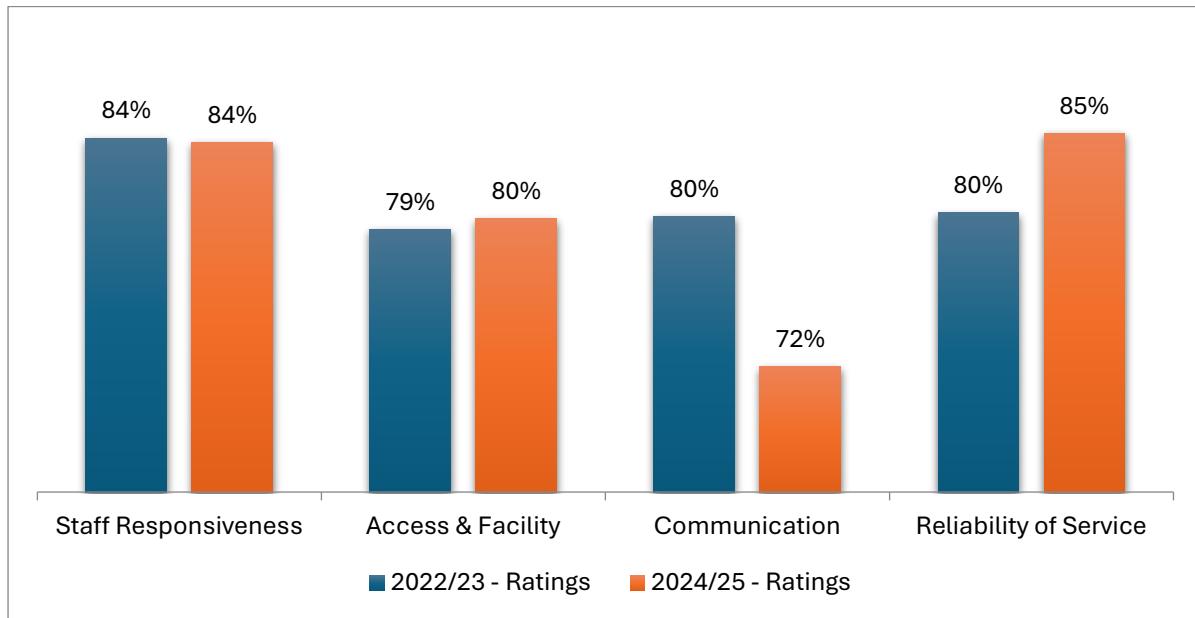


Chart 5 Ministry's Core Divisions comparison of 2022/23 and 2024/25 - Areas of focus

Mines and Geology Division



Overview of Main Findings

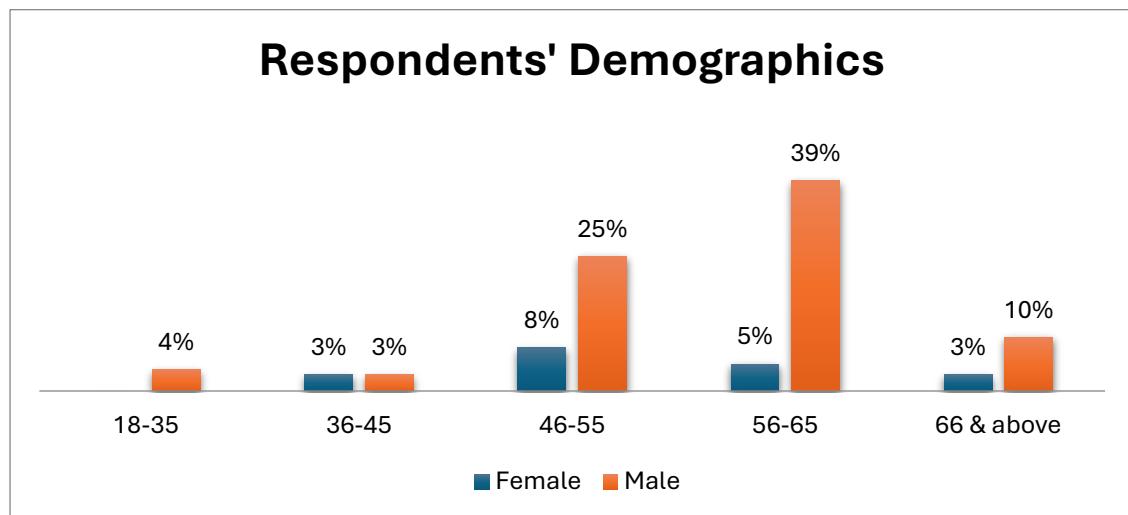
Mines and Geology Division (MGD) was assessed across four key areas: Staff Responsiveness, Accessibility and Facilities, Service Reliability, and Communication. According to the Service Excellence Policy, a satisfaction rating of 80% or above is considered as meeting the satisfaction standard, while any rating below 80% is categorized as did not meet the required satisfaction standard. Mines and Geology Division recorded an overall customer satisfaction rating of 86% for 2024/25.

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

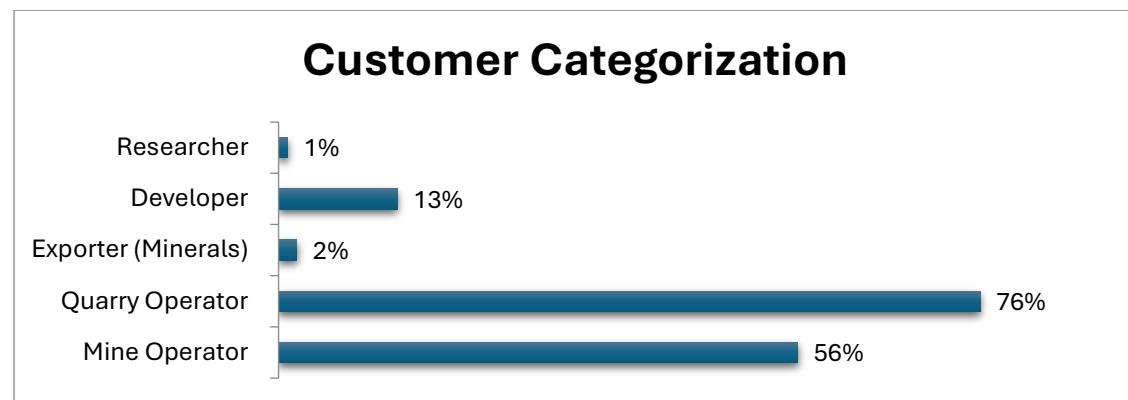
MGD's 2024/25 Overall Rating = 86%				
Service Dimensions	Reliability	Responsiveness	Access & Facility	Communication
	92%	90%	88%	75%

Respondents' Demographics

The survey garnered feedback from a total of 100 respondents; the vast majority of respondents were male (82%) while (18%) were female. The majority of respondents (44%) were aged 56-65 while (33%) were aged 46-55, (13%) were aged 66 and above. And the age groups of: 36-45 accounted for (6%) and 18-35 (4%) of respondents.

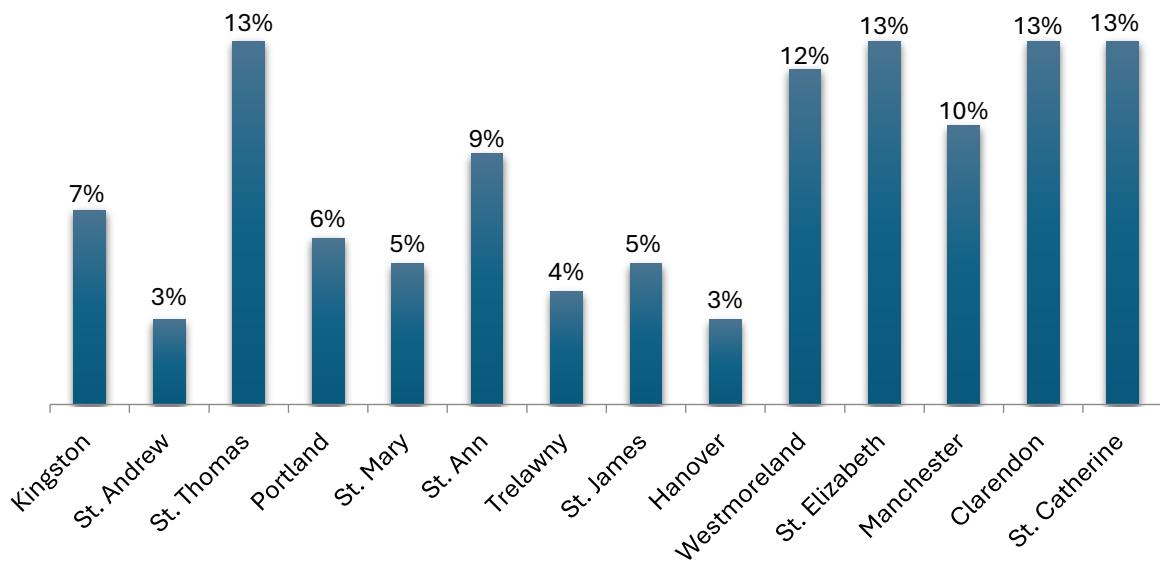


The survey captured responses from MGD's customer; the chart below highlights the categorization of the respondents. Note, respondents were allowed to select more than one role, resulting in cumulative percentages exceeding 100%. The distribution is as follows: Quarry Operator (76%), Mine Operator (56%), Developer (13%) and Exporter (2%).



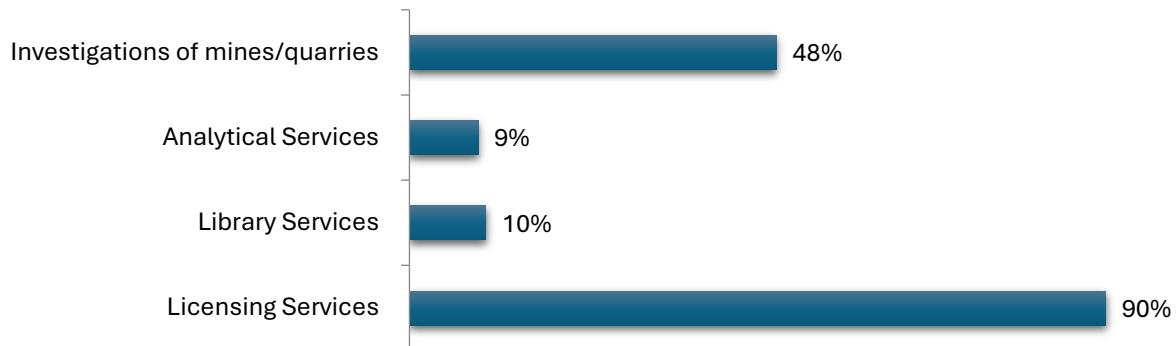
The table below shows where the respondents reside: four parishes (St. Thomas, St. Elizabeth, Clarendon and St. Catherine) each accounted for (13%) of respondents.

Respondents' Location of Operation



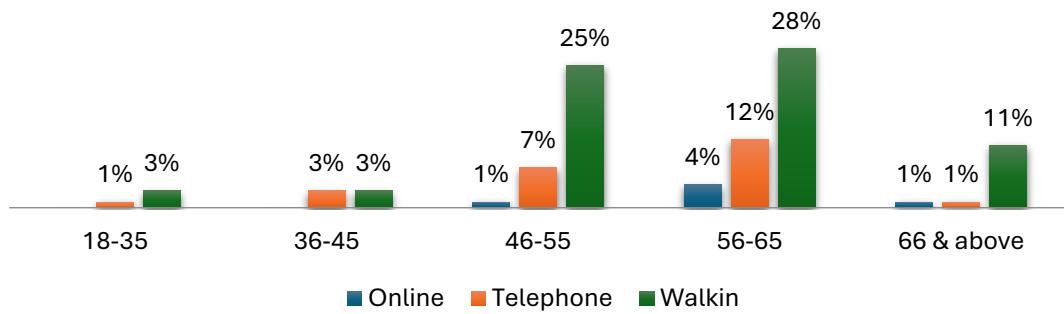
Feedback indicate *Licensing Services*, accessed by (90%) of respondents was the most accessed service followed by *Investigations of mines/quarries* with (48%).

Products/Services Accessed



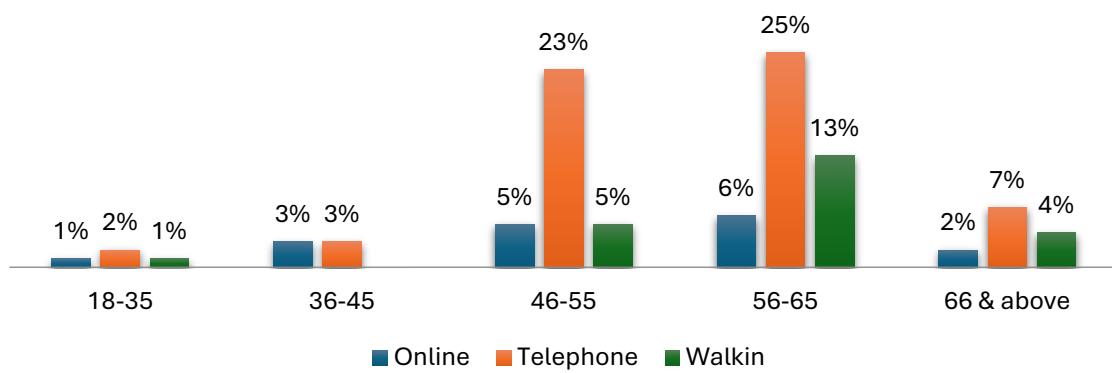
For the 18–35 demographic, Walk-in access (3%) is the dominant, followed by Telephone access (1%). In the 36–45 group: Walk-in and Telephone access both accounted for (3%) each. The 46–55 group shows Walk-in access (25%), followed by Telephone (7%) and Online (1%). Among those aged 56–65, Walk-in access (28%) continues to be the most common followed by Telephone (12%) and Online (4%). In the 66 & above group, Walk-in is dominant with (11%) followed by Online and Telephone access which both accounted for (1%) each.

Current Method of Access



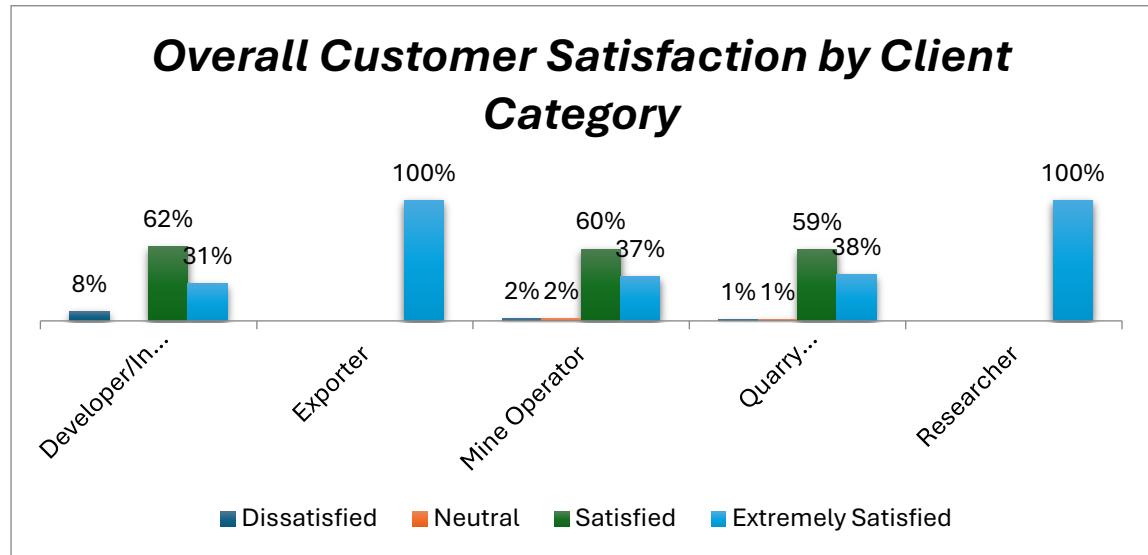
Among individuals aged 18–35, the highest preference is Telephone access (2%), followed by Online (1%) and Walk-in (1%). In the 36–45 age group, Online access and Telephone access both accounted for (3%) each as the preferred mode. For those aged 46–55, the most preferred method is Telephone (23%), followed by Online (5%), and Walk-in (5%). Respondents aged 56–65 show a preference for Telephone (25%), with Walk-in (13%) and Online (6%). In the 66 & above group, Telephone (7%) is the most preferred, while Walk-in (4%) and Online (2%) were the least selected.

Preferred Method of Access



The chart below highlights the *Overall Customer Satisfaction by Client Category*: Across all categories, the feedback indicates an overall positive perception of services with some variation by client type, a minority highlighted dissatisfied. The categories of Exporter and Researcher both recorded feedback indicating (100%) extremely satisfied. Developer/Investor report (62%) satisfied, (31%) extremely satisfied and (8%) dissatisfied. Quarry Operator report (59%) satisfied, (38%)

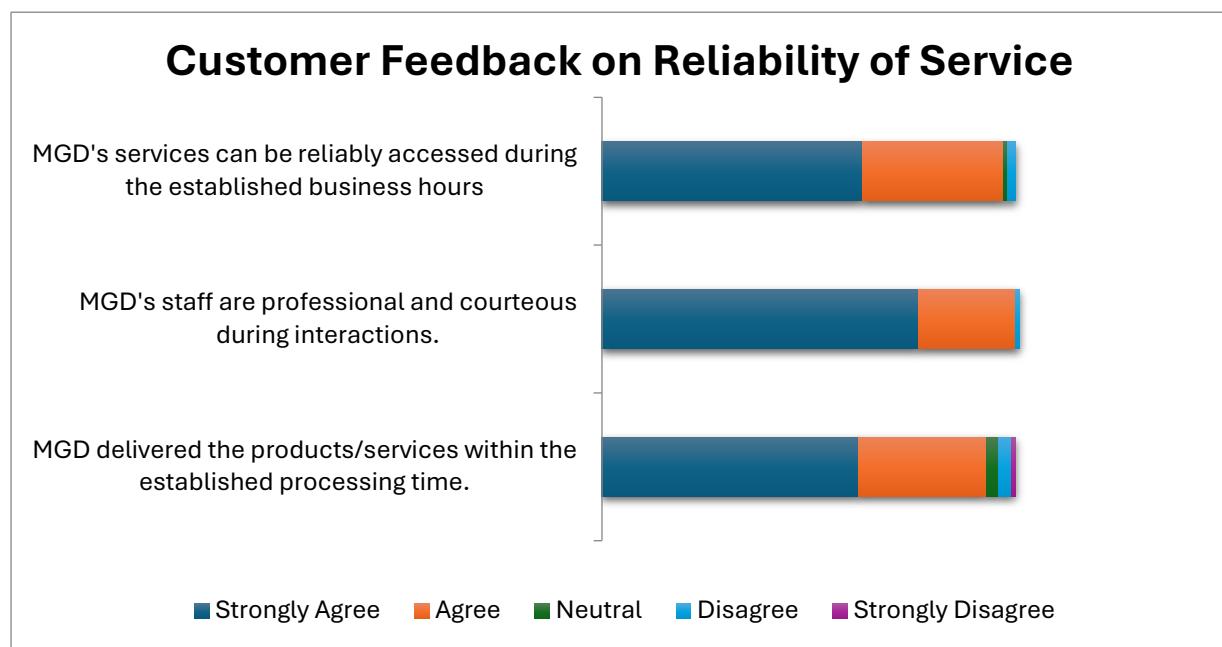
extremely satisfied, (1%) neutral and (1%) dissatisfied. Mine Operator report (60%) satisfied, (37%) extremely satisfied, (2%) neutral and (2%) dissatisfied.



Level of Satisfaction: Reliability of Service

For the service dimension of Reliability, MGD obtained a rating of (92%).

Respondents were asked to rate their experience in the area of reliability. Reliability is based on three key indicators: timeliness of service delivery, staff professionalism and courtesy, and accessibility during business hours.



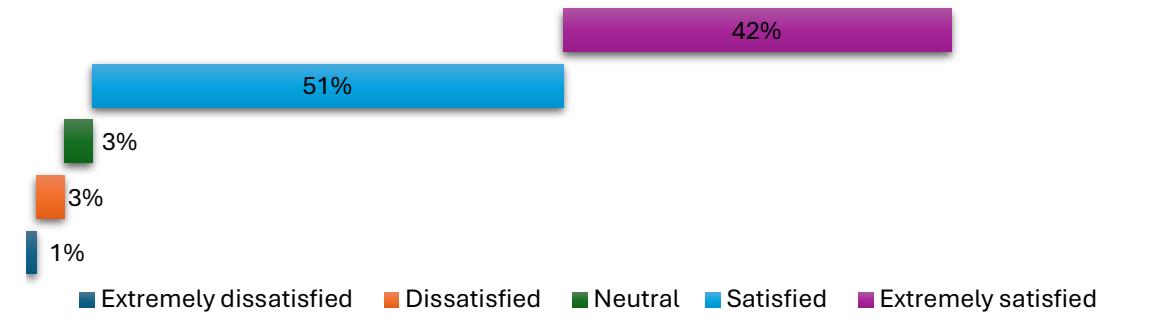
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
MGD delivered the products/services within the established processing time.	61%	31%	3%	3%	1%
MGD's staff is professional and courteous during interactions.	76%	23%	0%	1%	0%
MGD's services can be reliably accessed during the established business hours	62%	34%	1%	2%	0%

Timeliness of service delivery - When asked whether the entity delivered products and services within the established processing time, majority of respondents (92%) either agreed or strongly agreed while only (3%) disagreed and (3%) remained neutral. The majority of customers indicate their satisfaction with the reliability.

Staff professionalism and courtesy - A significant (99%) of respondents agreed or strongly agreed that staff members are professional and courteous during interactions, whether in person or by telephone. This reflects an overwhelmingly positive view of the staff's conduct and interpersonal skills.

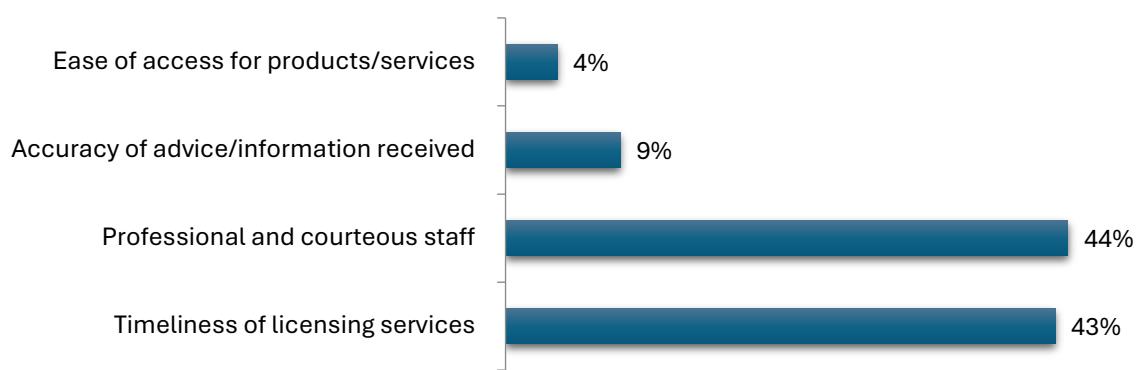
Accessibility during business hours - The reliability of access to services during official business hours, (96%) of respondents indicated agreement or strong agreement: representing a high level of confidence among clients that services are available as expected. Only (2%) disagreed and 13%) were neutral, indicating minimal concern in this area.

Overall Satisfaction: Quality of Products/Services



Overall satisfaction with the entity's products and services is predominantly positive, with (93%) of respondents reporting being either satisfied (51%) or extremely satisfied (42%). A minimal (3%) felt neutral, indicating neither satisfaction nor dissatisfaction, which may suggest room for improvement in engagement or service impact. Only a small portion of respondents expressed negative sentiment, with (3%) dissatisfied and (1%) extremely dissatisfied. These results reflect a strong general approval, with an opportunity to convert neutral and mildly dissatisfied users into more satisfied clients through targeted improvements.

Most Satisfied - Aspect of Product/Service



The aspect of the product/service that respondents were most satisfied with was the *Professional and courteous staff*, with (44%) expressing satisfaction, highlighting its significant value to users. *Timeliness of licensing services* was the second most appreciated aspect, receiving (43%) satisfaction, followed by *Accuracy of advice/information received* (9%).

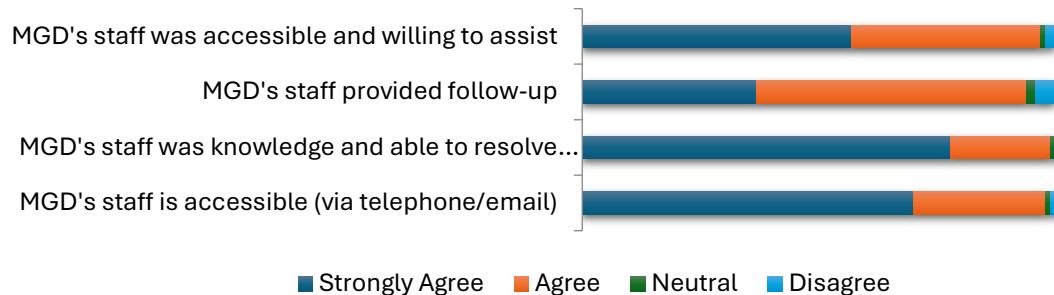


The aspect respondents felt least satisfied with was *Process flow for licensing services* cited by (76%), indicating a significant concern. The second most noted aspect was: *In Office Experience* and *Availability of products/service online* both tallied (10%) each.

Level of Satisfaction: Staff Responsiveness

For the service dimension of Responsiveness, MGD obtained a rating of (90%). Respondents were asked to rate their experience in the area of responsiveness. Responsiveness is based on three key indicators: staff accessibility, staff knowledge and staff helpfulness.

Customer Feedback on Staff Responsiveness



	Strongly Agree	Agree	Neutral	Disagree
MGD's staff is accessible (via telephone/email)	69%	28%	1%	2%
MGD's staff was knowledge and able to resolve queries	77%	21%	1%	1%
MGD's staff provided follow-up	37%	56%	2%	4%
MGD's staff was accessible and willing to assist	56%	40%	1%	2%

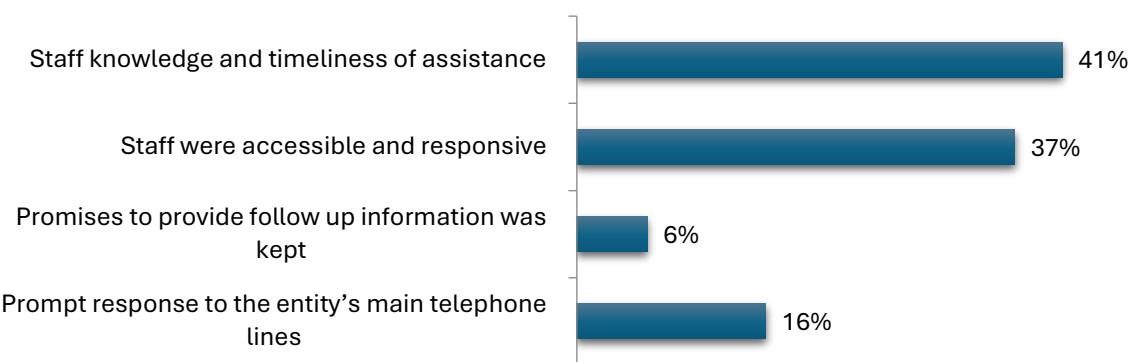
Staff Accessibility (Phone/Email) – The majority (97%) of respondents felt staff was accessible via telephone or email, with (69%) strongly agreeing and (28%) agreeing. This indicates strong availability and responsiveness through communication channels.

Staff Knowledge and Ability to Resolve Queries - An impressive (98%) agree/strongly agree that staff were knowledgeable and capable. This reflects high confidence in staff expertise and their ability to handle inquiries effectively.

Follow-Up Communication – A total of (93%) strongly agree/agree follow-up was provided when applicable, (2%) were neutral and (4%) disagreed. This suggests that most customers received follow-ups; however, there may be inconsistencies that need addressing.

General Staff Helpfulness – A total of (96%) felt staff was generally accessible and willing to assist. This highlights a strong customer service culture, with (1%) of respondents expressing neutrality and (2%) disagreed.

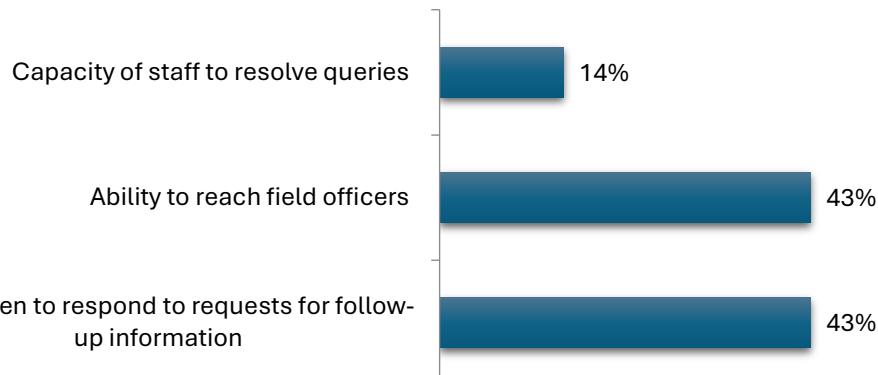
Responsiveness: Most Satisfied



The respondents highlighted *Staff knowledge and timeliness of assistance* (41%) as the area they were most satisfied with. And (37%) indicated *Staff were accessible*

and responsive followed by *Prompt response to the entity's main telephone lines* (16%).

Responsiveness: Least Satisfied

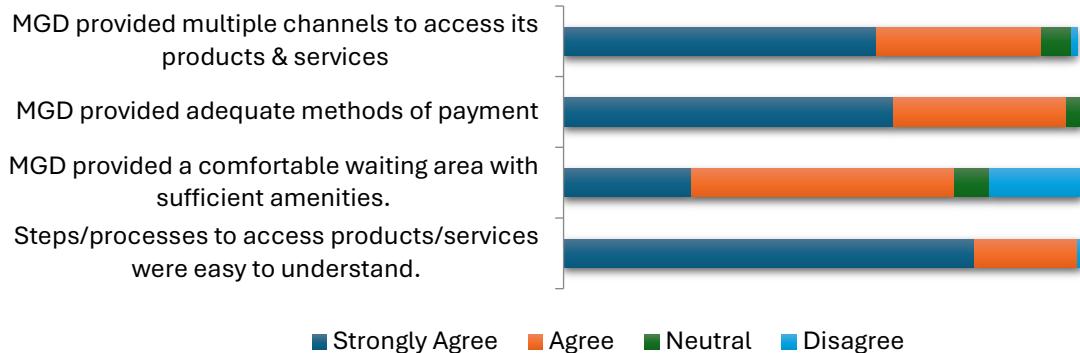


The most significant concern among respondents was *Time taken to respond to request for follow-up information* and *Ability to reach field officers* with (43%) each identifying this as the least satisfactory aspect. This indicates a gap in communication and service/issue resolution. *Capacity of staff to resolve queries* received (14%).

Level of Satisfaction: Access & Facility

For the service dimension of Access & Facility, MGD obtained a rating of (88%). Respondents were asked to rate their experience in the area of Access & Facilities. Access & Facility is based on four key indicators: Ease of Access to Products/Services, Comfort of Waiting Areas and Amenities, Adequate Methods of Payment and Availability of Multiple Access Channels.

Customer Feedback on Access & Facility



	Strongly Agree	Agree	Neutral	Disagree
Steps/processes to access products/services were easy to understand.	79%	20%	0%	1%
MGD provided a comfortable waiting area with sufficient amenities.	25%	51%	7%	18%
MGD provided adequate methods of payment	64%	33%	3%	0%
MGD provided multiple channels to access its products & services	60%	32%	6%	1%

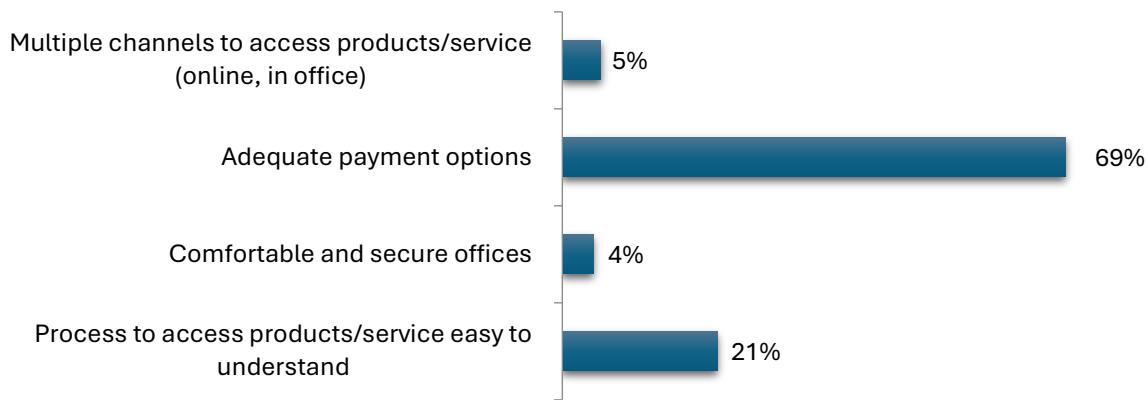
Ease of Access to Products/Services - This area received overwhelmingly positive feedback, with (99%) of respondents' agreeing/strongly agreeing the process was easy to understand. The high satisfaction indicates MGD's systems are clear, simple, and user-friendly.

Comfort of Waiting Areas and Amenities - Satisfaction was slightly moderate; with (76%) strongly agreeing/agreeing the waiting areas were comfortable, while (7%) were neutral and (18%) disagreed/strongly disagreed. This suggests room for improvement in seating, cooling, or other amenities to enhance the on-site experience.

Adequate Methods of Payment - A strong (97%) of respondents strongly agreed/agreed that payment options were adequate, showing that the entity offers convenient and accessible methods while 3% stated they were neutral.

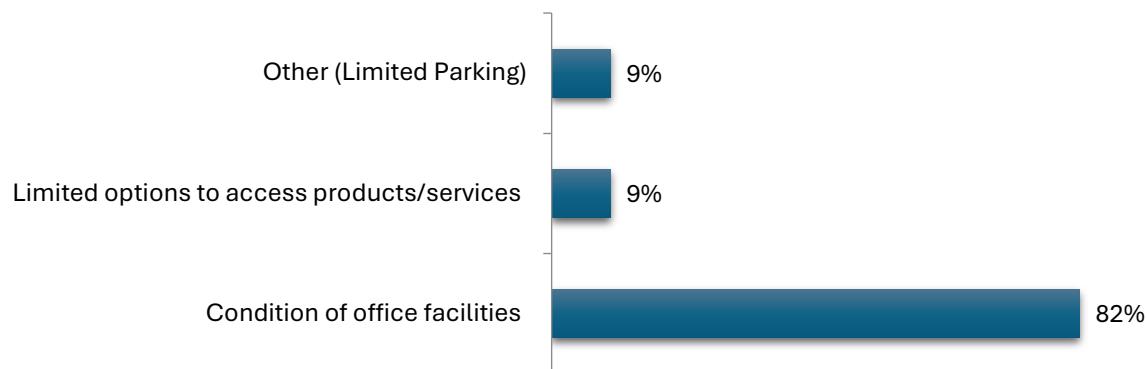
Availability of Multiple Access Channels – Satisfaction was overwhelming with (92%) strongly agreeing/agreeing there were sufficient access channels (online and in-person), however (6%) neutral and (1%) disagreed. This suggests some customers face limitations or are unaware of all available options.

Access & Facilities: Most Satisfied



The majority of respondents (69%) highlighted *Adequate payment options* as the area they were most satisfied with, followed by *Process to access products/services easy to understand* with (21%).

Access & Facilities: Least Satisfied

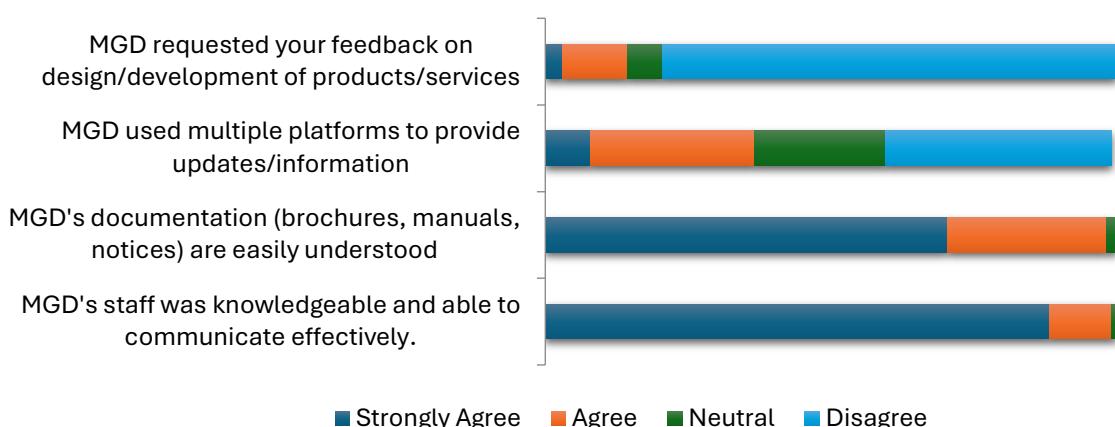


The most significant concern among respondents was *condition of office facilities* with (82%) identifying this as the least satisfactory aspect.

Level of Satisfaction: Communication

For the service dimension of Communication, MGD obtained a rating of (75%). Respondents were asked to rate their experience in the area of Communication. Communication is based on four key indicators: soliciting customer feedback on design/development of products/services, clear and concise documentation, quality of staff's communication and utilizing multiple platforms to provide information/updates.

Customer Feedback on Communication



	Strongly Agree	Agree	Neutral	Disagree
MGD's staff was knowledgeable and able to communicate effectively.	88%	11%	1%	0%
MGD's documentation (brochures, manuals, notices) are easily understood	70%	28%	2%	0%
MGD used multiple platforms to provide updates/information	8%	29%	23%	40%
MGD requested your feedback on design/development of products/services	3%	11%	6%	80%

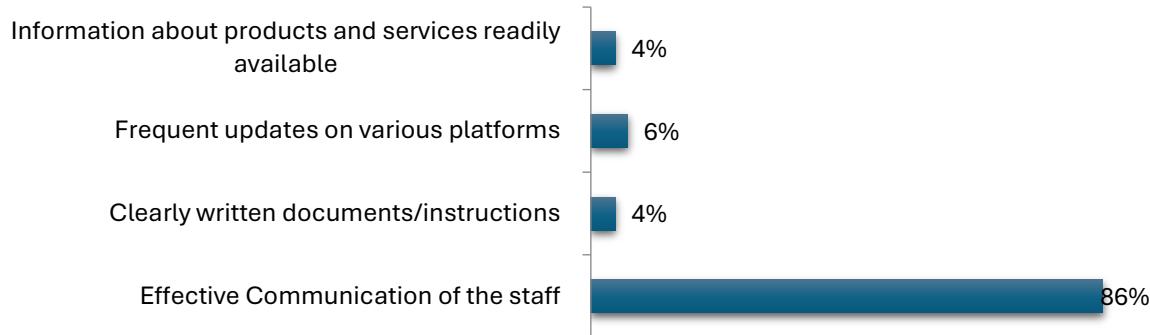
Quality of staff's communication - A strong majority of respondents (99%) either *strongly agreed* (88%) or *agreed* (11%) that MGD's staff were knowledgeable and communicated effectively, indicating high confidence in staff capabilities.

Clear and concise documentation – Majority of respondents (98%) found MGD's materials clear and easy to understand (*strongly agree*: 70%, *agree*: 28%), with (2%) neutral.

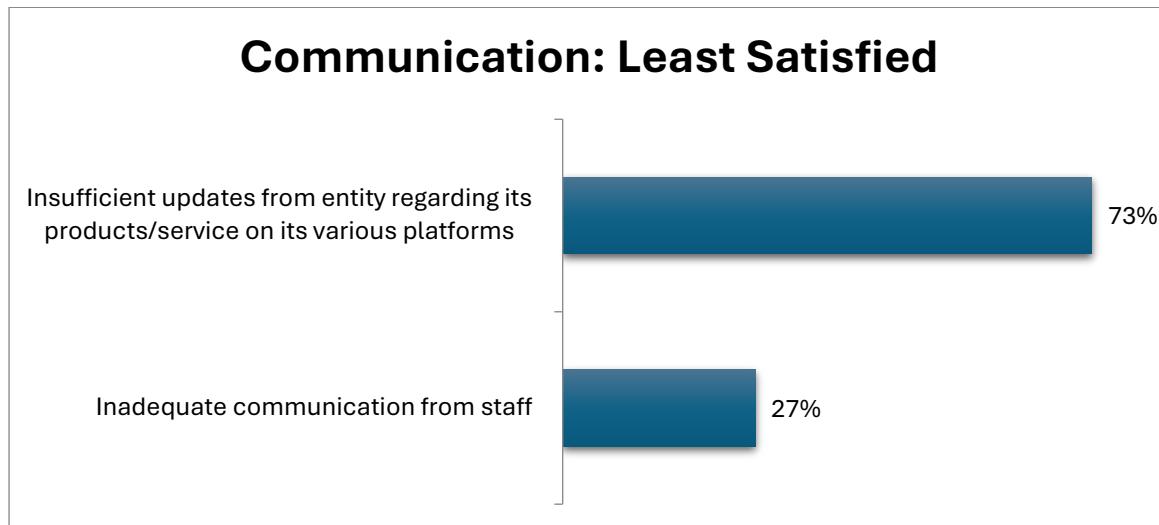
Utilizing multiple platforms to provide information/updates – This area showed one of the weakest performance. Feedback was more mixed here, (37%) agreed/strongly agreed to some extent that MGD used multiple platforms (*strongly agree*: 8%, *agree*: 29%), over a third (40%) disagreed while (23%) were neutral: suggesting a strong need to enhance communication channels or make them more visible.

Soliciting customer feedback on design/development of products/services - Only 14% felt MGD requested their feedback (*strongly agree*: 3%, *agree*: 11%), while a significant (80%) *disagreed/strongly disagreed*. This suggests a clear opportunity for MGD to improve stakeholder engagement in design and development processes.

Communication: Most Satisfied



The area respondents were most satisfied with was *Effective communication of the staff* (86%), followed by *Frequent updates on various platforms* (6%).



The most significant concern among respondents was *Insufficient updates received from MGD* with (73%), followed by *Inadequate communication from staff* (27%).

Agricultural Marketing Information & Incentive Branch



Overview of Main Findings

Agricultural Marketing Information Incentive Branch (AMIIIB) was assessed across four key areas: Staff Responsiveness, Accessibility and Facilities, Service Reliability, and Communication. According to the Service Excellence Policy, a satisfaction rating of 80% or above is considered as meeting the satisfaction standard, while any rating below 80% is categorized as did not meet the required satisfaction standard.

Agricultural Marketing Information Incentive Branch recorded an overall customer satisfaction rating of 83% for 2024/25 this represents a decrease from the 2022/23 rating of 83.2%.

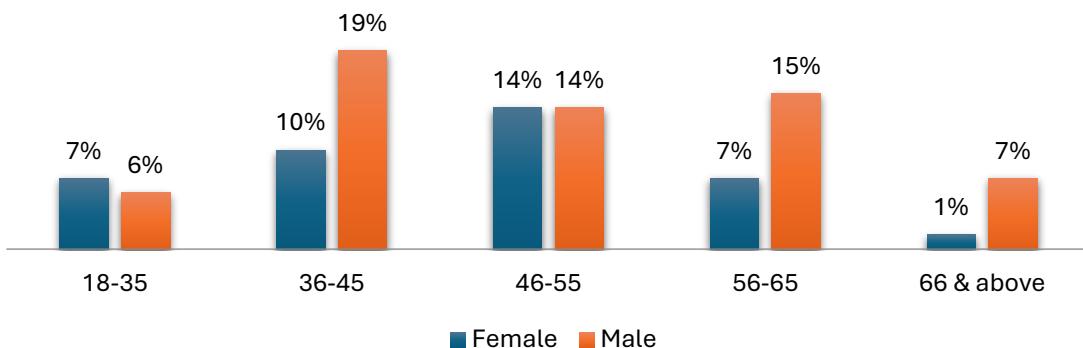
See table below for a performance breakdown in each service dimension:

AMIIIB's 2024/25 Overall Rating = 83%				
Service Dimensions	Reliability	Responsiveness	Access & Facility	Communication
	86%	89%	83%	74%

Respondents' Demographics

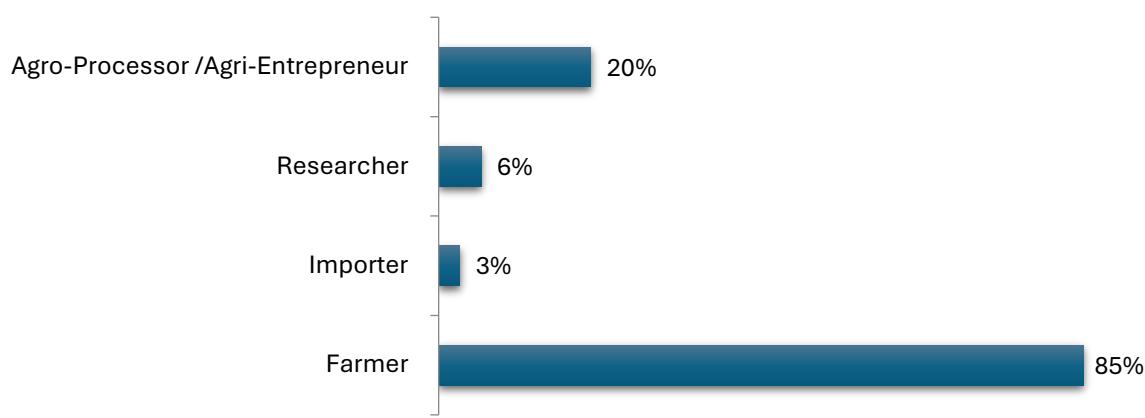
The survey garnered feedback from a total of 72 respondents; the vast majority of respondents were male (61%) while (39%) were female. The majority of respondents (29%) were aged 36-45, while (28%) were aged 46-55, (22%) were aged 56-65, (13%) were aged 18-35 and 66 and above accounted for (8%).

Respondents' Demographics

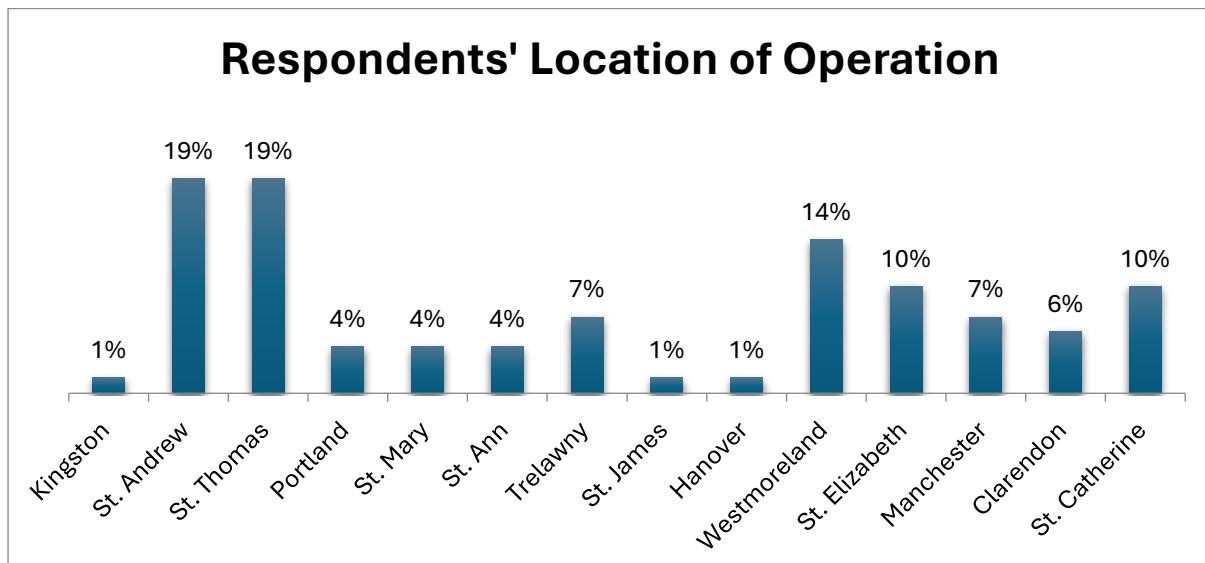


The survey captured responses from AMIIB's customer; the chart below highlights the categorization of the respondents. Note, respondents were allowed to select more than one role, resulting in cumulative percentages exceeding 100%. The distribution is as follows: Farmer (85%), Agro-Processor/Agri-Entrepreneur (14%), and Researcher (6%).

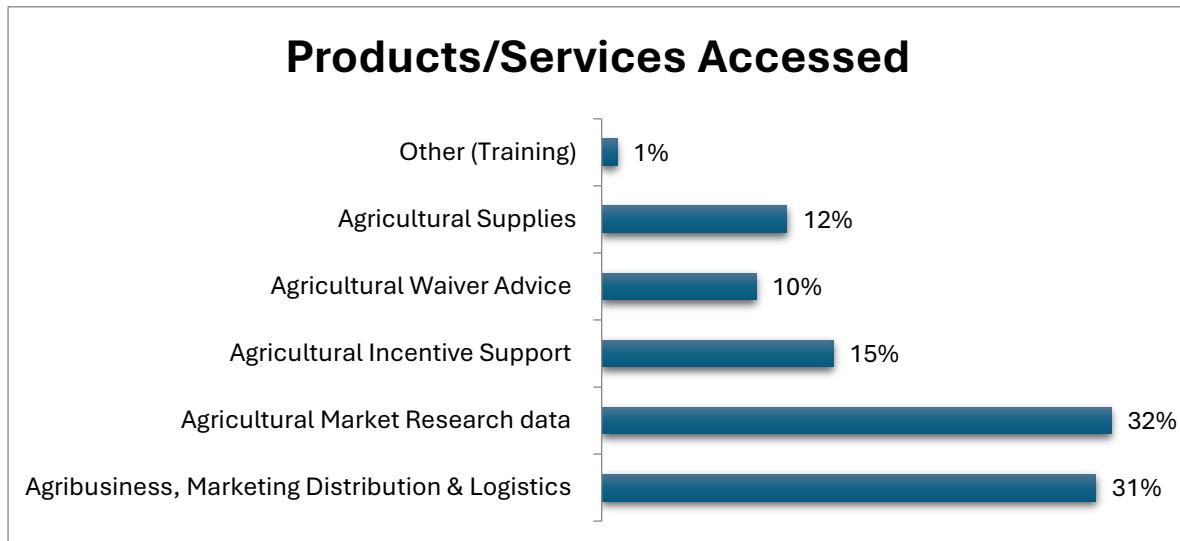
Customer Categorization



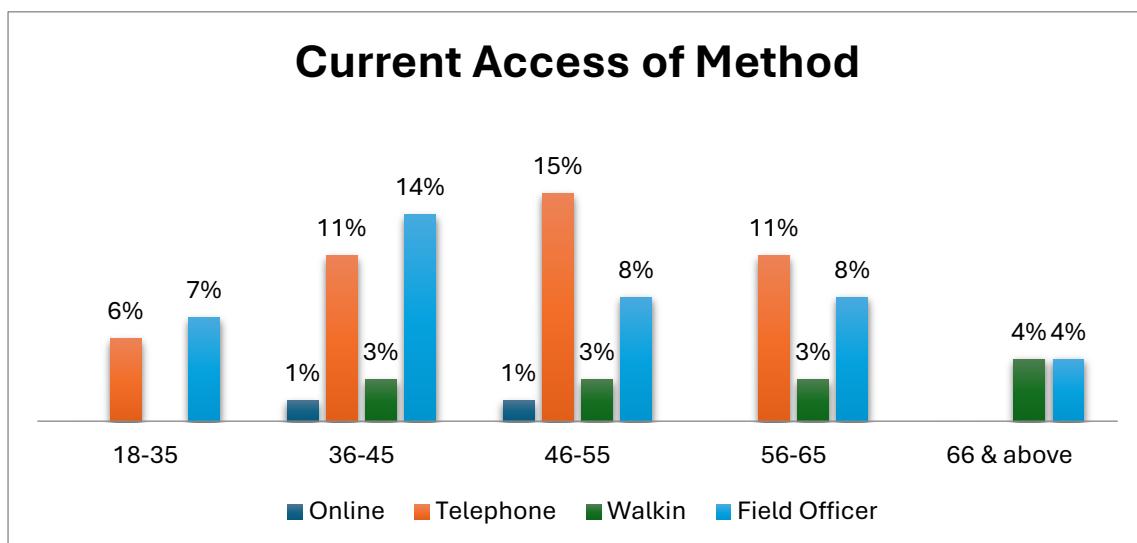
The table below shows where the respondents reside. The vast majority (19%) of respondents are from the parishes of St. Andrew and St. Thomas.



Feedback indicate *Agricultural Market Research data* is the most utilized service, accessed by (32%) of respondents, followed by *Agribusiness, Marketing Distribution & Logistics* with (31%).

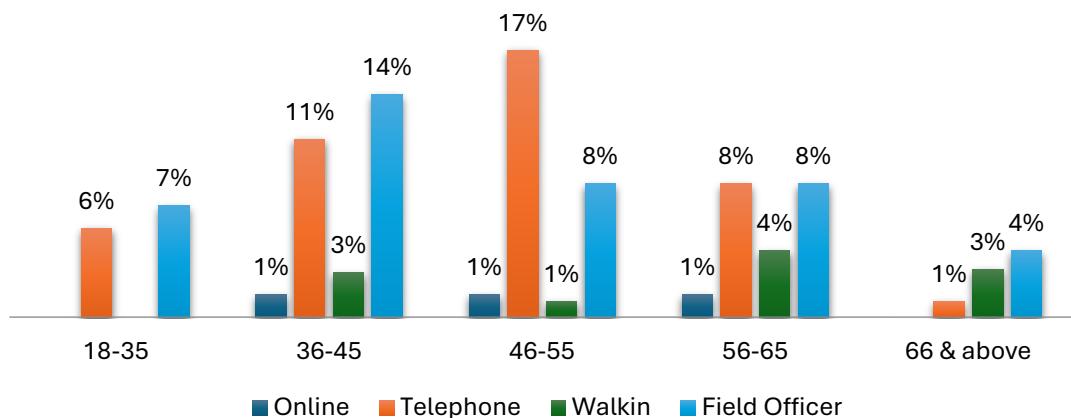


For the 18–35 demographic, access through Field Officer (7%) is the dominant channel, followed by Telephone access (6%). In the 36–45 group: access through Field Officer (14%) remains most common, with Telephone (11%), Walk-in (3%) and Online (1%). The 46–55 group shows the highest Telephone access (15%), followed by Field Officer (8%), Walk-in (3%) and Online (1%). Among those aged 56–65, Telephone access (11%) continues to be the most common, compared to Field Officer (8%) and Walk-in (3%). In the 66 & above category, Walk-in and access through Field Officer both accounted for (4%) each.



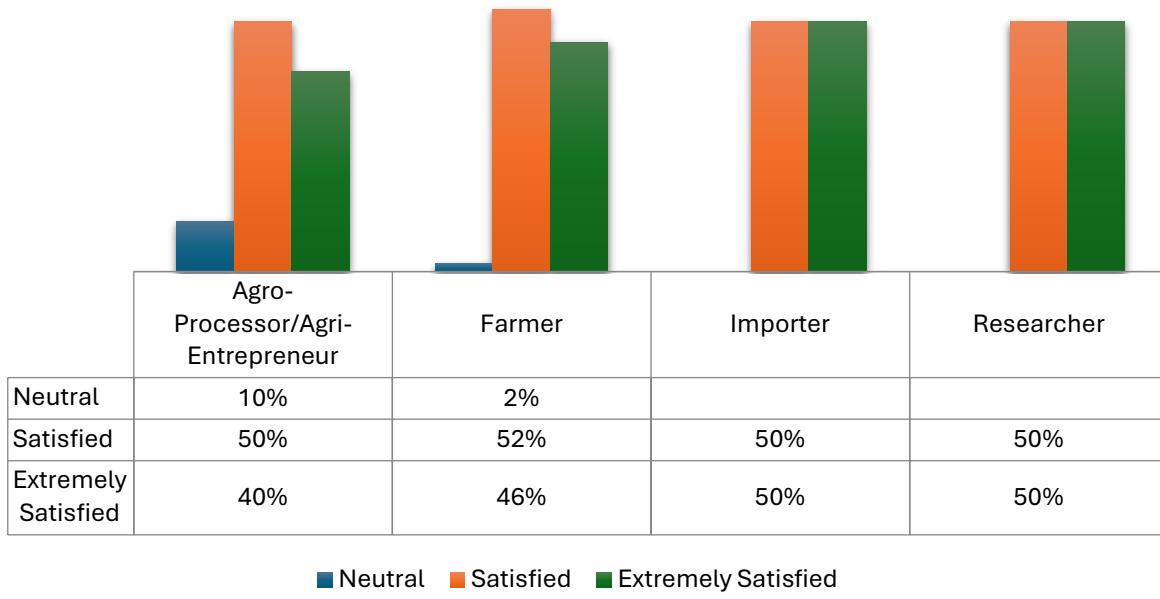
Among individuals aged (18–35), the highest preference is access through Field Officer (7%) followed by Telephone (6%). In the (36–45) age group, the highest preference is access through Field Officer (14%) followed by Telephone (11%). For those aged (46–55), the most preferred method is Telephone (17%), followed by Field Officer (8%). Respondents aged (56–65) show a preference for Telephone and Field Officer (8%) each and Walk-in accounted for (4%). In the (66 & above) group, Field Officer (4%) is the most preferred, while Walk-in (3%) and Telephone (1%) trail.

Preferred Method of Access



The chart below highlights the *Overall Customer Satisfaction by Client Category*: Across all categories, feedback indicates an overall positive perception of services with some variation by client type. Agri-Processors/Agri-Entrepreneurs report (50%) Satisfied, (40%) extremely satisfied and (10%) neutral. Farmers show strong satisfaction, with (52%) satisfied and (46%) extremely satisfied and merely (2%) neutral. Researchers' report (50%) satisfied and (50%) extremely satisfied.

Overall Customer Satisfaction by Client Category

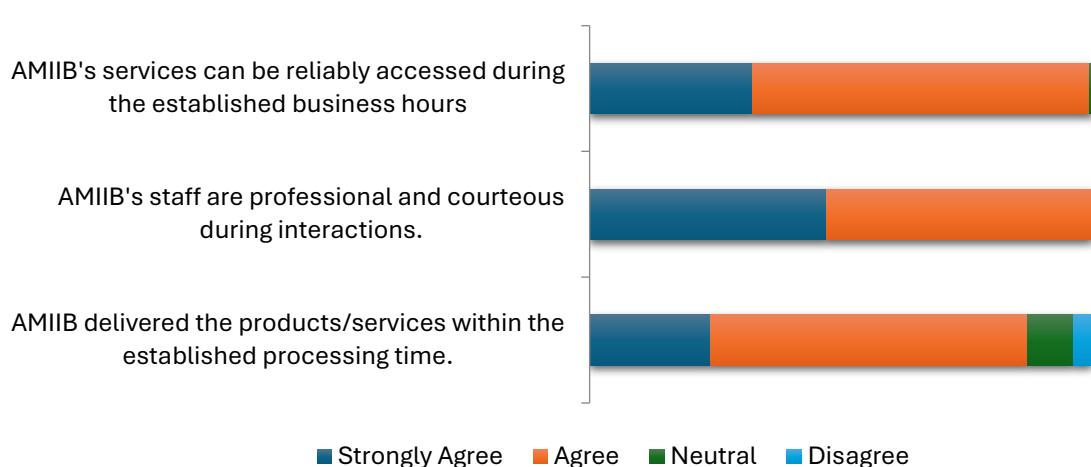


Level of Satisfaction: Reliability of Service

For the service dimension of Reliability, AMIIB obtained a rating of (85.8%). This represents an increase from 2022/23 rating of (77.1%).

Respondents were asked to rate their experience in the area of reliability. Reliability is based on three key indicators: timeliness of service delivery, staff professionalism and courtesy, and accessibility during business hours.

Customer Feedback on Reliability of Service



	Strongly Agree	Agree	Neutral	Disagree
AMIIB delivered the products/services within the established processing time.	24%	63%	9%	4%
AMIIB's staff is professional and courteous during interactions.	47%	53%	0%	0%
AMIIB's services can be reliably accessed during the established business hours	32%	67%	1%	0%

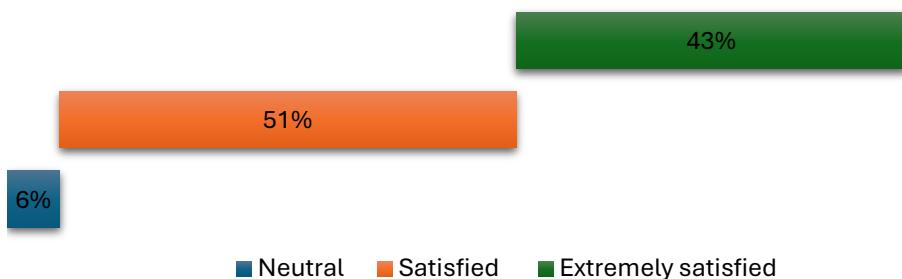
Timeliness of service delivery - When asked whether the entity delivered products and services within the established processing time, majority of respondents (87%) either agreed or strongly agreed while (4%) disagreed and (9%) remained neutral. The majority of customers indicate their satisfaction with the reliability.

Staff professionalism and courtesy – All of the respondents agreed or strongly agreed that staff members are professional and courteous during interactions, whether in person or by telephone. This reflects an overwhelmingly positive view of

the staff's conduct and interpersonal skills.

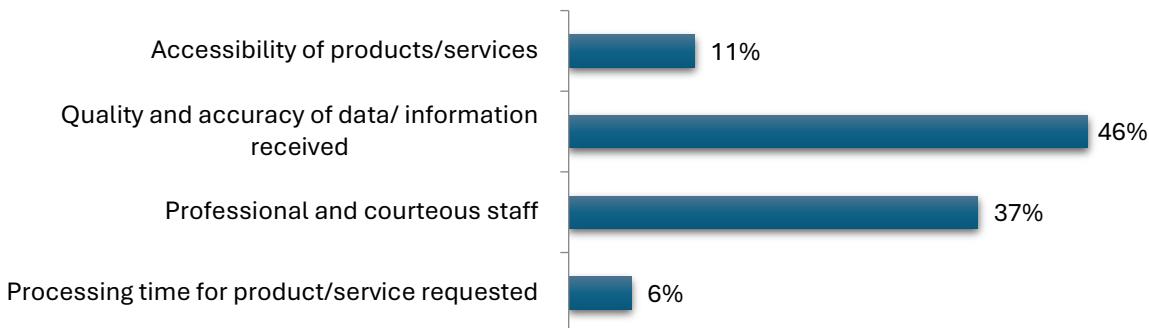
Accessibility during business hours - The reliability of access to services during official business hours, (99%) of respondents indicated agreement or strong agreement: representing a high level of confidence among clients that services are available as expected.

Overall Satisfaction: Quality of Products/Services



Overall satisfaction with the entity's products and services is predominantly positive, with (94%) of respondents reporting being either satisfied (51%) or extremely satisfied (43%) and a mere (6%) felt neutral.

Most Satisfied - Aspect of Product/Service



The aspect of the product/service that respondents were most satisfied with was the *Quality and accuracy of data/ information received*, with (46%) expressing satisfaction, highlighting its significant value to users. *Professional and courteous staff* was the second most appreciated aspect, receiving (37%) satisfaction, followed by *Accessibility of products/services* (11%).

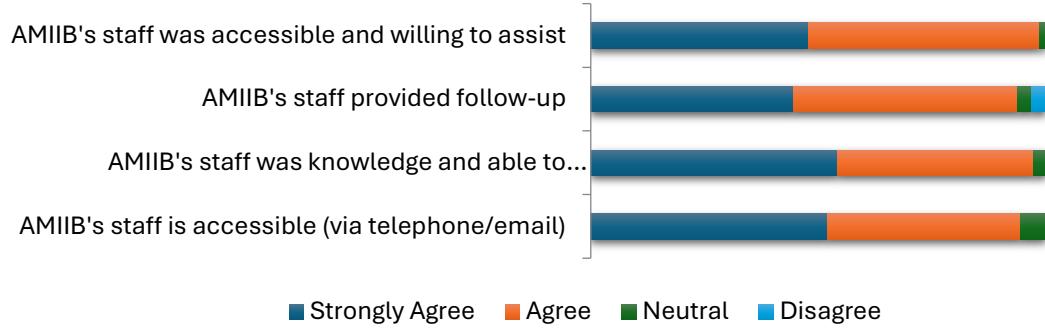


The aspects respondents felt least satisfied with was the *Availability of the field staff for assistance* and *Timeliness of follow up information required* which both received (36%), indicating a significant concern.

Level of Satisfaction: Staff Responsiveness

For the service dimension of Responsiveness, AMIIB obtained a rating of (89%). This represents an increase from 2022/23 rating of (85.9%). Respondents were asked to rate their experience in the area of responsiveness. Responsiveness is based on three key indicators: staff accessibility, staff knowledge and staff helpfulness

Customer Feedback on Staff Responsiveness



	Strongly Agree	Agree	Neutral	Disagree
AMIIIB's staff is accessible (via telephone/email)	52%	42%	6%	0%
AMIIIB's staff was knowledge and able to resolve queries	54%	43%	3%	0%
AMIIIB's staff provided follow-up	45%	49%	3%	3%
AMIIIB's staff was accessible and willing to assist	48%	51%	1%	0%

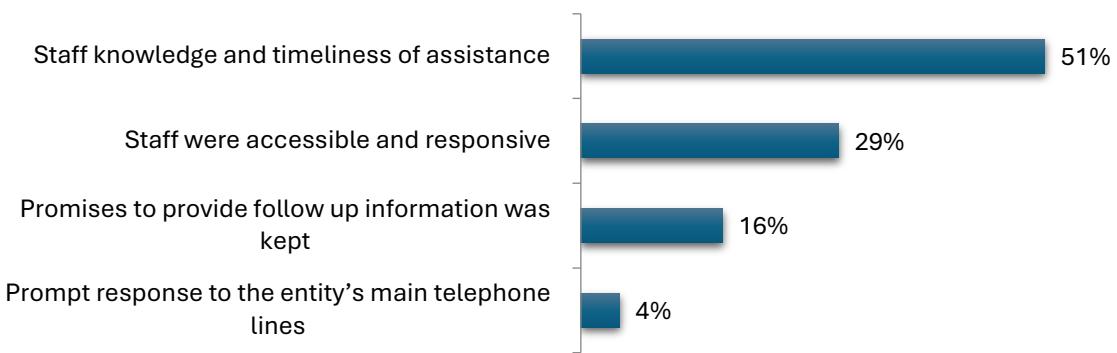
Staff Accessibility (Phone/Email) – The majority (94%) of respondents felt staff was accessible via telephone or email, with (52%) strongly agreeing and (42%) agreeing. This indicates strong availability and responsiveness through communication channels.

Staff Knowledge and Ability to Resolve Queries - An impressive (97%) agree/strongly agree that staff were knowledgeable and capable. This reflects high confidence in staff expertise and their ability to handle inquiries effectively.

Follow-Up Communication – A total of (94%) strongly agree/agree follow-up was provided when applicable and neutral and disagree received (3%) each. This suggests that most customers received follow-ups.

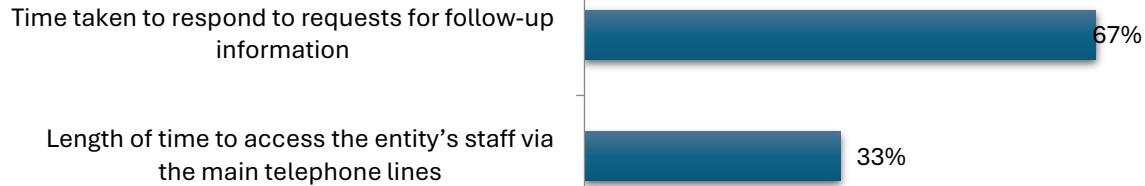
General Staff Helpfulness – A total of (99%) felt staff was generally accessible and willing to assist. This highlights a strong customer service culture, with (1%) of respondents expressing neutrality.

Responsiveness: Most Satisfied



The respondents highlighted *Staff knowledge and timeliness of assistance* (51%) as the area they were most satisfied with, followed by (29%) indicated *Staff were accessible and responsive* followed by *Promises to provide follow up information was kept* (16%).

Responsiveness: Least Satisfied



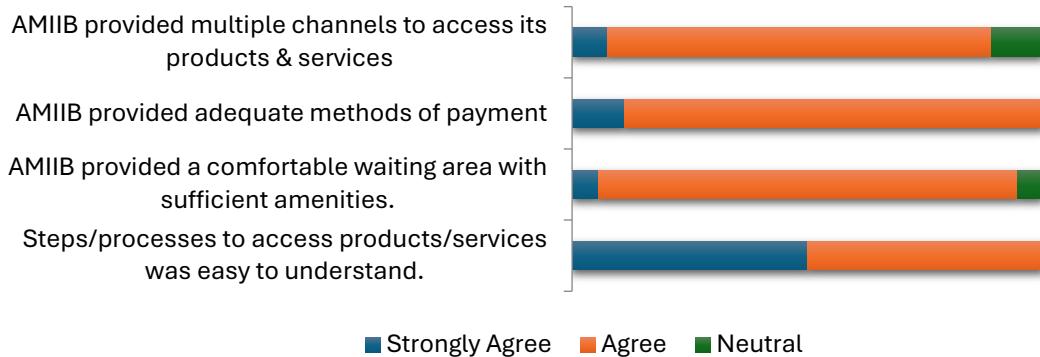
The most significant concern among respondents was *Time taken to respond to request for follow-up information*, with (67%) identifying this as the least satisfactory aspect. This indicates a gap in communication and service/issue resolution. *Length of time to access the entity's staff via the main telephone lines* received (33%).

Level of Satisfaction: Access & Facility

For the service dimension of Access & Facility, AMIIB obtained a rating of (82.9%). This represents a decrease from 2022/23 rating of (85%)

Respondents were asked to rate their experience in the area of Access & Facilities. Access & Facility is based on four key indicators: Ease of Access to Products/Services, Comfort of Waiting Areas and Amenities, Adequate Methods of Payment and Availability of Multiple Access Channels.

Customer Feedback on Access & Facility



	Strongly Agree	Agree	Neutral
Steps/processes to access products/services was easy to understand.	50%	50%	0%
AMIIB provided a comfortable waiting area with sufficient amenities.	6%	89%	6%
AMIIB provided adequate methods of payment	11%	89%	0%
AMIIB provided multiple channels to access its products & services	7%	81%	11%

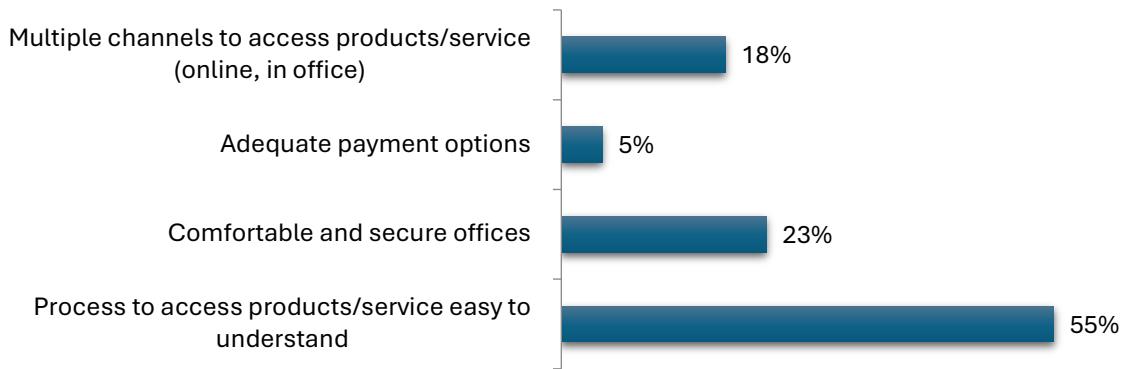
Ease of Access to Products/Services - This area received overwhelmingly positive feedback with (100%) of the respondents' agreeing/strong agreeing the process was easy to understand. The high satisfaction indicates AMIIB's systems are clear, simple, and user-friendly.

Comfort of Waiting Areas and Amenities - Satisfaction was overwhelming, with (95%) strongly agreeing/agreeing the waiting areas were comfortable and (6%) were neutral. The small percentage of neutral responses suggests room for improvement in seating, cooling, or other amenities to enhance the on-site experience.

Adequate Methods of Payment - (100%) of respondents strongly agreed/agreed that payment options were adequate, showing that the entity offers convenient and accessible payment methods.

Availability of Multiple Access Channels – Satisfaction was high, with (88%) strongly agreeing/agreeing there were sufficient access channels (online and in-person), however a notable (11%) neutral. This suggests some customers face limitations or are unaware of all available options.

Access & Facilities: Most Satisfied



The respondents highlighted *Process to access products/service easy to understand* (55%) as the area they were most satisfied with. And (23%) identified *Comfortable and secure offices* and (18%) *Adequate payment options*.

Level of Satisfaction: Communication

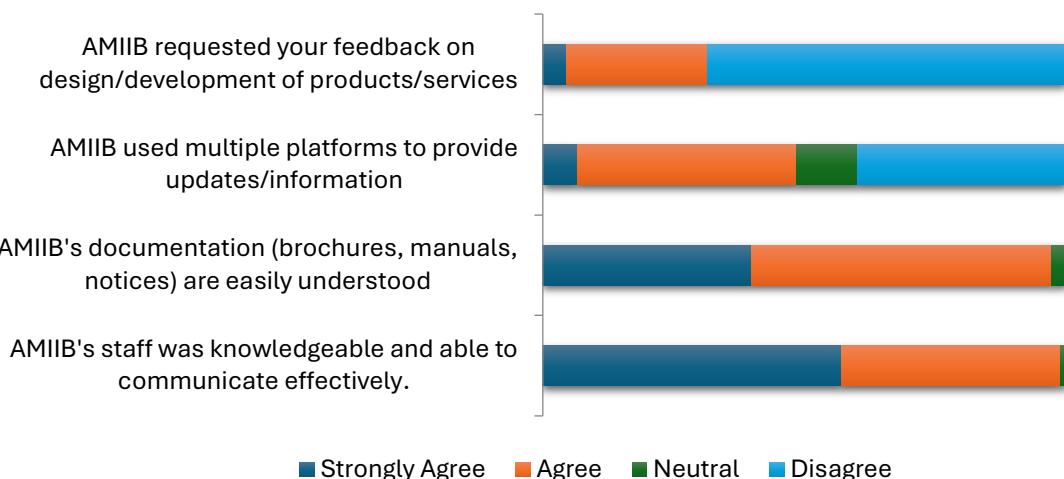
For the service dimension of Communication, AMIIB obtained a rating of (73.7%).

This represents a decrease from 2022/23 rating of (84.8%).

Respondents were asked to rate their experience in the area of Communication.

Communication is based on four key indicators: soliciting customer feedback on design/development of products/services, clear and concise documentation, quality of staff's communication and utilizing multiple platforms to provide information/updates.

Customer Feedback on Communication



	Strongly Agree	Agree	Neutral	Disagree
AMIIB's staff was knowledgeable and able to communicate effectively.	57%	42%	1%	0%
AMIIB's documentation (brochures, manuals, notices) are easily understood	40%	57%	3%	0%
AMIIB used multiple platforms to provide updates/information	7%	42%	12%	40%
AMIIB requested your feedback on design/development of products/services	4%	27%	0%	69%

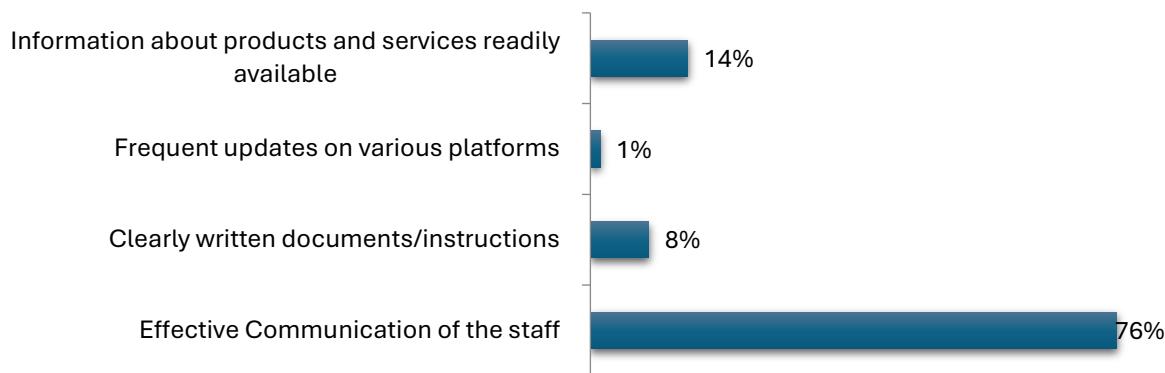
Quality of staff's communication - A strong majority of respondents (99%) either *strongly agreed* (57%) or *agreed* (42%) that AMIIB's staff were knowledgeable and communicated effectively, indicating high confidence in staff capabilities.

Clear and concise documentation – Majority of respondents (97%) found AMIIB's materials clear and easy to understand (*strongly agree*: 40%, *agree*: 57%), with (3%) neutral.

Utilizing multiple platforms to provide information/updates – This area showed one of the weakest performances. Feedback was more mixed here, (49%) agreed/strongly agreed to some extent that AMIIB used multiple platforms, (12%) were neutral and (40%) disagreed, suggesting a strong need to enhance communication channels or make them more visible.

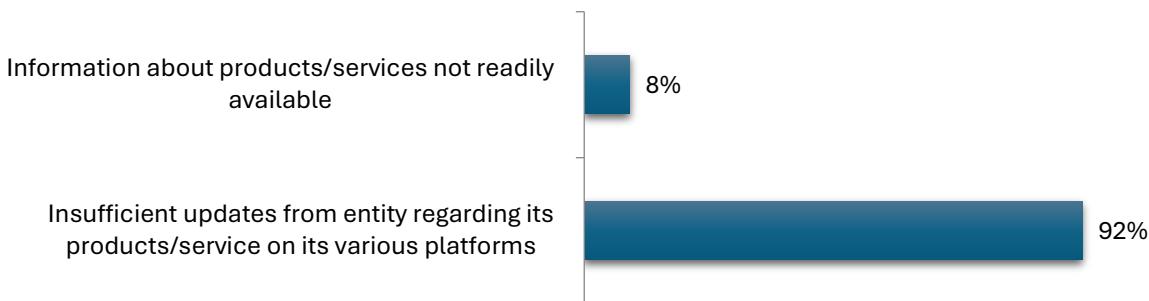
Soliciting customer feedback on design/development of products/services – This area highlights the weakest area of the Division, as only (31%) felt AMIIB requested their feedback (*strongly agree*: 4%, *agree*: 27%), while a significant (69%) disagreed. This suggests a clear opportunity for AMIIB to improve stakeholder engagement in design and development processes.

Communication: Most Satisfied



The area respondents were most satisfied with was *Effective communication of the staff* (76%), followed by *Information about products and services readily available* (14%).

Communication: Least Satisfied



The most significant concern among respondents was *Insufficient updates received from AMIIB* with (92%), followed by *Information about products/services not readily available* (8%).

Agricultural Land Management Division



Overview of Main Findings

Agricultural Land Management Division (ALMD) was assessed across four key areas: Staff Responsiveness, Accessibility and Facilities, Service Reliability, and Communication. According to the Service Excellence Policy, a satisfaction rating of 80% or above is considered as meeting the satisfaction standard, while any rating below 80% is categorized as did not meet the required satisfaction standard.

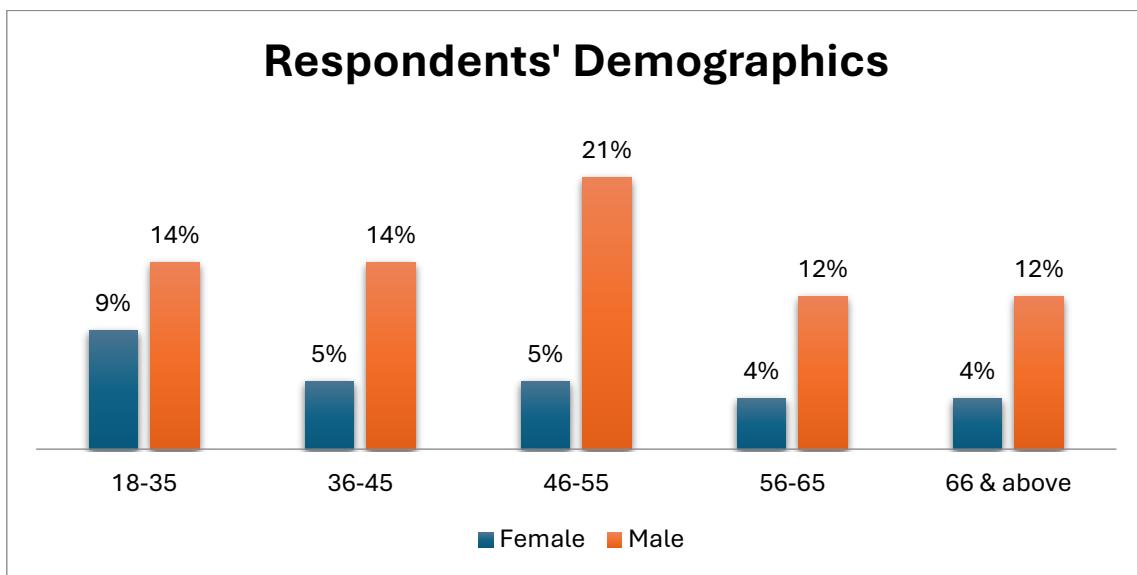
Agricultural Land Management Division recorded an overall customer satisfaction rating of 80% for 2024/25 this represents an increase from the 2022/23 rating of 76.1%.

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

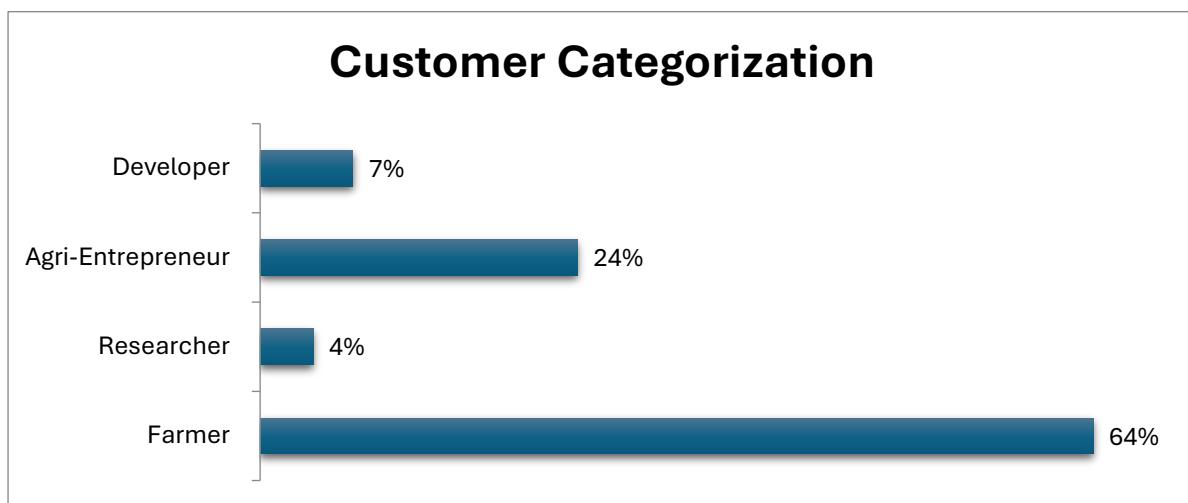
ALMD's 2024/25 Overall Rating = 80%				
Service Dimensions	Reliability	Responsiveness	Access & Facility	Communication
	84%	84%	78%	74%

Respondents' Demographics

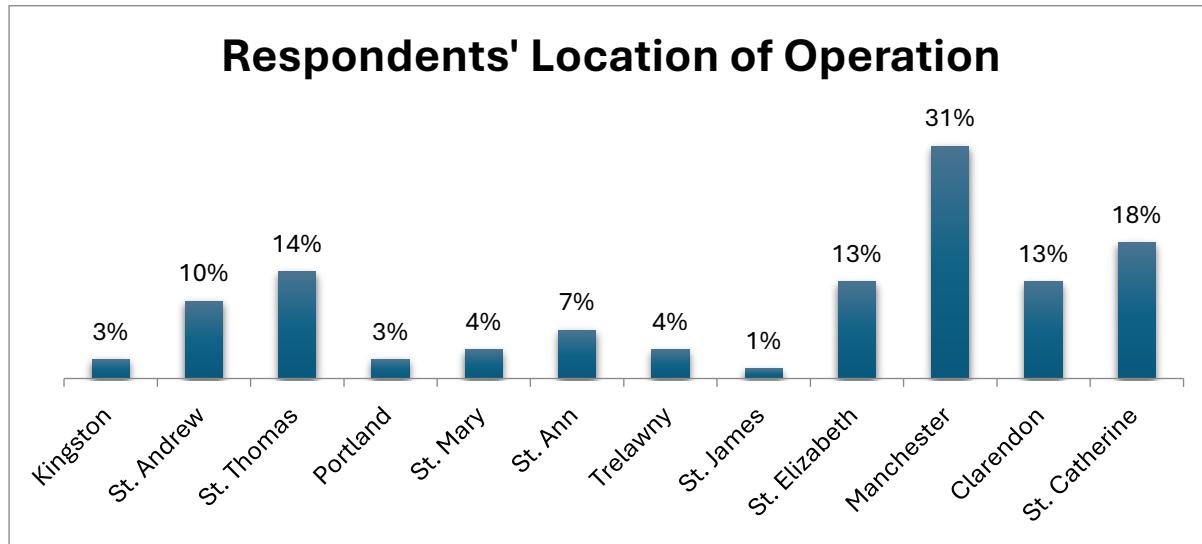
The survey garnered feedback from a total of 78 respondents; most respondents were male (73%) while (27%) were female. Most respondents (26%) were aged 46-55 while (23%) were aged 18-35, (19%) were aged 36-45. And the age groups of 56-65 and 66 and above both had (16%) of respondents.



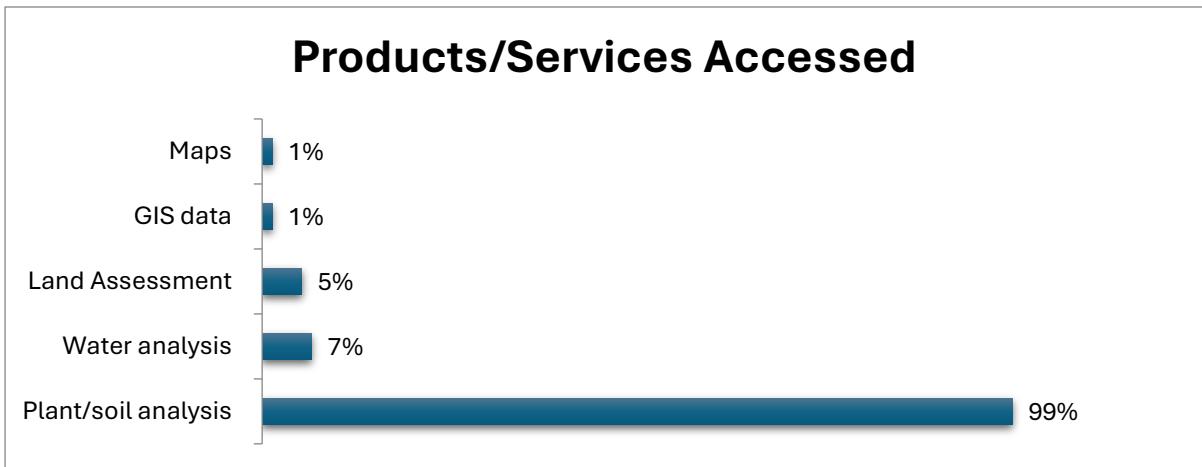
The survey captured responses from ALMD's customers; the chart below highlights the categorization of the respondents. Note, respondents were allowed to select more than one role, resulting in cumulative percentages exceeding 100%. The distribution is as follows: Farmer (64%), Agri-Entrepreneur (24%), Developer (7%) and Researcher (4%).



The table below shows where the respondents reside. The vast majority (31%) of respondents are from the parish of Manchester.

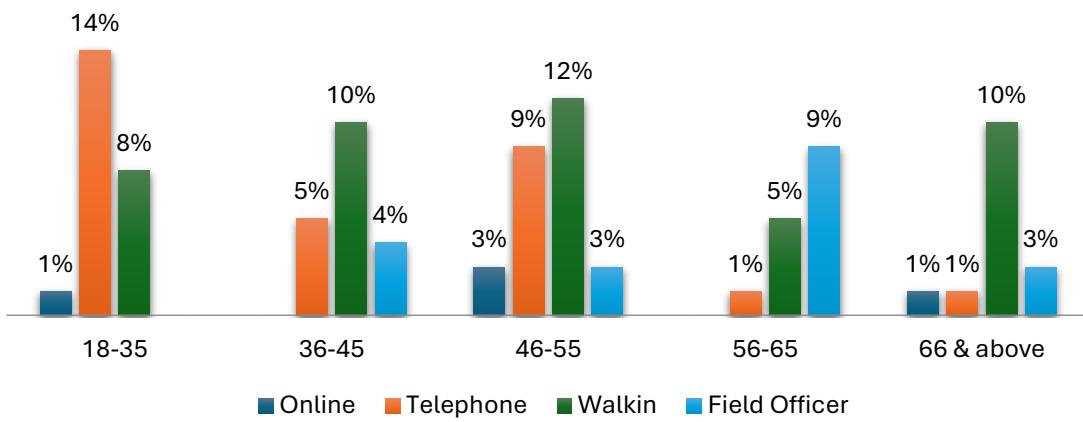


Feedback indicate *Plant/soil analysis*, accessed by (99%) of respondents was the most accessed service followed by *water analysis* (7%).



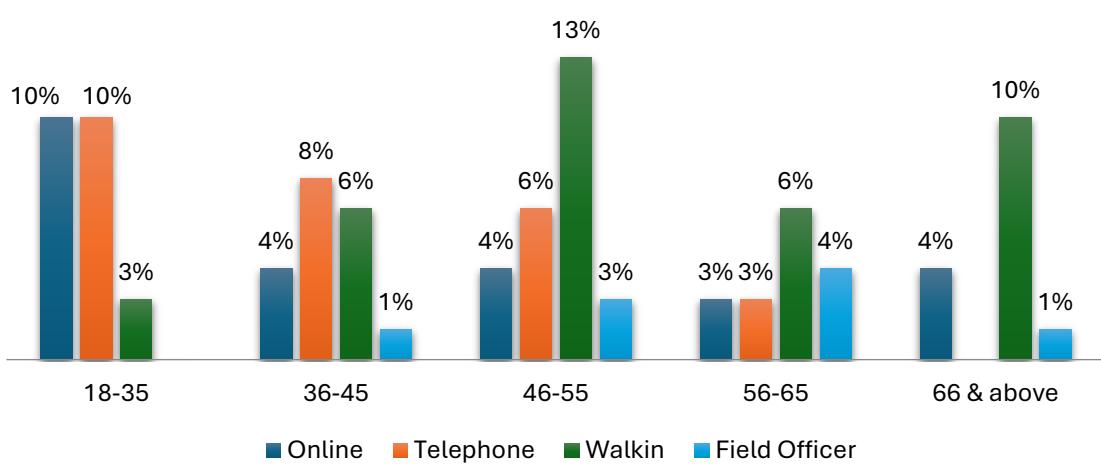
For the 18–35 demographic, Telephone (14%) is the dominant channel, followed by Walk-in (8%) and Online (1%). In the 36–45 group, Walk-in (10%) is the most common, with Telephone (5%) and Online (4%). The 46–55 group shows the highest Walk-in usage (12%), followed by Telephone (9%), Online and Field Officer accounted for (3%) each. Among those aged 56–65, Field Officer (9%) is notably high, compared to Walk-in (5%) and Telephone (1%). In the 66 & above category, Walk-in (10%) again dominates, but Field Officer (3%) and Telephone (1%) also appear, with Online usage remaining very low (1%).

Current Method of Access

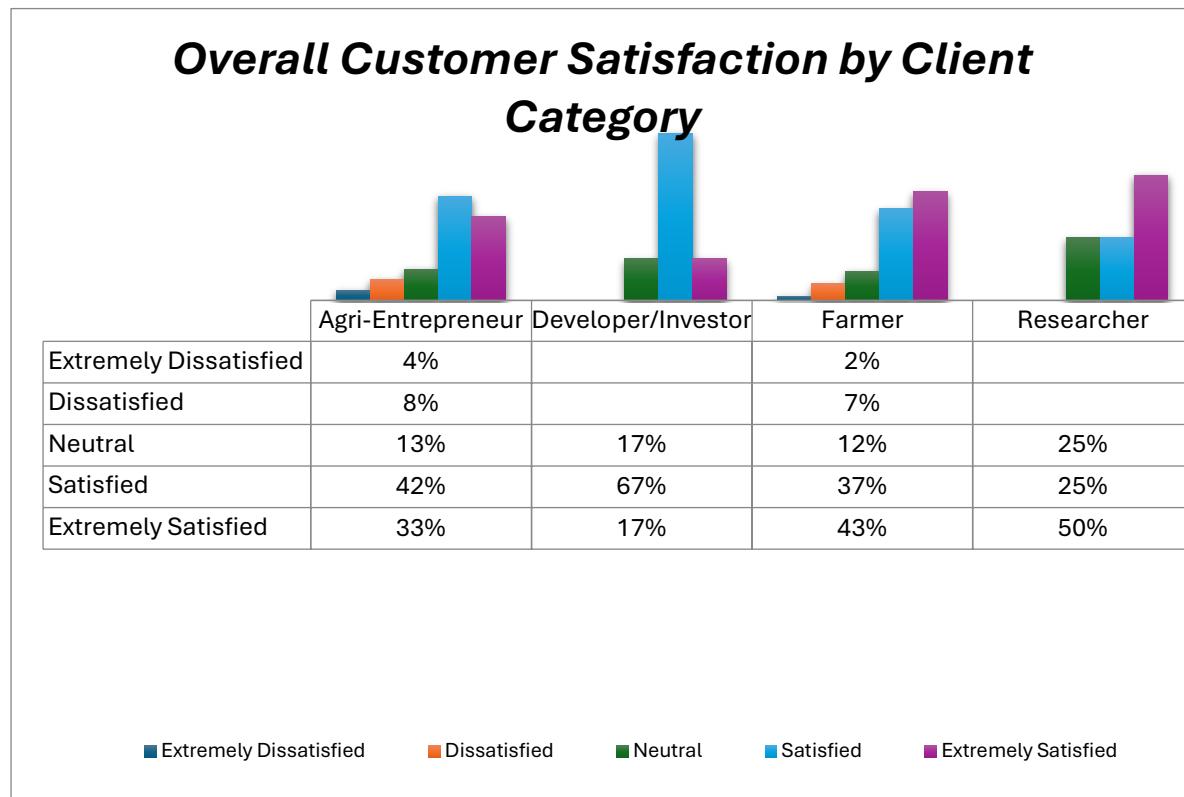


Among individuals aged (18–35), the highest preferences are Telephone and Online access with (10%) each, followed by Walk-in (3%). In the (36–45) age group, Telephone is the preferred option with (8%), Walk-in (6%) followed by Online access (4%). For those aged (46–55), the most preferred method is Walk-in (13%), followed by Telephone (6%), Online access (4%) and Field Officer (3%). Respondents aged (56–65) show a preference for Walk-in (6%), followed by Field Officer (4%) while Telephone and Online each accounted for (3%). In the (66 & above) group, Walk-in (10%) is by far the most preferred, followed by Online access (4%) and Field Officer (1%).

Preferred Method of Access



The chart below highlights the *Overall Customer Satisfaction by Client Category*: Agri-Entrepreneurs report (42%) satisfied and (33%) extremely satisfied, while Developers/Investors have the highest satisfied rate at (67%). Farmers also show strong satisfaction, with (37%) satisfied and (43%) extremely satisfied. Researchers have the largest proportion of extremely satisfied respondents (50%), alongside (25%) satisfied and (25%) neutral. The feedback indicates an overall positive perception of services with some variation by client type.

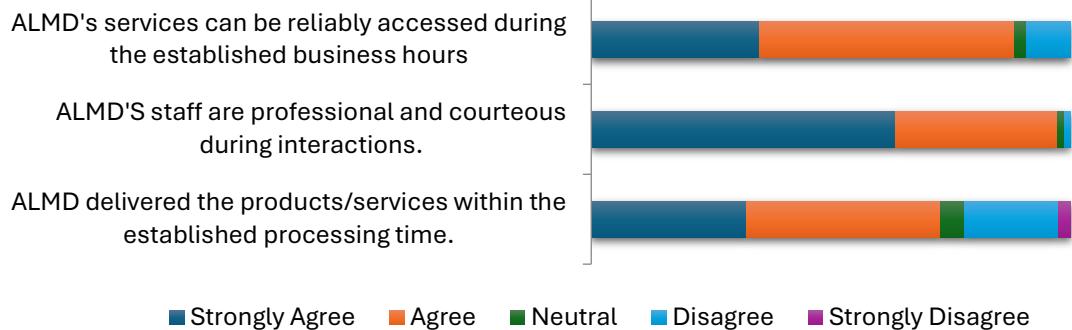


Level of Satisfaction: Reliability of Service

For the service dimension of Reliability, ALMD obtained a rating of (83.7%). This represents an increase from 2022/23 rating of (76.2%).

Respondents were asked to rate their experience in the area of reliability. Reliability is based on three key indicators: timeliness of service delivery, staff professionalism and courtesy, and accessibility during business hours.

Customer Feedback on Reliability of Service



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
ALMD delivered the products/services within the established processing time.	33%	40%	5%	20%	3%
ALMD'S staff is professional and courteous during interactions.	64%	34%	1%	1%	0%
ALMD's services can be reliably accessed during the established business hours	35%	53%	3%	9%	0%

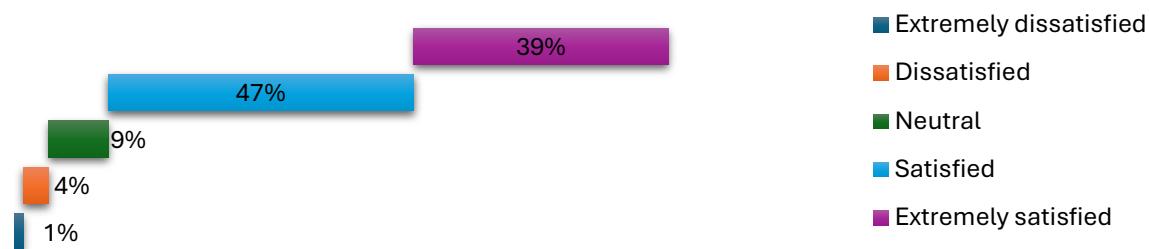
Timeliness of service delivery - When asked whether the entity delivered products and services within the established processing time, majority of respondents (73%) either agreed or strongly agreed while a sizable (20%) disagreed and (5%) remained neutral. The majority of customers indicate their satisfaction with the reliability however the (23%) strongly disagreed/disagreed highlights inconsistencies in service delivery timelines that provide room for improvement.

Staff professionalism and courtesy - A significant (98%) of respondents agreed or strongly agreed that staff members are professional and courteous during interactions, whether in person or by telephone. This reflects an overwhelmingly positive view of the staff's conduct and interpersonal skills.

Accessibility during business hours - The reliability of access to services during official business hours, (88%) of respondents indicated agreement or strong agreement: representing a high level of confidence among clients that services are

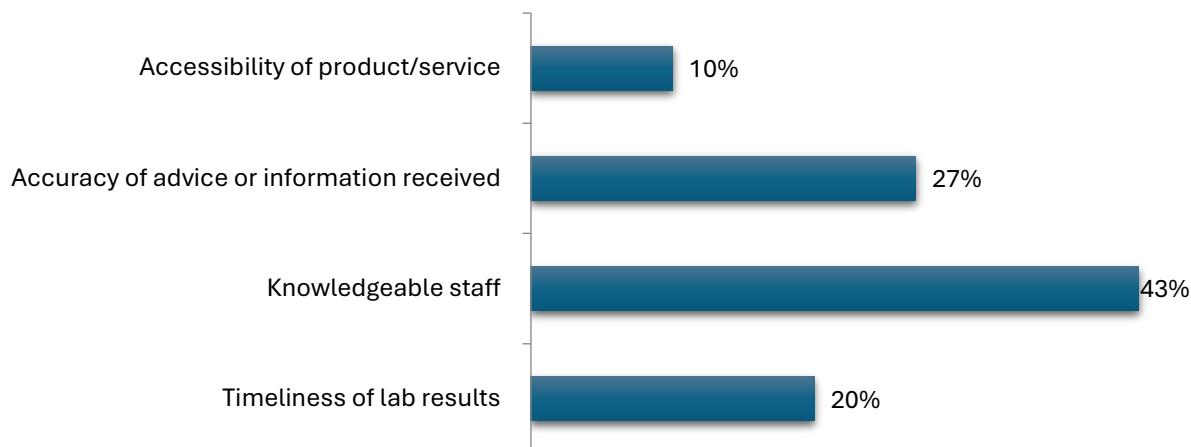
available as expected. Only (9%) disagreed and (3%) were neutral, indicating minimal concern in this area.

Overall Satisfaction: Quality of Products/Services



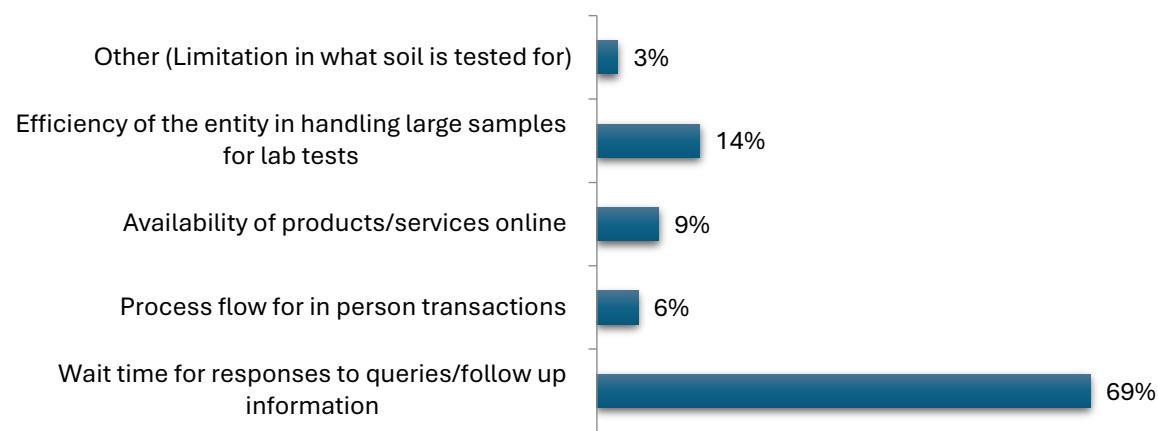
Overall satisfaction with the entity's products and services is predominantly positive, with (86%) of respondents reporting being either satisfied (47%) or extremely satisfied (39%). A notable (9%) felt neutral, indicating neither satisfaction nor dissatisfaction, which may suggest room for improvement in engagement or service impact. Only a small portion of respondents expressed negative sentiment, with (4%) dissatisfied and (1%) extremely dissatisfied. These results reflect a strong general approval, with an opportunity to convert neutral and mildly dissatisfied users into more satisfied clients through targeted improvements.

Most Satisfied - Aspect of Product/Service



The aspect of the product/service that respondents were most satisfied with was the *knowledge/expertise of staff*, with (43%) expressing satisfaction, highlighting its significant value to users. Accuracy of advice/*information received* was the second most appreciated aspect, receiving (27%) satisfaction, followed by *Timeliness of lab results* with (20%) and lastly (10%) expressed satisfaction with *Accessibility of product/service*.

Least Satisfied - Aspect of Product/Service



The aspect respondents felt least satisfied with was the *Wait time for responses to queries/follow up information*, cited by (69%), indicating a significant concern. *Efficiency of the entity in handling large samples for lab tests* was the second most

noted issue, with (14%) expressing dissatisfaction, pointing to a need for improved process flows. Availability of products/services online received (9%).

Level of Satisfaction: Staff Responsiveness

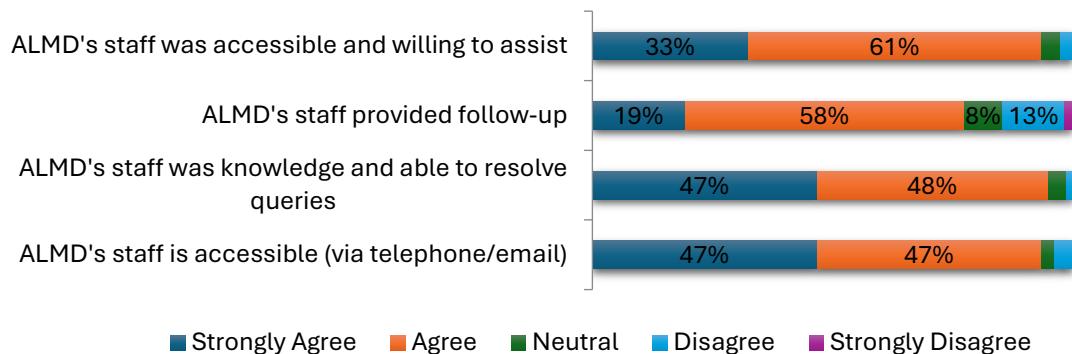
For the service dimension of Responsiveness, ALMD obtained a rating of (84.1%).

This represents an increase from 2022/23 rating of (77.8%).

Respondents were asked to rate their experience in the area of responsiveness.

Responsiveness is based on three key indicators: staff accessibility, staff knowledge and staff helpfulness

Customer Feedback on Staff Responsiveness



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
ALMD's staff is accessible (via telephone/email)	47%	47%	3%	4%	0%
ALMD's staff was knowledge and able to resolve queries	47%	48%	4%	1%	0%
ALMD's staff provided follow-up	19%	58%	8%	13%	2%
ALMD's staff was accessible and willing to assist	33%	61%	4%	3%	0%

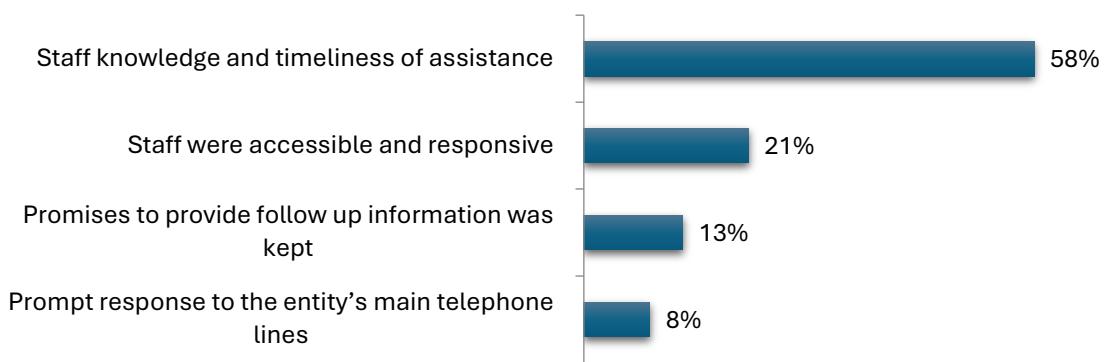
Staff Accessibility (Phone/Email) – The majority (94%) of respondents felt staff was accessible via telephone or email, with (47%) strongly agreeing and (47%) agreeing. This indicates strong availability and responsiveness through communication channels.

Staff Knowledge and Ability to Resolve Queries - An impressive (95%) agree/strongly agree that staff were knowledgeable and capable. This reflects high confidence in staff expertise and their ability to handle inquiries effectively.

Follow-Up Communication – A total of (77%) strongly agree/agree follow-up was provided when applicable, (8%) were neutral and (13%) disagreed. This suggests that most customers received follow-ups; however, there may be inconsistencies that need addressing.

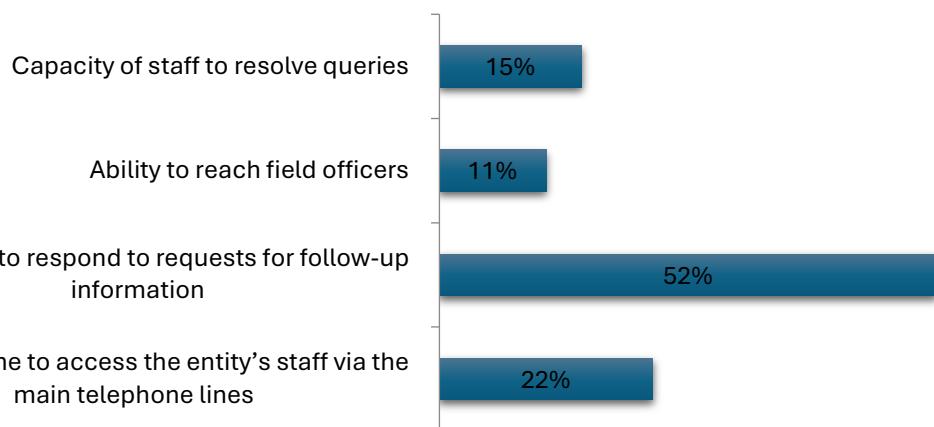
General Staff Helpfulness – A total of (94%) felt staff was generally accessible and willing to assist. This highlights a strong customer service culture, with (4%) of respondents expressing neutrality and (3%) disagreed.

Responsiveness: Most Satisfied



The respondents highlighted *Staff knowledge and timeliness of assistance* (58%) as the area they were most satisfied with. And (21%) indicated *Staff were accessible and responsive* followed by *Promises to provide follow up information was kept* (13%).

Responsiveness: Least Satisfied



The most significant concern among respondents was *Time taken to respond to request for follow-up information*, with (52%) identifying this as the least satisfactory aspect. This indicates a gap in communication and service/issue resolution. *Length of time to access the entity's staff via the main telephone lines* received (22%).

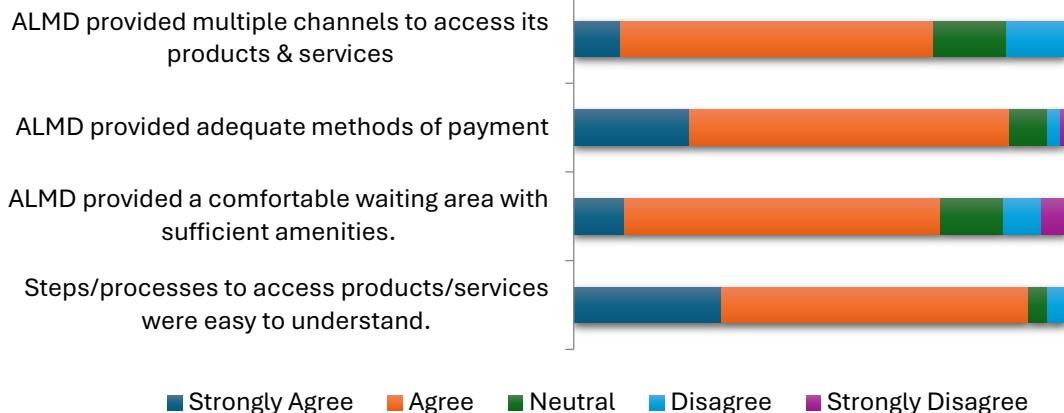
Level of Satisfaction: Access & Facility

For the service dimension of Access & Facility, ALMD obtained a rating of (78.1%). This represents an increase from 2022/23 rating of (76.3%).

Respondents were asked to rate their experience in the area of Access & Facilities. Access & Facility is based on four key indicators: Ease of Access to

Products/Services, Comfort of Waiting Areas and Amenities, Adequate Methods of Payment and Availability of Multiple Access Channels.

Customer Feedback on Access & Facility



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Steps/processes to access products/services were easy to understand.	30%	62%	4%	4%	0%
ALMD provided a comfortable waiting area with sufficient amenities.	10%	64%	13%	8%	5%
ALMD provided adequate methods of payment	23%	65%	8%	3%	1%
ALMD provided multiple channels to access its products & services	9%	64%	15%	12%	0%

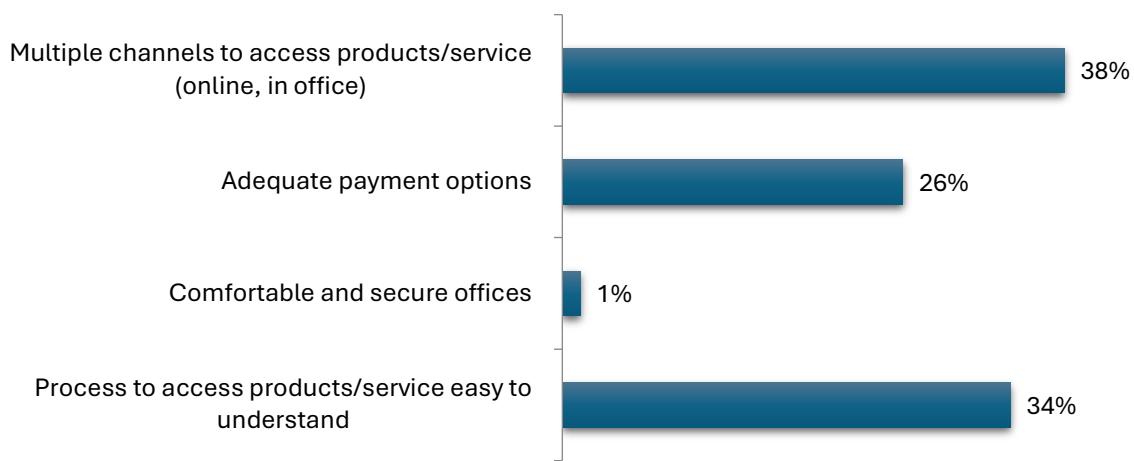
Ease of Access to Products/Services - This area received overwhelmingly positive feedback, with (92%) of respondents' agreeing/strong agreeing the process was easy to understand. The high satisfaction indicates ALMD's systems are clear, simple, and user-friendly.

Comfort of Waiting Areas and Amenities - Satisfaction was slightly moderate, with (74%) strongly agreeing/agreeing that the waiting areas were comfortable, while (13%) were neutral and (13%) disagreed/strongly disagreed. This suggests room for improvement in seating, cooling, or other amenities to enhance the on-site experience.

Adequate Methods of Payment - A strong (85%) of respondents strongly agreed/agreed that payment options were adequate, showing that the entity offers convenient and accessible methods. Neutrality was (8%) and disagree (3%).

Availability of Multiple Access Channels – Satisfaction was average with (73%) strongly agreeing/agreeing there were sufficient access channels (online and in-person), however a notable (15%) neutral and (12%) disagreed. This suggests some customers face limitations or are unaware of all available options.

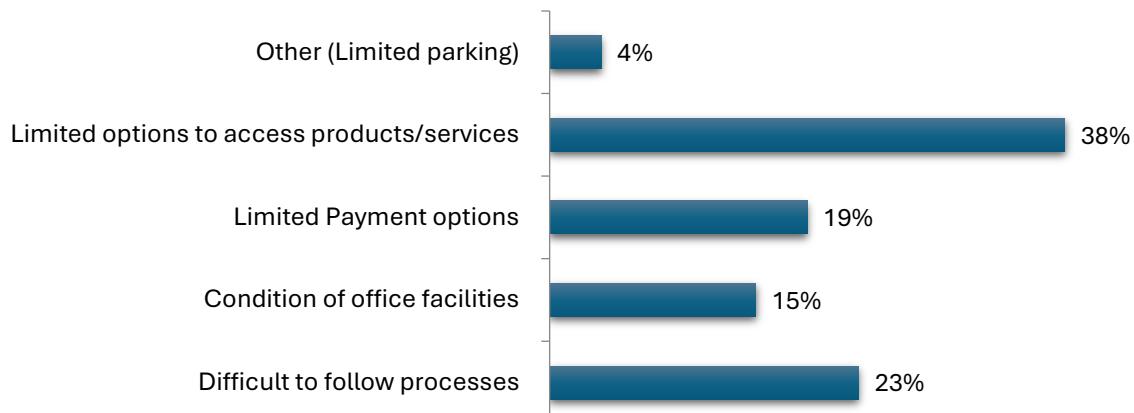
Access & Facility: Most Satisfied



The vast majority of respondents (38%) highlighted *Multiple channels to access products/service (online, in office)* as the area they were most satisfied with. And

(34%) identified Process to access products/services easy to understand.

Access & Facility: Least Satisfied



The most significant concern among respondents was *limited options to access products/services* with (38%) identifying this as the least satisfactory aspect, followed by *Difficult to follow processes* with (23%).

Level of Satisfaction: Communication

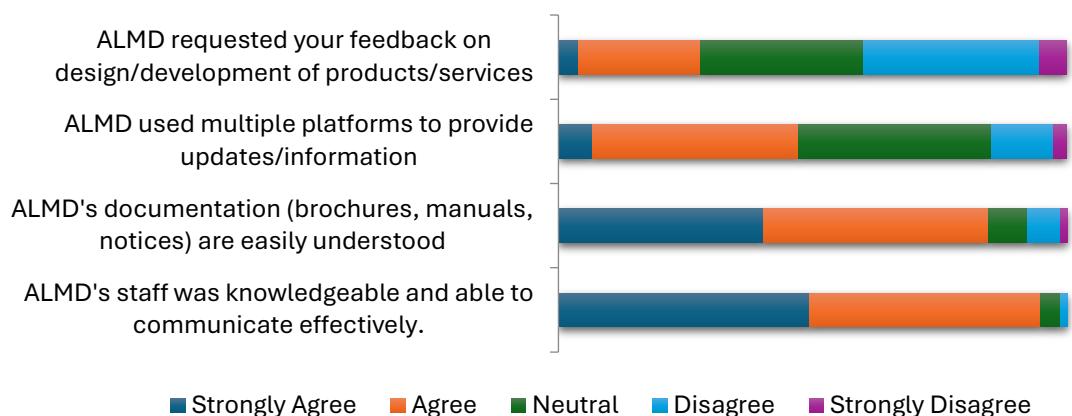
For the service dimension of Communication, ALMD obtained a rating of (74.1%).

This represents a slight decrease from 2022/23 rating of (74.2%).

Respondents were asked to rate their experience in the area of Communication.

Communication is based on four key indicators: soliciting customer feedback on design/development of products/services, clear and concise documentation, quality of staff's communication and utilizing multiple platforms to provide information/updates.

Customer Feedback on Communication



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
ALMD's staff was knowledgeable and able to communicate effectively.	49%	46%	4%	1%	0%
ALMD's documentation (brochures, manuals, notices) are easily understood	40%	44%	8%	7%	1%
ALMD used multiple platforms to provide updates/information	7%	41%	38%	12%	3%
ALMD requested your feedback on design/development of products/services	4%	24%	32%	35%	5%

Quality of staff communication - A strong majority of respondents (95%) either *strongly agreed* (49%) or *agreed* (46%) that ALMD's staff were knowledgeable and communicated effectively, indicating high confidence in staff capabilities.

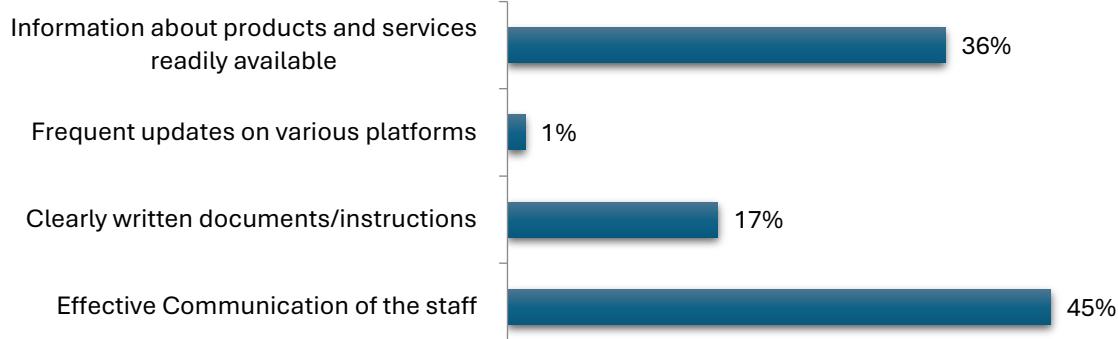
Clear and concise documentation – Majority of respondents (84%) found ALMD's materials clear and easy to understand (*strongly agree*: 40%, *agree*: 44%), with (8%) neutral.

Utilizing multiple platforms to provide information/updates – This area showed one of the weakest performance. Feedback was more mixed here, (48%) agreed/strongly agreed to some extent that ALMD used multiple platforms (*strongly agree*: 7%, *agree*: 41%), over a third (38%) were neutral and (12%) disagreed, suggesting a strong need to enhance communication channels or make them more visible.

Soliciting customer feedback on design/development of products/services - Only 28% felt ALMD requested their feedback (*strongly agree*: 4%, *agree*: 24%), while a significant (67%) disagreed/strongly disagreed. This suggests a clear opportunity for

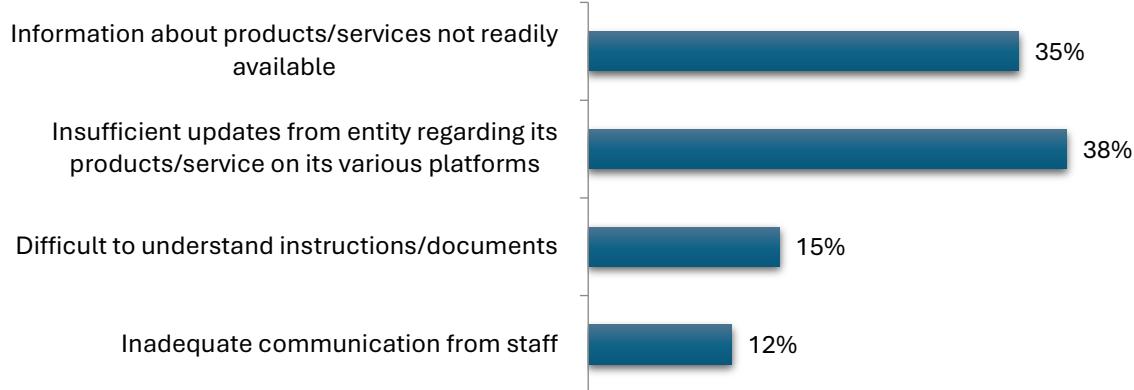
ALMD to improve stakeholder engagement in design and development processes.

Communication: Most Satisfied



The area respondents were most satisfied with was *Effective communication of the staff* (45%), followed by *Information about products and services readily available* (36%).

Communication: Least Satisfied



The most significant concern among respondents was *Insufficient updates received from ALMD* with (38%), followed by *Information about products/service not readily available* (35%).

Research and Development Division



Overview of Main Findings

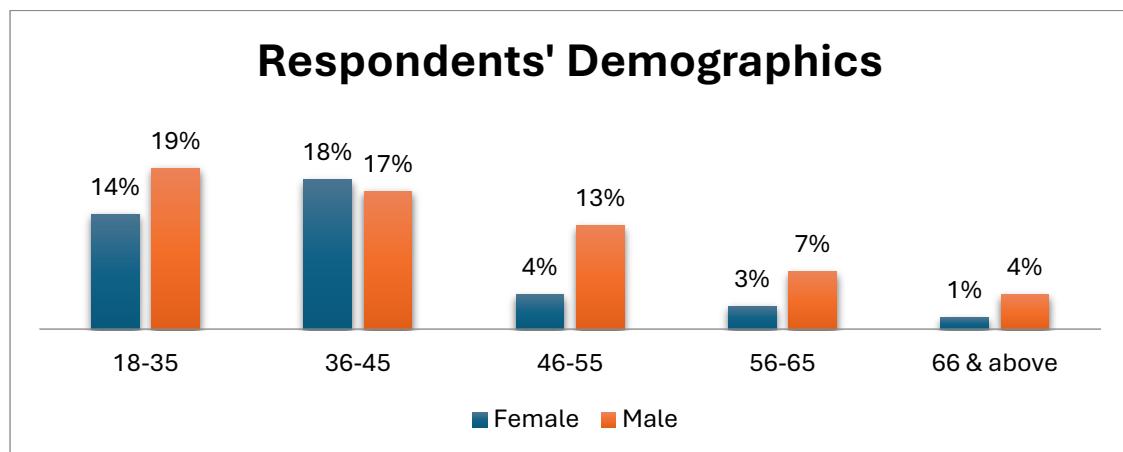
Research and Development Division (R&DD) was assessed across four key areas: Staff Responsiveness, Accessibility and Facilities, Service Reliability, and Communication. According to the Service Excellence Policy, a satisfaction rating of 80% or above is considered as meeting the satisfaction standard, while any rating below 80% is categorized as did not meet the required satisfaction standard. Research and Development Division recorded an overall customer satisfaction rating of 79% for 2024/25 this represents an increase from the 2022/23 rating of 77%.

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

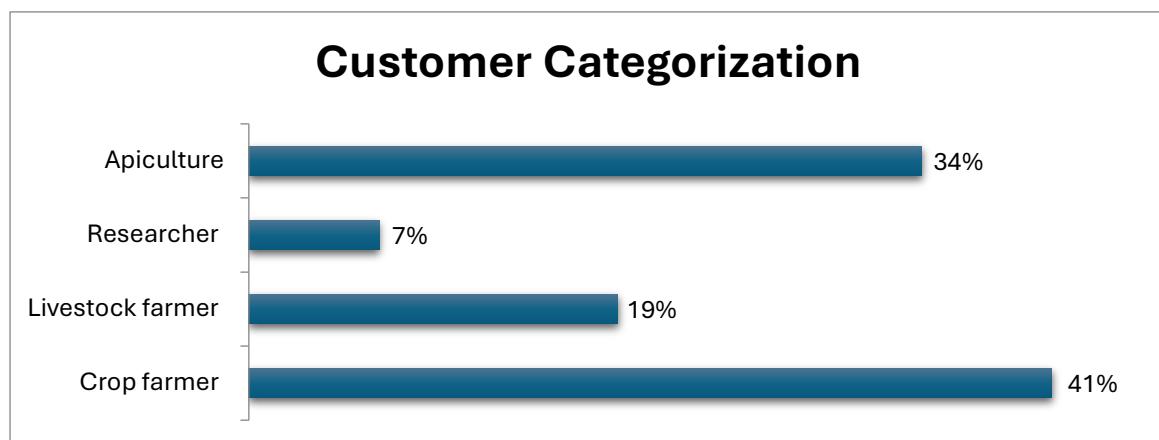
R&DD's 2024/25 Overall Rating = 79%				
Service Dimensions	Reliability	Responsiveness	Access & Facility	Communication
	82%	83%	80%	73%

Respondents' Demographics

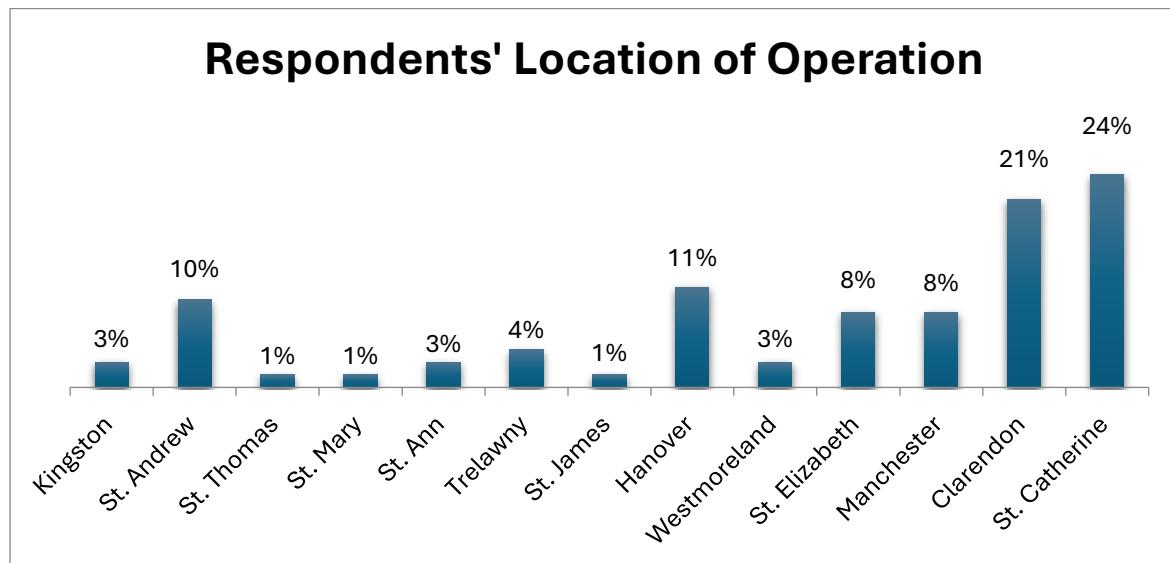
The survey garnered feedback from a total of 73 respondents; the vast majority of respondents were male (60%) while (40%) were female. The majority of respondents (35%) were aged 36-45 while (33%) were aged 18-35, (17%) were aged 46-55, (10%) were aged 56-65 and (5%) of respondents were over the age of 66.



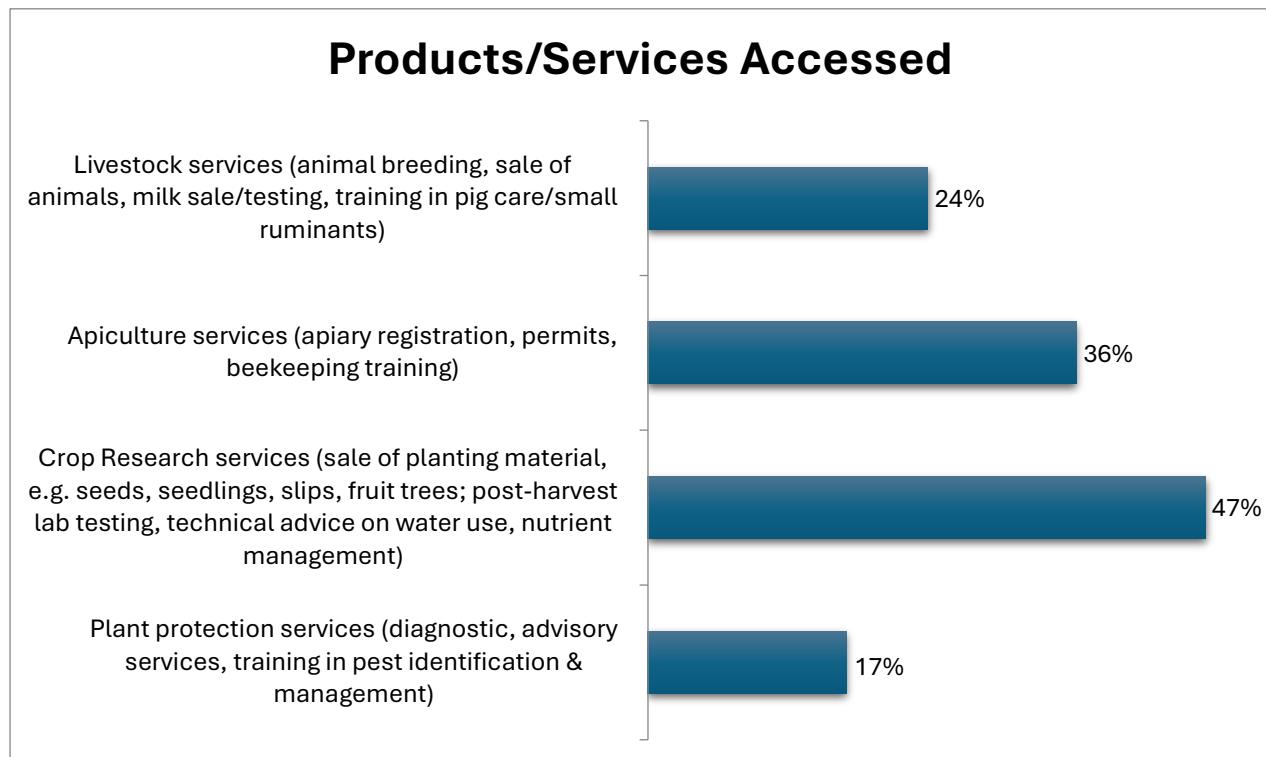
The survey captured responses from R&DD's customer; the chart below highlights the categorization of the respondents. Note, respondents were allowed to select more than one role, resulting in cumulative percentages exceeding 100%. The distribution is as follows: Crop Farmer (41%), Apiculture (34%), Livestock Farmer (19%) and Researcher (7%).



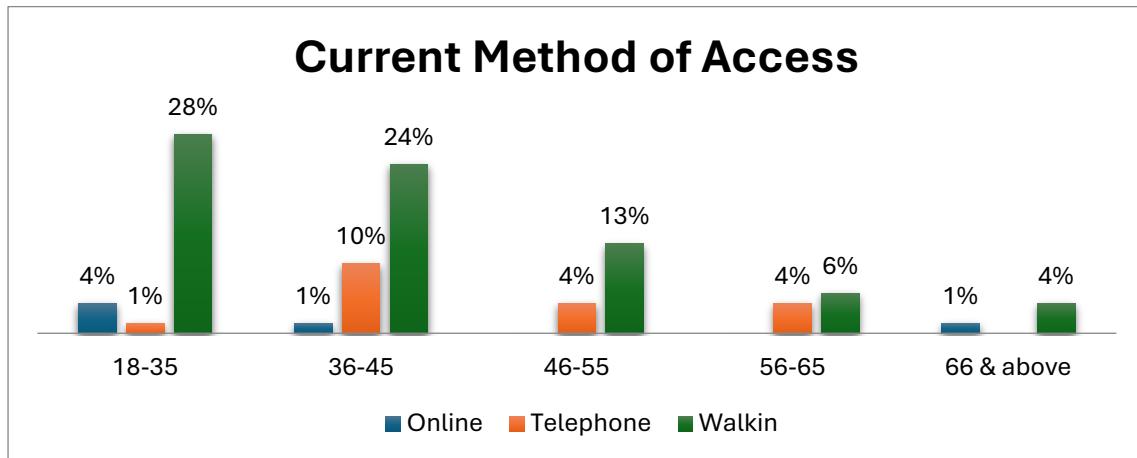
The table below shows where the respondents reside. The vast majority (24%) of respondents are from the parish of St. Catherine.



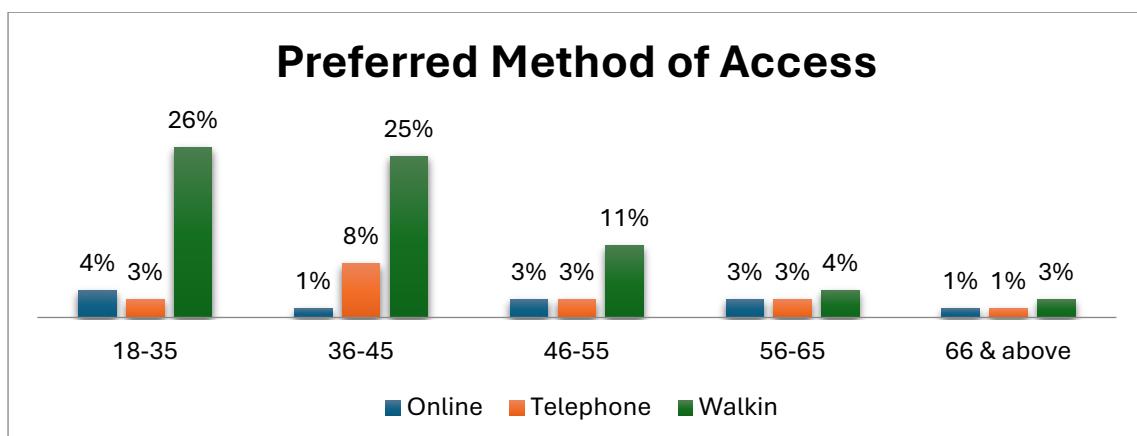
Feedback indicate Crop Research Services such as sale of planting material, e.g. seeds, seedlings, slips, fruit trees; post-harvest lab testing, technical advice on water use, nutrient management is the most utilized service, accessed by (47%) of respondents.



For the 18–35 demographic, Walk-in access (28%) is the dominant channel, followed by Online access (4%). In the 36–45 group: Walk-in access (24%) remains most common, followed by Telephone (10%). The 46–55 group shows Walk-in access (13%), followed by Telephone (4%). Among those aged 56–65, Walk-in access (6%) continues to be the most common, followed by Telephone access (4%). In the 66 & above category, Walk-in access accounted (4%) and Online access (1%).



Among individuals aged (18–35), the highest preference is Walk-in access (26%), followed by Online (4%) and Telephone (3%). In the (36–45) age group, Walk-in access (25%) is the preferred mode, compared to Telephone (8%), with Online (1%). For those aged (46–55), the most preferred method is Walk-in (11%), followed by Online (3%), and Telephone (3%). Respondents aged (56–65) show a preference for Walk-in (4%), with Online (3%) and Telephone (3%). In the (66 & above) group, Walk-in (3%) is the most preferred, while Online (1%) and Telephone (1%) were the least selected.



The chart below highlights the *Overall Customer Satisfaction by Client Category*: Across all categories, the feedback indicates an overall positive perception of services with some variation by client type. Livestock farmers have the highest satisfied rate with (65%) and an extremely satisfied rate of (35%). Crop farmers' report (49%) satisfied and (51%) extremely satisfied. Researchers' report (50%) satisfied and (50%) extremely satisfied. Apiculture customers' report (48%) satisfied and (45%) extremely satisfied, while (6%) were neutral.

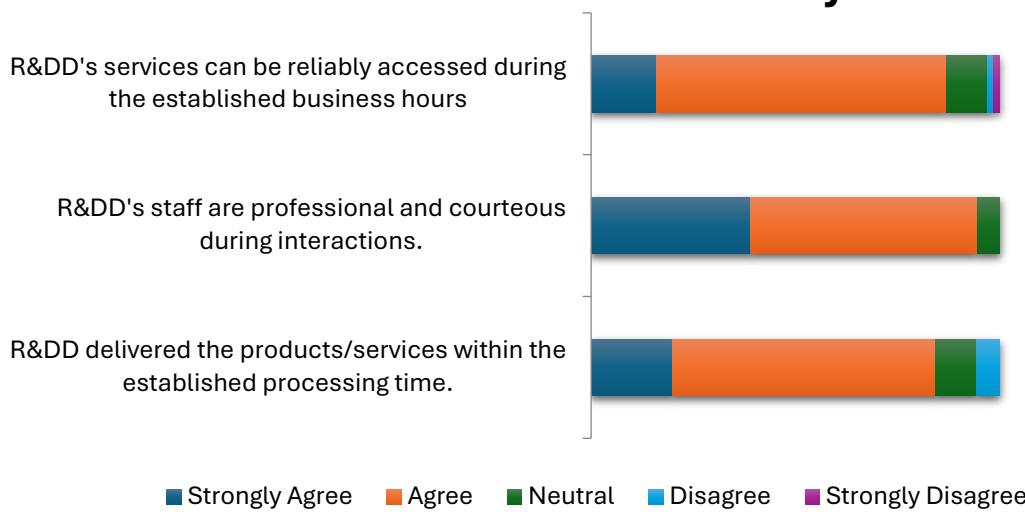


Level of Satisfaction: Reliability of Service

For the service dimension of Reliability, R&DD obtained a rating of (82%). This represents an increase from 2022/23 rating of (75.5%).

Respondents were asked to rate their experience in the area of reliability. Reliability is based on three key indicators: timeliness of service delivery, staff professionalism and courtesy, and accessibility during business hours.

Customer Feedback on Reliability of Service



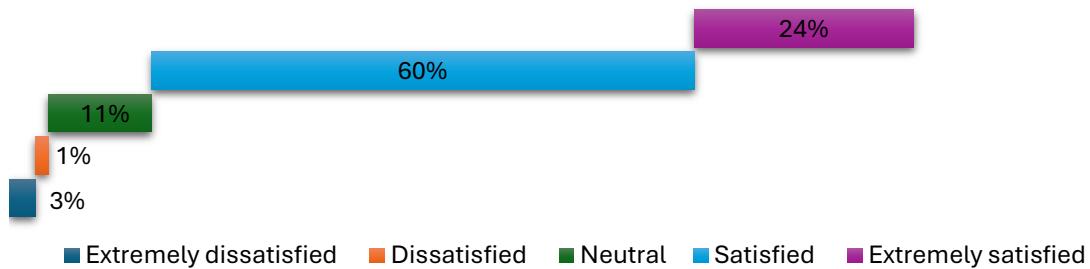
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
R&DD delivered the products/services within the established processing time.	20%	64%	10%	6%	0%
R&DD's staff is professional and courteous during interactions.	39%	56%	6%	0%	0%
R&DD's services can be reliably accessed during the established business hours	16%	71%	10%	1%	1%

Timeliness of service delivery - When asked whether the entity delivered products and services within the established processing time, majority of respondents (84%) either agreed or strongly agreed while (6%) disagreed and (10%) remained neutral. The majority of customers indicate their satisfaction with the reliability however the (16%) highlights inconsistencies in service delivery timelines that provide room for improvement.

Staff professionalism and courtesy - A significant (95%) of respondents agreed or strongly agreed that staff members are professional and courteous during interactions, whether in person or by telephone. This reflects an overwhelmingly positive view of the staff's conduct and interpersonal skills.

Accessibility during business hours - The reliability of access to services during official business hours, (87%) of respondents indicated agreement or strong agreement: representing a high level of confidence among clients that services are available as expected. Only (1%) disagreed, (1%) strongly disagreed and (10%) were neutral, indicating minimal concern in this area.

Overall Satisfaction: Quality of Products/Services



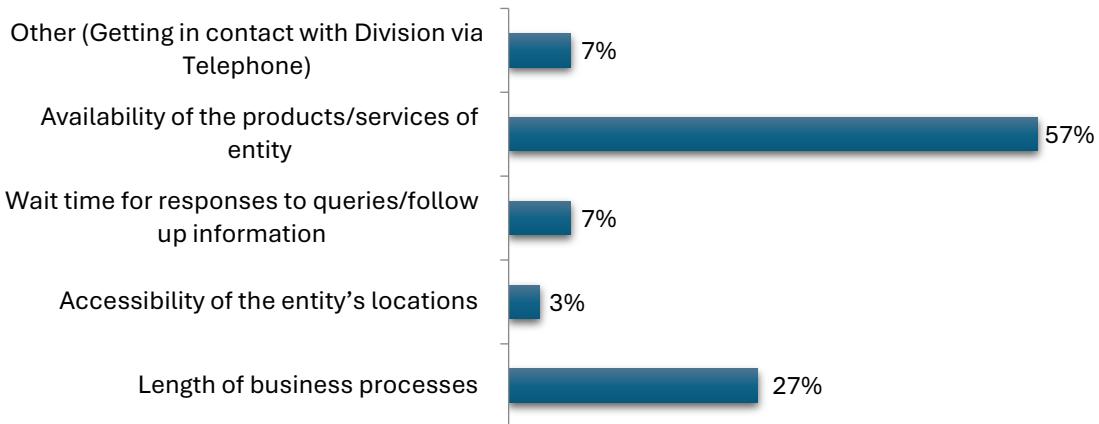
Overall satisfaction with the entity's products and services is predominantly positive, with (84%) of respondents reporting being either satisfied (60%) or extremely satisfied (24%). A notable (11%) felt neutral, indicating neither satisfaction nor dissatisfaction, which may suggest room for improvement in engagement or service impact. Only a small portion of respondents expressed negative sentiment, with (1%) dissatisfied and (3%) extremely dissatisfied. These results reflect a strong general approval, with an opportunity to convert neutral and mildly dissatisfied users into more satisfied clients through targeted improvements.

Most Satisfied - Aspect of Product/Service



The aspect of the product/service that respondents were most satisfied with was the *knowledge/expertise of staff*, with (48%) expressing satisfaction, highlighting its significant value to users. *Quality of products/service* was the second most appreciated aspect, receiving (31%) satisfaction, followed by *Professional and courteous staff* (11%), and lastly (10%) expressed satisfaction with *Accuracy of advice/information received*.

Least Satisfied - Aspect of Product/Service



The aspect respondents felt least satisfied with was the *Availability of the products/services of entity*, cited by (57%), indicating a significant concern. *Length of business processes* was the second most noted issue, with (27%) expressing dissatisfaction, pointing to a need for improved process flows. *Wait time for responses to queries/follow up information* and *getting in contact with Division via Telephone* both received (7%).

Level of Satisfaction: Staff Responsiveness

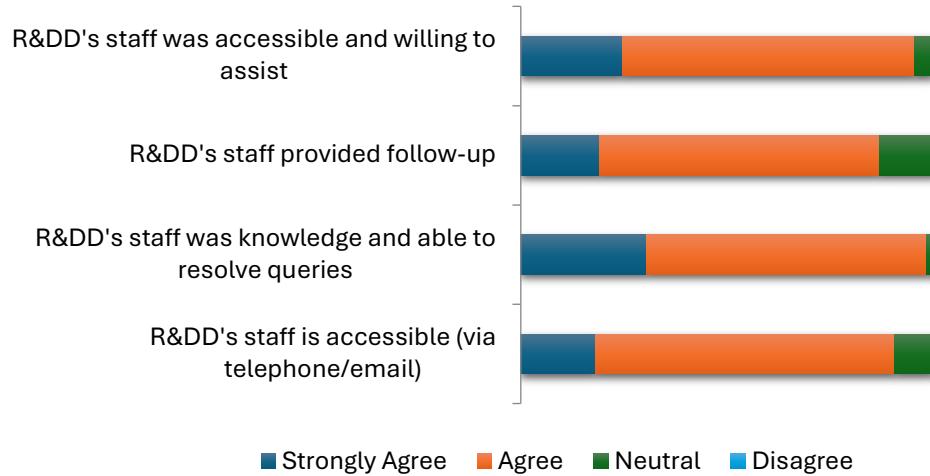
For the service dimension of Responsiveness, R&DD obtained a rating of (83%).

This represents an increase from 2022/23 rating of (80.9%).

Respondents were asked to rate their experience in the area of responsiveness.

Responsiveness is based on three key indicators: staff accessibility, staff knowledge and staff helpfulness

Customer Feedback on Staff Responsiveness



	Strongly Agree	Agree	Neutral	Disagree
R&DD's staff is accessible (via telephone/email)	18%	72%	9%	1%
R&DD's staff was knowledge and able to resolve queries	30%	67%	3%	0%
R&DD's staff provided follow-up	19%	67%	14%	0%
R&DD's staff was accessible and willing to assist	24%	70%	4%	1%

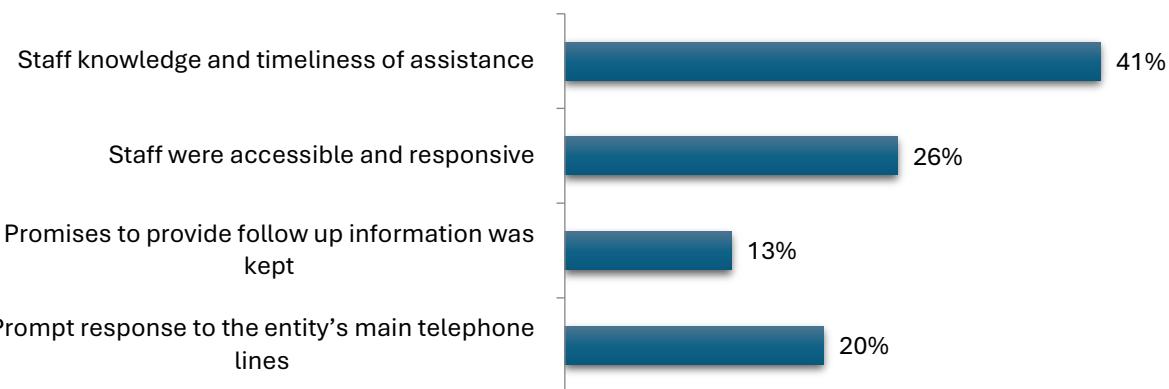
Staff Accessibility (Phone/Email) – The majority (90%) of respondents felt staff was accessible via telephone or email, with (18%) strongly agreeing and (72%) agreeing. This indicates strong availability and responsiveness through communication channels.

Staff Knowledge and Ability to Resolve Queries - An impressive (97%) agree/strongly agree that staff were knowledgeable and capable. This reflects high confidence in staff expertise and their ability to handle inquiries effectively.

Follow-Up Communication – A total of (86%) strongly agree/agree follow-up was provided when applicable and (14%) were neutral. This suggests that most customers received follow-ups; however, there may be inconsistencies that need addressing.

General Staff Helpfulness – A total of (94%) felt staff was generally accessible and willing to assist. This highlights a strong customer service culture, with (4%) of respondents expressing neutrality.

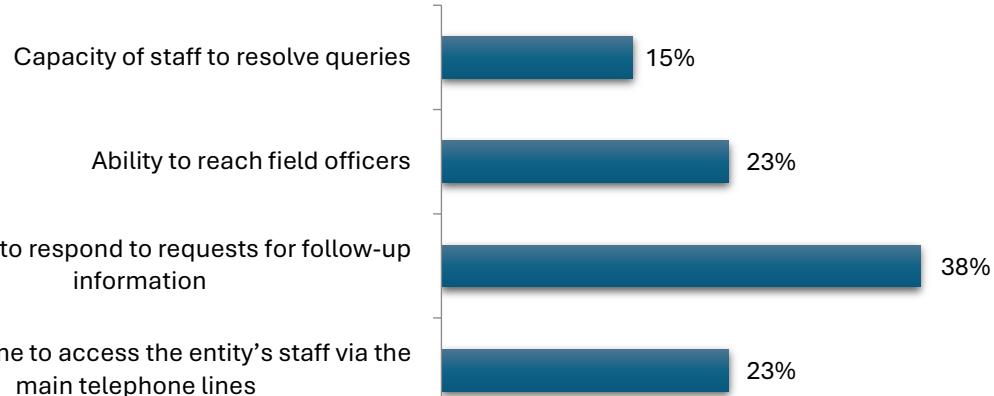
Responsiveness: Most Satisfied



The respondents highlighted *Staff knowledge and timeliness of assistance* (41%) as the area they were most satisfied with. The majority (26%) indicated *Staff were accessible and responsive* followed by *Prompt response to the entity's main*

telephone lines (20%).

Responsiveness: Least Satisfied



The most significant concern among respondents was *Time taken to respond to request for follow-up information*, with (38%) identifying this as the least satisfactory aspect. This indicates a gap in communication and service/issue resolution. *Length of time to access the entity's staff via the main telephone lines* and *ability to reach field officers* each received (23%).

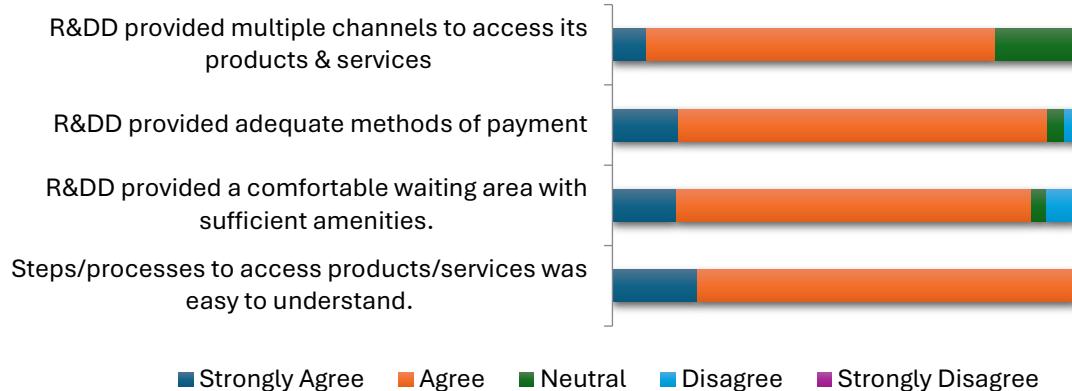
Level of Satisfaction: Access & Facility

For the service dimension of Access & Facility, R&DD obtained a rating of (80%).

This represents an increase from 2022/23 rating of (77.4%)

Respondents were asked to rate their experience in the area of Access & Facilities. Access & Facility is based on four key indicators: Ease of Access to Products/Services, Comfort of Waiting Areas and Amenities, Adequate Methods of Payment and Availability of Multiple Access Channels.

Customer Feedback on Access & Facility



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Steps/processes to access products/services was easy to understand.	18%	79%	1%	1%	0%
R&DD provided a comfortable waiting area with sufficient amenities.	13%	75%	3%	6%	3%
R&DD provided adequate methods of payment	14%	78%	3%	5%	0%
R&DD provided multiple channels to access its products & services	7%	73%	20%	0%	0%

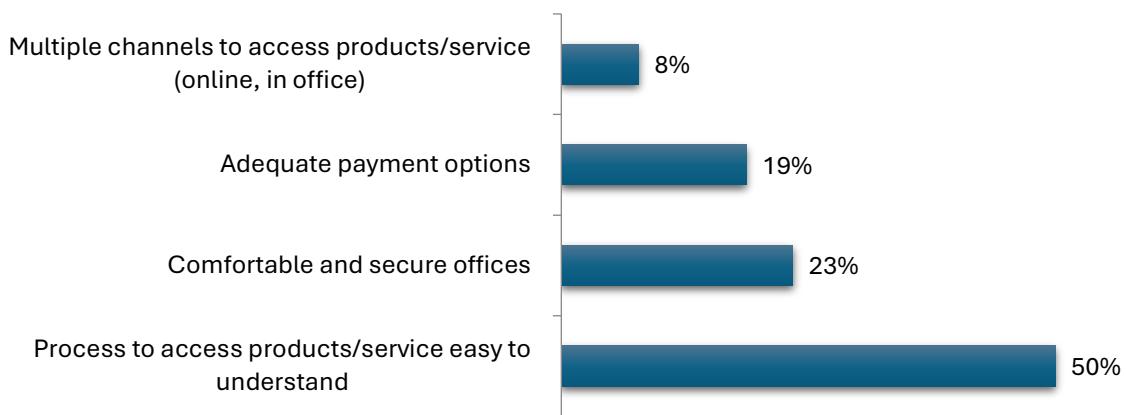
Ease of Access to Products/Services - This area received overwhelmingly positive feedback, with (97%) of respondents' agreeing/strong agreeing the process was easy to understand. The high satisfaction indicates R&DD's systems are clear, simple, and user-friendly.

Comfort of Waiting Areas and Amenities - Satisfaction was moderate, with (88%) strongly agreeing/agreeing the waiting areas were comfortable, but (12%) either neutral or dissatisfied. This suggests room for improvement in seating, cooling, or other amenities to enhance the on-site experience.

Adequate Methods of Payment - A strong (92%) of respondents strongly agreed/agreed that payment options were adequate, showing that the entity offers convenient and accessible methods. Only (5%) expressed dissatisfaction.

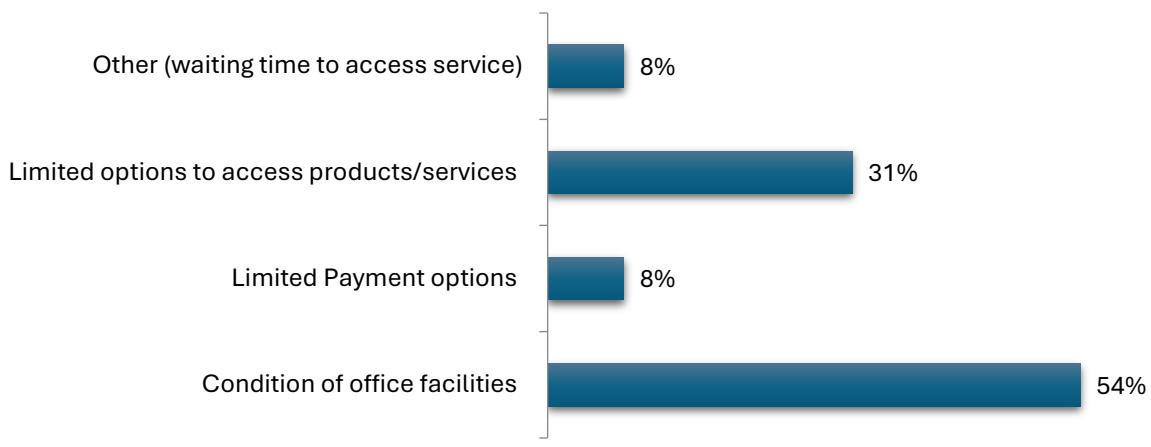
Availability of Multiple Access Channels – Satisfaction was moderate, with (80%) strong agreeing/agreeing there were sufficient access channels (online and in-person), however a notable (20%) neutral. This suggests some customers face limitations or are unaware of all available options.

Access & Facilities: Most Satisfied



The respondents highlighted *Process to access products/service easy to understand* (50%) as the area they were most satisfied with. And (23%) identified *Comfortable and secure offices* and (19%) *Adequate payment options*.

Access & Facilities: Least Satisfied



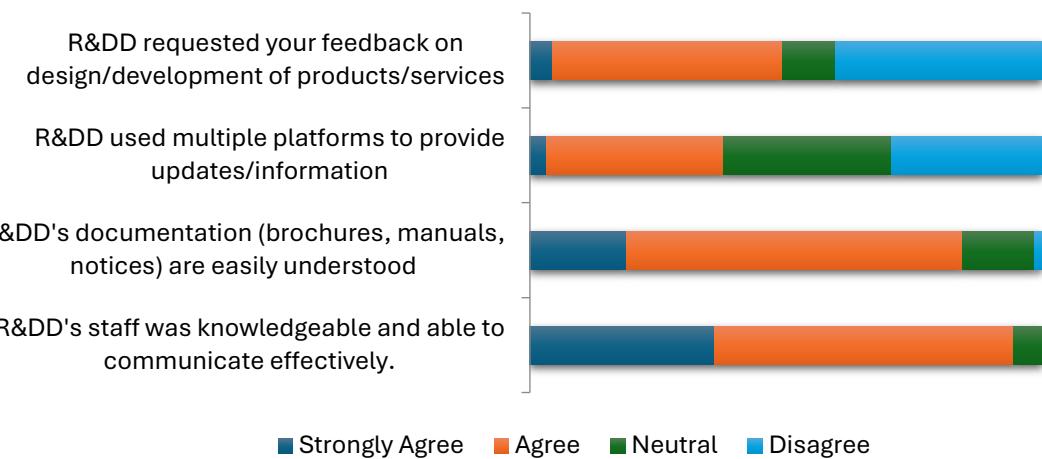
The most significant concern among respondents was *Condition of office facilities*, with (54%) identifying this as the least satisfactory aspect, followed by *limited options to access products/services* with (31%).

Level of Satisfaction: Communication

For the service dimension of Communication, R&DD obtained a rating of (73%). This represents a decrease from 2022/23 rating of (74.1%)

Respondents were asked to rate their experience in the area of Communication. Communication is based on four key indicators: soliciting customer feedback on design/development of products/services, clear and concise documentation, quality of staff's communication and utilizing multiple platforms to provide information/updates.

Customer Feedback on Communication



	Strongly Agree	Agree	Neutral	Disagree
R&DD's staff was knowledgeable and able to communicate effectively.	36%	58%	6%	0%
R&DD's documentation (brochures, manuals, notices) are easily understood	19%	66%	14%	2%
R&DD used multiple platforms to provide updates/information	3%	34%	33%	30%
R&DD requested your feedback on design/development of products/services	4%	45%	10%	40%

Quality of staff's communication - A strong majority of respondents (94%) either *strongly agreed* (36%) or *agreed* (58%) that R&DD's staff were knowledgeable and communicated effectively, indicating high confidence in staff capabilities.

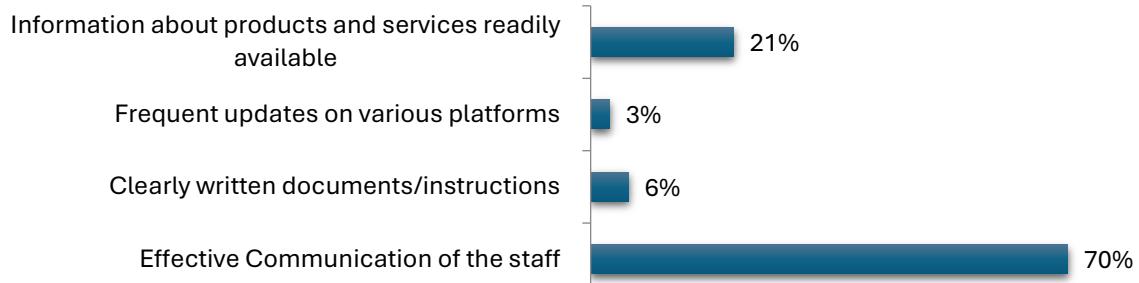
Clear and concise documentation – Majority of respondents (85%) found R&DD's materials clear and easy to understand (*strongly agree*: 19%, *agree*: 66%), with (14%) neutral.

Utilizing multiple platforms to provide information/updates – This area showed the weakest performance. Feedback was more mixed here, (37%) agreed/strongly agreed to some extent that R&DD used multiple platforms (*strongly agree*: 3%, *agree*: 34%), nearly a third (33%) were neutral and (30%) *disagreed*, suggesting a strong need to enhance communication channels or make them more visible.

Soliciting customer feedback on design/development of products/services - Only 49% felt R&DD requested their feedback (*strongly agree*: 4%, *agree*: 45%), while a

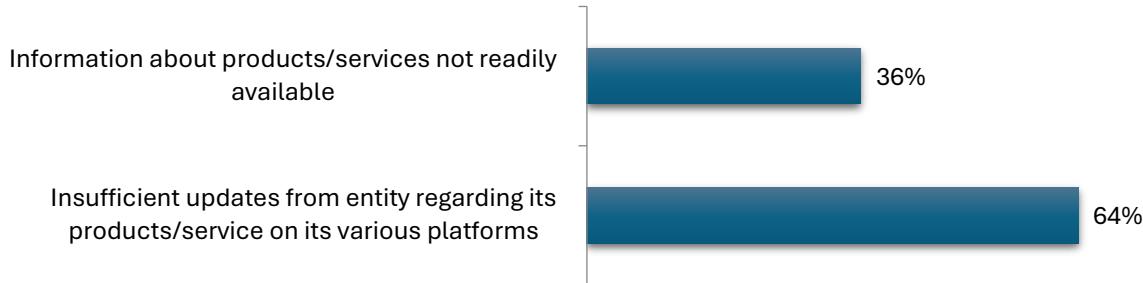
significant (40%) *disagreed*. This suggests a clear opportunity for R&DD to improve stakeholder engagement in design and development processes.

Communication: Most Satisfied



The area respondents were most satisfied with was *Effective communication of the staff* (70%), followed by *Information about products and services readily available* (21%).

Communication: Least Satisfied



The most significant concern among respondents was *Insufficient updates received from R&DD* with (64%), followed by *Inadequate communication from staff* (36%).

Veterinary Services Division



Overview of Main Findings

Veterinary Service Division (VSD) was assessed across four key areas: Staff Responsiveness, Accessibility and Facilities, Service Reliability, and Communication. According to the Service Excellence Policy, a satisfaction rating of 80% or above is considered as meeting the satisfaction standard, while any rating below 80% is categorized as did not meet the required satisfaction standard.

Veterinary Service Division recorded an overall customer satisfaction rating of 79% for 2024/25 this represents a decrease from the 2022/23 rating of 85.6%.

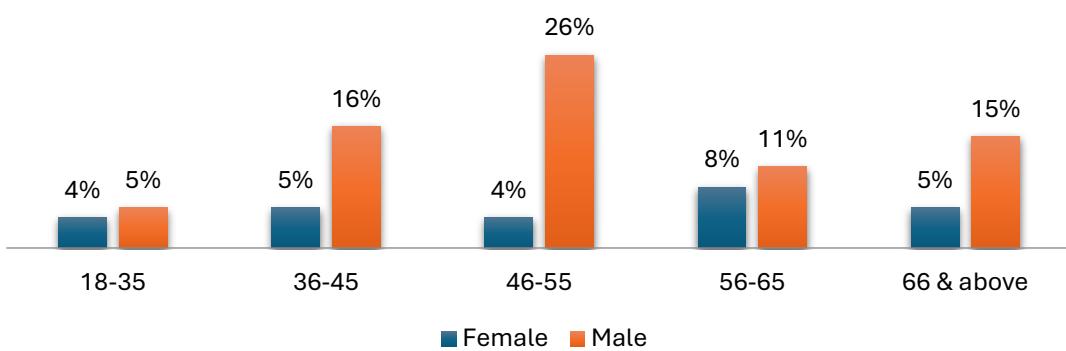
See table below for a performance breakdown in each service dimension:

VSD's 2024/25 Overall Rating = 79%				
Service Dimensions	Reliability	Responsiveness	Access & Facility	Communication
	83%	81%	77%	73%

Respondents' Demographics

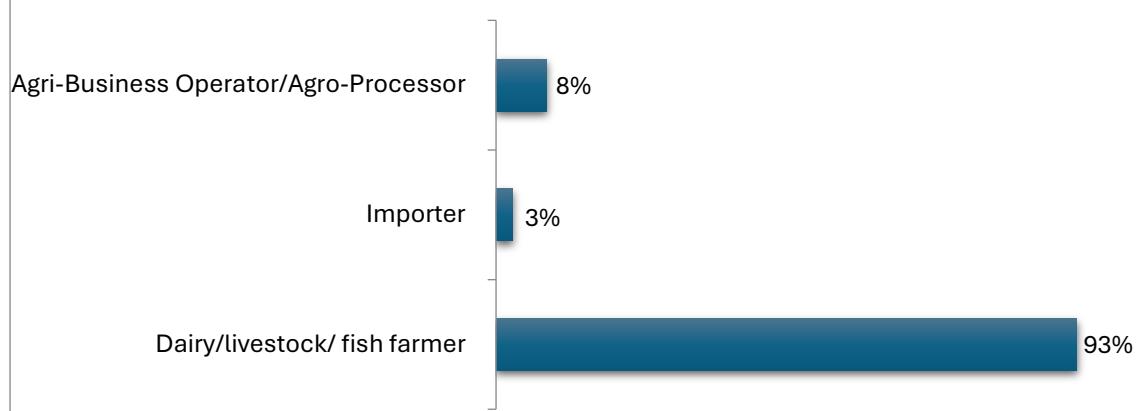
The survey garnered feedback from a total of 74 respondents; the vast majority of respondents were male (73%) while (27%) were female. The majority of respondents (30%) were aged 46-55 while (21%) were aged 36-45, (20%) were aged 66 and above. And the age groups of 55-65 accounted for (19%) and 18-35 (9%) of respondents.

Respondents' Demographics



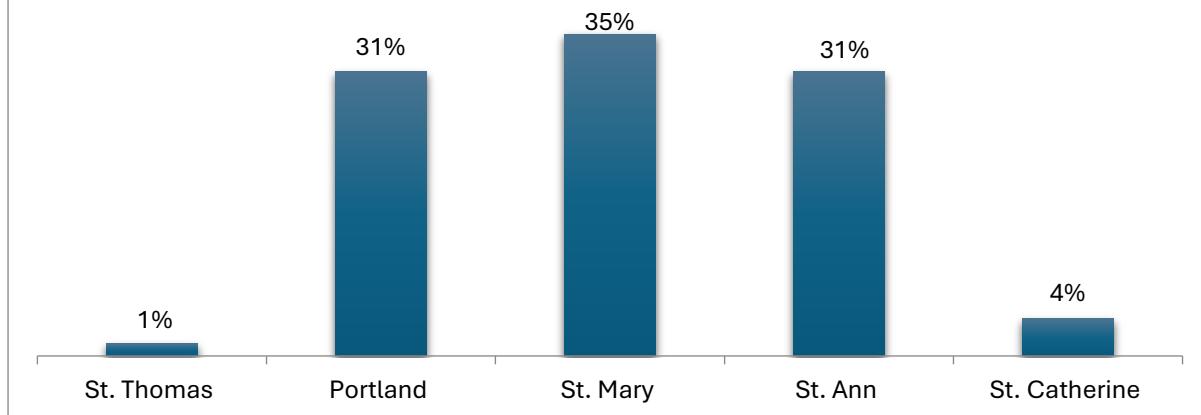
The survey captured responses from VSD's customers; the chart below highlights the categorization of the respondents. Note, respondents were allowed to select more than one role, resulting in cumulative percentages exceeding 100%. The distribution is as follows: Diary/Livestock/Fish Farmer (93%), Agri-Business Operator/Agro-Processor (8%), and Importer (3%).

Customer Categorization



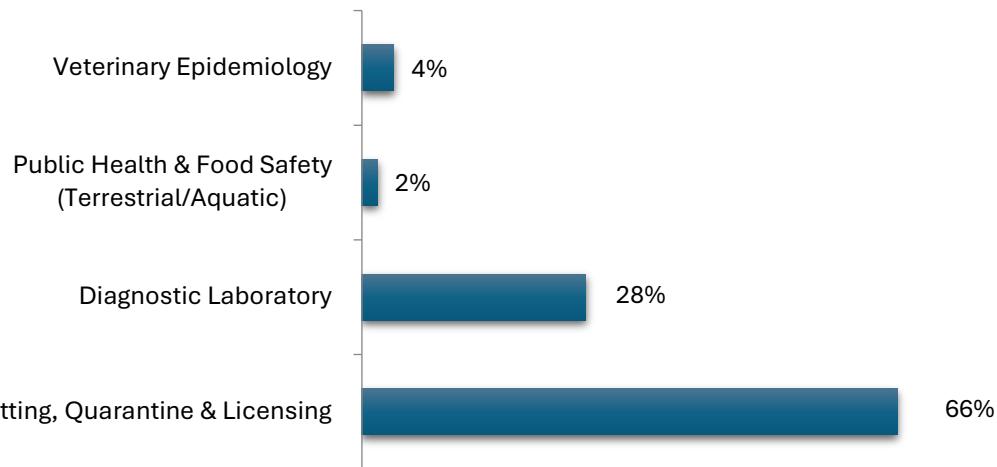
The table below shows where the respondents reside: the majority of the respondents' (35%) were from the parish of St. Mary. St. Ann and Portland accounted for (31%) each.

Respondents' Location of Operation



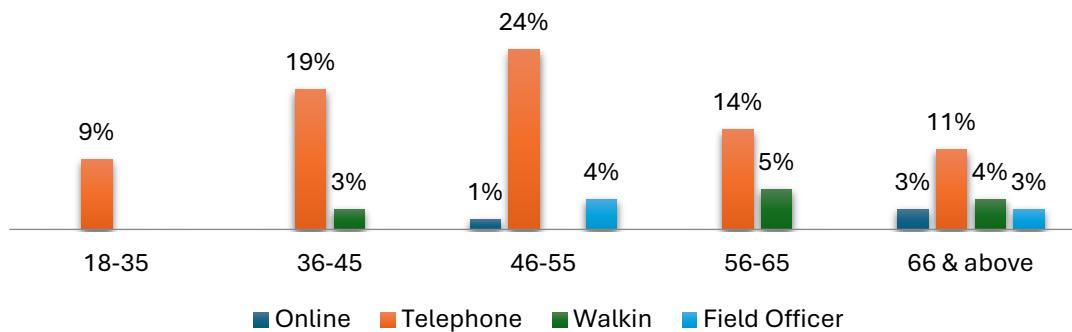
Feedback indicates *Permitting, Quarantine & Licensing*, was accessed by (66%) of respondents: this was the most accessed service followed by *Diagnostic Laboratory* (28%).

Products/Services Accessed



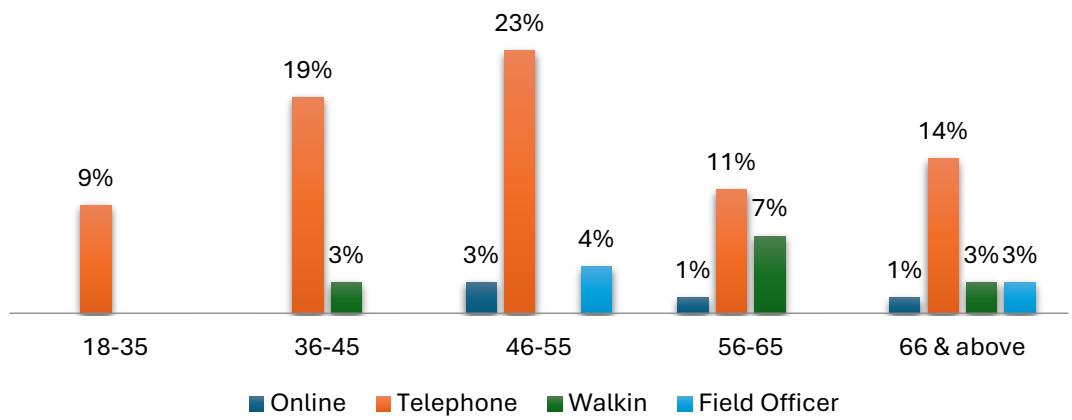
For the 18–35 demographic, Telephone (9%) is the only channel utilized. In the 36–45 group, Telephone (19%) remains most common, followed by Walk-in (3%). The 46–55 group shows the highest Telephone usage (24%), followed by Field Officer (4%) and Online (1%). Among those aged 56–65, Telephone (14%) is notably high, compared to Walk-in (5%). In the 66 & above category, Telephone (11%) again dominates, followed by Walk-in (4%) while Field Officer and Online access each accounted for (3%).

Current Method of Access



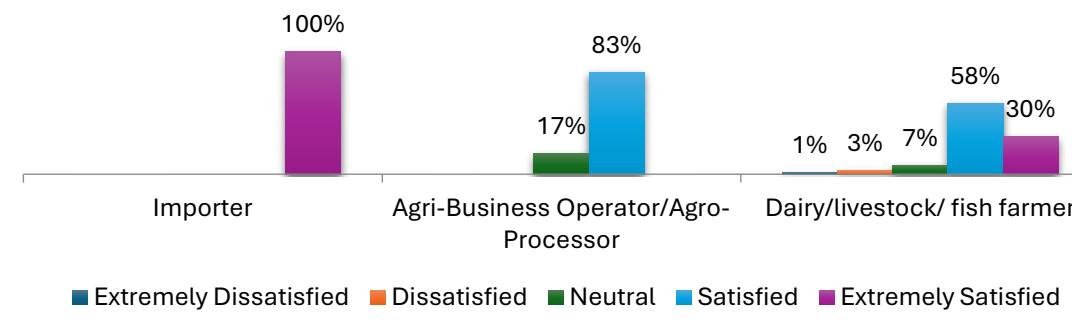
Among individuals aged (18–35), the feedback indicate they are only interested in utilizing Telephone access (9%). In the (36–45) age group, Telephone (19%) has the highest preference, followed by Walk-in (3%). For those aged (46–55), the most preferred method is Telephone (24%), followed by Field Officer (4%) and Online access (1%). Respondents aged (56–65) show a preference for Telephone (14%), followed by Walk-in (5%). In the (66 & above) group, Telephone (11%) is the most preferred, followed by Walk-in (4%) while Online and Field Officer each accounted for (3%).

Preferred Method of Access



The chart below highlights the *Overall Customer Satisfaction by Client Category*: Across all categories, the feedback indicates an overall positive perception of services with some variation by client type. Importers have the highest satisfaction rate with (100%) noting extremely satisfied. Agri-Business Operator/Agro Processor report (83%) satisfied and (17%) extremely satisfied. Diary/Livestock/Fish farmer reports (58%) satisfied and (30%) extremely satisfied, while (7%) were neutral.

Overall Customer Satisfaction by Client Category

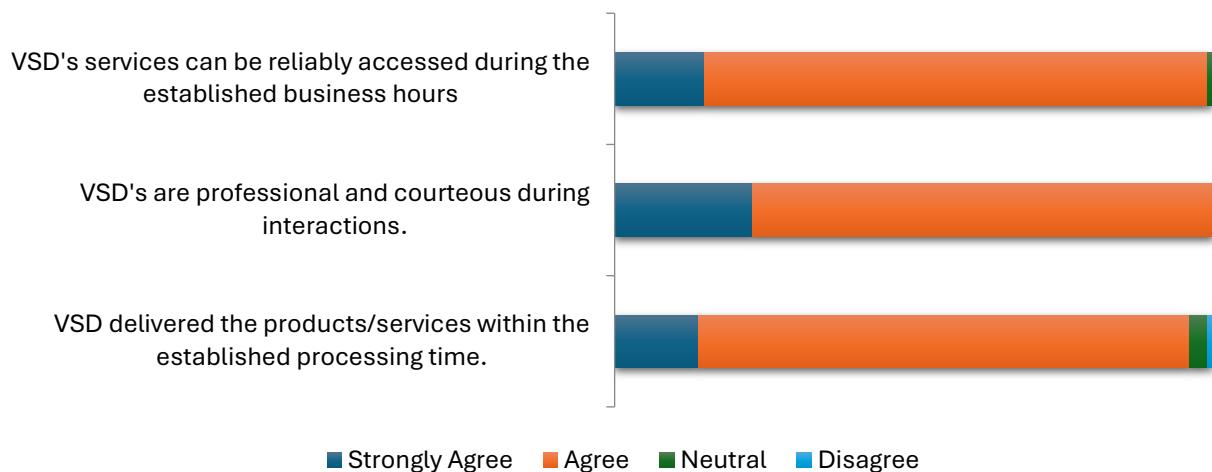


Level of Satisfaction: Reliability of Service

For the service dimension of Reliability, VSD obtained a rating of (83%). This represents a decrease from 2022/23 rating of (87.4%).

Respondents were asked to rate their experience in the area of reliability. Reliability is based on three key indicators: timeliness of service delivery, staff professionalism and courtesy, and accessibility during business hours.

Customer Feedback on Reliability of Service



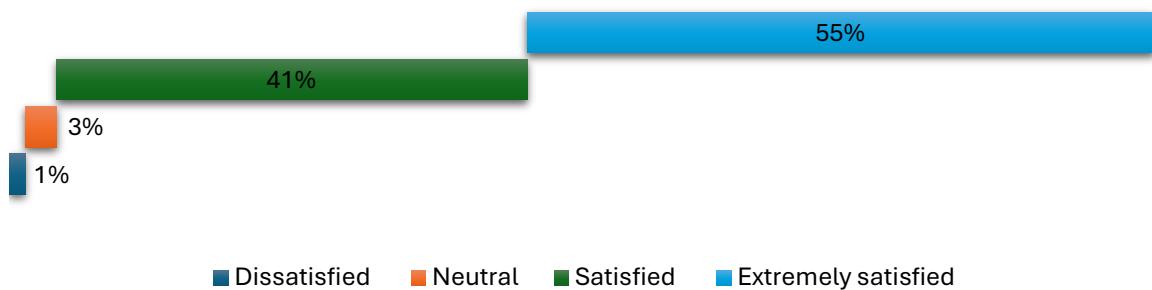
	Strongly Agree	Agree	Neutral	Disagree
VSD delivered the products/services within the established processing time.	14%	82%	3%	1%
VSD's staff is professional and courteous during interactions.	23%	77%	0%	0%
VSD's services can be reliably accessed during the established business hours	15%	84%	1%	0%

Timeliness of service delivery - When asked whether the entity delivered products and services within the established processing time, majority of respondents (96%) either agreed or strongly agreed while only (1%) disagreed and (3%) remained neutral. The majority of customers indicate their satisfaction with reliability.

Staff professionalism and courtesy – All of the respondents agreed or strongly agreed that staff members are professional and courteous during interactions, whether in person or by telephone. This reflects an overwhelmingly positive view of the staff's conduct and interpersonal skills.

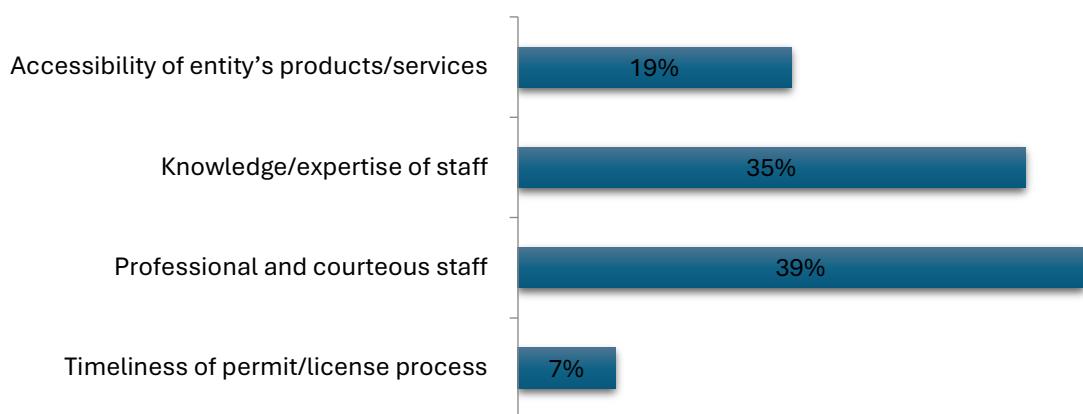
Accessibility during business hours - The reliability of access to services during official business hours, (99%) of respondents indicated agreement or strong agreement: representing a high level of confidence among clients that services are available as expected. Only (1%) was neutral, indicating minimal concern in this area.

Overall Satisfaction: Quality of Products/Services

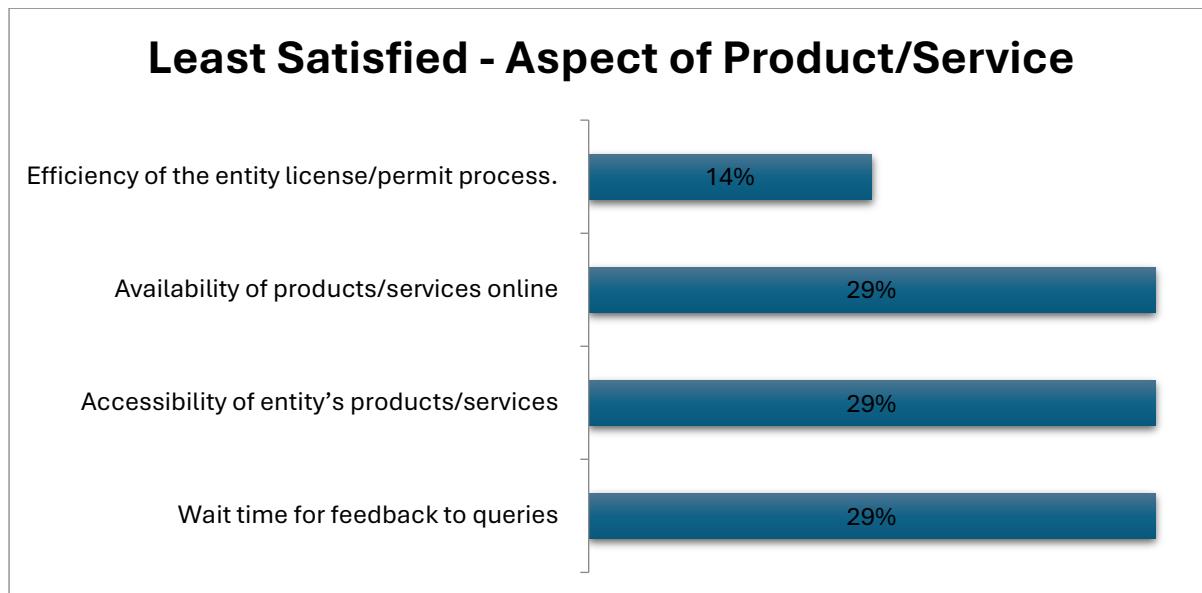


Overall satisfaction with the entity's products and services is predominantly positive, with (96%) of respondents reporting being either satisfied (41%) or extremely satisfied (55%). A minimal (3%) felt neutral, indicating neither satisfaction nor dissatisfaction, which may suggest room for improvement in engagement or service impact. Only a small portion of respondents expressed negative sentiment, with (1%) dissatisfied. These results reflect a strong general approval, with an opportunity to convert neutral and mildly dissatisfied users into more satisfied clients through targeted improvements.

Most Satisfied - Aspect of Product/Service



The aspect of the product/service that respondents were most satisfied with was the *Professional and courteous staff*, with (39%) expressing satisfaction, highlighting its significant value to users. *Knowledge/expertise of staff* was the second most appreciated aspect, receiving (35%) satisfaction, followed by *Accessibility of entity's products/services* with (19%).



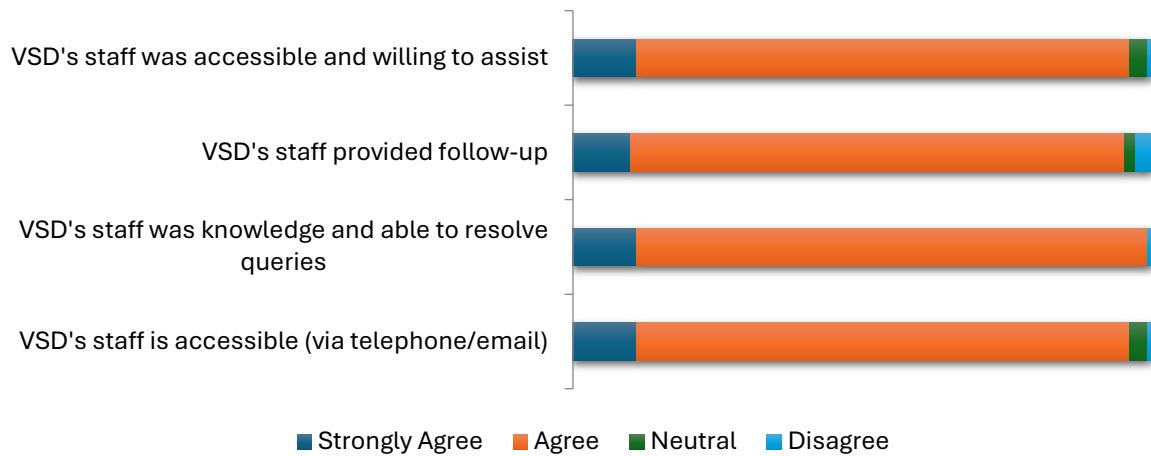
The respondents felt least satisfied with the following aspect of product/service: *Accessibility of entity's products/services*, *Wait time for feedback to queries* and *Availability of products/services online* with each receiving (29%).

Level of Satisfaction: Staff Responsiveness

For the service dimension of Responsiveness, VSD obtained a rating of (81%). This represents a decrease from 2022/23 rating of (88.5%).

Respondents were asked to rate their experience in the area of responsiveness. Responsiveness is based on three key indicators: staff accessibility, staff knowledge and staff helpfulness

Customer Feedback on Staff Responsiveness



	Strongly Agree	Agree	Neutral	Disagree
VSD's staff is accessible (via telephone/email)	11%	85%	3%	1%
VSD's staff was knowledge and able to resolve queries	11%	88%	0%	1%
VSD's staff provided follow-up	10%	86%	2%	3%
VSD's staff was accessible and willing to assist	11%	85%	3%	1%

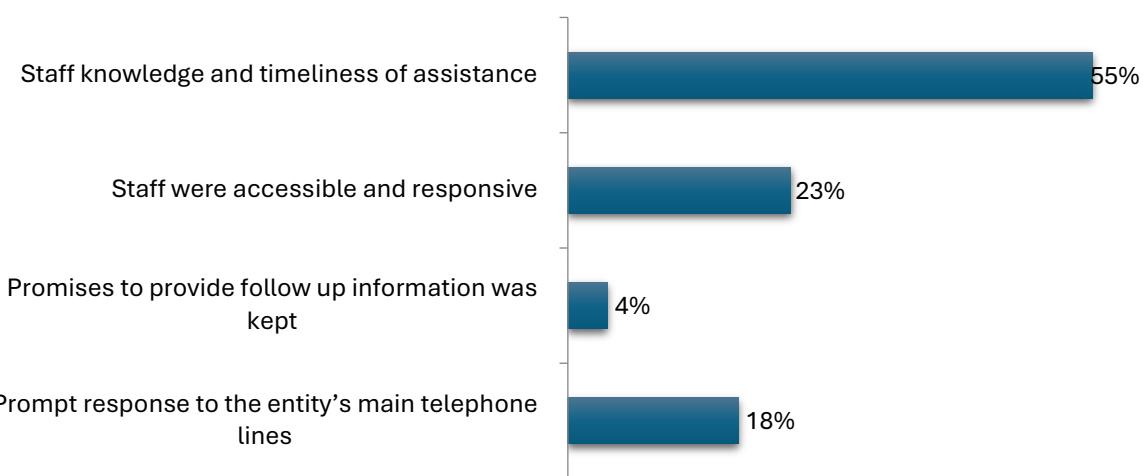
Staff Accessibility (Phone/Email) – The majority (96%) of respondents felt staff was accessible via telephone or email, with (11%) strongly agreeing and (85%) agreeing. This indicates strong availability and responsiveness through communication channels.

Staff Knowledge and Ability to Resolve Queries - An impressive (99%) agree/strongly agree that staff were knowledgeable and capable. This reflects high confidence in staff expertise and their ability to handle inquiries effectively.

Follow-Up Communication – A total of (96%) strongly agree/agree follow-up was provided when applicable, (2%) were neutral and (3%) disagreed. This suggests that most customers received follow-ups; however, there may be inconsistencies that need addressing.

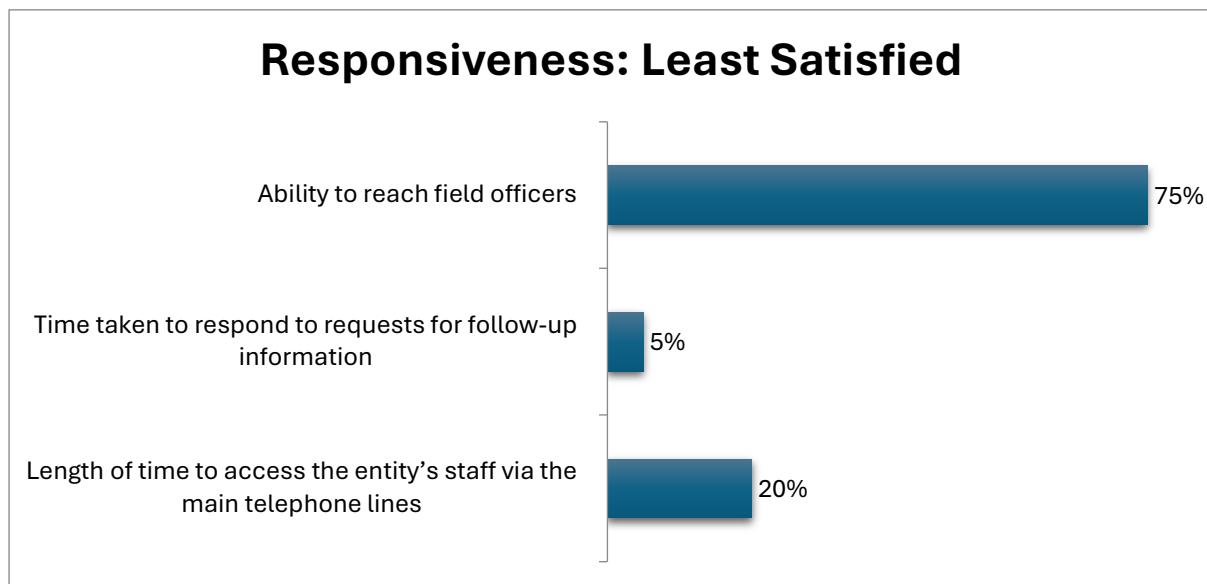
General Staff Helpfulness – A total of (96%) felt staff was generally accessible and willing to assist. This highlights a strong customer service culture, with (3%) of respondents expressing neutrality and (1%) disagreed.

Responsiveness: Most Satisfied



The respondents highlighted *Staff knowledge and timeliness of assistance* (55%) as the area they were most satisfied with. And (23%) indicated *Staff were accessible*

and responsive followed by *Prompt response to the entity's main telephone lines* (18%).



The most significant concern among the majority of respondents was *Ability to reach field officer* with (75%), followed by *Length of time taken to respond to request for follow-up information* with (20%). These indicate a gap in communication and service/issue resolution.

Level of Satisfaction: Access & Facility

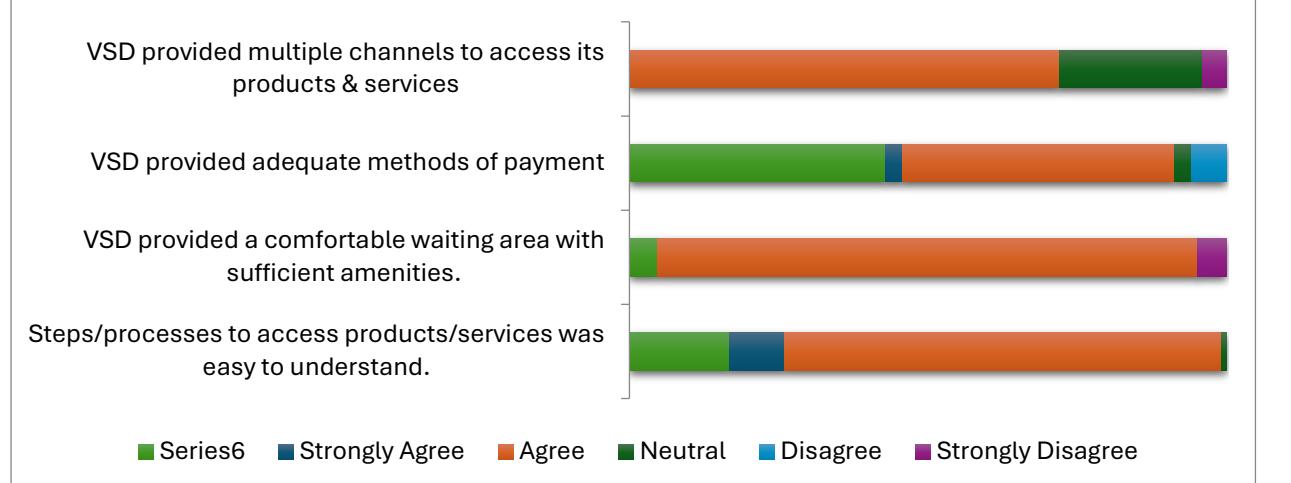
For the service dimension of Access & Facility, VSD obtained a rating of (77%). This represents a decrease from 2022/23 rating of (82.7%)

Respondents were asked to rate their experience in the area of Access & Facilities.

Access & Facility is based on four key indicators: Ease of Access to

Products/Services, Comfort of Waiting Areas and Amenities, Adequate Methods of Payment and Availability of Multiple Access Channels.

Customer Feedback on Access & Facility



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Steps/processes to access products/services was easy to understand.	11%	87%	1%	0%	0%
VSD provided a comfortable waiting area with sufficient amenities.	0%	95%	0%	0%	5%
VSD provided adequate methods of payment	5%	80%	5%	10%	0%
VSD provided multiple channels to access its products & services	0%	72%	24%	0%	4%

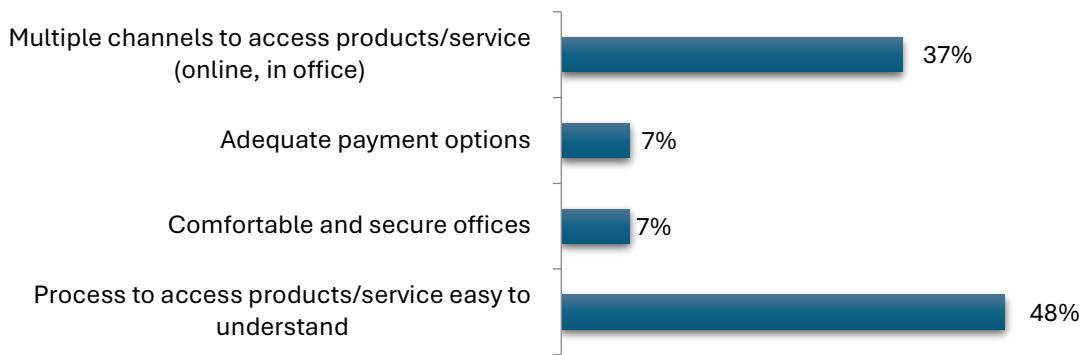
Ease of Access to Products/Services - This area received overwhelmingly positive feedback, with (99%) of respondents' agreeing/strong agreeing the process was easy to understand. The high satisfaction indicates VSD's systems are clear, simple, and user-friendly.

Comfort of Waiting Areas and Amenities - Satisfaction was high with (95%) agreeing the waiting areas were comfortable, while (5%) strongly disagreed. This suggests room for improvement in seating, cooling, or other amenities to enhance the on-site experience.

Adequate Methods of Payment - (85%) of respondents strongly agreed/agreed that payment options were adequate, showing that the entity offers convenient and accessible methods while (10%) stated they disagreed and (5%) were neutral.

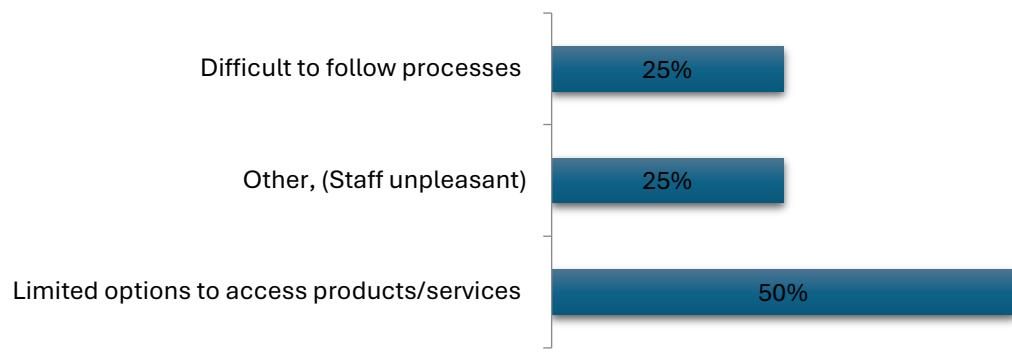
Availability of Multiple Access Channels – Satisfaction was moderate with (72%) agreeing there were sufficient access channels (online and in-person), while (24%) neutral and (4%) strongly disagreed. This suggests some customers face limitations or are unaware of all available options.

Access & Facilities: Most Satisfied



The majority of respondents (48%) highlighted *Process to access products/services easy to understand* as the area they were most satisfied with, followed by *Multiple channels to access products/services (online, in office)* with (37%).

Access & Facilities: Least Satisfied



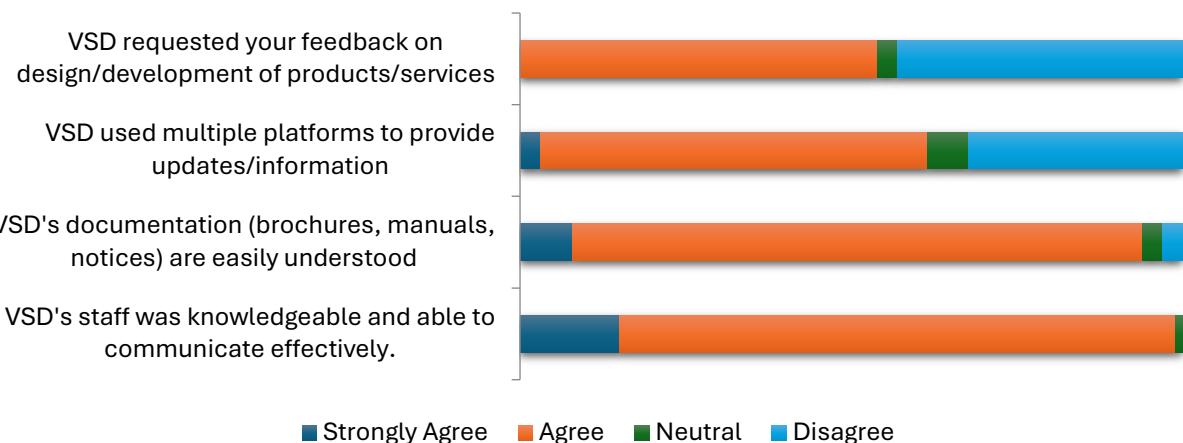
The most significant concern among respondents was *Limited options to access products/services* with (50%) identifying this as the least satisfactory aspect.

Level of Satisfaction: Communication

For the service dimension of Communication, VSD obtained a rating of (73%). This represents a decrease from 2022/23 rating of (83.9%).

Respondents were asked to rate their experience in the area of Communication. Communication is based on four key indicators: soliciting customer feedback on design/development of products/services, clear and concise documentation, quality of staff's communication and utilizing multiple platforms to provide information/updates.

Customer Feedback on Communication



	Strongly Agree	Agree	Neutral	Disagree
VSD's staff was knowledgeable and able to communicate effectively.	15%	84%	1%	0%
VSD's documentation (brochures, manuals, notices) are easily understood	8%	86%	3%	3%
VSD used multiple platforms to provide updates/information	3%	58%	6%	32%
VSD requested your feedback on design/development of products/services	0%	54%	3%	43%

Quality of staff's communication - A strong majority of respondents (99%) either *strongly agreed* (15%) or *agreed* (84%) that VSD's staff were knowledgeable and communicated effectively, indicating high confidence in staff capabilities.

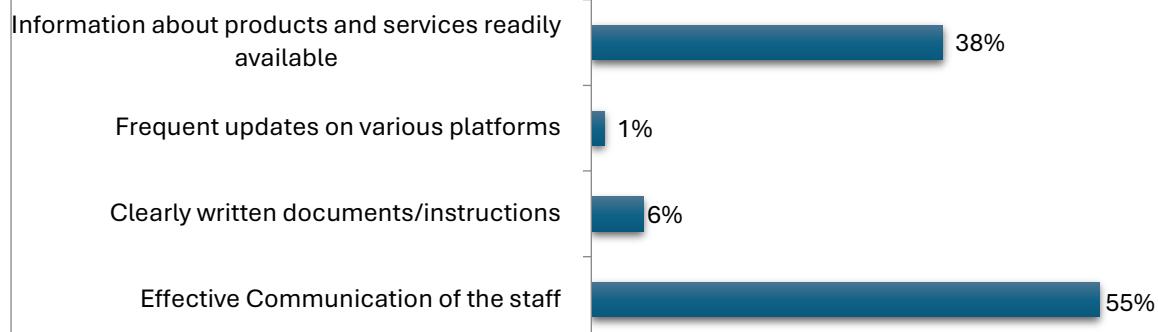
Clear and concise documentation – Majority of respondents (94%) found VSD's materials clear and easy to understand (*strongly agree*: 8%, *agree*: 86%), with (3%) neutral.

Utilizing multiple platforms to provide information/updates – This area showed one of the weakest performances. Feedback was more mixed here, (61%) agreed/strongly agreed to some extent that VSD used multiple platforms (*strongly agree*: 3%, *agree*: 58%), over a third (32%) disagreed while (6%) were neutral: suggesting a strong need to enhance communication channels or make them more visible.

Soliciting customer feedback on design/development of products/services - Only 54% agreed VSD requested their feedback while a significant (43%) *disagreed*. This suggests a clear opportunity for VSD to improve stakeholder engagement in design

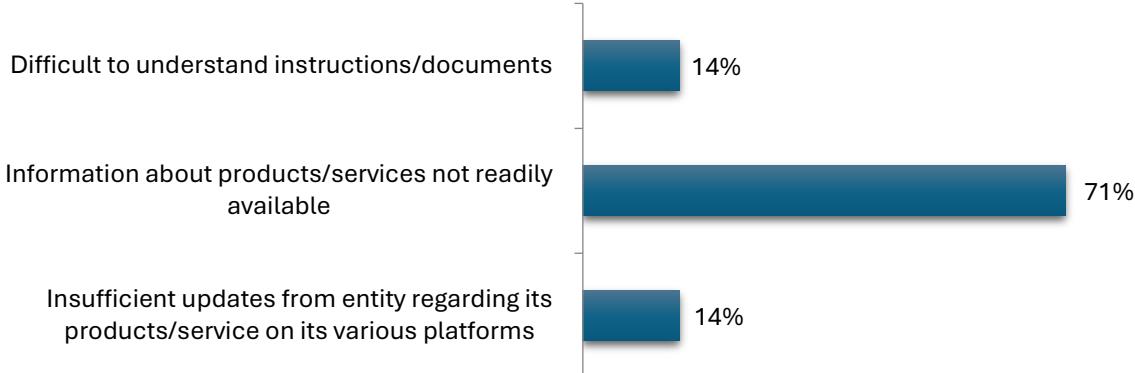
and development processes.

Communication: Most Satisfied



The area respondents were most satisfied with was *Effective communication of the staff* (55%), followed by *Information about products and services readily available* (38%).

Communication: Least Satisfied



The most significant concern among respondents was *Information about products and services not readily available* with (71%).

Public Gardens & Zoo Branch



Overview of Main Findings

Public Gardens and Zoo Branch (PGB) was assessed across four key areas: Staff Responsiveness, Accessibility and Facilities, Service Reliability, and Communication. According to the Service Excellence Policy, a satisfaction rating of 80% or above is considered as meeting the satisfaction standard, while any rating below 80% is categorized as did not meet the required satisfaction standard.

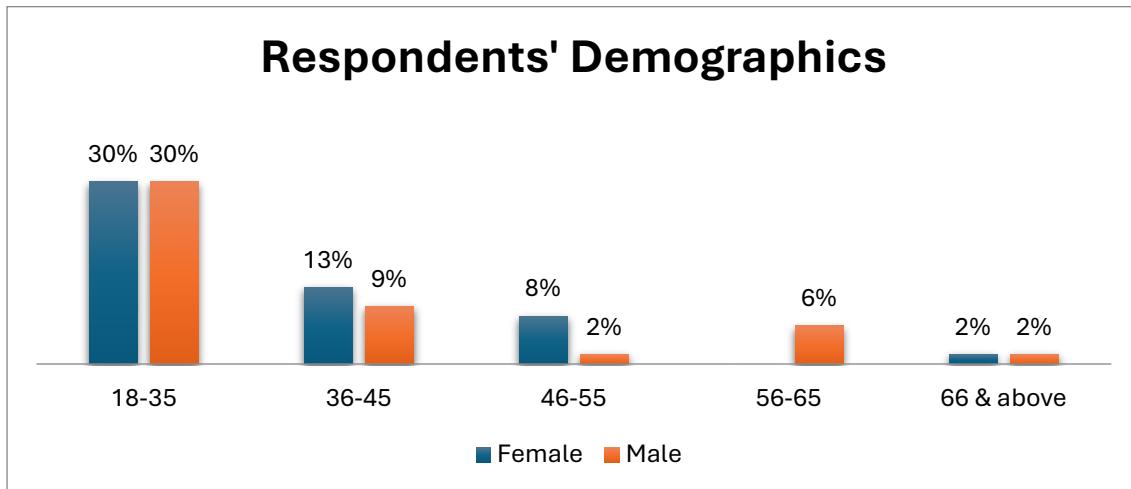
Public Gardens and Zoo Branch recorded an overall customer satisfaction rating of 78% for 2024/25 this represents an increase from the 2022/23 rating of 77.3%.

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

PGB's 2024/25 Overall Rating = 78%				
Service Dimensions	Reliability	Responsiveness	Access & Facility	Communication
	86%	83%	76%	67%

Respondents' Demographics

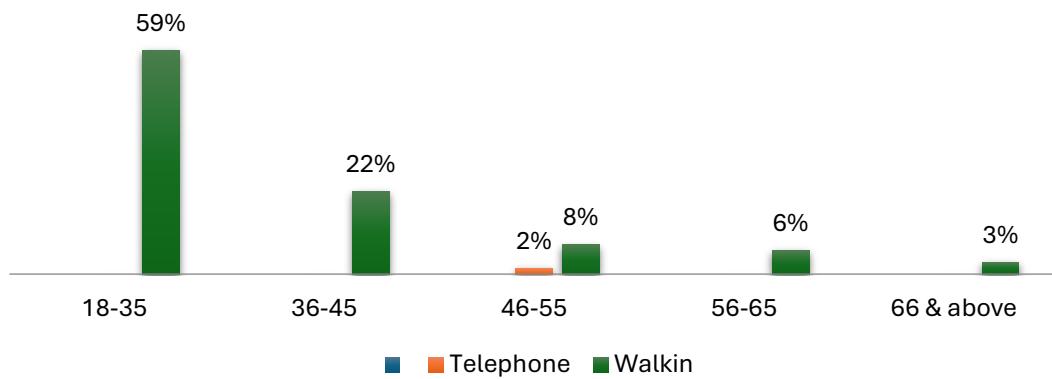
The survey garnered feedback from a total of 64 respondents; the vast majority of respondents were male (52%) while (48%) were female. The majority of respondents (60%) were aged 18-35 while (22%) were aged 36-45, (10%) were aged 46-55, (6%) were aged 56-65 and (4%) of respondents were over the age of 66.



Two of the Division's location participated in the survey: feedback was predominantly received from Castleton Botanical Garden (98%) and the Head Office's Plant Nursery (2%).

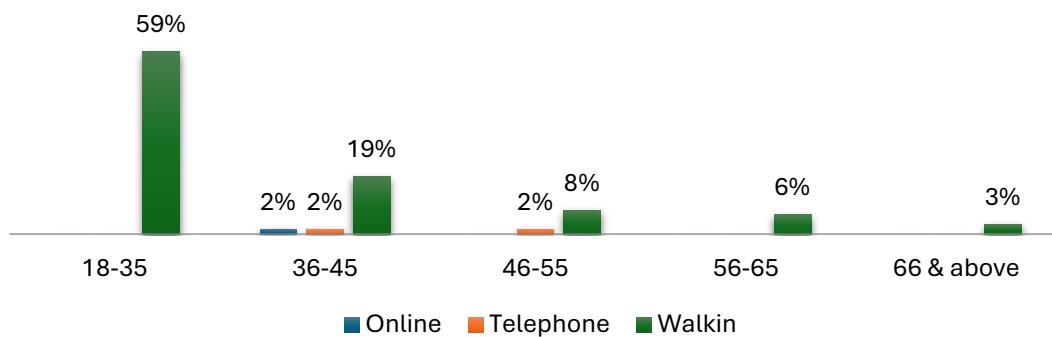
Among all respondents' age groups Walk-in access is how the Division's products and service are primarily accessed. Within the age group of 46-55, Telephone access was highlighted by (2%).

Current Method of Access



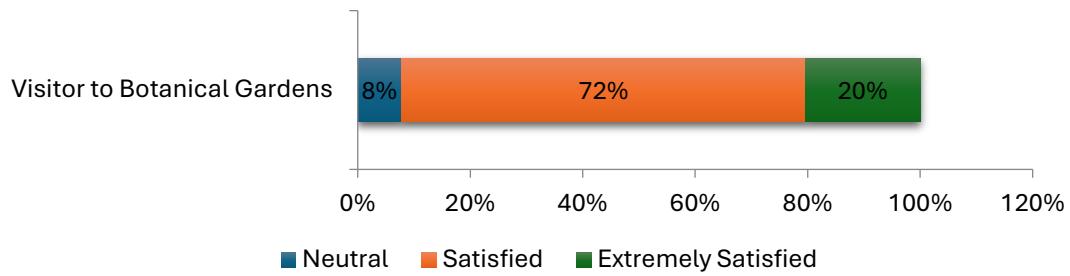
Among all respondents' age groups the preference is Walk-in access. For the age groups of 36-45 and 46-55, Telephone access was highlighted by (2%) each as a preference.

Preferred Method of Access



The chart below highlights the *Overall Customer Satisfaction by Client Category*: the feedback indicates an overall positive perception of services and products. A total of (92%) of the respondents; highlighted they were satisfaction (satisfied 72% and extremely satisfied 20%) while (8%) were neutral.

Overall Customer Satisfaction by Client Category

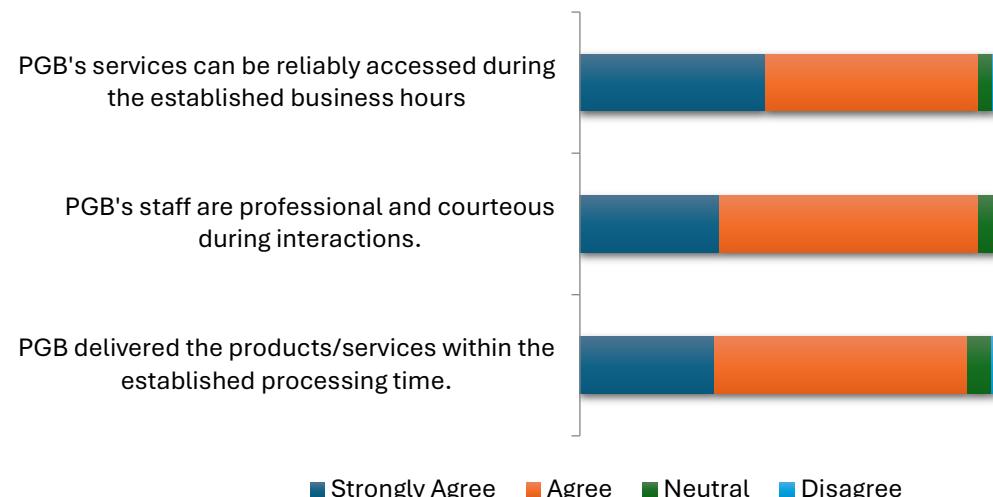


Level of Satisfaction: Reliability of Service

For the service dimension of Reliability, PGB obtained a rating of (86%). This represents an increase from 2022/23 rating of (72.9%).

Respondents were asked to rate their experience in the area of reliability. Reliability is based on three key indicators: timeliness of service delivery, staff professionalism and courtesy, and accessibility during business hours.

Customer Feedback on Reliability of Service



	Strongly Agree	Agree	Neutral	Disagree
PGB delivered the products/services within the established processing time.	32%	60%	6%	2%
PGB's staff is professional and courteous during interactions.	33%	62%	5%	0%
PGB's services can be reliably accessed during the established business hours	44%	51%	3%	2%

Timeliness of service delivery - When asked whether the entity delivered products and services within the established processing time, majority of respondents (92%) either agreed or strongly agreed while (2%) disagreed and (6%) remained neutral. The majority of customers indicate their satisfaction with the reliability, however the (8%) highlights minor inconsistencies in service delivery timelines that provide room for improvement.

Staff professionalism and courtesy - A significant (95%) of respondents agreed or strongly agreed that staff members are professional and courteous during interactions, whether in person or by telephone. This reflects an overwhelmingly positive view of the staff's conduct and interpersonal skills.

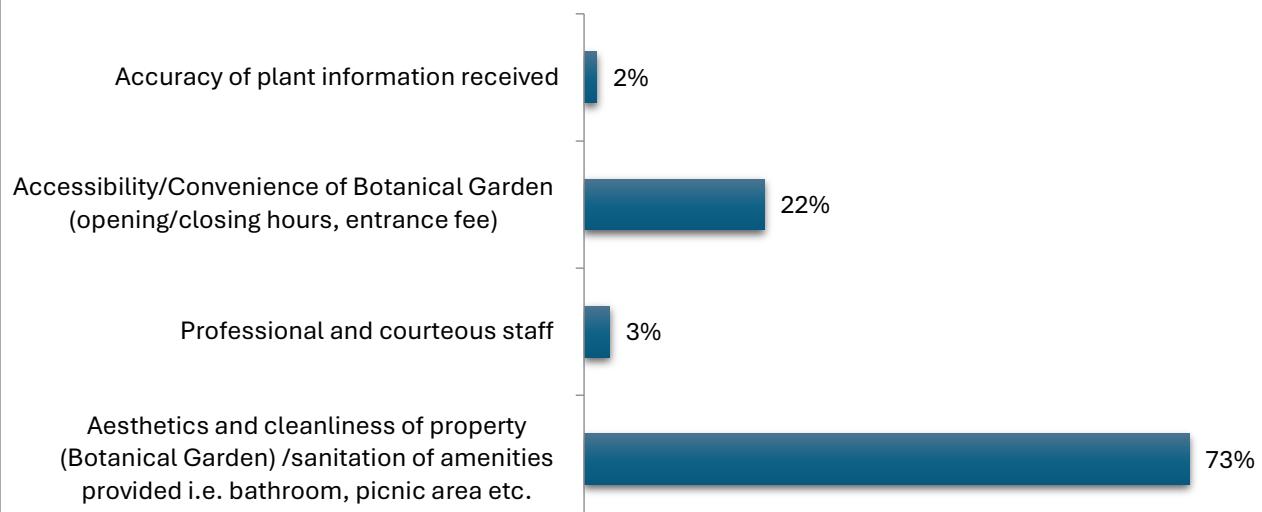
Accessibility during business hours - The reliability of access to services during official business hours, (95%) of respondents indicated agreement or strong agreement: representing a high level of confidence among clients that services are available as expected. Only (2%) disagreed and (3%) were neutral, indicating minimal concern in this area.



Overall satisfaction with the entity's products and services is predominantly positive, with (92%) of respondents reporting being either satisfied (61%) or extremely

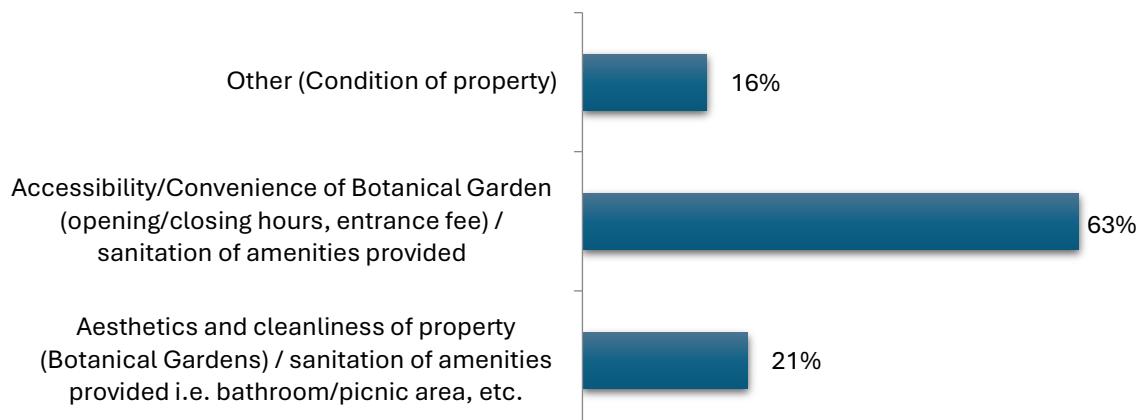
satisfied (31%). A notable (7%) felt neutral, indicating neither satisfaction nor dissatisfaction, which may suggest room for improvement in engagement or service impact. Only a small portion of respondents expressed negative sentiment, with (2%) dissatisfied. These results reflect a strong general approval, with an opportunity to convert neutral and mildly dissatisfied users into more satisfied clients through targeted improvements.

Most Satisfied - Aspect of Product/Service



The aspect of the product/service that respondents were most satisfied with was the *Aesthetics and cleanliness of property*, with (73%) expressing satisfaction. *Accessibility/Convenience of Botanical Garden* was the second most appreciated aspect, receiving (22%) satisfaction, followed by *Professional and courteous staff* (3%), and lastly (2%) expressed satisfaction with *Accuracy of plant information received*.

Least Satisfied - Aspect of Product/Service



The aspect respondents felt least satisfied with was the *Accessibility/Convenience of Botanical Garden*, cited by (63%), indicating a significant concern. *Aesthetics and cleanliness of property* was the second most noted issue, with (21%) expressing dissatisfaction, pointing to a need for improved process flows. *Wait time for responses to queries/follow up information and getting in contact with Division via Telephone* both received (16%).

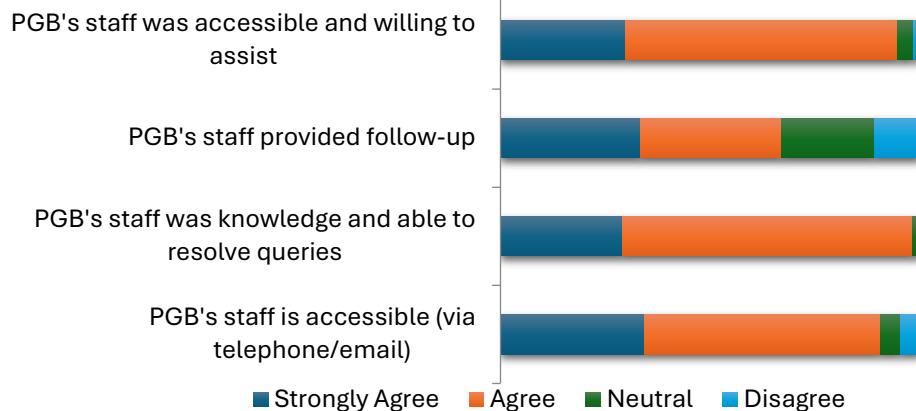
Level of Satisfaction: Staff Responsiveness

For the service dimension of Responsiveness, PBG obtained a rating of (83%). This represents a decrease from their 2022/23 rating of (87.3%).

Respondents were asked to rate their experience in the area of responsiveness.

Responsiveness is based on three key indicators: staff accessibility, staff knowledge and staff helpfulness.

Customer Feedback on Staff Responsiveness



	Strongly Agree	Agree	Neutral	Disagree
PGB's staff is accessible (via telephone/email)	34%	56%	5%	5%
PGB's staff was knowledge and able to resolve queries	29%	69%	2%	0%
PGB's staff provided follow-up	33%	33%	22%	11%
PGB's staff was accessible and willing to assist	30%	65%	4%	2%

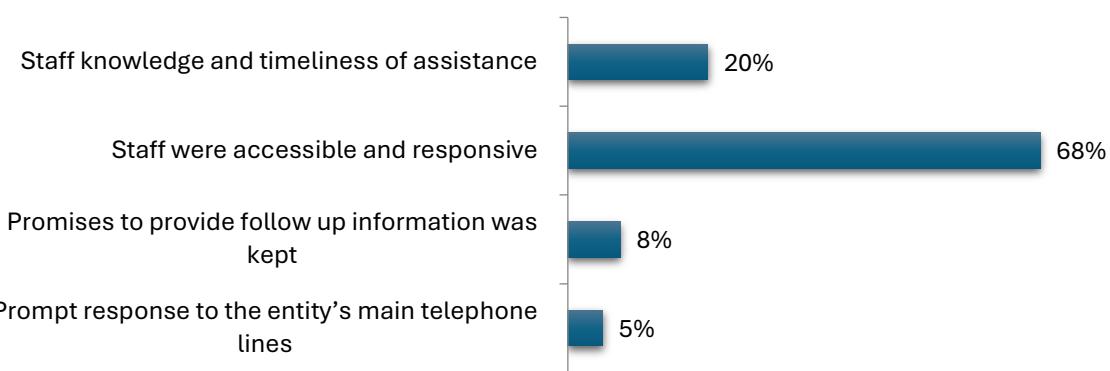
Staff Accessibility (Phone/Email) – The majority (90%) of respondents felt staff was accessible via telephone or email, with (34%) strongly agreeing and (56%) agreeing. This indicates strong availability and responsiveness through communication channels.

Staff Knowledge and Ability to Resolve Queries - An impressive (98%) agree/strongly agree that staff were knowledgeable and capable. This reflects high confidence in staff expertise and their ability to handle inquiries effectively.

Follow-Up Communication – A total of (66%) strongly agree/agree follow-up was provided when applicable while (22%) were neutral and (11%) disagree. This suggests that most customers received follow-ups; however there may be inconsistencies that need addressing.

General Staff Helpfulness – A total of (95%) felt staff was generally accessible and willing to assist. This highlights a strong customer service culture, with (4%) of respondents expressing neutrality.

Responsiveness: Most Satisfied



The respondents highlighted *Staff were accessible and responsive* (68%) as the area they were most satisfied with, followed by (20%) who indicated *Staff knowledge and timeliness of assistance*.

Responsiveness: Least Satisfied



Amongst respondents expressing concern, (60%) expressed concern with *Ability to reach staff*. The next concerning area was *Length of time to access the entity's staff via the main telephone lines* with (40%).

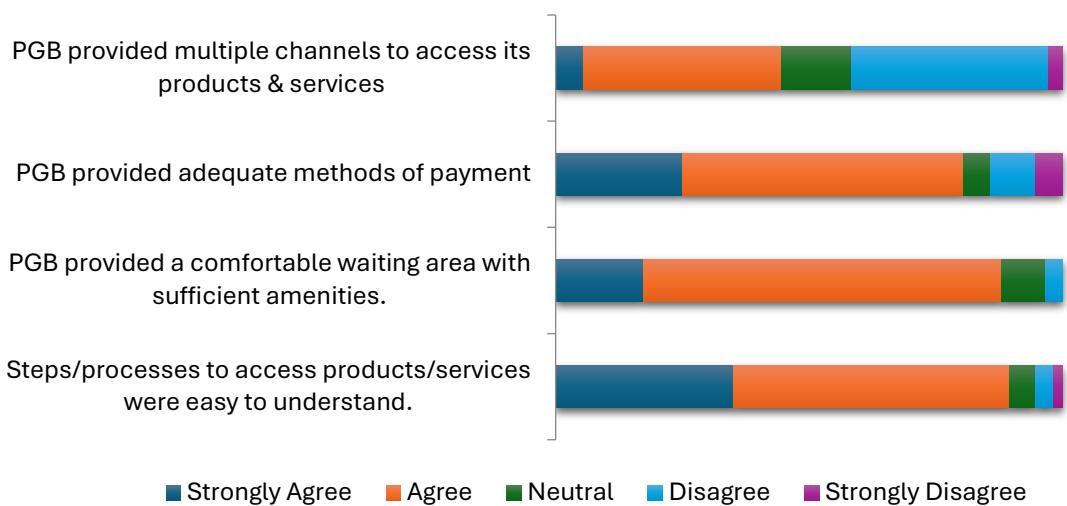
Level of Satisfaction: Access & Facility

For the service dimension of Access & Facility, PGB obtained a rating of (76%). This represents an increase from 2022/23 rating of (73.2%)

Respondents were asked to rate their experience in the area of Access & Facilities.

Access & Facility is based on four key indicators: Ease of Access to Products/Services, Comfort of Waiting Areas and Amenities, Adequate Methods of Payment and Availability of Multiple Access Channels.

Customer Feedback on Access & Facility



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Steps/processes to access products/services were easy to understand.	35%	54%	5%	4%	2%
PGB provided a comfortable waiting area with sufficient amenities.	17%	71%	9%	3%	0%
PGB provided adequate methods of payment	25%	55%	5%	9%	5%
PGB provided multiple channels to access its products & services	6%	39%	14%	39%	3%

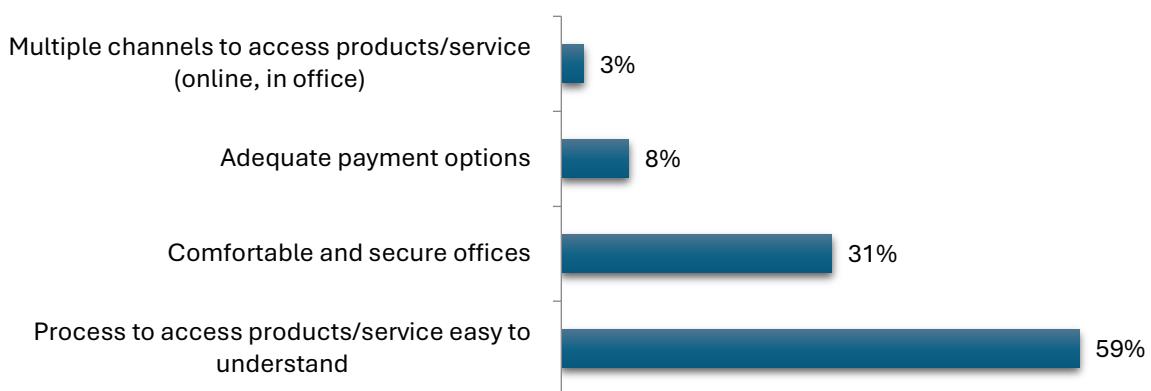
Ease of Access to Products/Services - This area received overwhelmingly positive feedback, with (89%) of respondents' agreeing/strongly agreeing the process was easy to understand. The high satisfaction indicates PGB's systems are clear, simple, and user-friendly.

Comfort of Waiting Areas and Amenities - Satisfaction was high, with (88%) strongly agreeing/agreeing the waiting areas were comfortable, but (12%) either neutral or dissatisfied. This suggests room for improvement in seating, cooling, or other amenities to enhance the on-site experience.

Adequate Methods of Payment - A moderate (80%) of respondents strongly agreed/agreed that payment options were adequate, showing that the entity offers convenient and accessible methods. Strongly disagree and disagree totalled approximately (14%), this indicates an area where improvement is needed.

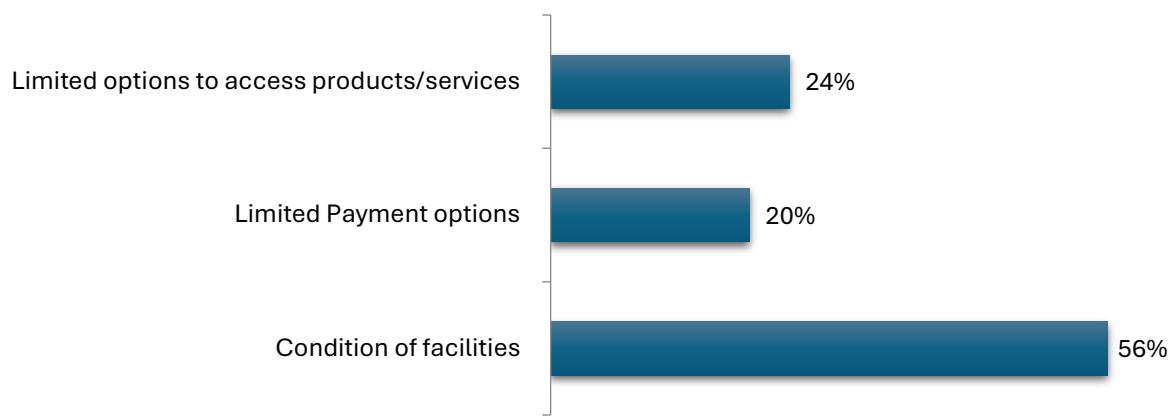
Availability of Multiple Access Channels – Satisfaction was well below expected standards, with a mere (45%) either strongly agreeing/agreeing. And (14%) of respondents were neutral. A notable (42%) indicated they were either strongly dissatisfied/dissatisfied - this suggests some customers face limitations or are unaware of all available options.

Access & Facilities: Most Satisfied



The respondents highlighted *Process to access products/service easy to understand* (59%) as the area they were most satisfied with. And (31%) identified *Comfortable and secure offices* and (8%) *Adequate payment options*.

Access & Facilities: Least Satisfied



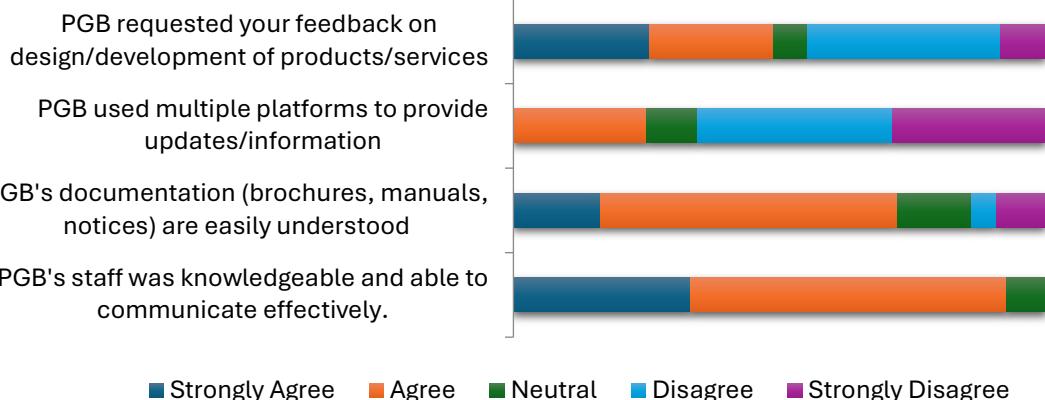
The most significant concern among respondents was *Condition of facilities*, with (56%) identifying this as the least satisfactory aspect, followed by *limited options to access products/services* with (24%).

Level of Satisfaction: Communication

For the service dimension of Communication, PGB obtained a rating of (67%). This represents a decrease from 2022/23 rating of (75.7%)

Respondents were asked to rate their experience in the area of Communication. Communication is based on four key indicators: soliciting customer feedback on design/development of products/services, clear and concise documentation, quality of staff's communication and utilizing multiple platforms to provide information/updates.

Customer Feedback on Communication



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
PGB's staff was knowledgeable and able to communicate effectively.	33%	59%	7%	0%	0%
PGB's documentation (brochures, manuals, notices) are easily understood	16%	56%	14%	5%	9%
PGB used multiple platforms to provide updates/information	0%	25%	10%	37%	29%
PGB requested your feedback on design/development of products/services	26%	23%	6%	36%	9%

Quality of staff's communication - A strong majority of respondents (92%) either *strongly agreed* (33%) or *agreed* (59%) that PGB's staff were knowledgeable and communicated effectively, indicating high confidence in staff capabilities.

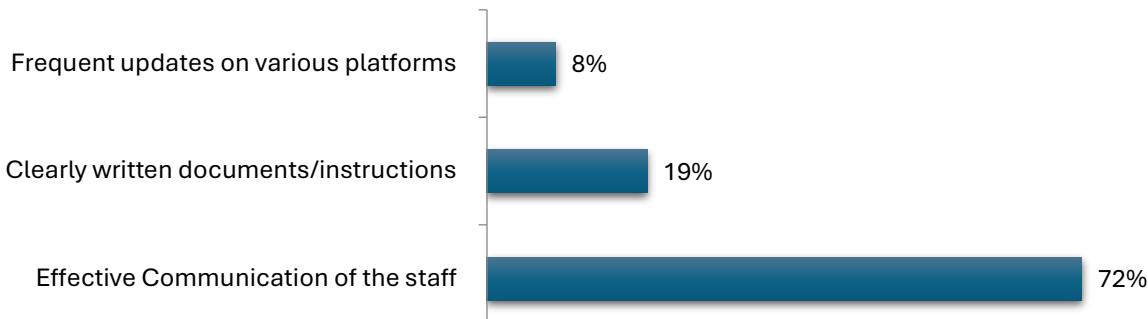
Clear and concise documentation – A moderate amount of respondents (72%) found PGB's materials clear and easy to understand (*strongly agree*: 16%, *agree*: 56%), with (14%) neutral. (14%) also indicated their disapproval; this signals an area where improvements are needed.

Utilizing multiple platforms to provide information/updates – This area showed the weakest performance. Feedback was more negative here, only (25%) agreed to some extent that PGB used multiple platforms while the vast majority disagree/strongly disagreed: suggesting a strong need to enhance communication channels or make them more visible.

Soliciting customer feedback on design/development of products/services - Only 49% felt PGB requested their feedback (*strongly agree*: 26%, *agree*: 23%), while a

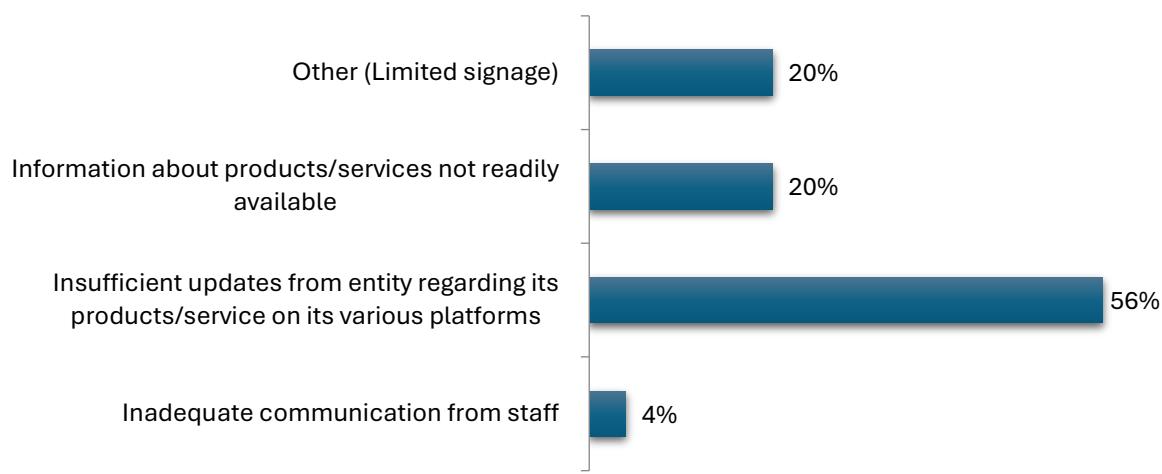
significant (36%) *disagreed*. This suggests a clear opportunity for PGB to improve stakeholder engagement in design and development processes.

Communication: Most Satisfied



The area respondents were most satisfied with was *Effective communication of the staff* (72%), followed by *clearly written documents/instructions* (19%).

Communication: Least Satisfied



The most significant concern among respondents was *insufficient updates received from PGB* with (56%), followed by *limited signage and information about products/services not readily available* each received (20%).

Plant Quarantine Produce Inspection Branch



Overview of Main Findings

Plant Quarantine Produce Inspection (PQPI) was assessed across four key areas: Staff Responsiveness, Accessibility and Facilities, Service Reliability, and Communication. According to the Service Excellence Policy, a satisfaction rating of 80% or above is considered as meeting the satisfaction standard, while any rating below 80% is categorized as did not meet the required satisfaction standard.

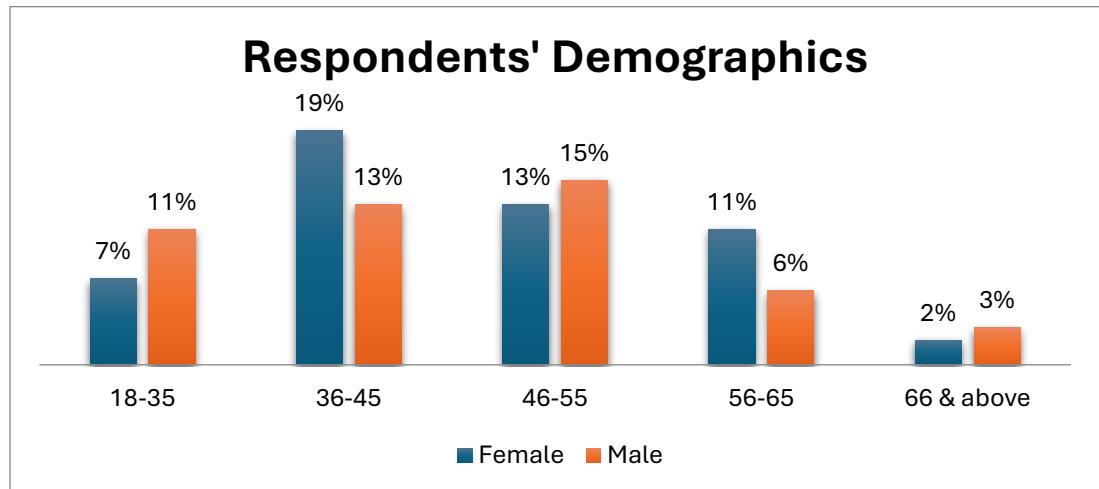
Plant Quarantine Produce Inspection recorded an overall customer satisfaction rating of 76% for 2024/25 this represents a decrease from the 2022/23 rating of 86.6%.

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

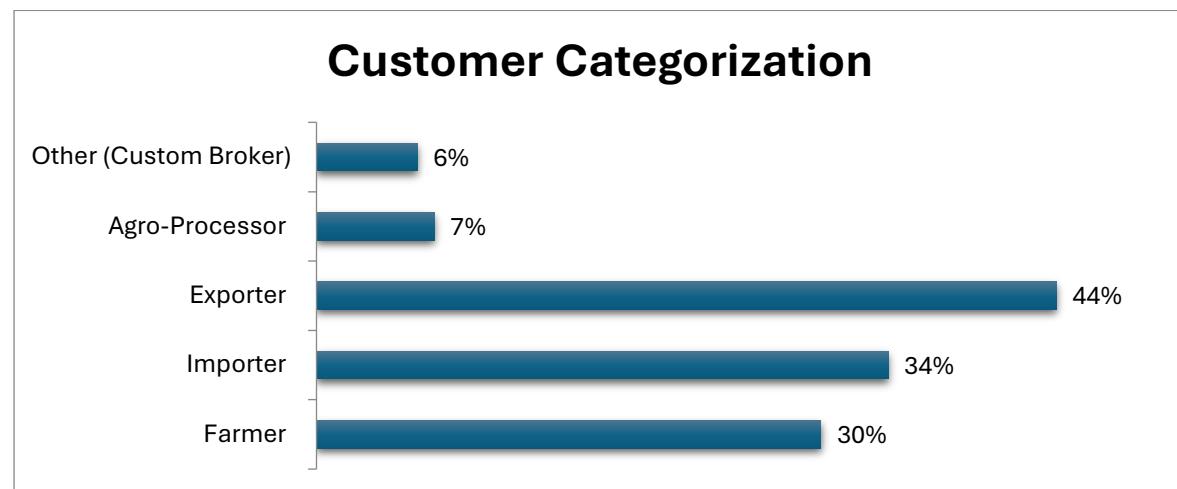
PQPI's 2024/25 Overall Rating = 76%				
Service Dimensions	Reliability	Responsiveness	Access & Facility	Communication
	80%	79%	79%	68%

Respondents' Demographics

The survey garnered feedback from a total of 100 respondents; the vast majority of respondents were female (52%) while (48%) were male. The majority of respondents (32%) were aged 36-45 while (28%) were aged 46-55, (18%) were aged 18-35. And the age groups of 56-65 accounted for (17%) and 66 and above (5%) of respondents.

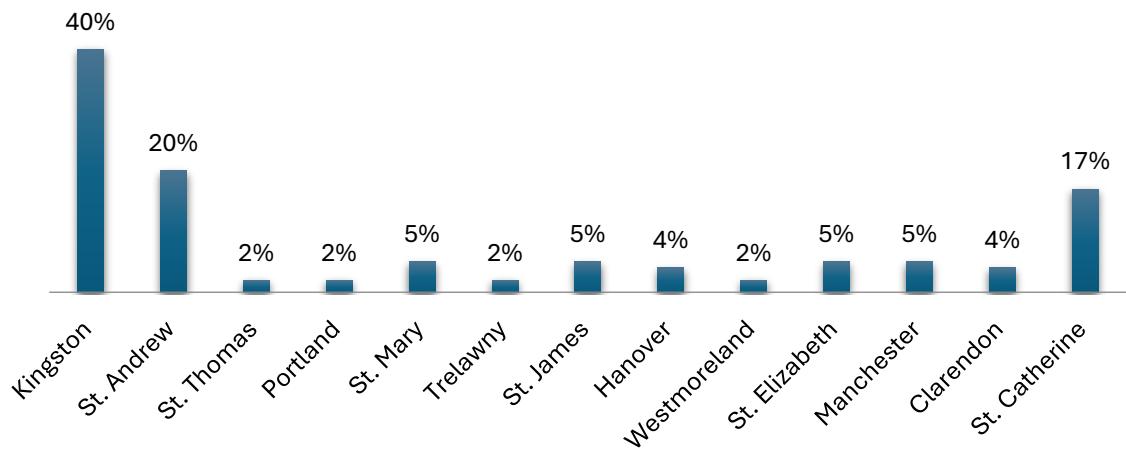


The survey captured responses from PQPI's customer; the chart below highlights the categorization of the respondents. Note, respondents were allowed to select more than one role, resulting in cumulative percentages exceeding 100%. The distribution is as follows: Exporter (44%), Importer (34%), Farmer (30%), Agro-processor (7%) and Custom Broker (6%).



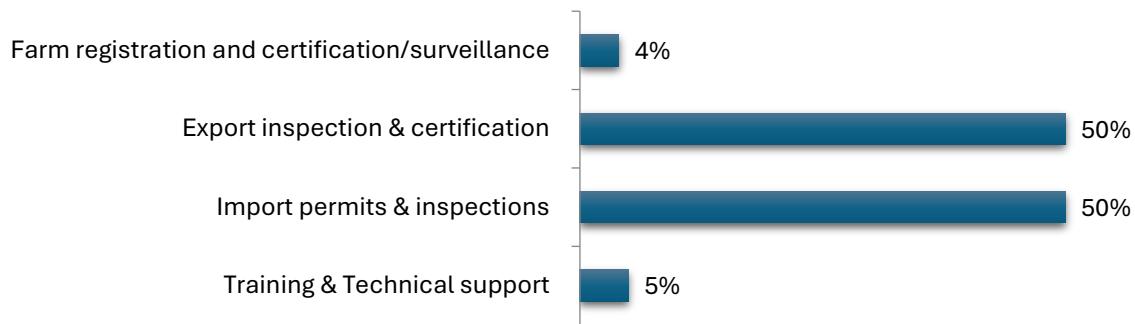
The table below shows where the respondents reside: the majority (60%) of respondents is from Kingston & St. Andrew followed by St. Catherine with (17%).

Respondents' Location of Operation



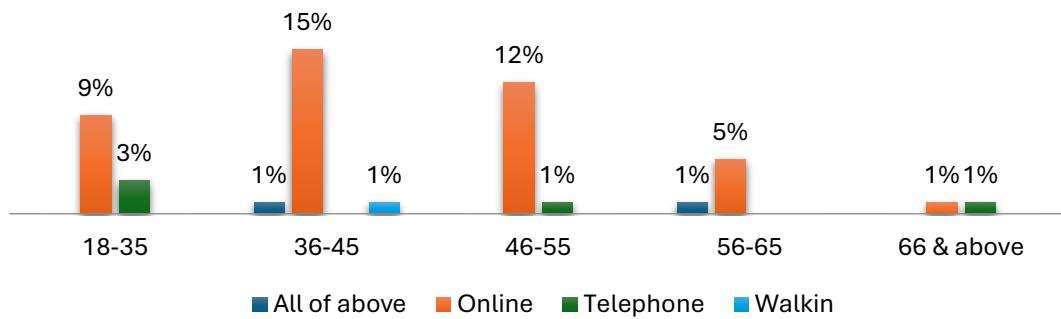
Feedback indicate Import permits & inspections and Export inspection & certification each accounted for (50%), highlighting that these services were the most accessed service followed by *Training & technical support* (5%).

Products/Services Accessed



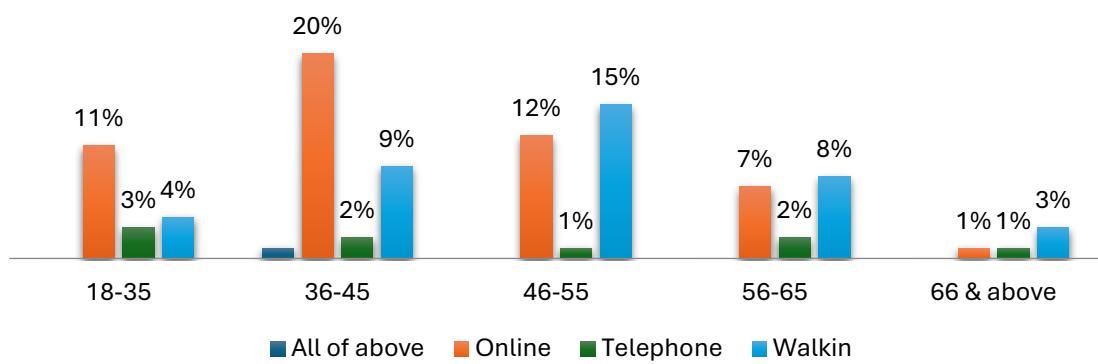
For the 18–35 demographic, Online access (9%) is the dominant channel, followed by Telephone access (3%). In the 36–45 group: Online access (15%) remains most common, followed by Walk-in (1%). It should be noted Telephone access is the highest amongst the 36-45 age group. The 46–55 group shows Online access (12%), followed by Telephone (1%). Among those aged 56–65, Online access (5%) continues to be the most common. In the 66 & above category, Online and Telephone access both accounted for (1%) each.

Current Method of Access



Among individuals aged (18–35), the highest preference is Online access (11%), followed by Walk-in (4%) and Telephone (3%). In the (36–45) age group, Online access (20%) is the preferred mode, compared to Walk-in (9%), with Telephone (2%). For those aged (46–55), the most preferred method is Walk-in (15%), followed by Online (12%), and Telephone (1%). Respondents aged (56–65) show a preference for Walk-in (8%), with Online (7%) and Telephone (2%) following. In the (66 & above) group, Walk-in (3%) is the most preferred, while Online (1%) and Telephone (1%) were the least selected.

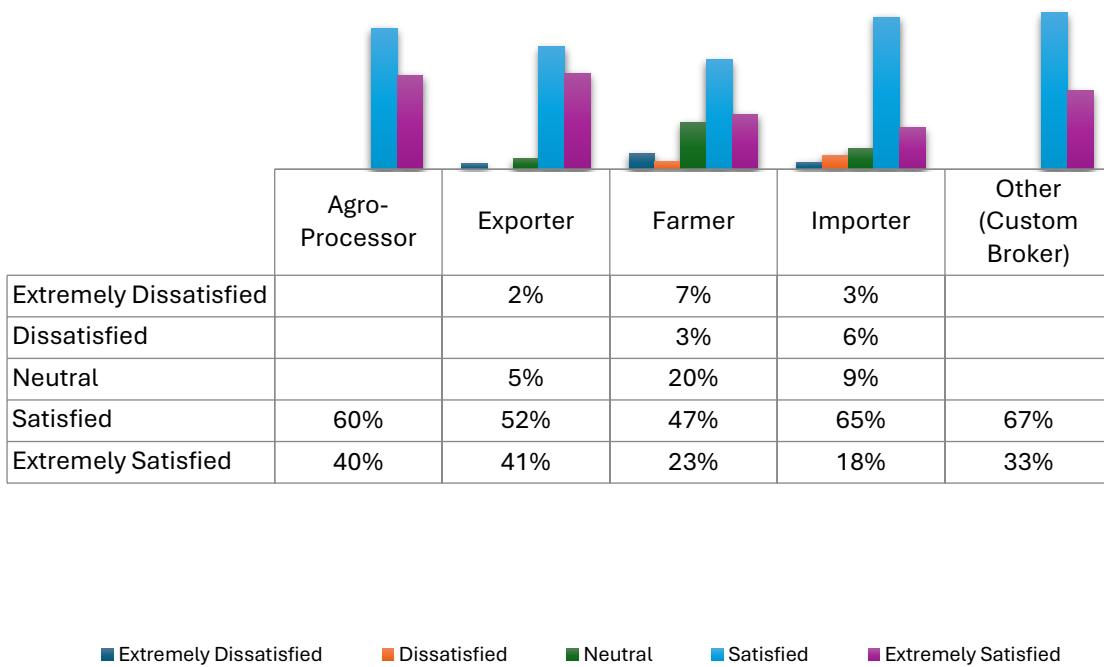
Preferred Method of Access



The chart below highlights the *Overall Customer Satisfaction by Client Category*: across all categories, extremely dissatisfied responses remain low ($\leq 12\%$), indicating an overall positive perception of services with some variation by client type. Agri-Processor and Custom Broker have the highest rates of satisfaction. Agri-Processor

report (60%) Satisfied and (40%) extremely satisfied, Custom Broker report also show strong satisfaction, with (67%) satisfied and (33%) extremely satisfied. Farmer had a noticeable number of neutral (20%) responses, signaling room for improvement, as (10%) also stated dissatisfaction however the majority (70%) of Farmer's stated they were satisfied/extremely satisfied. Importer report (65%) satisfied, (18%) extremely satisfied, (9%) neutral and (6%) dissatisfied. Exporters report (52%) satisfied, (41%) extremely satisfied and (5%) neutral.

Overall Customer Satisfaction by Client Category

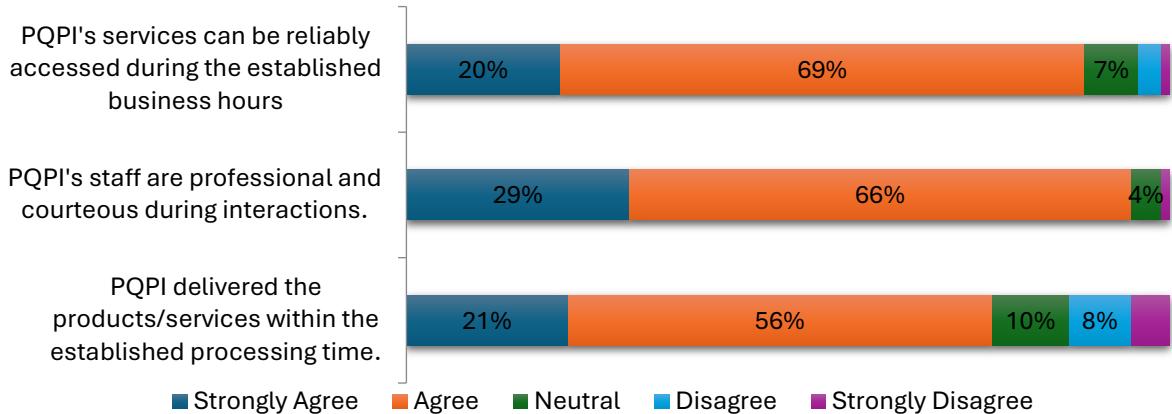


Level of Satisfaction: Reliability of Service

For the service dimension of Reliability, PQPI obtained a rating of (80%). This represents a decrease from 2022/23 rating of (87.6%).

Respondents were asked to rate their experience in the area of reliability. Reliability is based on three key indicators: timeliness of service delivery, staff professionalism and courtesy, and accessibility during business hours.

Customer Feedback on Reliability of Service



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
PQPI delivered the products/services within the established processing time	21%	56%	10%	8%	5%
PQPI's staff is professional and courteous during interactions	29%	66%	4%	0%	1%
PQPI's services can be reliably accessed during the established business hours	20%	69%	7%	3%	1%

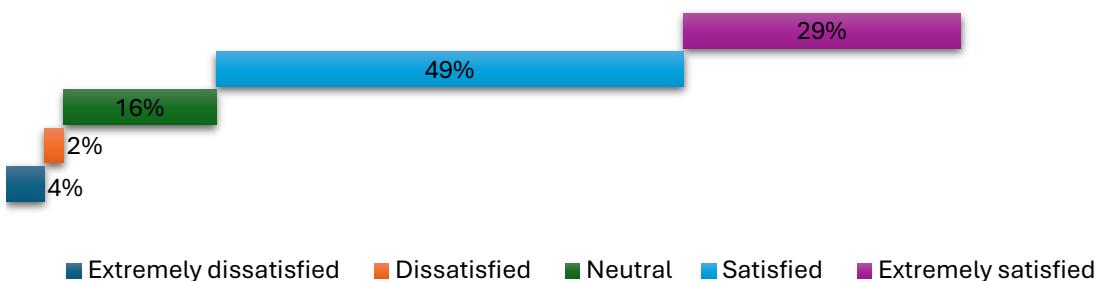
Timeliness of service delivery - When asked whether the entity delivered products and services within the established processing time, majority of respondents (77%) either agreed or strongly agreed while (8%) disagreed, (5%) strongly disagreed and (10%) remained neutral. The majority of customers indicate their satisfaction with the reliability, however there is room for improvement.

Staff professionalism and courtesy - A significant (95%) of respondents agreed or strongly agreed that staff members are professional and courteous during interactions, whether in person or by telephone. This reflects an overwhelmingly positive view of the staff's conduct and interpersonal skills.

Accessibility during business hours - The reliability of access to services during official business hours, (89%) of respondents indicated agreement or strong agreement: representing a high level of confidence among clients that services are

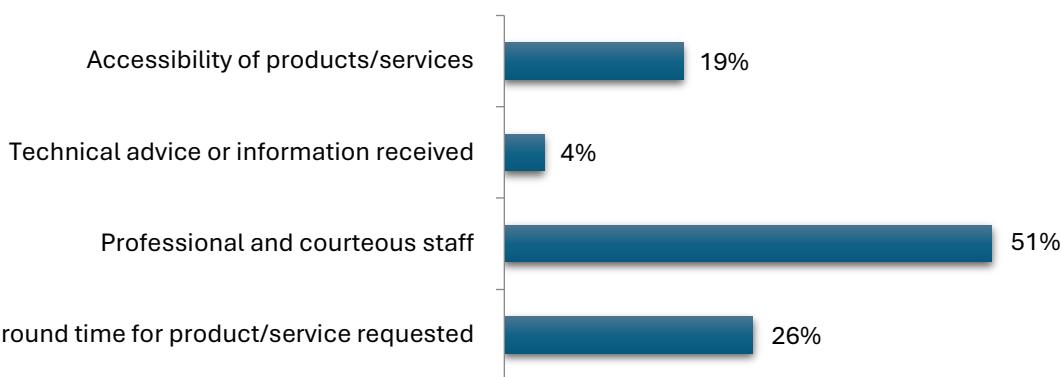
available as expected. Only (3%) disagreed and (7%) were neutral, indicating minimal concern in this area.

Overall Satisfaction: Quality of Products/Services

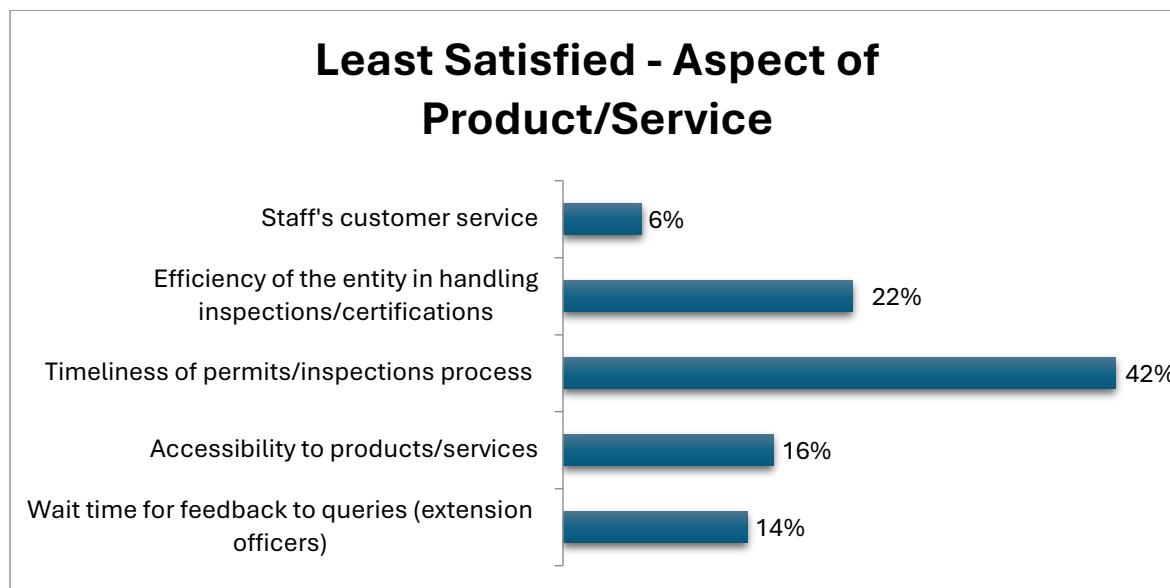


Overall satisfaction with the entity's products and services is moderately positive, with (78%) of respondents reporting being either satisfied (49%) or extremely satisfied (29%). A notable (16%) felt neutral, indicating neither satisfaction nor dissatisfaction, which may suggest room for improvement in engagement or service impact. Only a small portion of respondents expressed negative sentiment, with (2%) dissatisfied and (4%) extremely dissatisfied. These results reflect a strong general approval, with an opportunity to convert neutral and mildly dissatisfied users into more satisfied clients through targeted improvements.

Most Satisfied - Aspect of Product/Service



The aspect of the product/service that respondents were most satisfied with was the *Professional and courteous staff*, with (51%) expressing satisfaction, highlighting its significant value to users. *Turnaround time for product/service requested* was the second most appreciated aspect, receiving (26%) satisfaction, followed by *Accessibility of products/services* (19%).



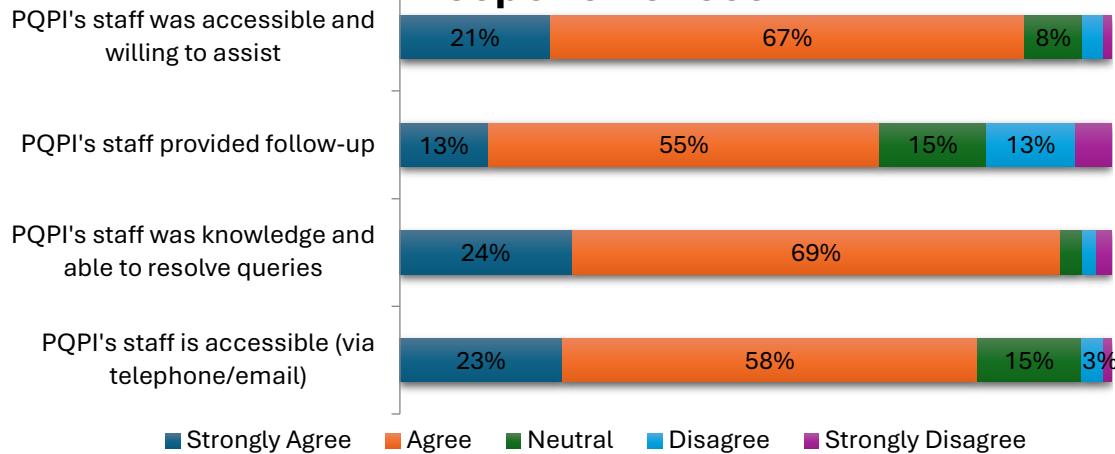
The aspect respondents felt least satisfied with was *Timeliness of permits/inspections process* cited by (42%), indicating a significant concern. The second most noted aspect was: *Efficiency of the entity in handling inspections/certifications with (22%)*.

Level of Satisfaction: Staff Responsiveness

For the service dimension of Responsiveness, PQPI obtained a rating of (79%). This represents a decrease from 2022/23 rating of (87.6%).

Respondents were asked to rate their experience in the area of responsiveness. Responsiveness is based on three key indicators: staff accessibility, staff knowledge and staff helpfulness

Customer Feedback on Staff Responsiveness



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
PQPI's staff is accessible (via telephone/email)	23%	58%	15%	3%	1%
PQPI's staff was knowledge and able to resolve queries	24%	69%	3%	2%	2%
PQPI's staff provided follow-up	13%	55%	15%	13%	5%
PQPI's staff was accessible and willing to assist	21%	67%	8%	3%	1%

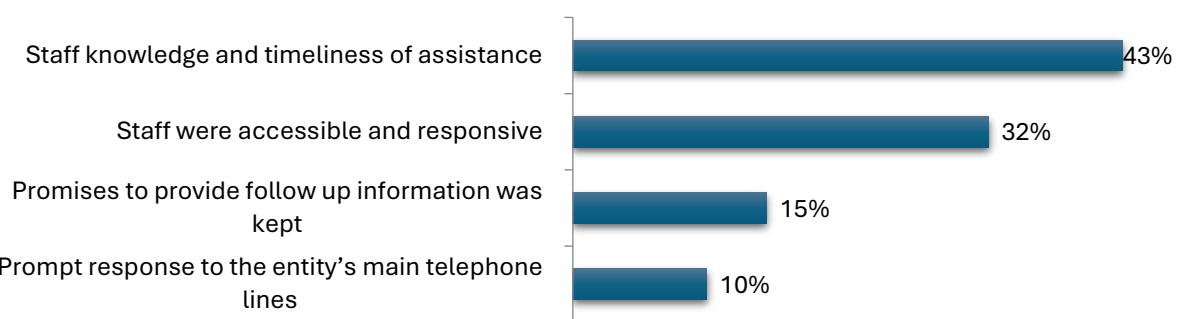
Staff Accessibility (Phone/Email) – The majority (81%) of respondents felt staff was accessible via telephone or email, with (23%) strongly agreeing and (58%) agreeing. This indicates strong availability and responsiveness through communication channels.

Staff Knowledge and Ability to Resolve Queries - An impressive (93%) agree/strongly agree that staff were knowledgeable and capable. This reflects high confidence in staff expertise and their ability to handle inquiries effectively.

Follow-Up Communication – A total of (68%) strongly agree/agree follow-up was provided when applicable, (15%) were neutral, (13%) disagreed and (5%) strongly disagreed. This suggests that most customers received follow-ups; however, there are inconsistencies that need addressing.

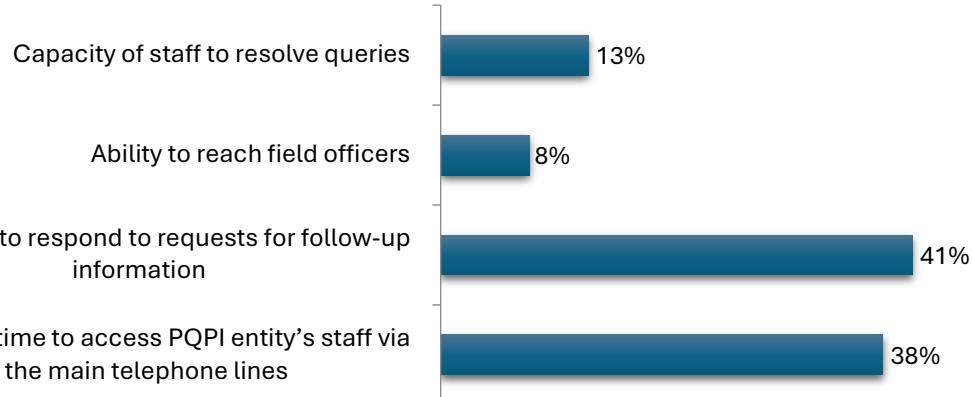
General Staff Helpfulness – A total of (88%) felt staff was generally accessible and willing to assist. This highlights a strong customer service culture, with (8%) of respondents expressing neutrality and (3%) disagreed.

Responsiveness: Most Satisfied



The respondents highlighted *Staff knowledge and timeliness of assistance* (43%) as the area they were most satisfied with. And (32%) indicated *Staff were accessible and responsive* followed by *Promises to provide follow up information was kept* (15%).

Responsiveness: Least Satisfied

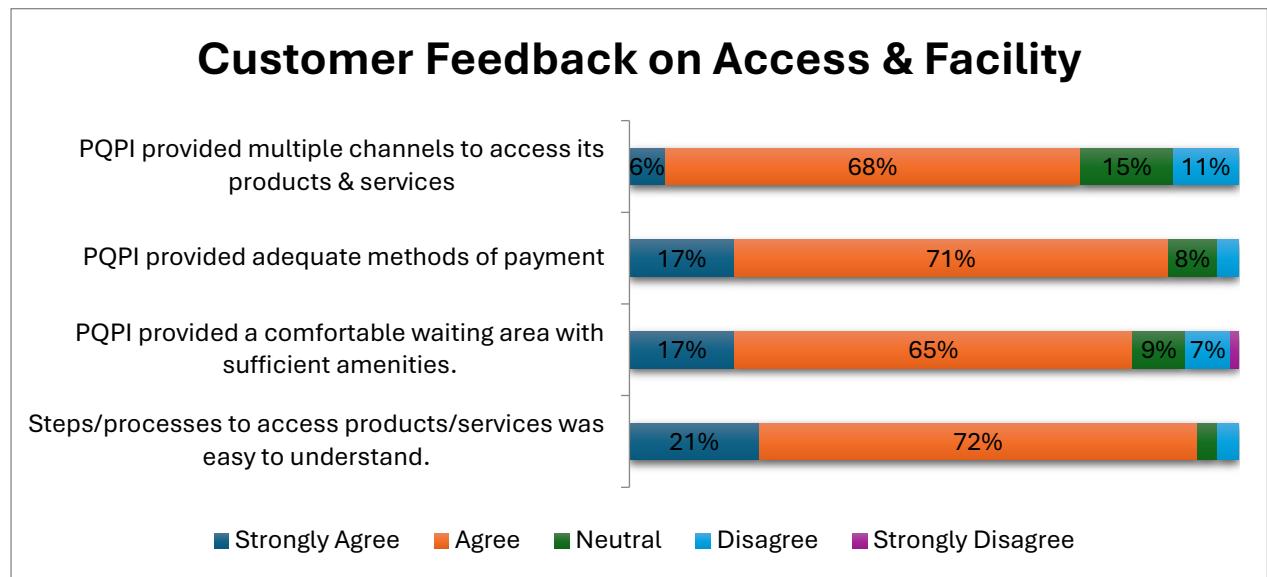


The most significant concern among respondents was *Time taken to respond to request for follow-up information* with (41%) identifying this as the least satisfactory aspect. This indicates a gap in communication and service/issue resolution. This is followed by *Length of time to access PQPI entity's staff via the main telephone line* with (38%).

Level of Satisfaction: Access & Facility

For the service dimension of Access & Facility, PQPI obtained a rating of (79%). This represents a decrease from 2022/23 rating of (83.6%)

Respondents were asked to rate their experience in the area of Access & Facilities. Access & Facility is based on four key indicators: Ease of Access to Products/Services, Comfort of Waiting Areas and Amenities, Adequate Methods of Payment and Availability of Multiple Access Channels.



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Steps/processes to access products/services was easy to understand.	21%	72%	3%	3%	0%
PQPI provided a comfortable waiting area with sufficient amenities.	17%	65%	9%	7%	1%
PQPI provided adequate methods of payment	17%	71%	8%	3%	0%
PQPI provided multiple channels to access its products & services	6%	68%	15%	11%	0%

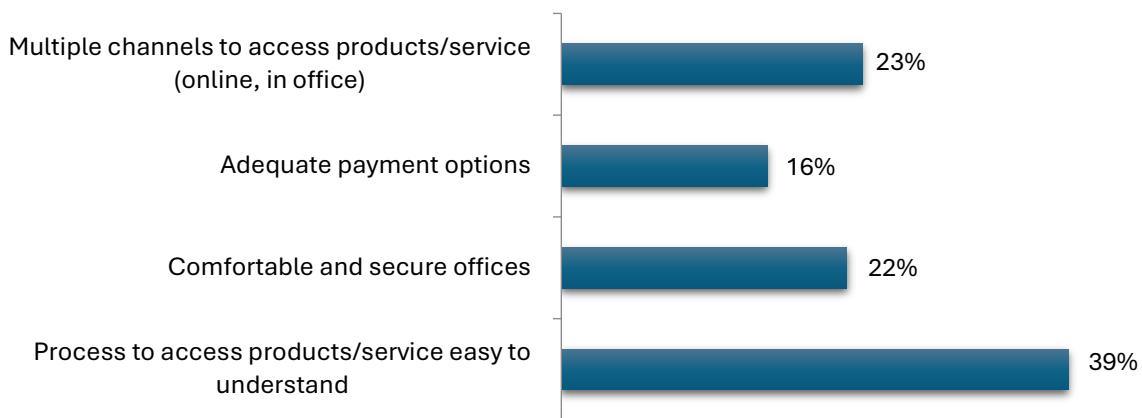
Ease of Access to Products/Services - This area received overwhelmingly positive feedback, with (93%) of respondents' agreeing/strongly agreeing the process was easy to understand. The high satisfaction indicates PQPI's systems are clear, simple, and user-friendly.

Comfort of Waiting Areas and Amenities - Satisfaction was strong; with (82%) strongly agreeing/agreeing the waiting areas were comfortable, while (9%) were neutral and (8%) disagreed/strongly disagreed. This suggests room for improvement in seating, cooling, or other amenities to enhance the on-site experience.

Adequate Methods of Payment - A strong (88%) of respondents strongly agreed/agreed that payment options were adequate, showing that the entity offers convenient and accessible methods while (8%) stated they were neutral and (3%) disagreed.

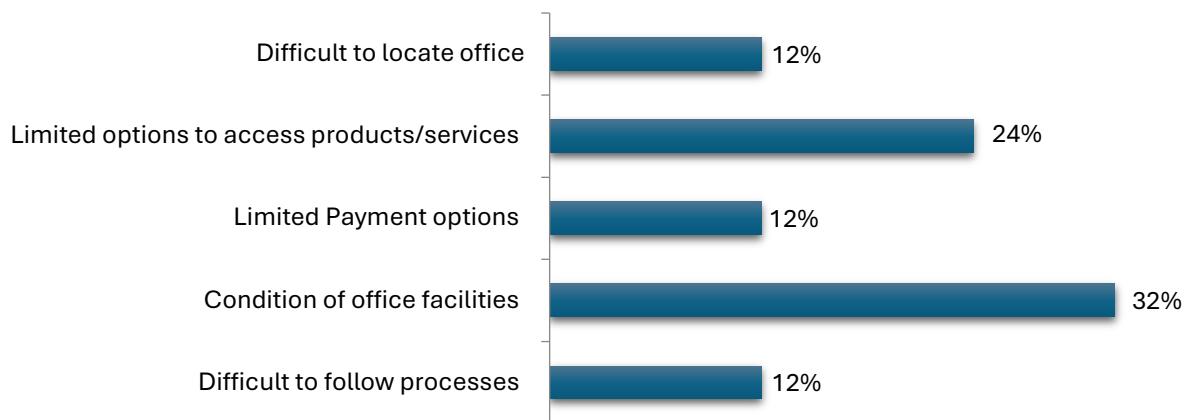
Availability of Multiple Access Channels – Satisfaction was moderate with (74%) strongly agreeing/agreeing there were sufficient access channels (online and in-person), however (15%) neutral and (11%) disagreed. This suggests some customers face limitations or are unaware of all available options.

Access & Facilities: Most Satisfied



The majority of respondents (39%) highlighted *Process to access products/services easy to understand* as the area they were most satisfied with, followed by *Multiple channels to access products/services* with (23%).

Access & Facilities: Least Satisfied



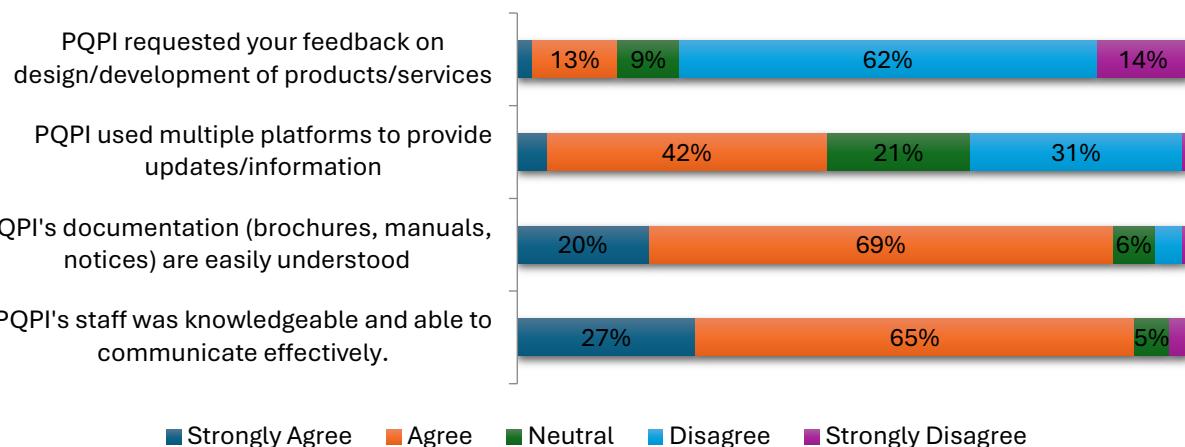
The most significant concern among respondents was *condition of office facilities* with (32%) identifying this as the least satisfactory aspect, followed by *Limited options to access products/services* (24%).

Level of Satisfaction: Communication

For the service dimension of Communication, PQPI obtained a rating of (68%). This represents a decrease from 2022/23 rating of (87.7%).

Respondents were asked to rate their experience in the area of Communication. Communication is based on four key indicators: soliciting customer feedback on design/development of products/services, clear and concise documentation, quality of staff's communication and utilizing multiple platforms to provide information/updates.

Customer Feedback on Communication



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
PQPI's staff was knowledgeable and able to communicate effectively.	27%	65%	5%	0%	3%
PQPI's documentation (brochures, manuals, notices) are easily understood	20%	69%	6%	4%	1%
PQPI used multiple platforms to provide updates/information	4%	42%	21%	31%	1%
PQPI requested your feedback on design/development of products/services	2%	13%	9%	62%	14%

Quality of staff's communication - A strong majority of respondents (92%) either *strongly agreed* (27%) or *agreed* (65%) that PQPI's staff were knowledgeable and communicated effectively, indicating high confidence in staff capabilities.

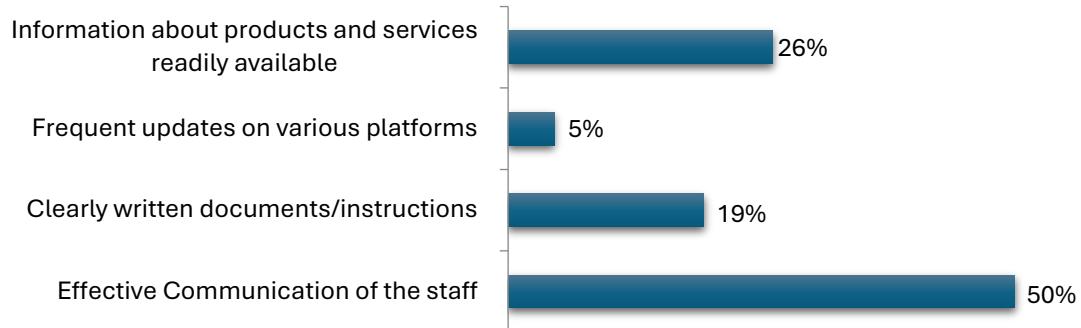
Clear and concise documentation – Majority of respondents (89%) found PQPI's materials clear and easy to understand (*strongly agree*: 20%, *agree*: 69%), with (6%) neutral.

Utilizing multiple platforms to provide information/updates – This area showed one of the weakest performance. Feedback was more mixed here, (46%) agreed/strongly agreed to some extent that PQPI used multiple platforms (*strongly agree*: 4%, *agree*: 42%), over a third (31%) disagreed while (21%) were neutral: suggesting a strong need to enhance communication channels or make them more visible.

Soliciting customer feedback on design/development of products/services - Only 15% felt PQPI requested their feedback (*strongly agree*: 2%, *agree*: 13%), while a significant (76%) *disagreed/strongly disagreed*. This suggests a clear opportunity for

PQPI to improve stakeholder engagement in design and development processes.

Communication: Most Satisfied



The area respondents were most satisfied with was *Effective communication of the staff* (50%), followed by *Information about products and service readily available* (26%).

Communication: Least Satisfied



The most significant concern among respondents was *Inadequate communication from staff* with (39%) followed by *Insufficient updates received from PQPI* with (25%).



MOAFM Portfolio Agencies Overview

Thirteen (13) of the Ministry's Portfolio Agencies were featured in the 2024/25 External Customer Satisfaction Assessment, namely: Agro-Investment Corporation (AIC), Coconut Industry Board (CIB), Jamaica 4H-Clubs, Jamaica Bauxite Mining Limited Institute (JBML), Jamaica Agricultural Commodities Regulatory Authority (JACRA), Jamaica Dairy Development Board (JDDB), Jamaica Agricultural Society (JAS), National Fisheries Authority (NFA), National Irrigation Commission (NIC), Sugar Industry Authority (SIA), Banana Board (BB), Sugar Company of Jamaica Holdings (SCJ) and Rural Agricultural Development Authority (RADA).

Each Agency is guided by the Service Excellence Policy which states customer service satisfaction should be above 80% to meet requirements while below 80% are 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 2024/25 survey, a total of 983 customers from the thirteen (13) Portfolio Agencies were surveyed: this represents an increase from the previous survey in 2022/23 which totaled 914 customers. For the year 2024/25, the Portfolio Agencies of the Ministry achieved an overall rating score of 79% - this represents a slight decrease from the 2022/23 assessment where the Ministry's Agencies scored 80%

Of the thirteen (13) Agencies, five (5) achieved a satisfaction rate of (80%) or more while eight (8) were rated below (80%).

Name of Portfolio Agencies	Overall Satisfaction Rating
Jamaica Agricultural Commodities Regulatory Authority	91%
Jamaica Dairy Development Board	86%
Agro-Investment Corporation	84%
Jamaica 4H-Club	83%
Rural Agricultural Development Authority	82%
National Fisheries Authority	79%
National Irrigation Commission	78%
Jamaica Agricultural Society	76%
Coconut Industry Board	76%
Jamaica Bauxite Mining Limited	76%
Banana Board	75%
Sugar Company of Jamaica Holdings Ltd	73%
Sugar Industry Authority	73%

For the year 2024/25, five Agencies (JDDB, JACRA, AIC, Jamaica 4H and RADA) improved on their previous customer satisfaction rating score, one Entity (NIC) recorded the same score, while three Agencies (4H, JDDB and AIC) ratings declined. Note, only nine Agencies were evaluated in the 2022/23 survey: BB, SCJH, JBML and SIA are new additions to the survey.

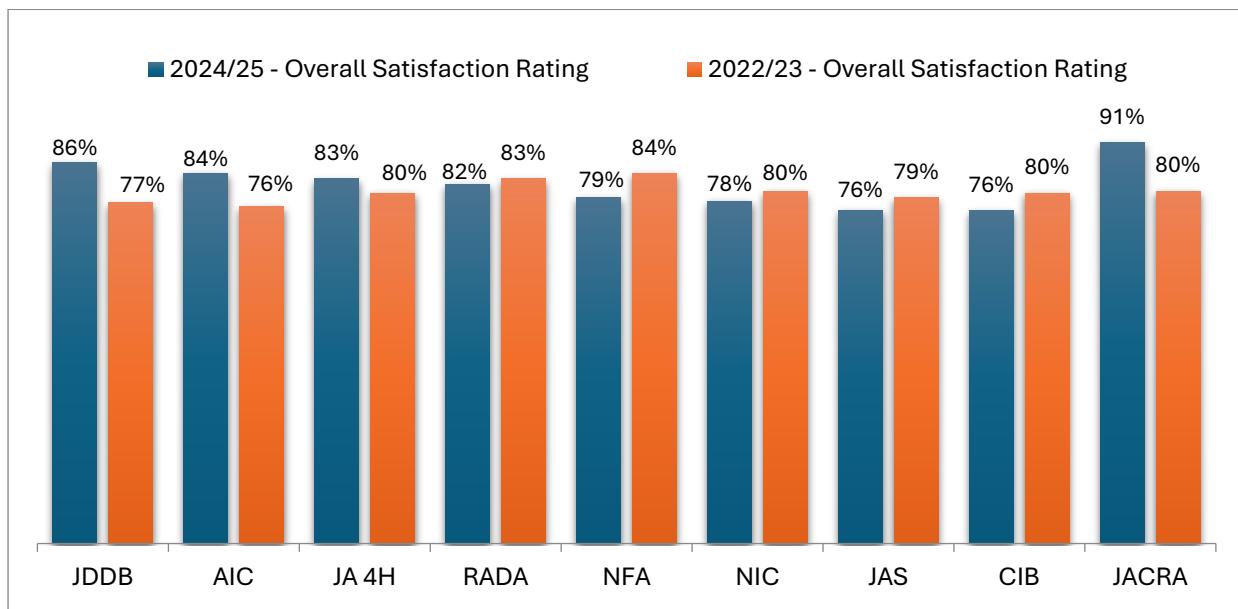


Chart 7 Ministry's Portfolio Agency comparison of 2022/23 and 2024/25 overall satisfaction ratings

Within the four areas of focus (staff responsiveness, access and facility, communication and reliability of service) the thirteen (13) Agencies were rated as follows:

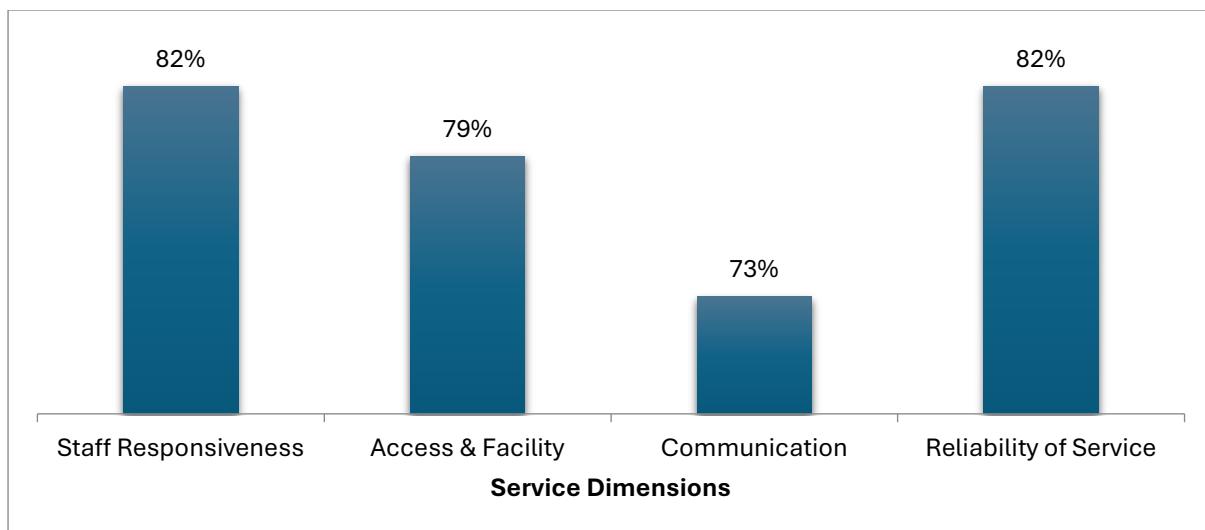


Chart 8 shows performance for Ministry's Portfolio Agencies in service dimensions

The customer satisfaction rating for *Communication* recorded (73%) which represents a (6.1%) decrease from the 2022/23 rating of (79.1%). Customer

satisfaction for *Staff responsiveness* recorded a rating of (82%), which reflects a similar rating from the 2022/23 rating of (82%). Customer satisfaction for *Access & Facility* recorded a rating of (79%), which reflects a decrease of (1.7%) from the 2022/23 rating of (80.7%). Customer satisfaction for *Reliability of Service* recorded a rating of (82%), which reflects an increase of (3.7%) from the 2022/23 rating of (78.3%).

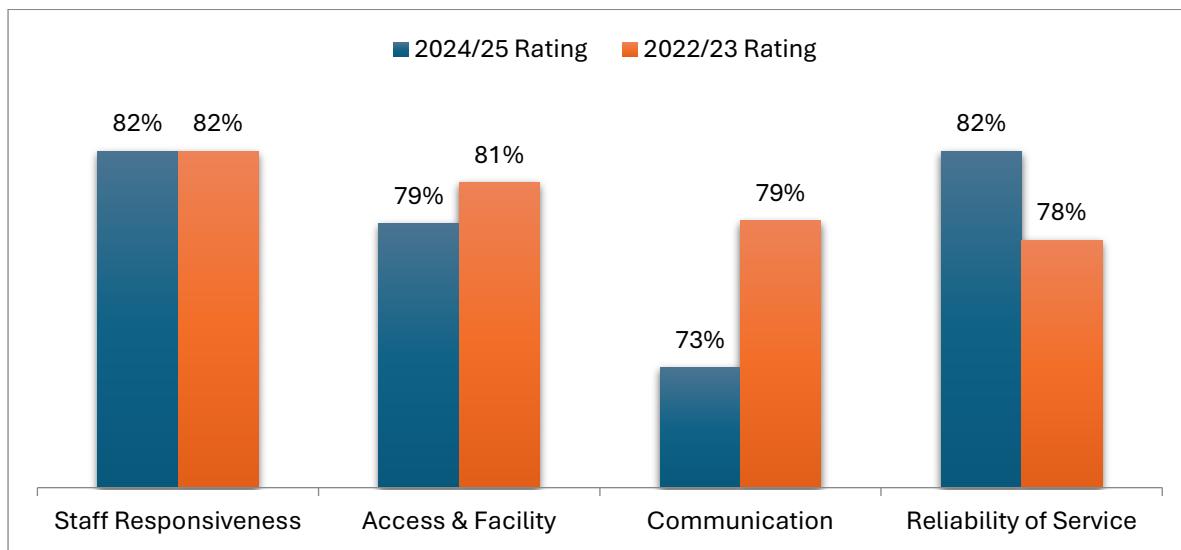


Chart 9 Ministry's Portfolio Agencies comparison of 2022/23 and 2024/25 - Areas of focus

Jamaica Dairy Development Board (JDDB)



Overview of Main Findings

Jamaica Dairy Development Board (JDDB) was assessed across three key areas: Staff Responsiveness, Service Reliability, and Communication. According to the Service Excellence Policy, a satisfaction rating of 80% or above is considered as meeting the satisfaction standard, while any rating below 80% is categorized as did not meet the required satisfaction standard.

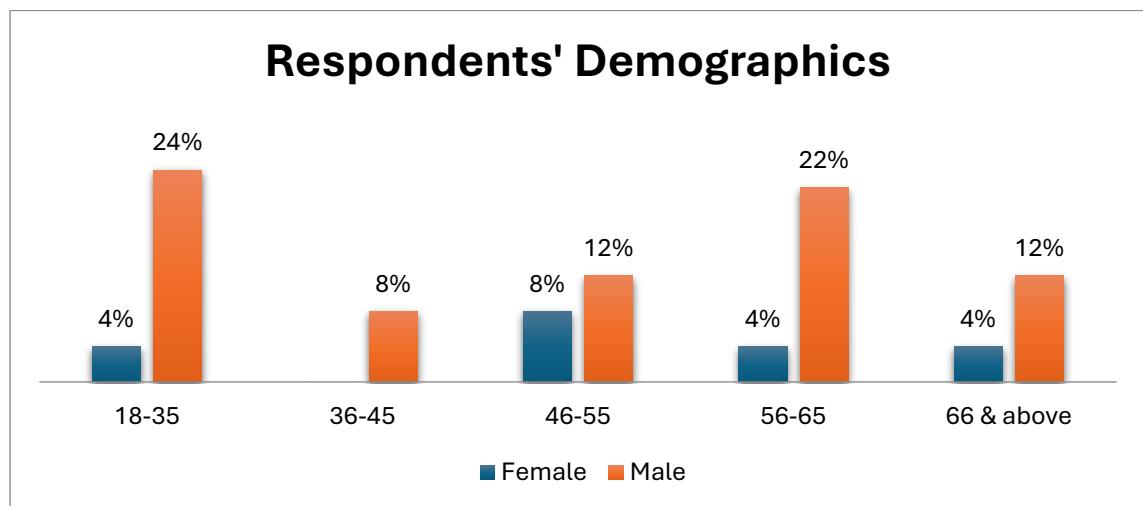
Jamaica Dairy Development Board recorded an overall customer satisfaction rating of 86% for 2024/25 this represents an increase from the 2022/23 rating of 77.3%.

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

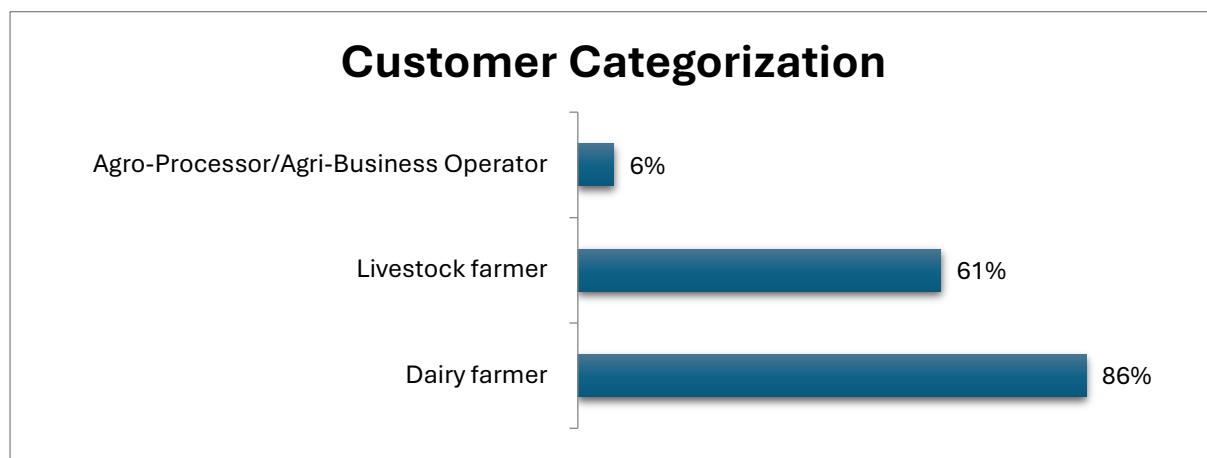
JDDB's 2024/25 Overall Rating = 86%				
Service Dimensions	Reliability	Responsiveness	Access & Facility	Communication
	88%	90%	N/A	82%

Respondents' Demographics

The survey garnered feedback from a total of 49 respondents; the vast majority of respondents were male (80%) while (20%) were female. The majority of respondents (28%) were aged 18-35 while (26%) were aged 56-65, (20%) were aged 46-55, (16%) were aged 66 and above and (8%) of respondents were 36-45.

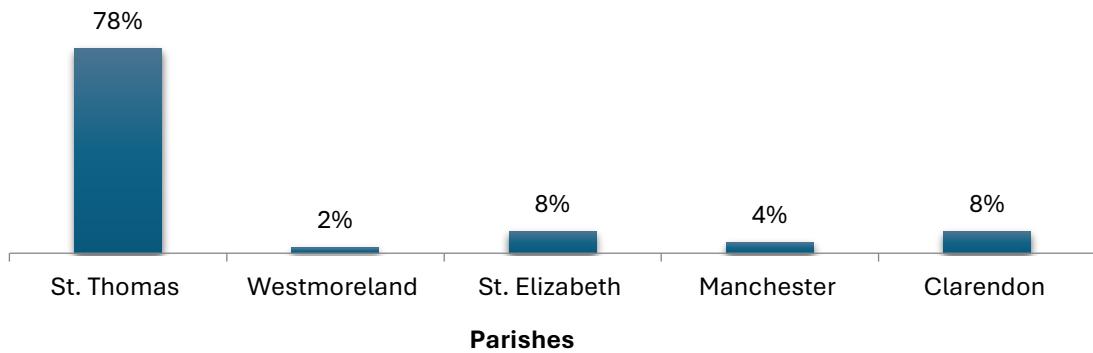


The survey captured responses from JDDB's customer; the chart below highlights the categorization of the respondents. Note, respondents were allowed to select more than one role, resulting in cumulative percentages exceeding 100%. The distribution is as follows: Dairy Farmer (86%), Livestock Farmer (61%), and Agro-Processor/Agri-Business Operator (6%).



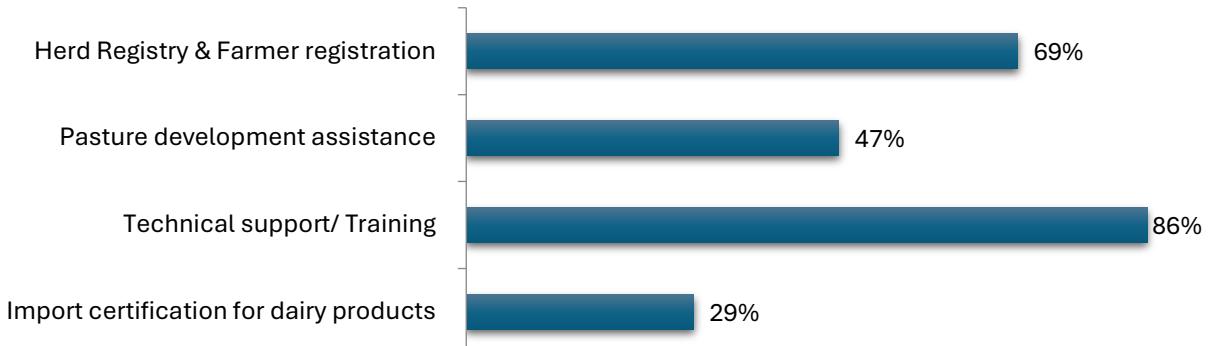
The table below shows where the respondents reside. The vast majority (78%) of respondents are from the parish of St. Thomas.

Respondents' Location of Operation



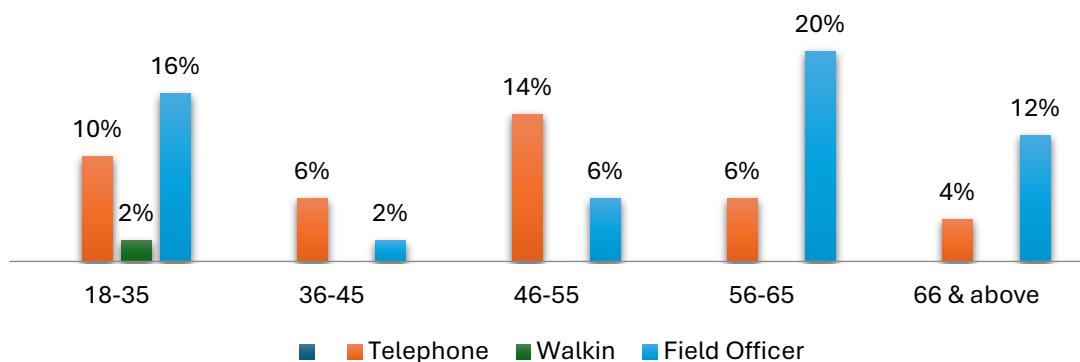
Feedback indicate *Technical support/Training* is the most utilized service, accessed by (86%) of respondents, followed by *Herd Registry & Farmer Registration* with (69%).

Products/Services Accessed



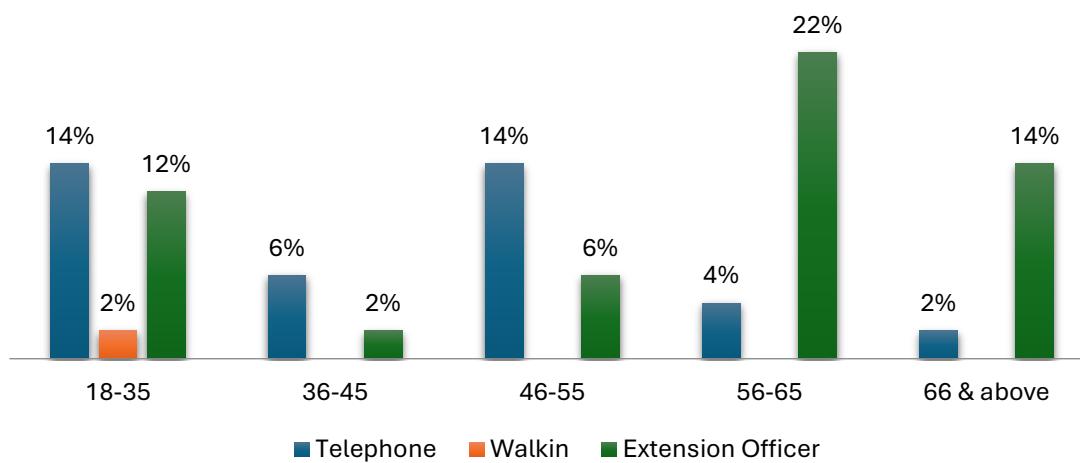
For the 18–35 demographic, Field Officer (16%) is the dominant option of accesss, followed by Telephone access (10%) and Walk-in (2%). In the 36–45 group: Telephone access accounted for (6%), followed by Field Officer (2%). The 46–55 group shows Telephone access (14%), followed by Field Officer (6%). Among those aged 56–65, Field Officer (20%) is the most common followed by Telephone (6%). In the 66 & above group, Extension Officer is dominant with (12%) followed by Telephone access (4%).

Current Method of Access



Among individuals aged 18–35, the highest preference is Telephone access (14%), followed by Field Officer (12%) and Walk-in (2%). In the 36–45 age group, Telephone access (6%) and Field Officer access (2%) as the preferred modes. For those aged 46–55, the most preferred method is Telephone (14%), followed by Field Officer (6%). Respondents aged 56–65 show a preference for Field Officer (22%), followed by Telephone access (4%). In the 66 & above group, Field Officer (14%) is the most preferred and Telephone access (2%).

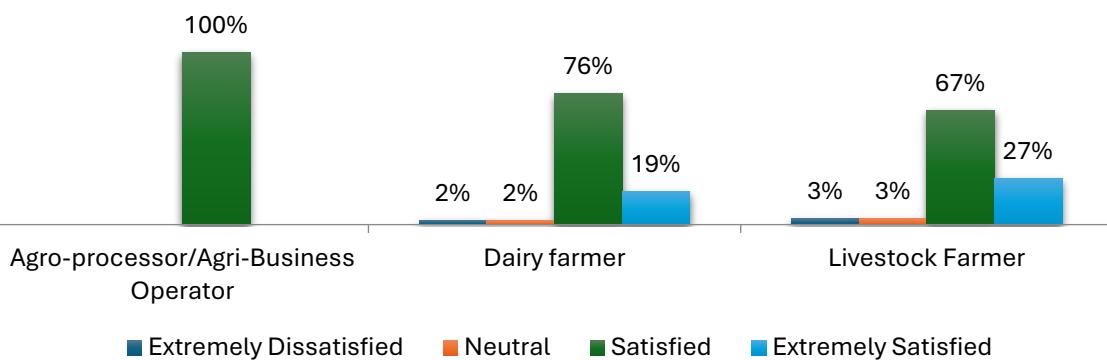
Preferred Method of Access



The chart below highlights the Overall Customer Satisfaction by Client Category: Across all categories, the feedback indicates an overall positive perception of services with some variation by client type. All customers who indicated they are Agro-Processor/Agri-Business Operator report being (100%) satisfied. Dairy Farmer

report extremely satisfied (19%), satisfied (79%), neutral (2%) and extremely dissatisfied (2%). Livestock Farmer report extremely satisfied (27%), satisfied (67%), neutral (3%) and extremely dissatisfied (3%).

Overall Customer Satisfaction by Client Category

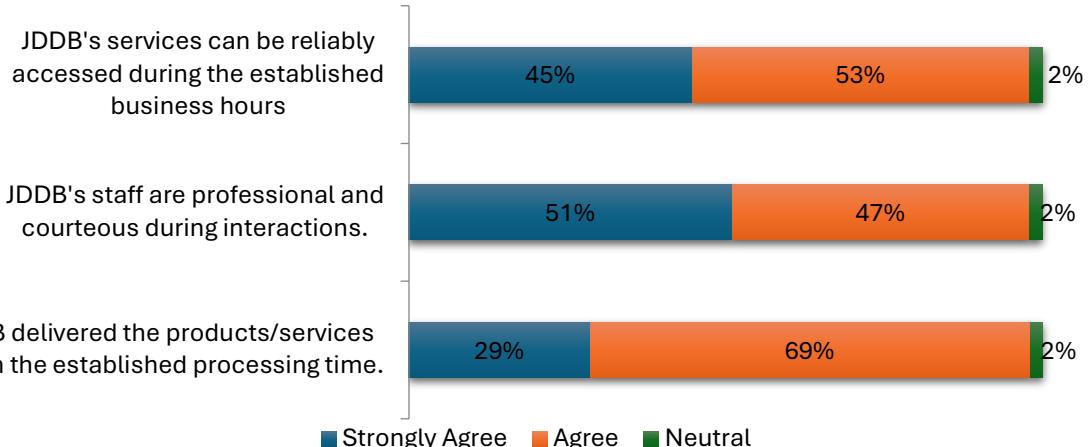


Level of Satisfaction: Reliability of Service

For the service dimension of Reliability, JDB obtained a rating of (88%). This represents an increase from 2022/23 rating of (74.2%).

Respondents were asked to rate their experience in the area of reliability. Reliability is based on three key indicators: timeliness of service delivery, staff professionalism and courtesy, and accessibility during business hours.

Customer Feedback on Reliability of Service



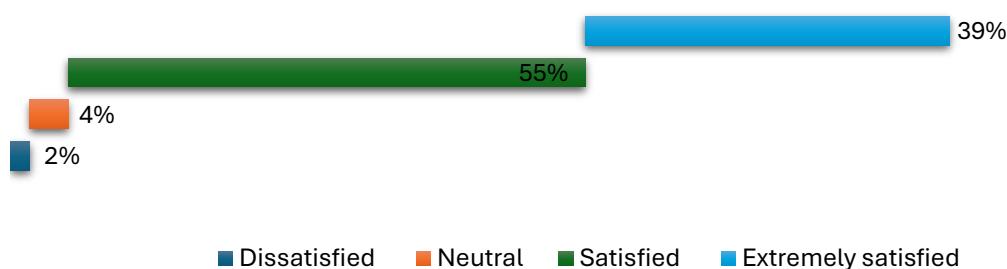
	Strongly Agree	Agree	Neutral
JDDB delivered the products/services within the established processing time.	29%	69%	2%
JDDB's staff is professional and courteous during interactions.	51%	47%	2%
JDDB's services can be reliably accessed during the established business hours	45%	53%	2%

Timeliness of service delivery - When asked whether the entity delivered products and services within the established processing time, majority of respondents (98%) either agreed or strongly agreed while merely (2%) were neutral.

Staff professionalism and courtesy – A significant (98%) of respondents agreed or strongly agreed that staff members are professional and courteous during interactions, whether in person or by telephone. This reflects an overwhelmingly positive view of the staff's conduct and interpersonal skills.

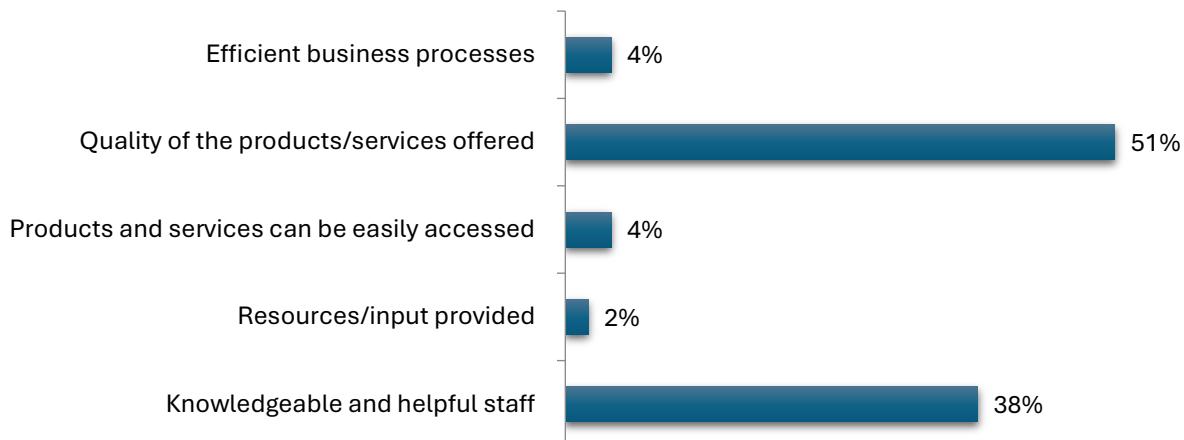
Accessibility during business hours - The reliability of access to services during official business hours, (98%) of respondents indicated agreement or strong agreement: representing a high level of confidence among clients that services are available as expected and a mere (2%) were neutral.

Overall Satisfaction: Quality of Products/Services



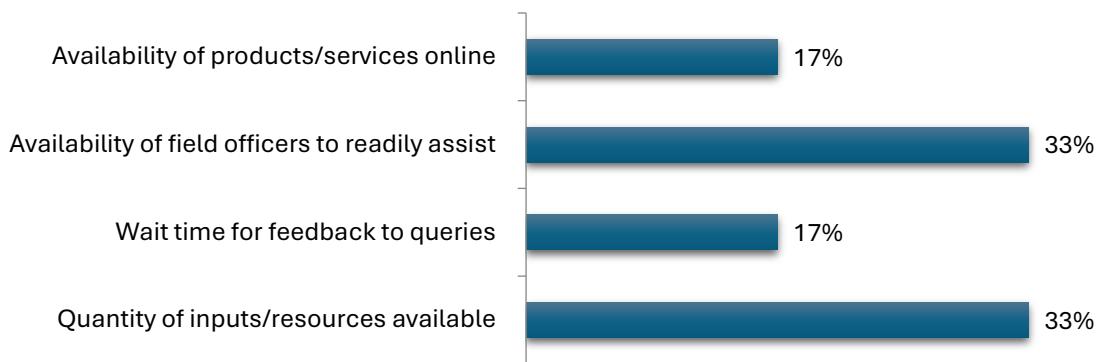
Overall satisfaction with the entity's products and services is predominantly positive, with (94%) of respondents reporting being either satisfied (55%) or extremely satisfied (39%) while (4%) felt neutral and (2%) dissatisfied, which may suggest room for improvement in engagement or service impact. These results reflect a strong general approval, with an opportunity to convert neutral and dissatisfied users into more satisfied clients through targeted improvements.

Most Satisfied - Aspect of Product/Service



The aspect of the product/service that respondents were most satisfied with was the *Quality of the products/services offered*, with (51%) expressing satisfaction, highlighting its significant value to users. *Knowledgeable and helpful staff* was the second most appreciated aspect, receiving (38%) satisfaction.

Least Satisfied - Aspect of Product/Service



The aspect respondents felt least satisfied with was *Quantity of inputs/resources available* and *Availability of field officers to readily assist*, cited by (33%) each, indicating a significant concern.

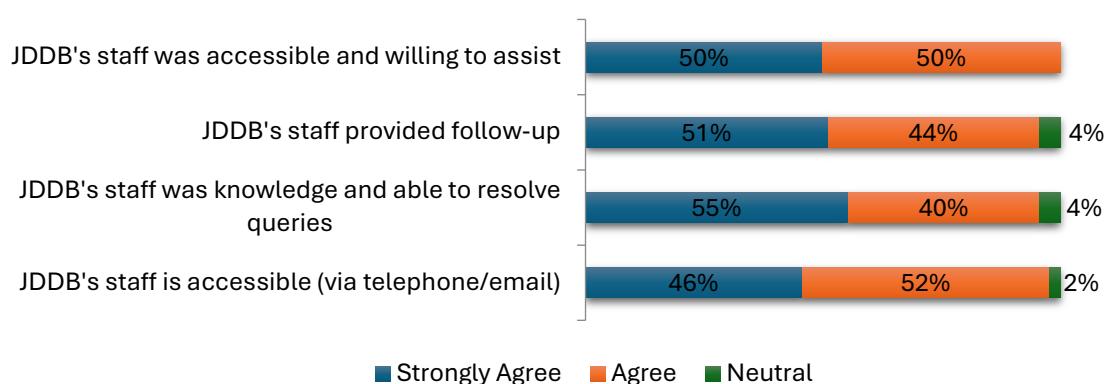
Level of Satisfaction: Staff Responsiveness

For the service dimension of Responsiveness, Jddb obtained a rating of (90%). This represents an increase from 2022/23 rating of (81.1%).

Respondents were asked to rate their experience in the area of responsiveness.

Responsiveness is based on three key indicators: staff accessibility, staff knowledge and staff helpfulness

Customer Feedback on Staff Responsiveness



	Strongly Agree	Agree	Neutral
Jddb's staff is accessible (via telephone/email)	46%	52%	2%
Jddb's staff was knowledge and able to resolve queries	55%	40%	4%
Jddb's staff provided follow-up	51%	44%	4%
Jddb's staff was accessible and willing to assist	50%	50%	0%

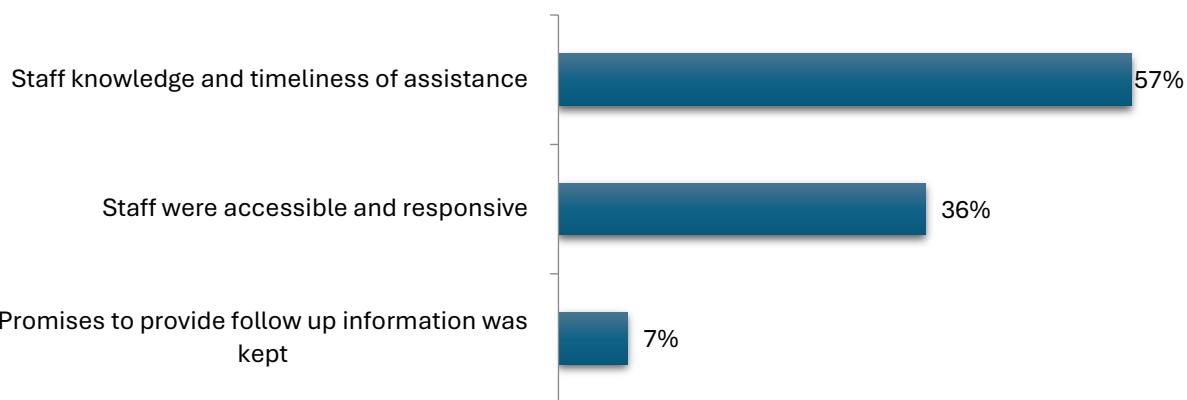
Staff Accessibility (Phone/Email) – The majority (98%) of respondents felt staff was accessible via telephone or email, with (46%) strongly agreeing and (52%) agreeing. This indicates strong availability and responsiveness through communication channels.

Staff Knowledge and Ability to Resolve Queries - An impressive (96%) agree/strongly agree that staff were knowledgeable and capable. This reflects high confidence in staff expertise and their ability to handle inquiries effectively.

Follow-Up Communication – A total of (96%) strongly agree/agree follow-up was provided when applicable and (4%) neutral. This suggests that most customers received follow-ups; however there may be inconsistencies that need addressing.

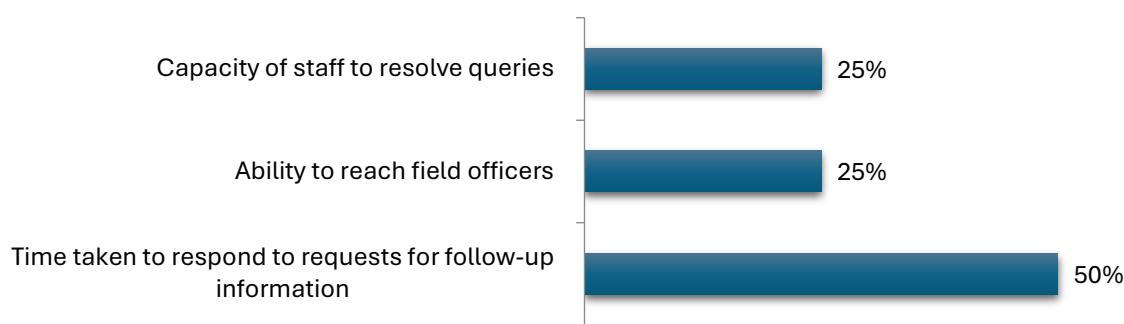
General Staff Helpfulness – An overwhelming (100%) felt staff was generally accessible and willing to assist, this highlights a strong customer service culture.

Responsiveness: Most Satisfied



The respondents highlighted *Staff knowledge and timeliness of assistance* (57%) as the area they were most satisfied with, followed by (36%) *Staff were accessible and responsive*.

Responsiveness: Least Satisfied



The most significant concern among respondents was *Time taken to respond to requests for follow-up information*, with (43%) identifying this as the least satisfactory aspect. This indicates a gap in communication and service/issue resolution.

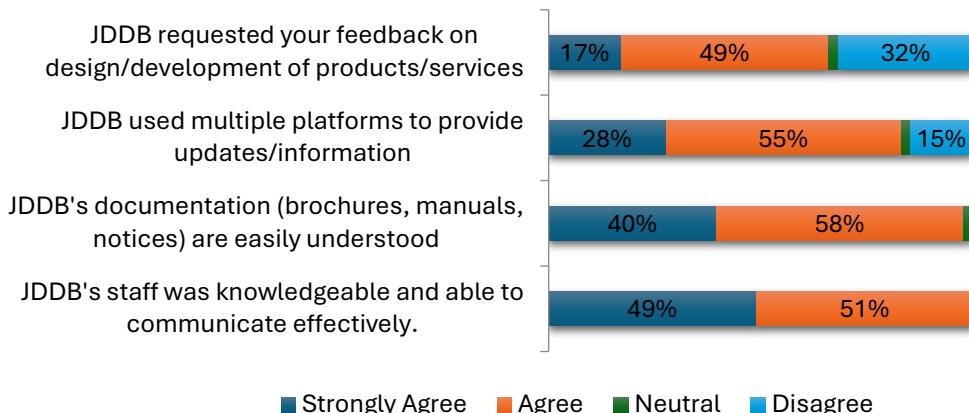
Level of Satisfaction: Communication

For the service dimension of Communication, JDDB obtained a rating of (82%). This represents an increase from 2022/23 rating of (77.8%)

Respondents were asked to rate their experience in the area of Communication. Communication is based on four key indicators: soliciting customer feedback on

design/development of products/services, clear and concise documentation, quality of staff's communication and utilizing multiple platforms to provide information/updates.

Customer Feedback on Communication



	Strongly Agree	Agree	Neutral	Disagree
JDDB's staff was knowledgeable and able to communicate effectively.	49%	51%	0%	0%
JDDB's documentation (brochures, manuals, notices) are easily understood	40%	58%	2%	0%
JDDB used multiple platforms to provide updates/information	28%	55%	2%	15%
JDDB requested your feedback on design/development of products/services	17%	49%	2%	32%

Quality of staff's communication – An overwhelming (100%) of respondents either *strongly agreed* (49%) or *agreed* (51%) that JDDB's staff were knowledgeable and communicated effectively, indicating high confidence in staff capabilities.

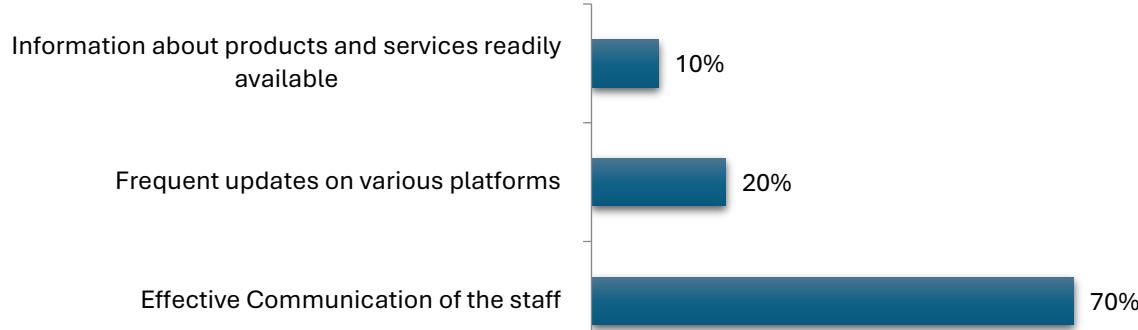
Clear and concise documentation – Majority of respondents (98%) found JDDB's materials clear and easy to understand (*strongly agree*: 40%, *agree*: 58%).

Utilizing multiple platforms to provide information/updates – The majority of respondents (83%) either *strongly agreed* (28%) or *agreed* (55%) that JDDB *used multiple platforms to provide updates/information*.

Soliciting customer feedback on design/development of products/services – A moderate (66%) felt JDDB requested their feedback (*strongly agree*: 17%, *agree*: 49%), while a notable (15%) *disagreed*. This suggests a clear opportunity for JDDB

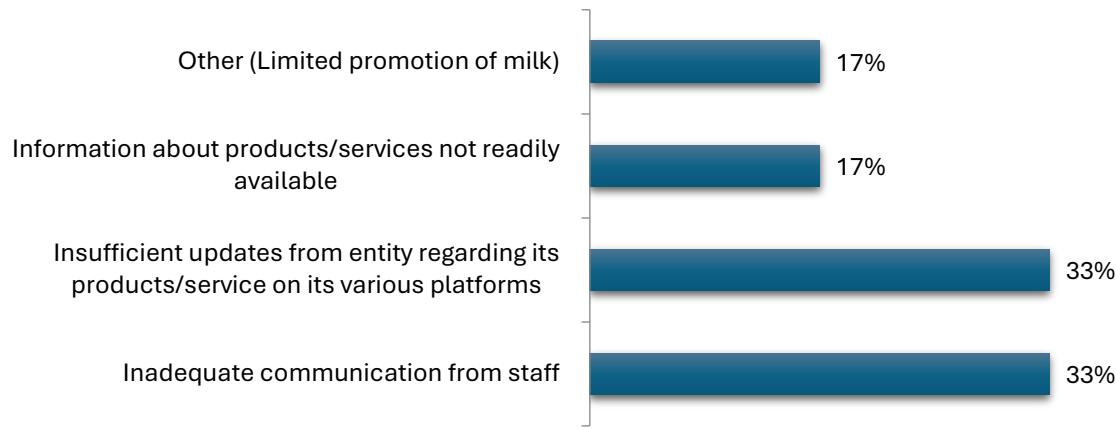
to improve stakeholder engagement in design and development processes.

Communication: Most Satisfied



The area respondents were most satisfied with was *Effective communication of the staff* (70%), followed by *frequent updates on various platforms* (20%) and *Information about products and services readily available* (10%).

Communication: Least Satisfied



The most significant concern among respondents was *Insufficient updates received from JDBB* and *Inadequate communication from staff* with (33%) each.

Agro-Investment Corporation (AIC)



Overview of Main Findings

Agro-Investment Corporation (AIC) was assessed across four key areas: Staff Responsiveness, Accessibility and Facilities, Service Reliability, and Communication. According to the Service Excellence Policy, a satisfaction rating of 80% or above is considered as meeting the satisfaction standard, while any rating below 80% is categorized as did not meet the required satisfaction standard. Agro-Investment Corporation recorded an overall customer satisfaction rating of 84% for 2024/25 this represents an increase from the 2022/23 rating of 76.4%.

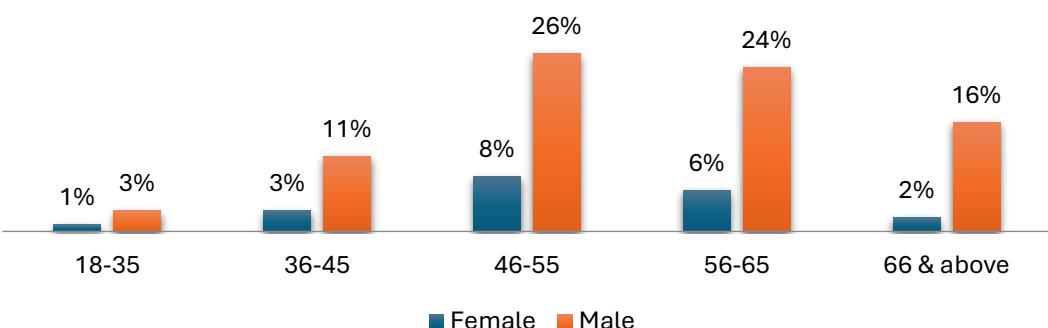
See table below for a performance breakdown in each service dimension:

AIC's 2024/25 Overall Rating = 84%				
Service Dimensions	Reliability	Responsiveness	Access & Facility	Communication
	86%	89%	84%	78%

Respondents' Demographics

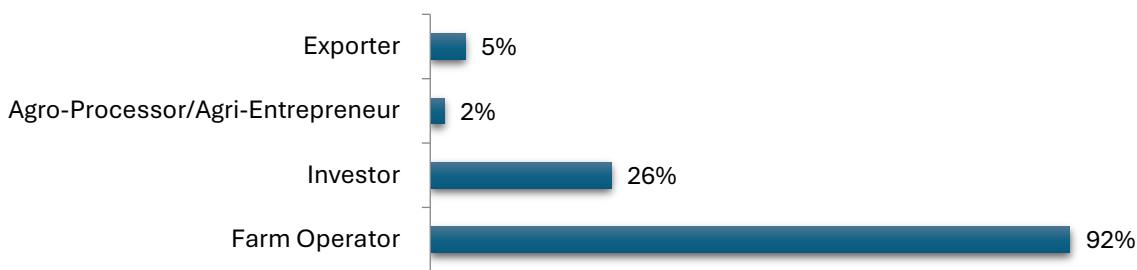
The survey garnered feedback from a total of 100 respondents; the vast majority of respondents were male (80%) while (20%) were female. The majority of respondents (34%) were aged 46-55 while (30%) were aged 56-65, (18%) were aged 66 and above, (14%) were aged 36-45 and (4%) of respondents were 18-35.

Respondents' Demographics



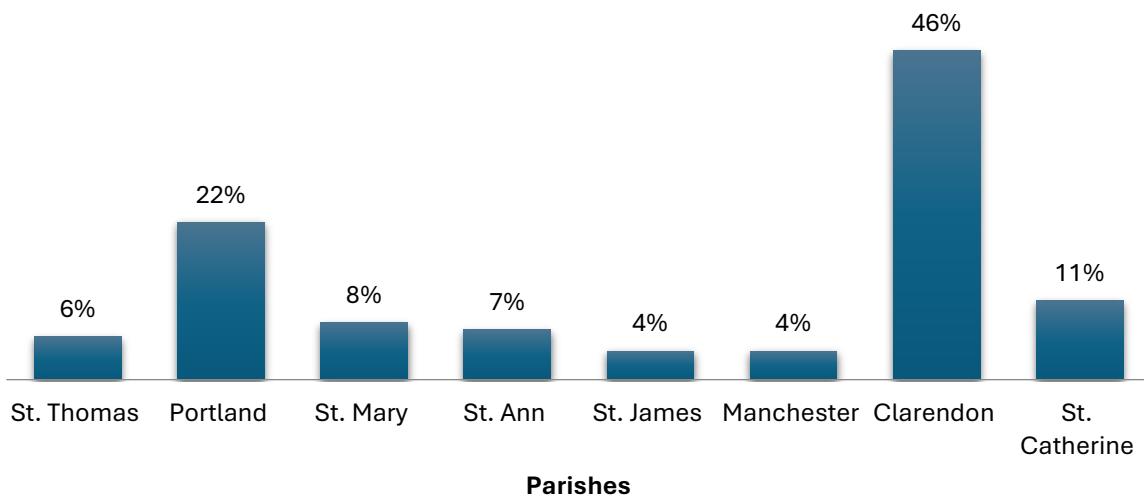
The survey captured responses from AIC's customer; the chart below highlights the categorization of the respondents. Note, respondents were allowed to select more than one role, resulting in cumulative percentages exceeding 100%. The distribution is as follows: Farm Operator (92%), Investor (26%), Exporter (5%) and Agro-Processor (2%).

Customer Categorization



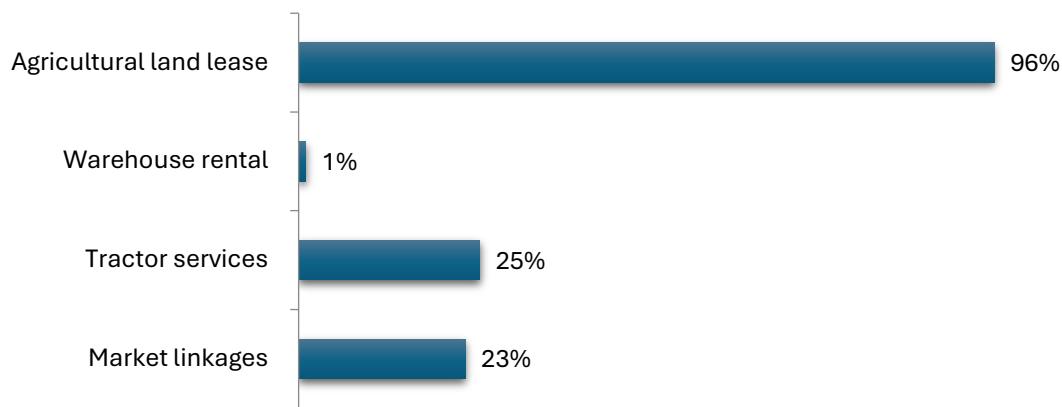
The table below shows where the respondents reside. The vast majority (46%) of respondents are from the parish of Clarendon.

Respondents' Location of Operation



Feedback indicate Agricultural land lease is the most utilized service, accessed by (96%) of respondents, Tractor services accounted for (25%) and Market linkages (23%).

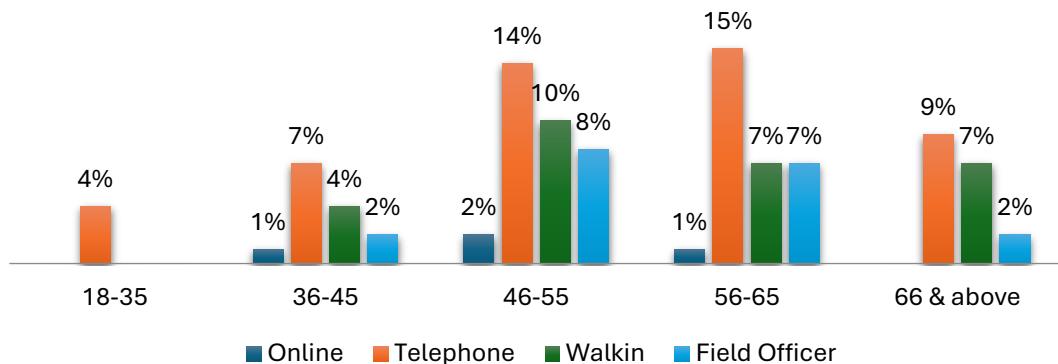
Products/Services Accessed



For the 18–35 demographic, Telephone access (4%) is the dominant option. In the 36–45 group: Telephone access continues to be the most common with (7%), followed by Walk-in (4%), Field Officer (2%) and Online (1%). The 46–55 group shows Telephone access (14%), followed by Walk-in (10%), Field Officer (8%) and Online (2%). Among those aged 56–65, Telephone access (15%) continues to be the most common followed by Walk-in and Field Officer with (7%) each and Online (1%). In the 66 & above group, Telephone is dominant with (9%) followed by Walk-in

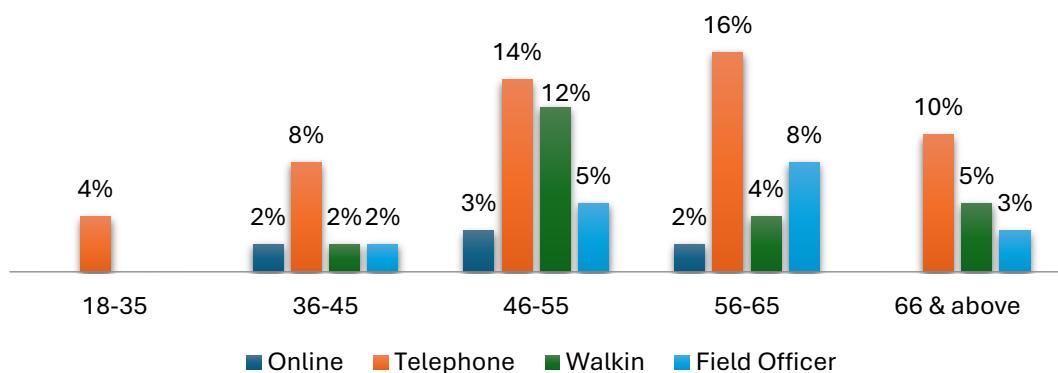
(7%) and Field Officer (2%).

Current Method of Access



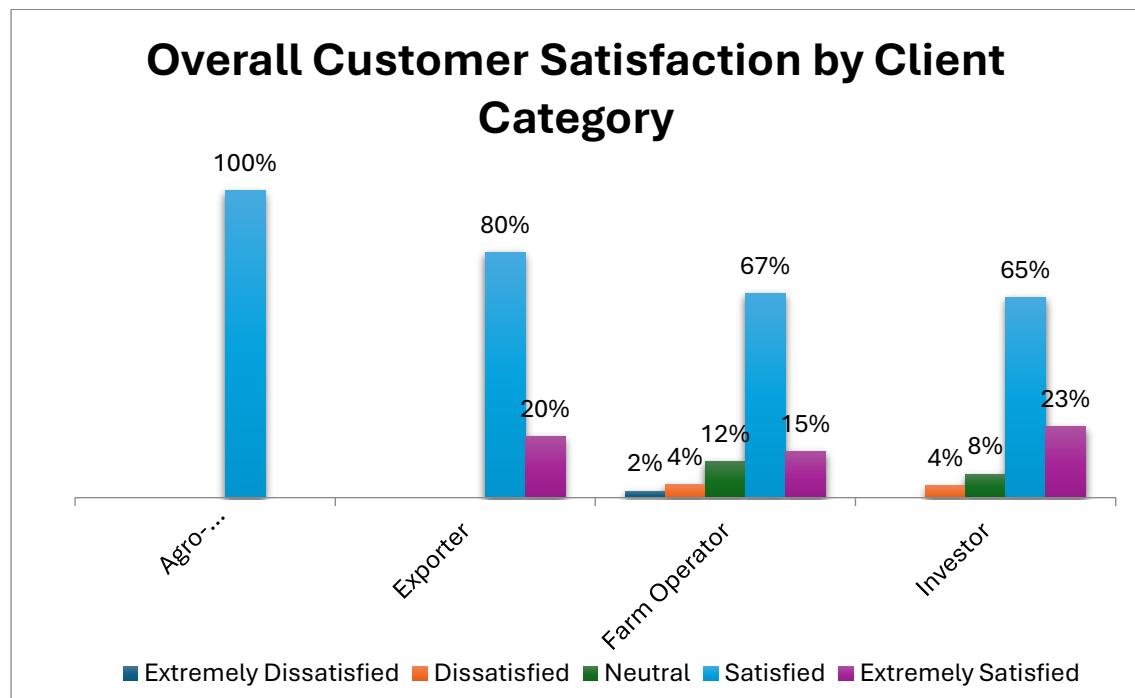
Among individuals aged 18–35, the highest preference is Telephone access (4%). In the 36–45 age group, Telephone access (8%) is the most preferred mode, followed by Online, Walk-in and Field Officer which all accounted for (2%) each. For those aged 46–55, the most preferred method is Telephone (14%), followed by Walk-in (12%), Field Officer (5%) and Online (3%). Respondents aged 56–65 show a preference for Telephone (16%), with Field Officer (8%), Walk-in (4%) and Online (2%). In the 66 & above group, Telephone (10%) is the most preferred, while Walk-in (5%) and Field Officer (3%) were the least selected.

Preferred Method of Access



The chart below highlights the Overall Customer Satisfaction by Client Category: Across all categories, the feedback indicates an overall positive perception of

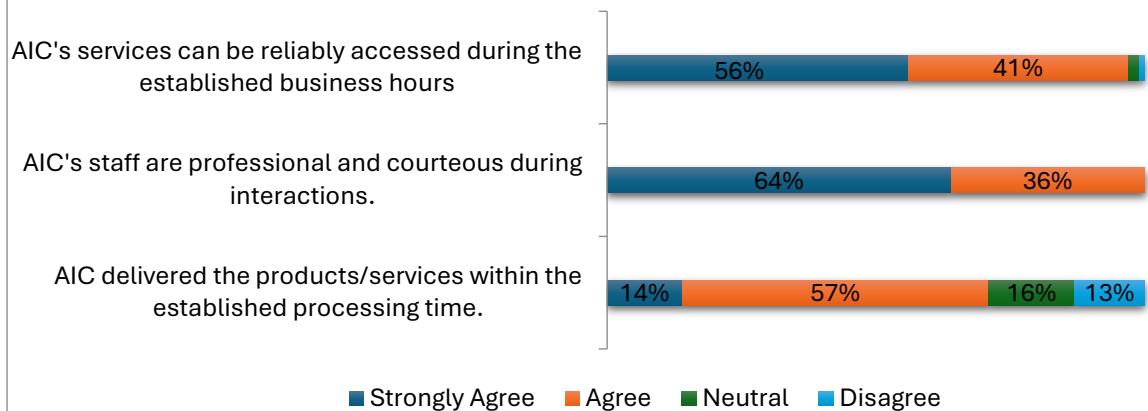
services with some variation by client type, a minority highlighted dissatisfaction. All customers who identified as Agro-Processor/Agri-Business Operator indicate (100%) satisfaction with the service provided. Exporter report extremely satisfied (20%) and satisfied (80%). Farm Operator report extremely satisfied (15%), satisfied (67%), neutral (12%), Dissatisfied (4%) and (2%) extremely dissatisfied. Investor report extremely satisfied (23%), satisfied (65%), neutral (8%) and dissatisfied (4%).



Level of Satisfaction: Reliability of Service

For the service dimension of Reliability, AIC obtained a rating of (86%). This represents an increase from 2022/23 rating of (75.4%). Respondents were asked to rate their experience in the area of reliability. Reliability is based on three key indicators: timeliness of service delivery, staff professionalism and courtesy, and accessibility during business hours.

Customer Feedback on Reliability of Service



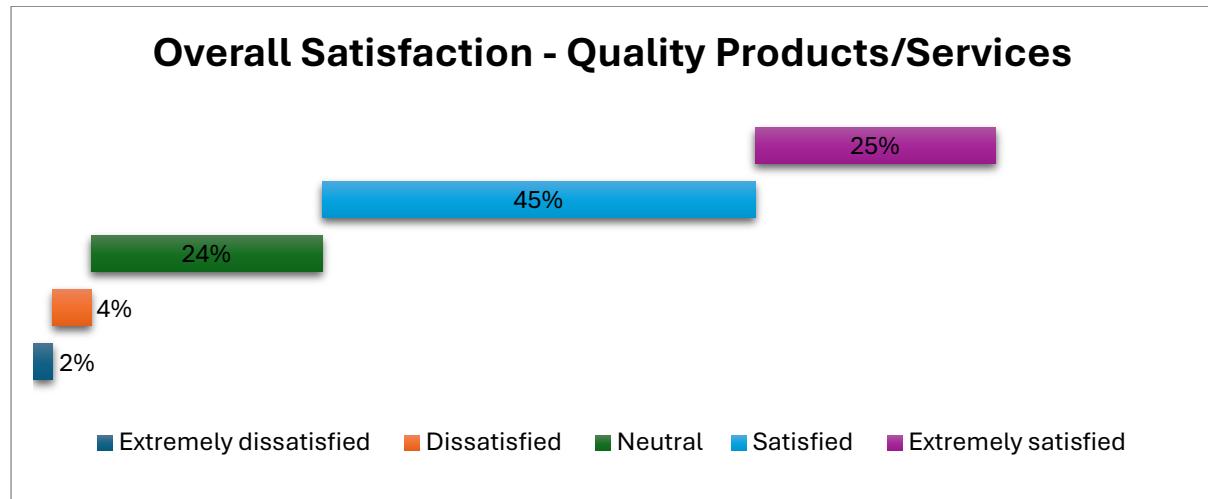
	Strongly Agree	Agree	Neutral	Disagree
AIC delivered the products/services within the established processing time.	14%	57%	16%	13%
AIC's staff are professional and courteous during interactions.	64%	36%	0%	0%
AIC's services can be reliably accessed during the established business hours	56%	41%	2%	1%

Timeliness of service delivery - When asked whether the entity delivered products and services within the established processing time, majority of respondents (71%) either agreed or strongly agreed while (13%) disagreed and (16%) remained neutral. The majority of customers indicate their satisfaction with the reliability however the (29%) highlights inconsistencies in service delivery timelines that provide room for improvement.

Staff professionalism and courtesy – All of the respondents agreed or strongly agreed that staff members are professional and courteous during interactions, whether in person or by telephone. This reflects an overwhelmingly positive view of the staff's conduct and interpersonal skills.

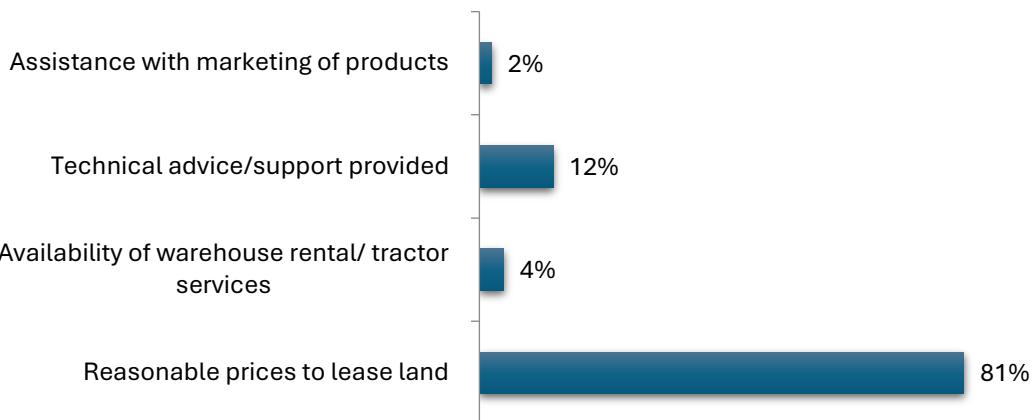
Accessibility during business hours - The reliability of access to services during official business hours, (97%) of respondents indicated agreement or strong

agreement: representing a high level of confidence among clients that services are available as expected. Only (1%) disagreed, and (2%) were neutral, indicating minimal concern in this area.



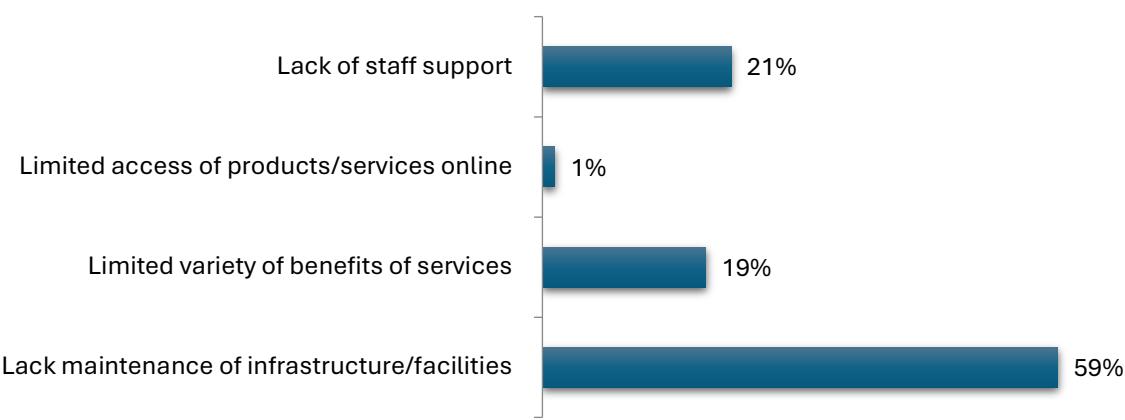
Overall satisfaction with the entity's products and services is moderately positive, with (70%) of respondents reporting being either satisfied (45%) or extremely satisfied (25%). A notable (24%) felt neutral, indicating neither satisfaction nor dissatisfaction, which may suggest room for improvement in engagement or service impact. Only a small portion of respondents expressed negative sentiment, with (4%) dissatisfied and (2%) extremely dissatisfied. These results reflect a strong general approval, with an opportunity to convert neutral and mildly dissatisfied users into more satisfied clients through targeted improvements.

Most Satisfied - Aspect of Product/Service



The aspect of the product/service that respondents were most satisfied with was the *Reasonable prices to lease land*, with (81%) expressing satisfaction, highlighting its significant value to users. *Technical advice/support provided* was the second most appreciated aspect, receiving (12%) satisfaction, followed by *Availability of warehouse rental/ tractor services* (4%), and lastly (2%) expressed satisfaction with *Assistance with marketing of products*.

Least Satisfied - Aspect of Product/Service



The aspect respondents felt least satisfied with was the *Lack maintenance of infrastructure/facilities*, cited by (59%), indicating a significant concern. *Lack of staff support* was the second most noted issue, with (21%) expressing dissatisfaction, pointing to a need for improved process flows.

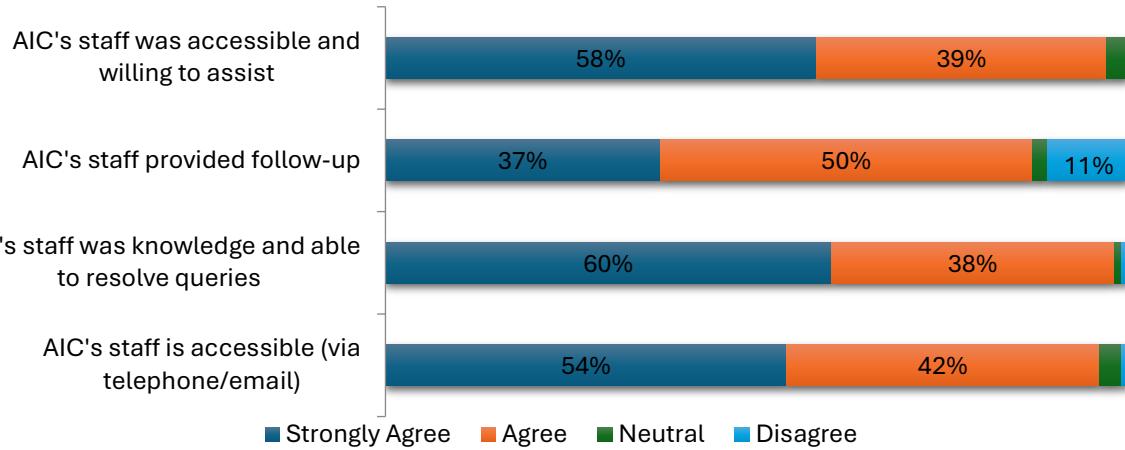
Level of Satisfaction: Staff Responsiveness

For the service dimension of Responsiveness, AIC obtained a rating of (89%). This represents an increase from 2022/23 rating of (79.1%).

Respondents were asked to rate their experience in the area of responsiveness.

Responsiveness is based on three key indicators: staff accessibility, staff knowledge and staff helpfulness

Customer Feedback on Staff Responsiveness



	Strongly Agree	Agree	Neutral	Disagree
AIC's staff is accessible (via telephone/email)	54%	42%	3%	1%
AIC's staff was knowledge and able to resolve queries	60%	38%	1%	1%
AIC's staff provided follow-up	37%	50%	2%	11%
AIC's staff was accessible and willing to assist	58%	39%	3%	0%

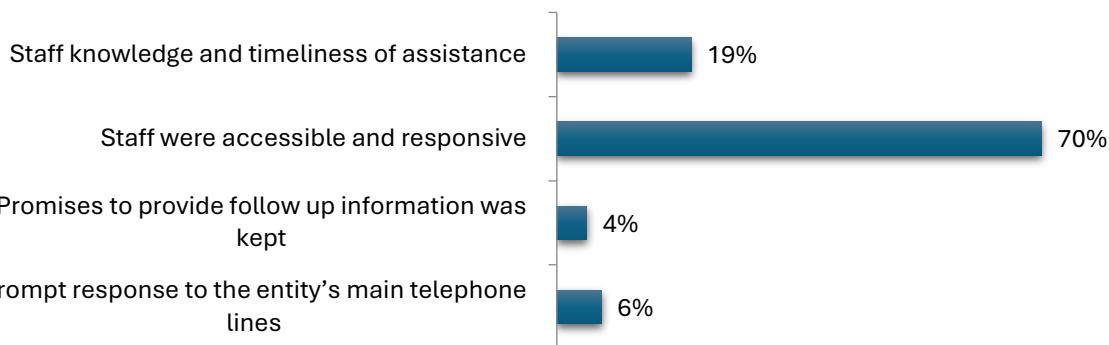
Staff Accessibility (Phone/Email) – The majority (96%) of respondents felt staff was accessible via telephone or email, with (54%) strongly agreeing and (42%) agreeing. This indicates strong availability and responsiveness through communication channels.

Staff Knowledge and Ability to Resolve Queries - An impressive (98%) agree/strongly agree that staff were knowledgeable and capable. This reflects high confidence in staff expertise and their ability to handle inquiries effectively.

Follow-Up Communication – A total of (87%) strongly agree/agree follow-up was provided when applicable, (2%) were neutral and (11%) disagreed. This suggests that most customers received follow-ups; however there may be inconsistencies that need addressing.

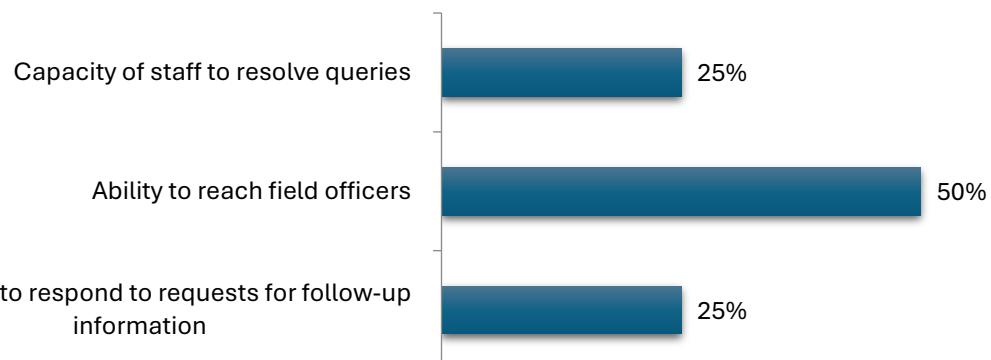
General Staff Helpfulness – A total of (97%) felt staff was generally accessible and willing to assist. This highlights a strong customer service culture, with (3%) of respondents expressing neutrality.

Responsiveness: Most Satisfied



The respondents' highlighted *Staff was accessible and responsive* (70%) as the area they were most satisfied with, followed by *Staff knowledge and timeliness of assistance* with (19%).

Responsiveness: Least Satisfied



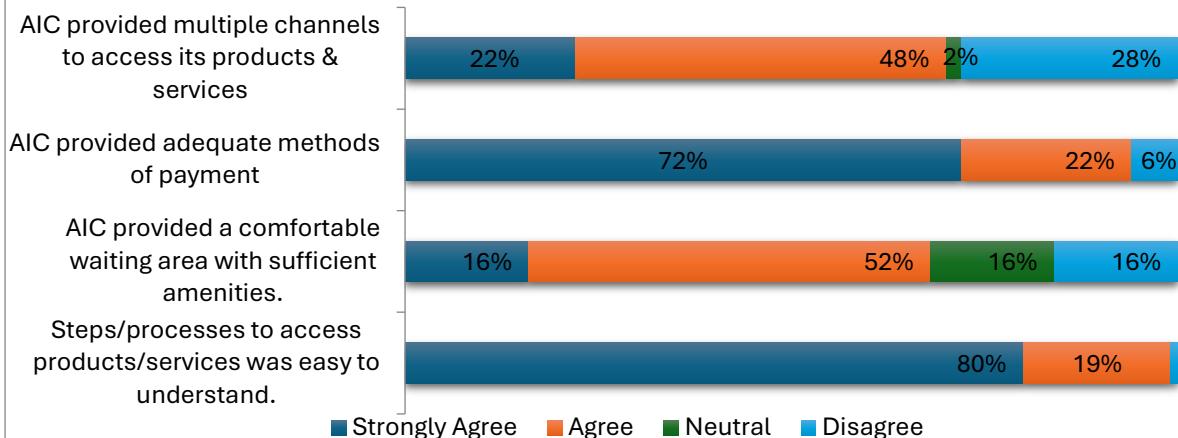
The most significant concern among respondents was *Ability to reach field officers* with (50%) identifying this as the least satisfactory aspect. This indicates a gap in communication and service/issue resolution. *Time taken to respond to request for follow-up information* and *Capacity of staff to resolve queries* each received (25%).

Level of Satisfaction: Access & Facility

For the service dimension of Access & Facility, AIC obtained a rating of (80%). This represents an increase from 2022/23 rating of (75.9%)

Respondents were asked to rate their experience in the area of Access & Facilities. Access & Facility is based on four key indicators: Ease of Access to Products/Services, Comfort of Waiting Areas and Amenities, Adequate Methods of Payment and Availability of Multiple Access Channels.

Customer Feedback on Access & Facility



	Strongly Agree	Agree	Neutral	Disagree
Steps/processes to access products/services was easy to understand.	80%	19%	0%	1%
AIC provided a comfortable waiting area with sufficient amenities.	16%	52%	16%	16%
AIC provided adequate methods of payment	72%	22%	0%	6%
AIC provided multiple channels to access its products & services	22%	48%	2%	28%

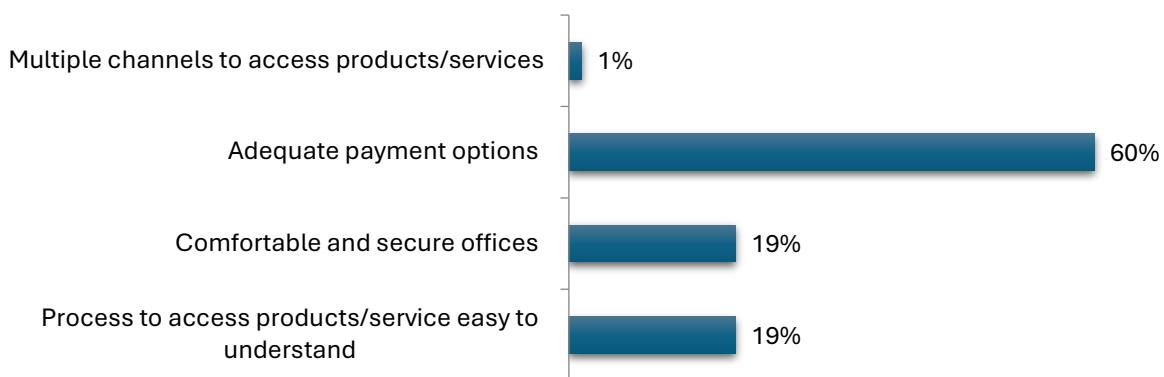
Ease of Access to Products/Services - This area received overwhelmingly positive feedback, with (99%) of respondents' agreeing/strong agreeing the process was easy to understand. The high satisfaction indicates AIC's systems are clear, simple, and user-friendly.

Comfort of Waiting Areas and Amenities – This metric performed lowly, with a mere (68%) strongly agreeing/agreeing the waiting areas were comfortable, while (16%) were neutral and (16%) dissatisfied. This suggests great room for improvement is needed with seating, cooling, or other amenities to enhance the on-site experience.

Adequate Methods of Payment - A strong (94%) of respondents strongly agreed/agreed that payment options were adequate, showing that the entity offers convenient and accessible methods. A mere (6%) expressed disagreement.

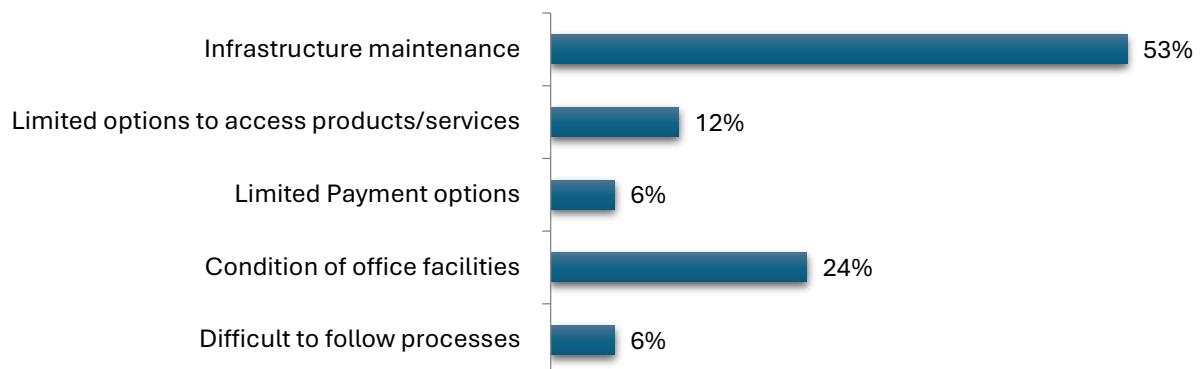
Availability of Multiple Access Channels – Satisfaction was moderate, with (70%) strong agreeing/agreeing there were sufficient access channels (online and in-person), however a notable (28%) disagreed. This suggests shows customers face limitations or are unaware of all available options.

Access & Facilities: Most Satisfied



The respondents highlighted *Adequate payment options* (60%) as the area they were most satisfied with. *Process to access products/service easy to understand* and *Comfortable and secure offices* each received (19%).

Access & Facilities: Least Satisfied



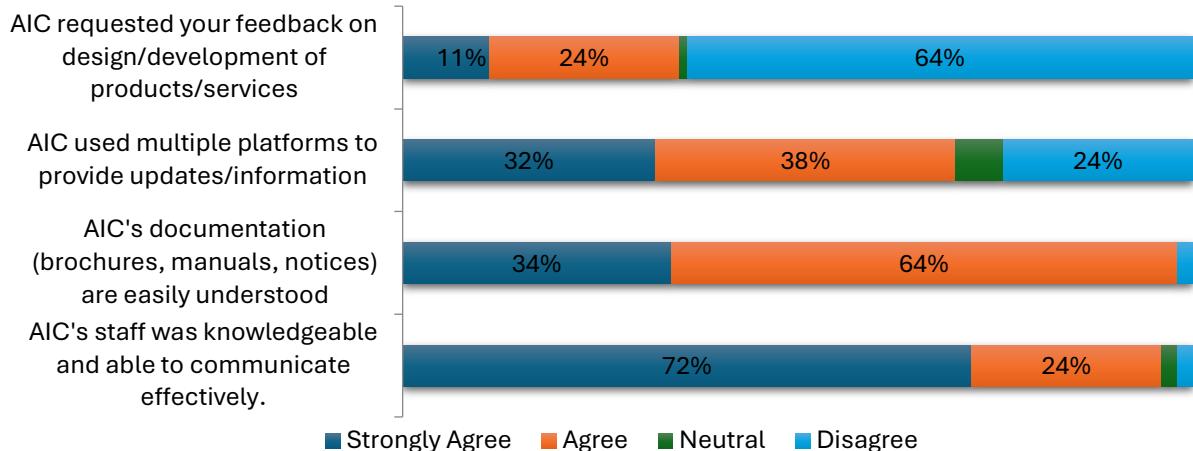
The most significant concern among respondents was *Infrastructure maintenance* with (53%) identifying this as the least satisfactory aspect, followed by *Condition of office facilities*, with (24%).

Level of Satisfaction: Communication

For the service dimension of Communication, AIC obtained a rating of (78%). This represents a decrease from 2022/23 rating of (75.1%)

Respondents were asked to rate their experience in the area of Communication. Communication is based on four key indicators: soliciting customer feedback on design/development of products/services, clear and concise documentation, quality of staff's communication and utilizing multiple platforms to provide information/updates.

Customer Feedback on Communication



	Strongly Agree	Agree	Neutral	Disagree
AIC's staff was knowledgeable and able to communicate effectively.	72%	24%	2%	2%
AIC's documentation (brochures, manuals, notices) are easily understood	34%	64%	0%	2%
AIC used multiple platforms to provide updates/information	32%	38%	6%	24%
AIC requested your feedback on design/development of products/services	11%	24%	1%	64%

Quality of staff's communication - A strong majority of respondents (96%) either *strongly agreed* (72%) or *agreed* (24%) that AIC's staff were knowledgeable and communicated effectively, indicating high confidence in staff capabilities.

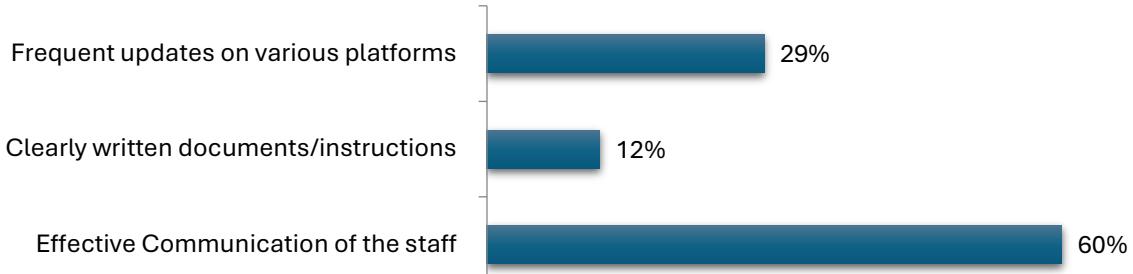
Clear and concise documentation – Majority of respondents (98%) found AIC's materials clear and easy to understand (*strongly agree*: 34%, *agree*: 64%), with (2%) disagreeing.

Utilizing multiple platforms to provide information/updates – This area indicated moderate agreement with (70%) agreed/strongly agreed to some extent that AIC used multiple platforms (*strongly agree*: 32%, *agree*: 38%), while (6%) were neutral and (24%) *disagreed*, suggesting a strong need to enhance communication channels or make them more visible.

Soliciting customer feedback on design/development of products/services – A lowly 35% felt AIC requested their feedback (*strongly agree*: 11%, *agree*: 24%), while a

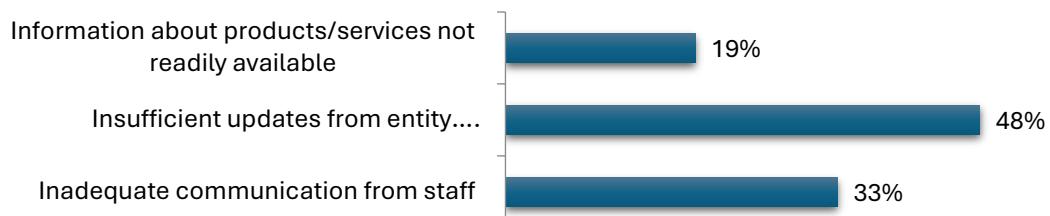
significant (64%) *disagreed*. This suggests a clear opportunity for AIC to improve stakeholder engagement in design and development processes.

Communication: Most Satisfied



The area respondents were most satisfied with was *Effective communication of the staff* (60%), followed by *frequent updates on various platforms* (29%).

Communication: Least Satisfied



The most significant concern among respondents was *Insufficient updates received from AIC* with (48%), followed by *Inadequate communication from staff* (33%).

Jamaica 4-H Clubs



Overview of Main Findings

Jamaica 4H Clubs (4H) was assessed across four key areas: Staff Responsiveness, Accessibility and Facilities, Service Reliability, and Communication. According to the Service Excellence Policy, a satisfaction rating of 80% or above is considered as meeting the satisfaction standard, while any rating below 80% is categorized as did not meet the required satisfaction standard.

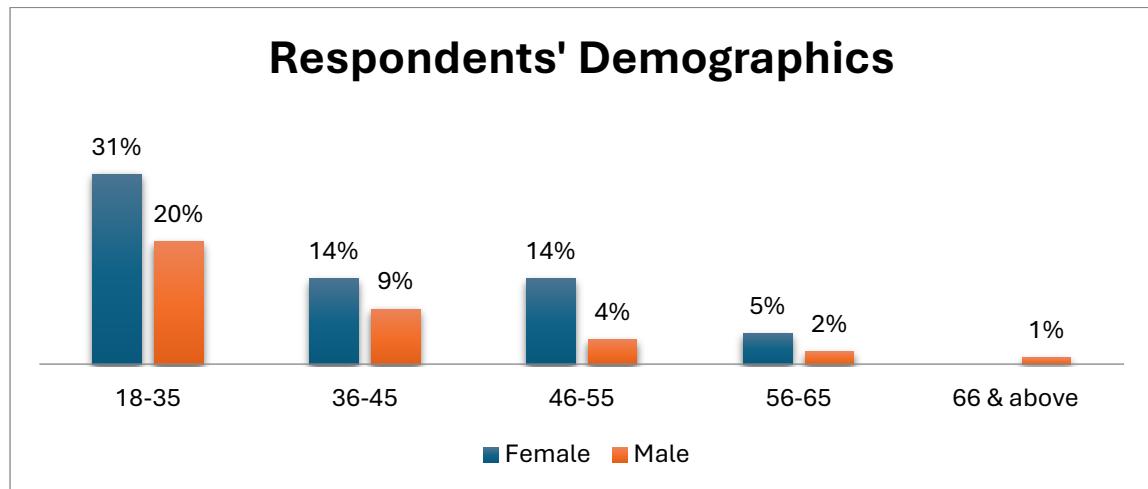
Jamaica 4H Clubs recorded an overall customer satisfaction rating of 83% for 2024/25 this represents an increase from the 2022/23 rating of 79.5%.

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

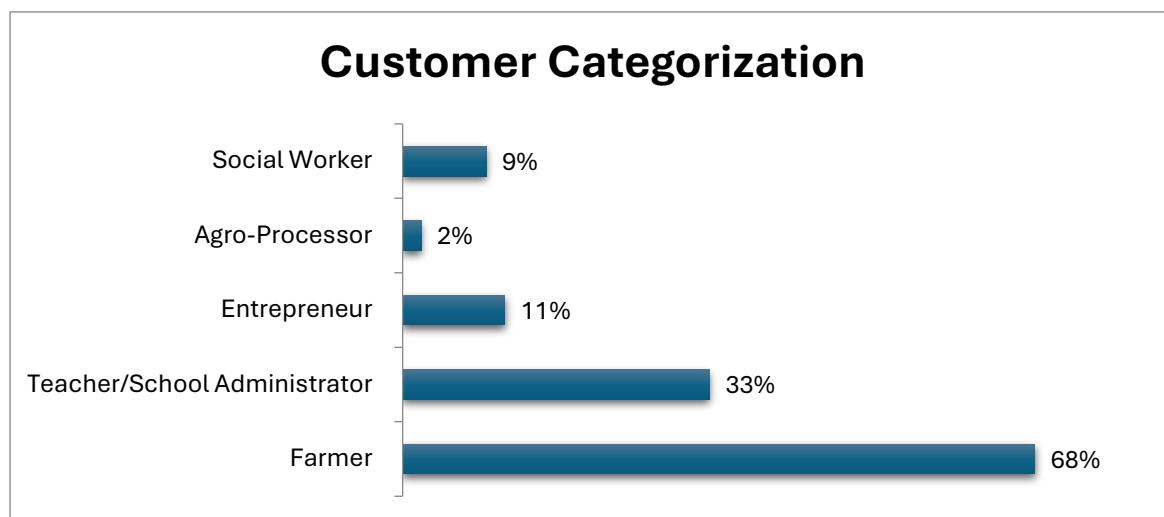
Jamaica 4H's 2024/25 Overall Rating = 83%				
Service Dimensions	Reliability	Responsiveness	Access & Facility	Communication
	86%	87%	78%	80%

Respondents' Demographics

The survey garnered feedback from a total of 100 respondents; the vast majority of respondents were female (64%) while (36%) were male. The majority of respondents (51%) were aged 18-35 while (23%) were aged 36-45, (18%) were aged 46-55, (7%) were aged 56-65 and (1%) of respondents were over the age of 66.

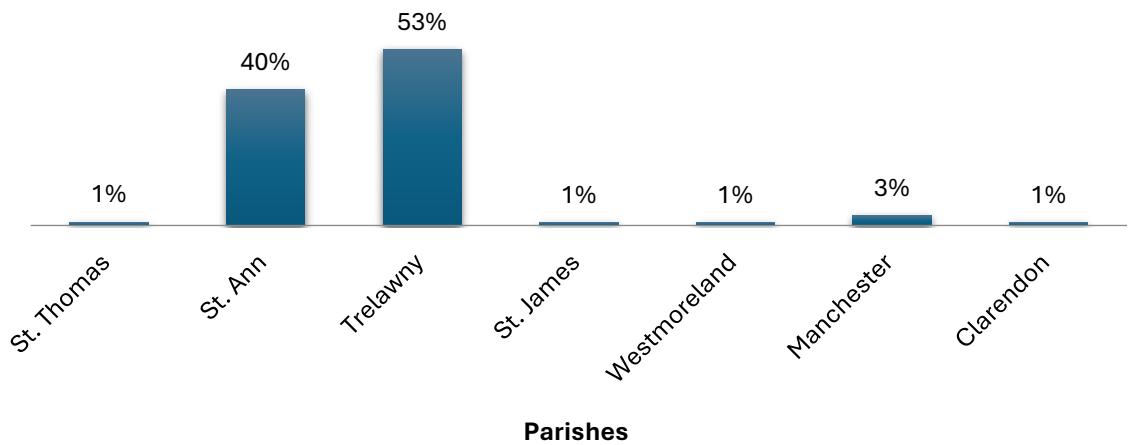


The survey captured responses from 4H's customer; the chart below highlights the categorization of the respondents. Note, respondents were allowed to select more than one role, resulting in cumulative percentages exceeding 100%. The distribution is as follows: Farmer (68%), Teacher/School Administrator (33%), Entrepreneur (11%), Social Worker (9%) and Agro-Processor (2%).



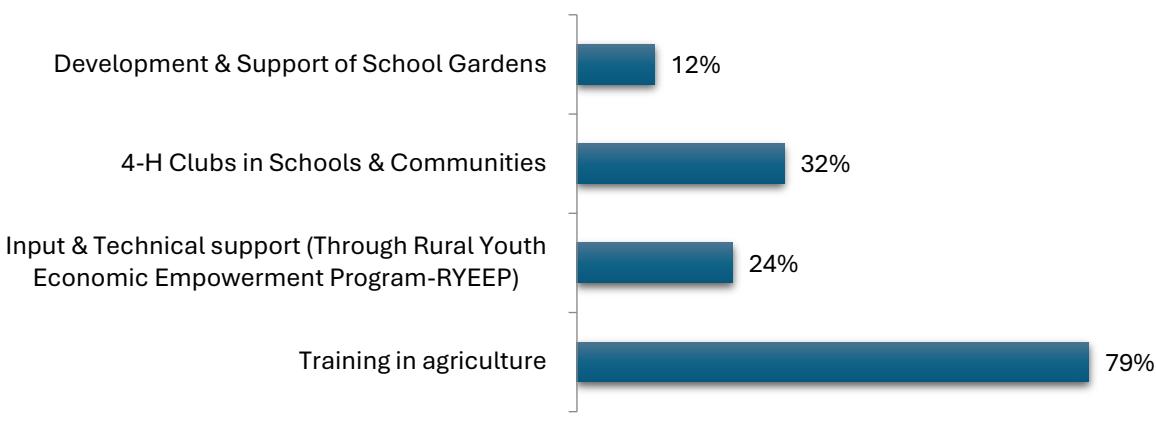
The table below shows where the respondents reside. The vast majority (53%) of respondents are from the parish of Trelawny.

Respondents' Location of Operation



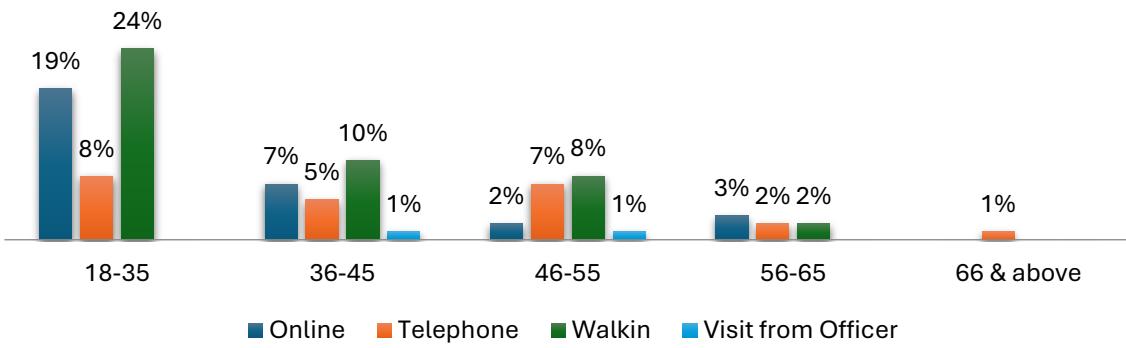
Feedback indicates Agricultural training is the most utilized service, accessed by (79%) of respondents, followed by 4H clubs in schools and communities with (32%).

Products/Services Accessed



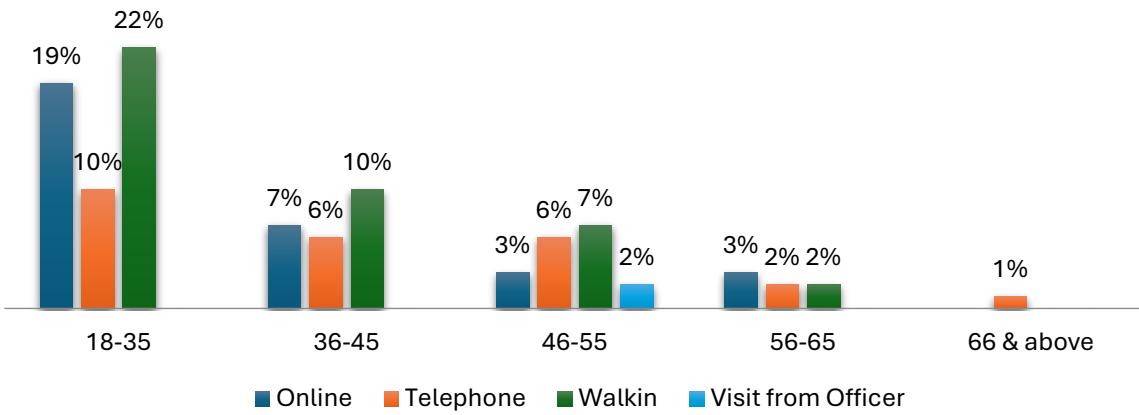
For the 18–35 demographic, Walk-in access (24%) is the most dominant, followed by Online access (19%) and Telephone access (8%). In the 36–45 group: Walk-in access (10%), Online (7%), Telephone (5%) and Visit from officer (1%). The 46–55 group shows Walk-in access (8%), followed by Telephone (7%) and Online (2%). Among those aged 56–65, Online access (3%) continues to be the most common followed by Telephone (2%) and Walk-in (2%). In the 66 & above group, Telephone access (1%) is the only utilized option.

Current Method of Access



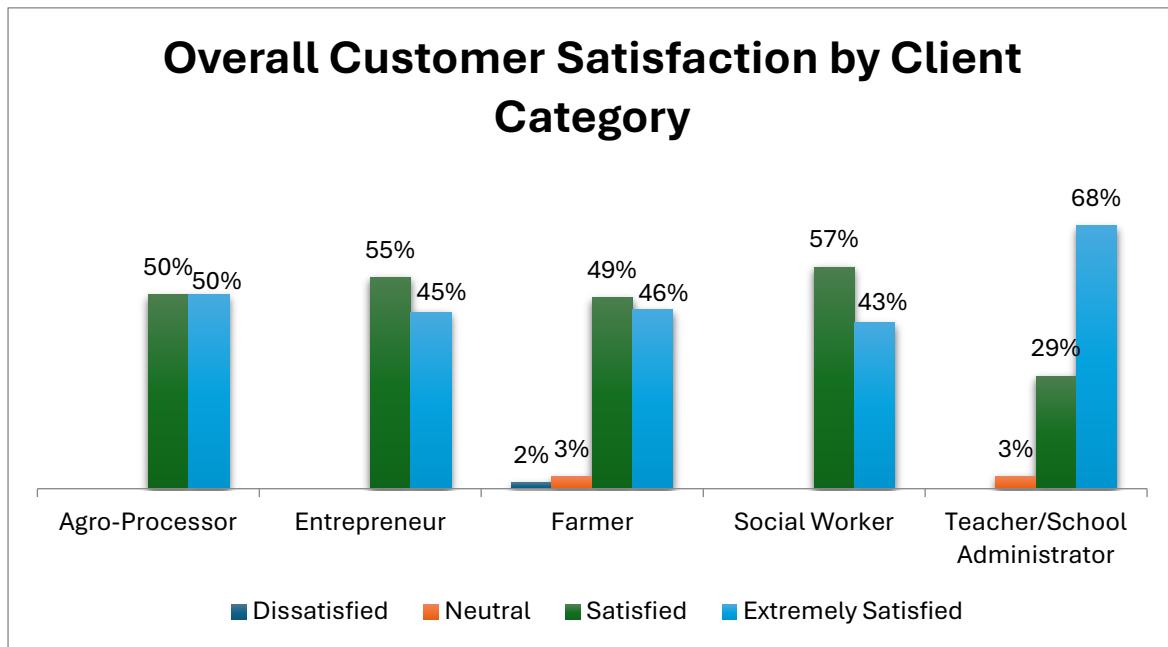
Among individuals aged 18–35, the highest preference is Walk-in access (22%), followed by Online (19%) and Telephone (10%). In the 36–45 age group, Walk-in access (10%) is the most preferred option, followed by Online (7%) and Telephone (6%). For those aged 46–55, the most preferred method is Walk-in (7%), followed by Telephone (6%), and Online (3%). Respondents aged 56–65 show a preference for Online access (3%), with Walk-in and Telephone each accounting for (2%). In the 66 & above group, Telephone (1%) is the preferred option.

Preferred Method of Access



The chart below highlights the Overall Customer Satisfaction by Client Category: Across all categories, the feedback indicates an overall positive perception of services with some variation by client type, a minority highlighted neutrality. The category of Agro-Processor report an even (50%) split between extremely satisfied and satisfied. Entrepreneur report satisfied (55%) and extremely satisfied (45%). Farmer report (46%) extremely satisfied, (49%) satisfied, neutral (3%) and

dissatisfied (2%). Teacher/School Administrator report (68%) extremely satisfied, (29%) satisfied and neutral (3%).

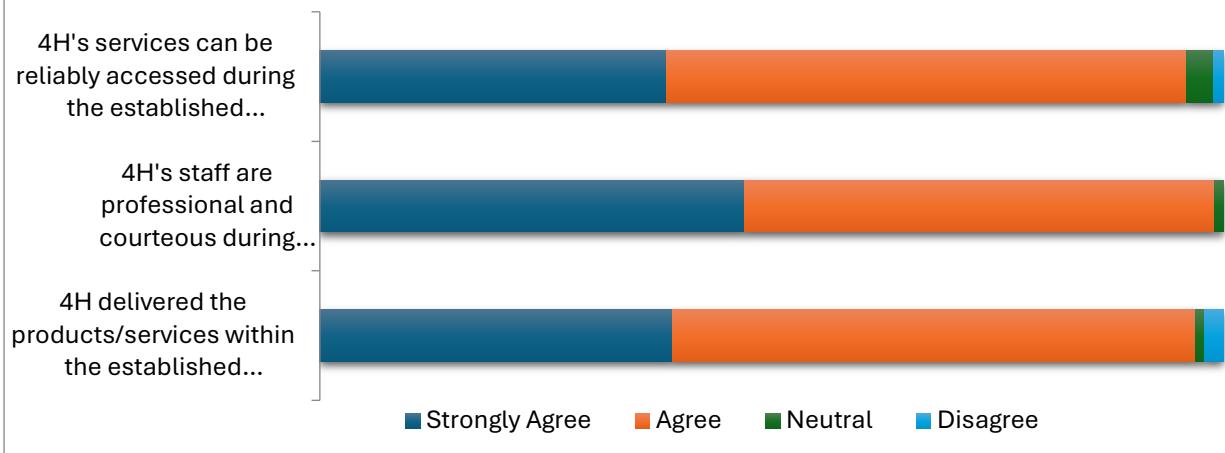


Level of Satisfaction: Reliability of Service

For the service dimension of Reliability, 4H obtained a rating of (86%). This represents an increase from 2022/23 rating of (79.5%).

Respondents were asked to rate their experience in the area of reliability. Reliability is based on three key indicators: timeliness of service delivery, staff professionalism and courtesy, and accessibility during business hours.

Customer Feedback on Reliability of Service



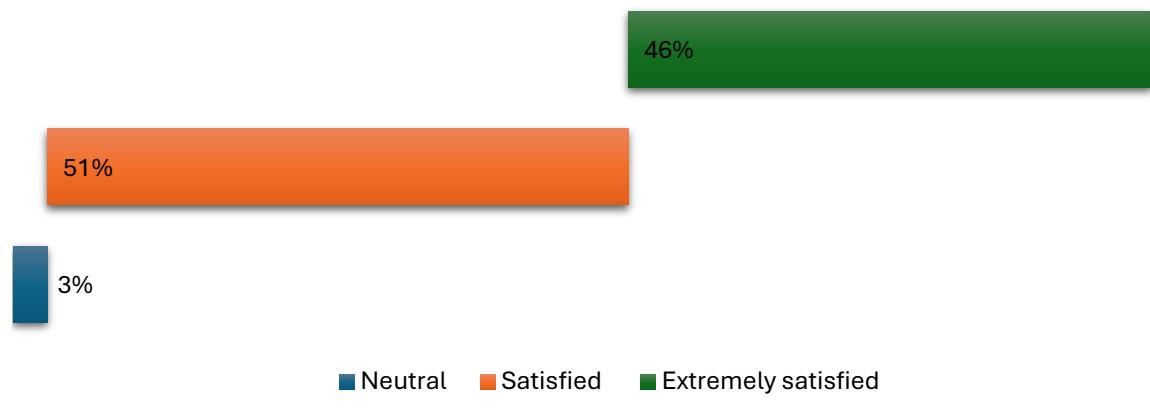
	Strongly Agree	Agree	Neutral	Disagree
4H delivered the products/services within the established processing time.	39%	58%	1%	2%
4H's staff is professional and courteous during interactions.	47%	52%	1%	0%
4H's services can be reliably accessed during the established business hours	38%	58%	3%	1%

Timeliness of service delivery - When asked whether the entity delivered products and services within the established processing time, majority of respondents (97%) either agreed or strongly agreed while (2%) disagreed and (1%) remained neutral.

Staff professionalism and courtesy – A significant (99%) of respondents agreed or strongly agreed that staff members are professional and courteous during interactions, whether in person or by telephone. This reflects an overwhelmingly positive view of the staff's conduct and interpersonal skills.

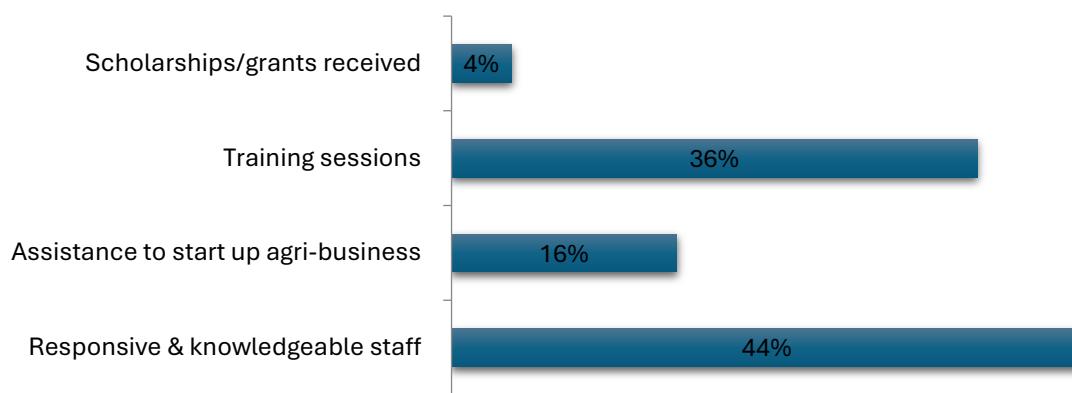
Accessibility during business hours - The reliability of access to services during official business hours, (96%) of respondents indicated agreement or strong agreement: representing a high level of confidence among clients that services are available as expected. Only (1%) disagreed and (3%) were neutral, indicating minimal concern in this area.

Overall Satisfaction: Quality of Products/Services

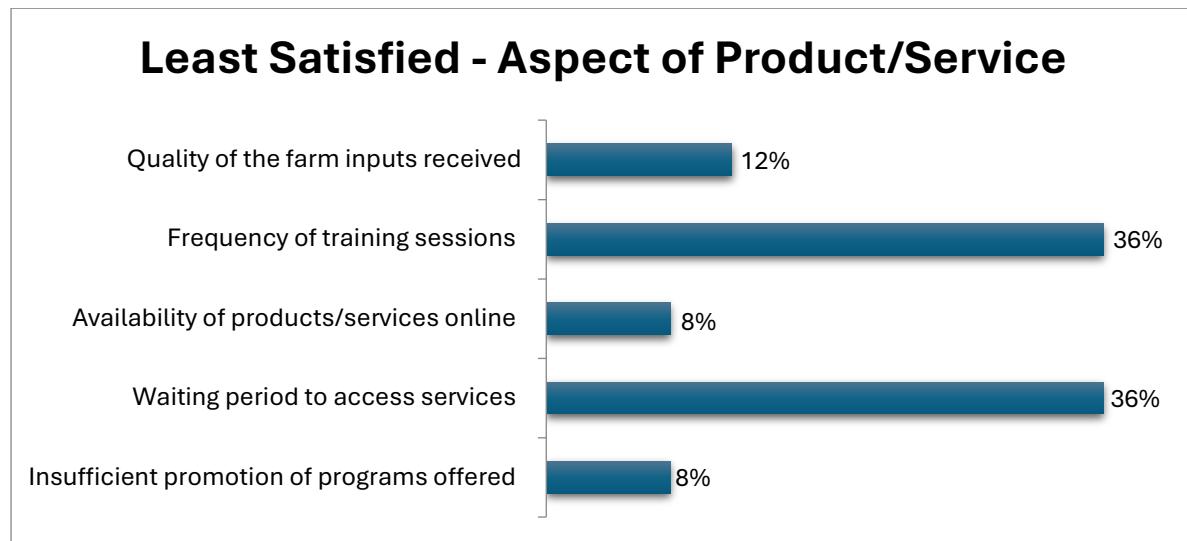


Overall satisfaction with the entity's products and services is predominantly positive, with (97%) of respondents reporting being either satisfied (51%) or extremely satisfied (46%) while (3%) felt neutral, indicating neither satisfaction nor dissatisfaction, which may suggest room for improvement in engagement or service impact. These results reflect a strong general approval, with an opportunity to convert neutral users into more satisfied clients through targeted improvements.

Most Satisfied - Aspect of Product/Service



The aspect of the product/service that respondents were most satisfied with was the *Responsive & knowledge of staff*, with (44%) expressing satisfaction, highlighting its significant value to users. *Training sessions* was the second most appreciated aspect, receiving (36%) satisfaction, followed by *Assistance to start up agri-business* (16%), and lastly (4%) expressed satisfaction with *Scholarships/grants received*.



The aspect respondents felt least satisfied with was *Frequency of training sessions* and *Waiting period to access services*, cited by (36%) each, indicating a significant concern. *Quality of the farm inputs received* was the third most noted issue, with (12%) expressing dissatisfaction, pointing to the need for an evaluation of quality of inputs distributed.

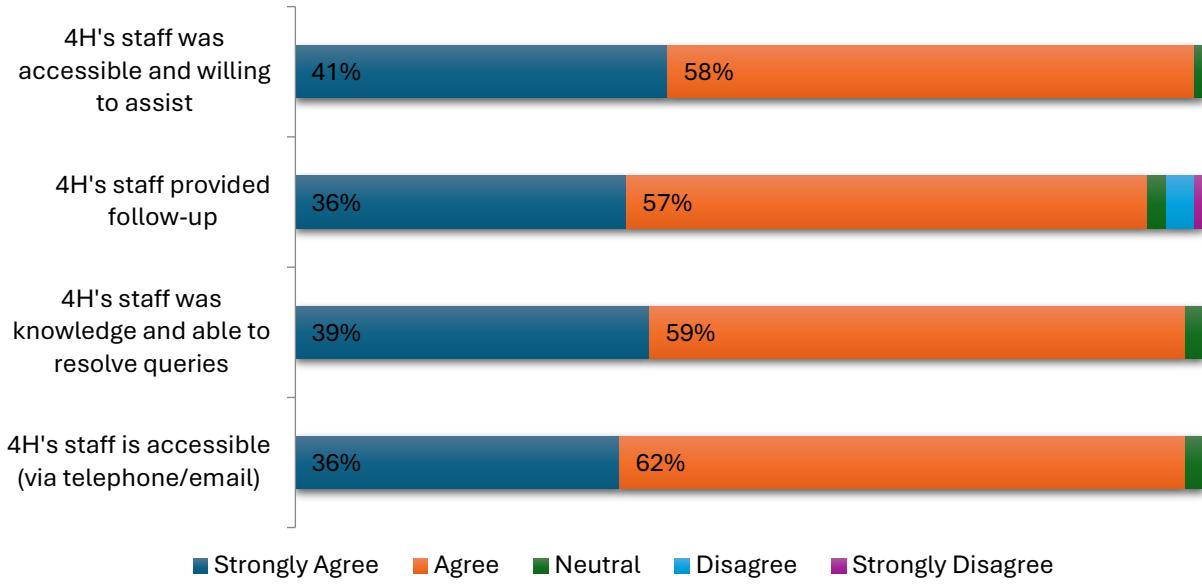
Level of Satisfaction: Staff Responsiveness

For the service dimension of Responsiveness, 4H obtained a rating of (87%). This represents an increase from 2022/23 rating of (82.1%).

Respondents were asked to rate their experience in the area of responsiveness.

Responsiveness is based on three key indicators: staff accessibility, staff knowledge and staff helpfulness

Customer Feedback on Staff Responsiveness



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
4H's staff is accessible (via telephone/email)	36%	62%	2%	0%	0%
4H's staff was knowledge and able to resolve queries	39%	59%	2%	0%	0%
4H's staff provided follow-up	36%	57%	2%	3%	1%
4H's staff was accessible and willing to assist	41%	58%	1%	0%	0%

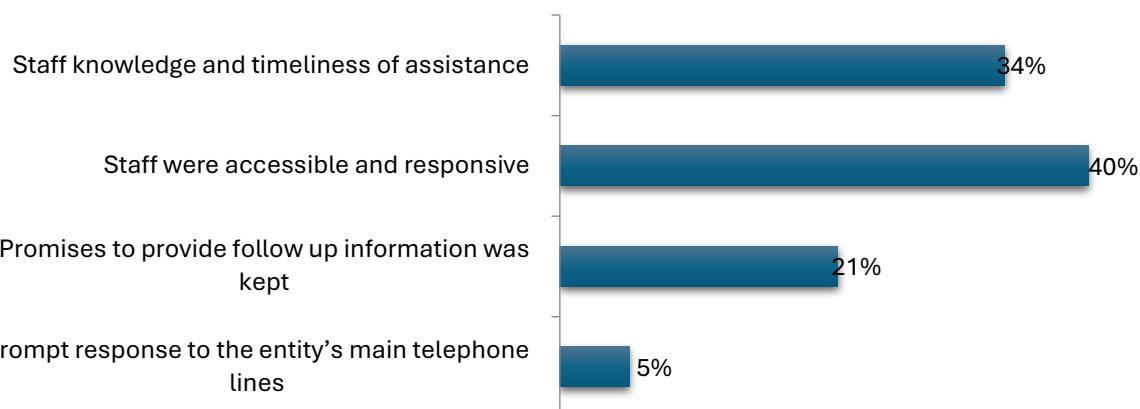
Staff Accessibility (Phone/Email) – The majority (98%) of respondents felt staff was accessible via telephone or email, with (36%) strongly agreeing and (62%) agreeing. This indicates strong availability and responsiveness through communication channels.

Staff Knowledge and Ability to Resolve Queries - An impressive (98%) agree/strongly agree that staff were knowledgeable and capable. This reflects high confidence in staff expertise and their ability to handle inquiries effectively.

Follow-Up Communication – A total of (93%) strongly agree/agree follow-up was provided when applicable, (2%) neutral, (3%) disagreed and (1%) strongly disagreed. This suggests that most customers received follow-ups; however there may be inconsistencies that need addressing.

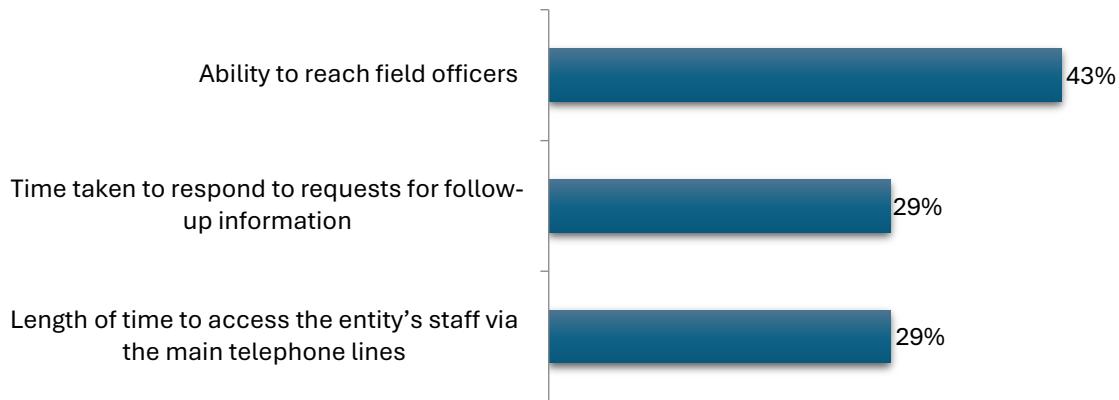
General Staff Helpfulness – An overwhelming of (99%) felt staff was generally accessible and willing to assist. This highlights a strong customer service culture, with a mere (1%) of respondents expressing neutrality.

Responsiveness: Most Satisfied



The respondents highlighted *Staff were accessible and responsive* (40%) as the area they were most satisfied with, followed by (34%) indicated followed by *Staff knowledge and timeliness of assistance* (20%).

Responsiveness: Least Satisfied



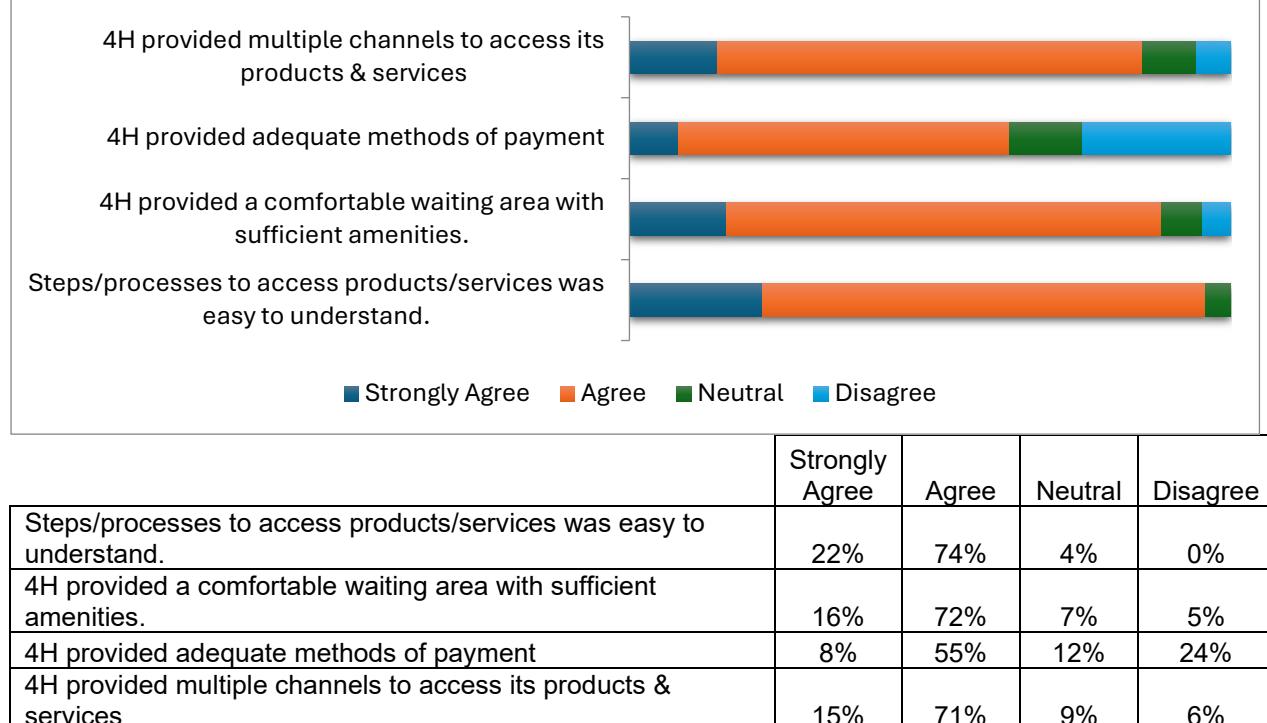
The most significant concern among respondents was *Ability to reach field officers*, with (43%) identifying this as the least satisfactory aspect. This indicates a gap in communication and service/issue resolution.

Level of Satisfaction: Access & Facility

For the service dimension of Access & Facility, 4H obtained a rating of (78%). This represents an increase from 2022/23 rating of (77.6%)

Respondents were asked to rate their experience in the area of Access & Facilities. Access & Facility is based on four key indicators: Ease of Access to Products/Services, Comfort of Waiting Areas and Amenities, Adequate Methods of Payment and Availability of Multiple Access Channels.

Customer Feedback on Access & Facility



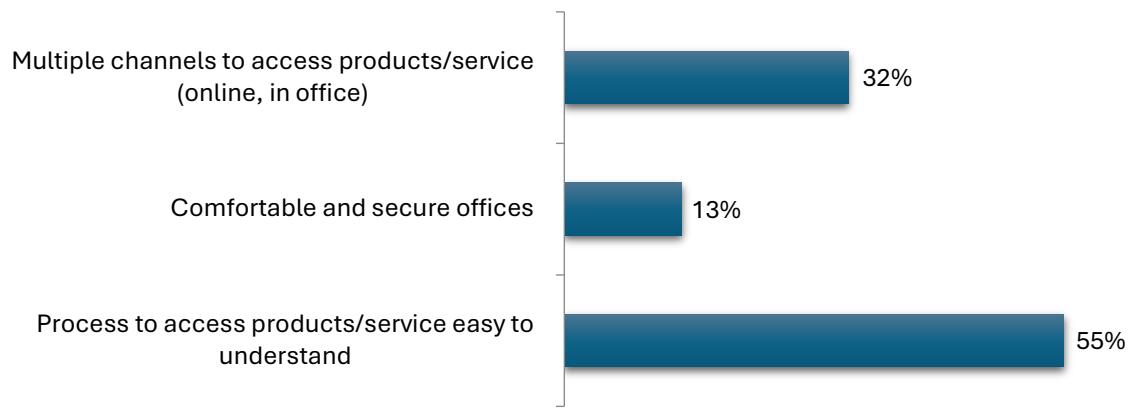
Ease of Access to Products/Services - This area received overwhelmingly positive feedback, with (96%) of respondents' agreeing/strong agreeing the process was easy to understand. The high satisfaction indicates 4H's systems are clear, simple, and user-friendly.

Comfort of Waiting Areas and Amenities – The majority of respondents (88%) strongly agreed/agreed the waiting areas were comfortable, but (12%) either neutral or dissatisfied. This suggests room for improvement in seating, cooling, or other amenities to enhance the on-site experience.

Adequate Methods of Payment - A moderate (63%) of respondents strongly agreed/agreed that payment options were adequate, showing that the entity offers convenient and accessible methods. While (24%) expressed dissatisfaction and (12%) were neutral.

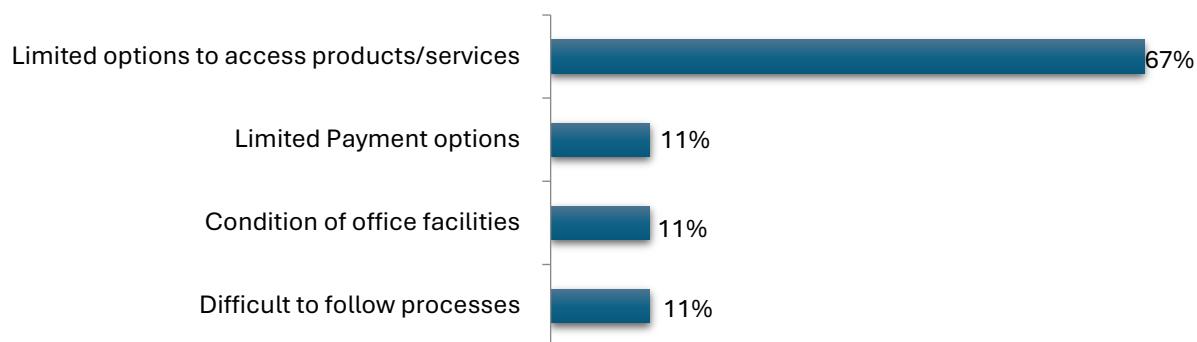
Availability of Multiple Access Channels – The majority of respondents (86%) strong agreed/agreed there were sufficient access channels (online and in-person), however a notable (9%) were neutral. This suggests some customers face limitations or are unaware of all available options.

Access & Facilities: Most Satisfied



The respondents highlighted *Process to access products/service easy to understand* (55%) as the area they were most satisfied with, followed by *Multiple channels to access products/services (online, in office)* with (32%) and (13%) identified *Comfortable and secure offices*.

Access & Facilities: Least Satisfied



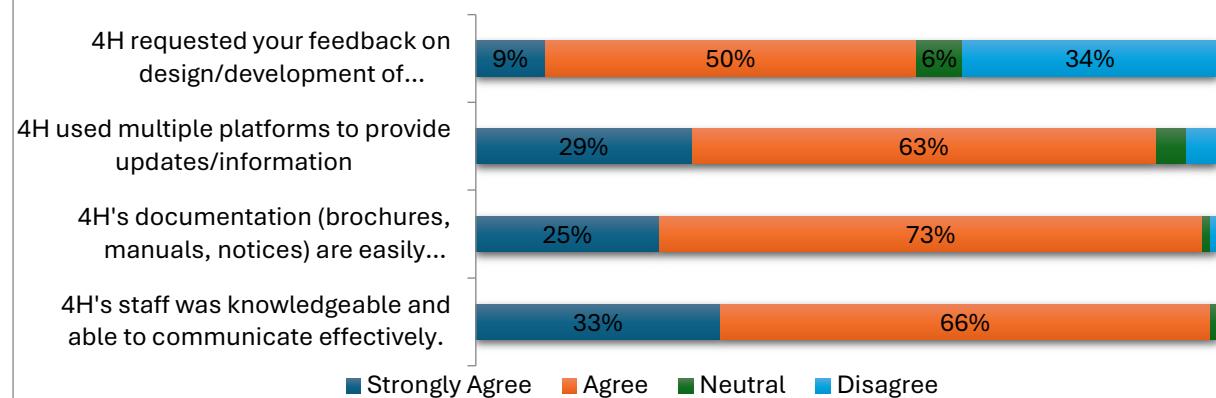
The most significant concern among respondents was *limited options to access products/services* with (67%) identifying this as the least satisfactory aspect.

Level of Satisfaction: Communication

For the service dimension of Communication, 4H obtained a rating of (80%). This represents an increase from 2022/23 rating of (78.9%)

Respondents were asked to rate their experience in the area of Communication. Communication is based on four key indicators: soliciting customer feedback on design/development of products/services, clear and concise documentation, quality of staff's communication and utilizing multiple platforms to provide information/updates.

Customer Feedback on Communication



	Strongly Agree	Agree	Neutral	Disagree
4H's staff was knowledgeable and able to communicate effectively.	33%	66%	1%	0%
4H's documentation (brochures, manuals, notices) are easily understood	25%	73%	1%	1%
4H used multiple platforms to provide updates/information	29%	63%	4%	4%
4H requested your feedback on design/development of products/services	9%	50%	6%	34%

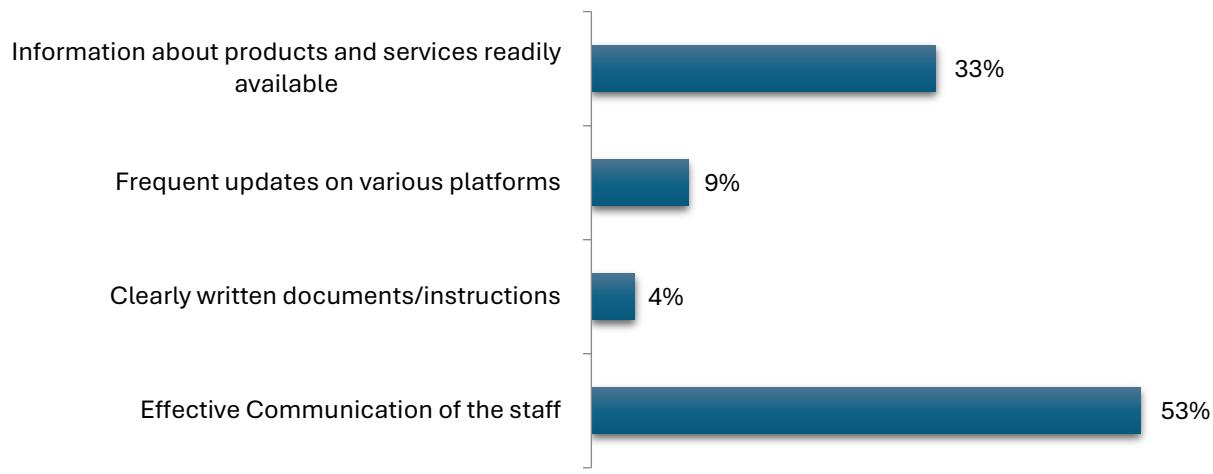
Quality of staff's communication - A strong majority of respondents (99%) either *strongly agreed* (33%) or *agreed* (66%) that 4H's staff were knowledgeable and communicated effectively, indicating high confidence in staff capabilities.

Clear and concise documentation – Majority of respondents (98%) found 4H's materials clear and easy to understand (*strongly agree*: 25%, *agree*: 73%).

Utilizing multiple platforms to provide information/updates – A strong majority of respondents (92%) either *strongly agreed* (29%) or *agreed* (63%) that *4H used multiple platforms to provide updates/information*.

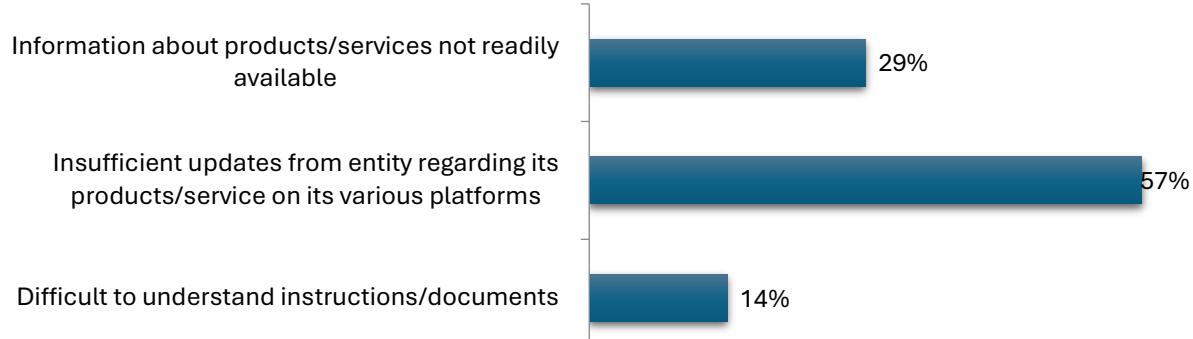
Soliciting customer feedback on design/development of products/services – A moderate (59%) felt 4H requested their feedback (*strongly agree*: 9%, *agree*: 50%), while a significant (34%) *disagreed*. This suggests a clear opportunity for 4H to improve stakeholder engagement in design and development processes.

Communication: Most Satisfied



The area respondents were most satisfied with was *Effective communication of the staff* (53%), followed by *Information about products and services readily available* (33%).

Communication: Least Satisfied



The most significant concern among respondents was *Insufficient updates received from 4H* with (57%), followed by *Information about products/services not readily available* (29%).

Rural Agricultural Development Authority (RADA)



Overview of Main Findings

Rural Agricultural Development Authority (RADA) was assessed across four key areas: Staff Responsiveness, Accessibility and Facilities, Service Reliability, and Communication. According to the Service Excellence Policy, a satisfaction rating of 80% or above is considered as meeting the satisfaction standard, while any rating below 80% is categorized as did not meet the required satisfaction standard.

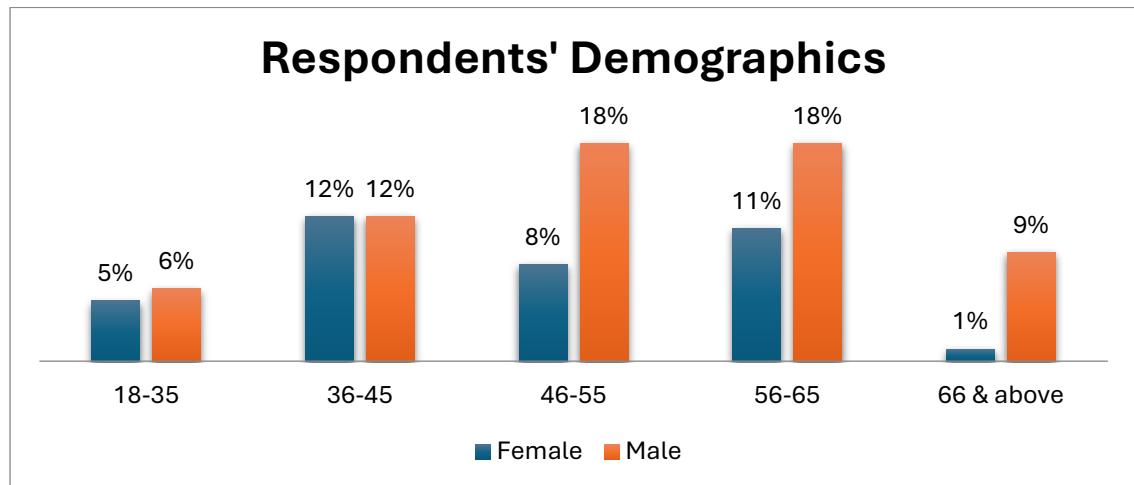
Rural Agricultural Development Authority recorded an overall customer satisfaction rating of 82% for 2024/25 this represents a decrease from the 2022/23 rating of 82.8%.

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

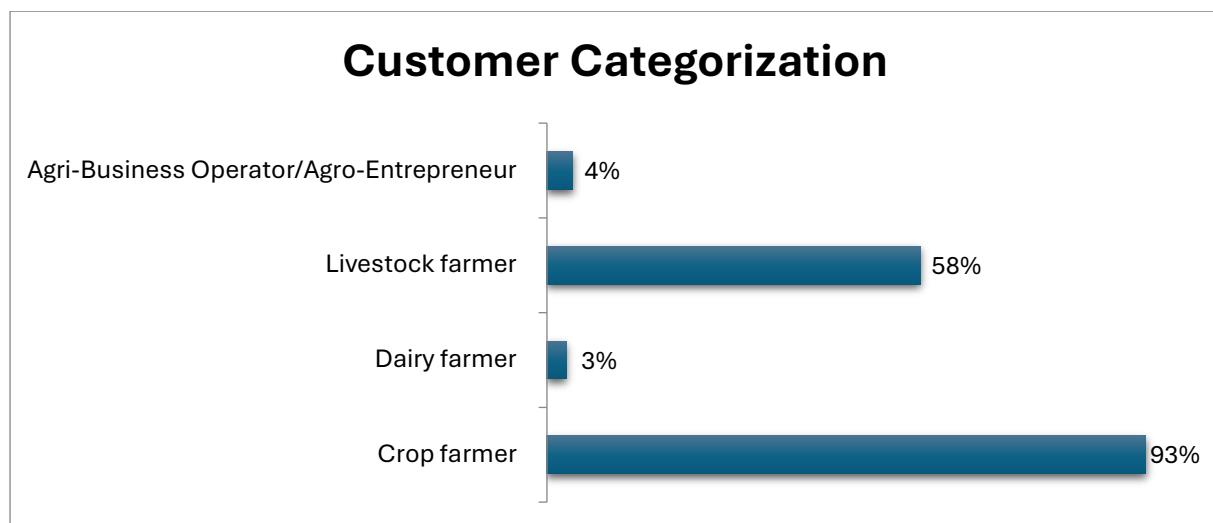
RADA's 2024/25 Overall Rating = 82%				
Service Dimensions	Reliability	Responsiveness	Access & Facility	Communication
	85%	87%	80%	75%

Respondents' Demographics

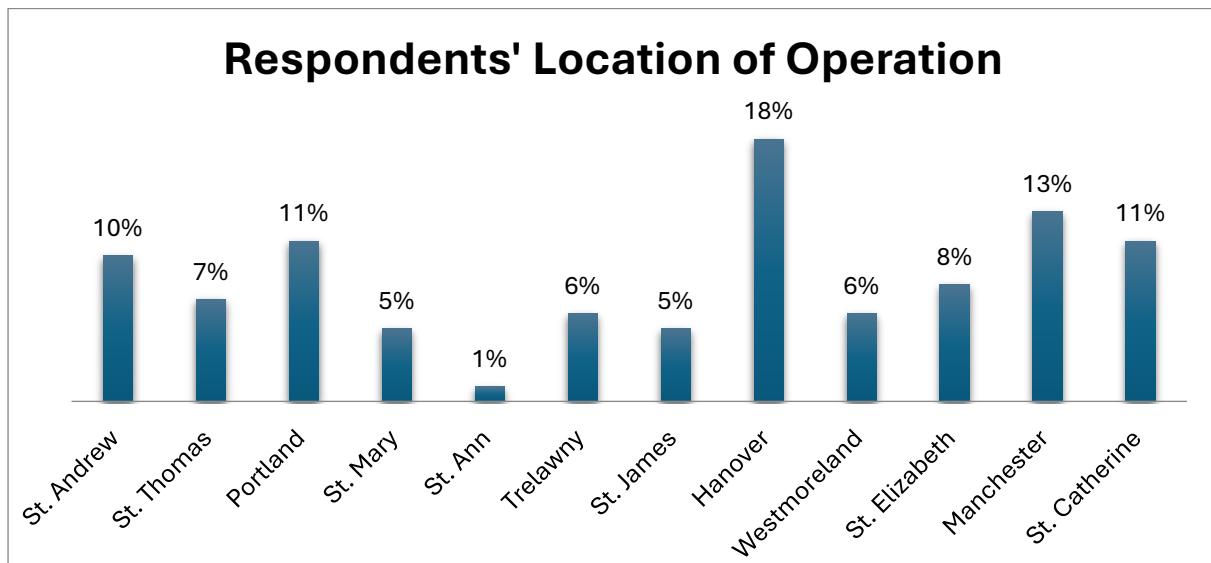
The survey garnered feedback from a total of 100 respondents; the vast majority of respondents were male (63%) and (37%) were female. The majority of respondents (29%) were aged 56-65, (26%) were aged 46-55, (24%) were aged 36-45, (11%) were aged 18-35 and (10%) were over the age of 66.



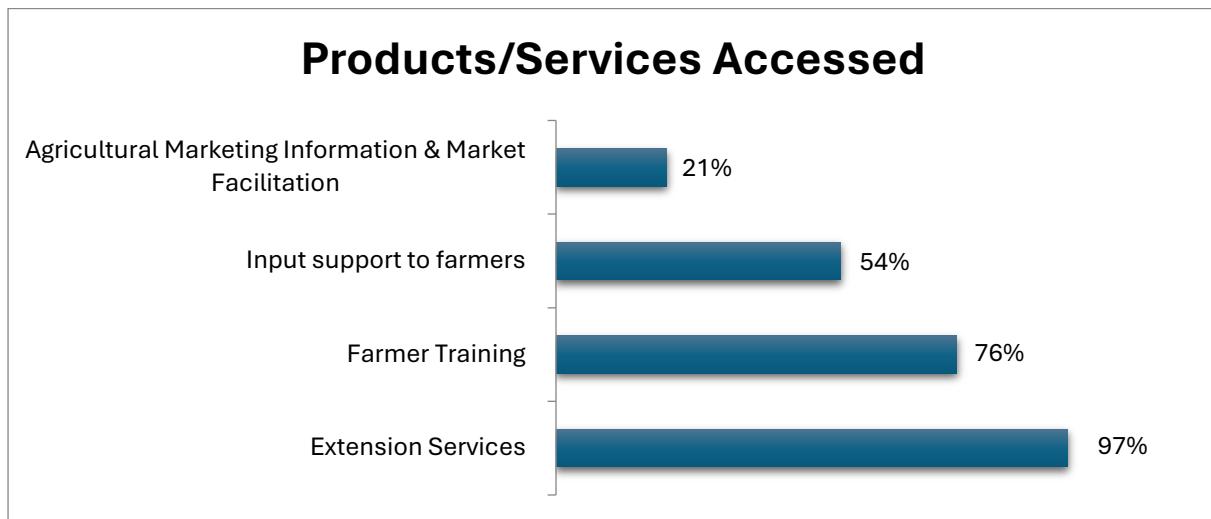
The survey captured responses from RADA's customer; the chart below highlights the categorization of the respondents. Note, respondents were allowed to select more than one role, resulting in cumulative percentages exceeding 100%. The distribution is as follows: Crop Farmer (93%), Livestock Farmer (58%), Agri-Business Operator/Agro-Entrepreneur (4%) and Dairy Farmer (3%).



The table below shows where the respondents reside. The vast majority (18%) of respondents are from the parish of Hanover.

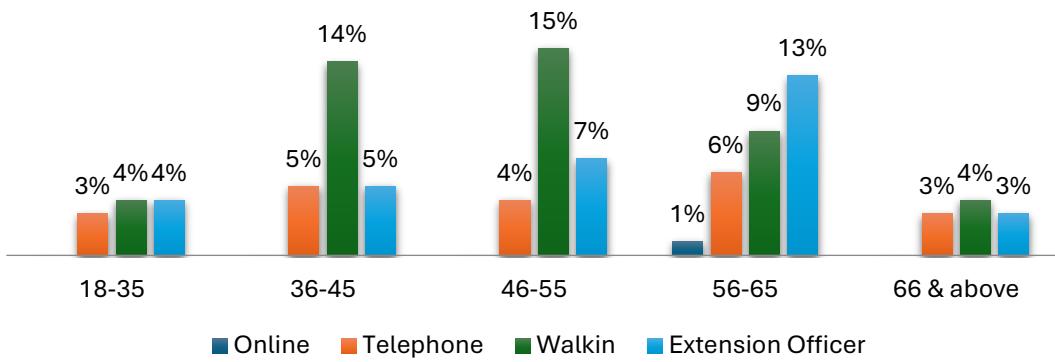


Feedback indicate *Extension services* is the most utilized service, accessed by (97%) of respondents, followed by *Farmer training* (76%) and *input support to farmers* (54%).



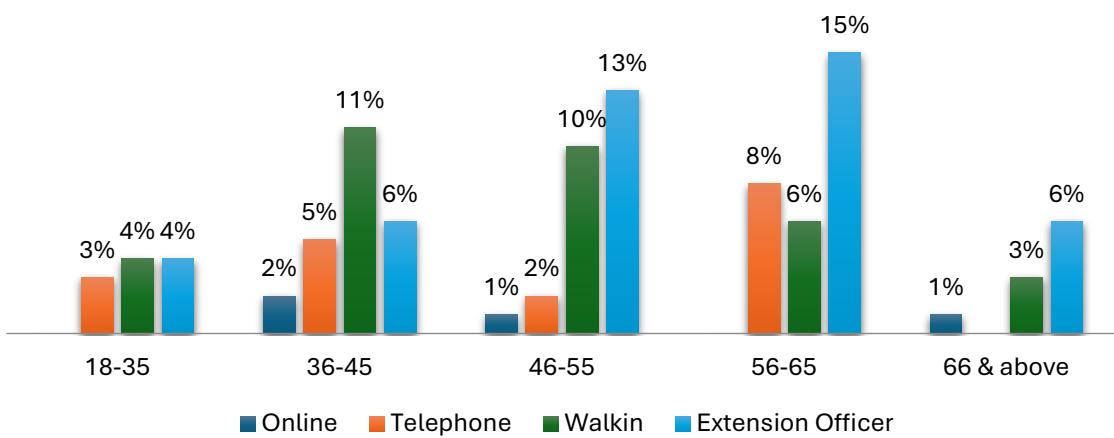
For the 18–35 demographic, Walk-in and Extension access are the most dominant options with (4%) each. In the 36–45 group: Walk-in is the most utilized with (14%), followed by Extension Officer and Telephone access which both accounted for (5%) each. The 46–55 group shows Walk-in access (15%), followed by Extension Officer (7%) and Telephone access (4%). Among those aged 56–65, access by Extension Officer (13%) is the most method utilized, followed by Walk-in (9%), Telephone (6%) and Online (1%). In the 66 & above group, Walk-in is dominant with (4%) followed by Extension Officer and Telephone access which both accounted for (3%) each.

Current Method of Access

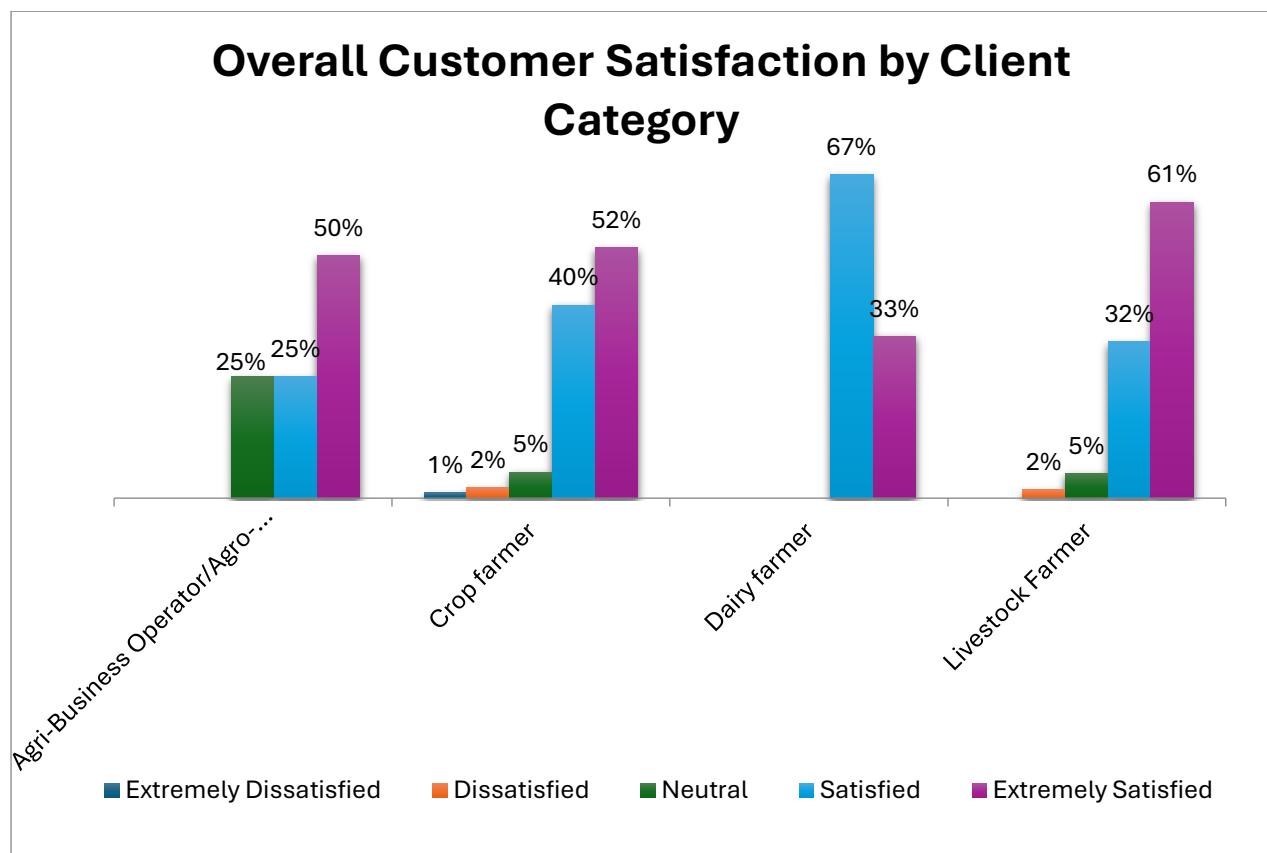


Among individuals aged 18–35, the highest preferences are split evenly between Walk-in and Extension Officer which accounted for (4%) each, followed by Telephone access (3%). In the 36–45 age group, Walk-in (11%) is the most preferred option, followed by Extension Officer (6%), Telephone (5%) and Online (2%). For those aged 46–55, the most preferred method is Extension Officer (13%), followed by Walk-in (10%), Telephone (2%) and Online (1%). Respondents aged 56–65 show a preference for Extension Officer (15%), followed by Telephone (8%) and Walk-in (6%). In the 66 & above group, Extension Officer (6%) is the most preferred, while Walk-in (3%) and Online (1%) were the least selected.

Preferred Method of Access



The chart below highlights the Overall Customer Satisfaction by Client Category: Across all categories, the feedback indicates an overall positive perception of services with some variation by client type, a minority highlighted dissatisfaction. Agri-Business Operator/Agro-Entrepreneur report extremely satisfied (50%), satisfied (25%) and neutral (25%). Crop farmer report extremely satisfied (52%), satisfied (40%), neutral (5%), dissatisfied (2%) and extremely dissatisfied (1%). Dairy farmer report extremely satisfied (33%) and satisfied (67%). Livestock farmer report extremely satisfied (61%), satisfied (32%), neutral (5%) and dissatisfied (2%).

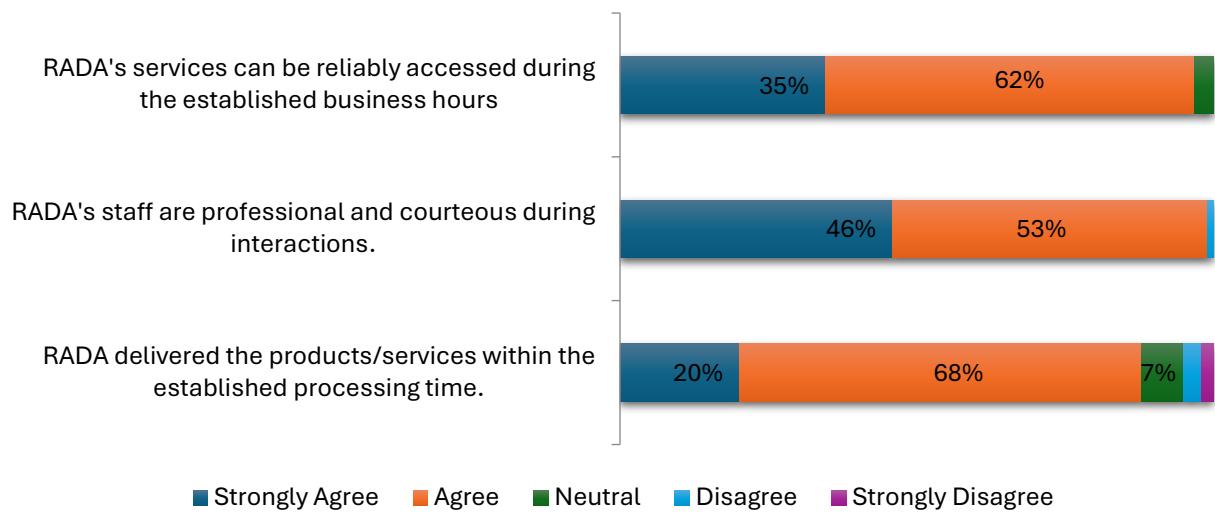


Level of Satisfaction: Reliability of Service

For the service dimension of Reliability, RADA obtained a rating of (85%). This represents an increase from 2022/23 rating of (80.5%).

Respondents were asked to rate their experience in the area of reliability. Reliability is based on three key indicators: timeliness of service delivery, staff professionalism and courtesy, and accessibility during business hours.

Customer Feedback on Reliability of Service



	Strongly Agree	Agree	Neutral	Disagree
RADA delivered the products/services within the established processing time	20%	68%	7%	3%
RADA's staff is professional and courteous during interactions	46%	53%	0%	1%
RADA's services can be reliably accessed during the established business hours	35%	62%	3%	0%

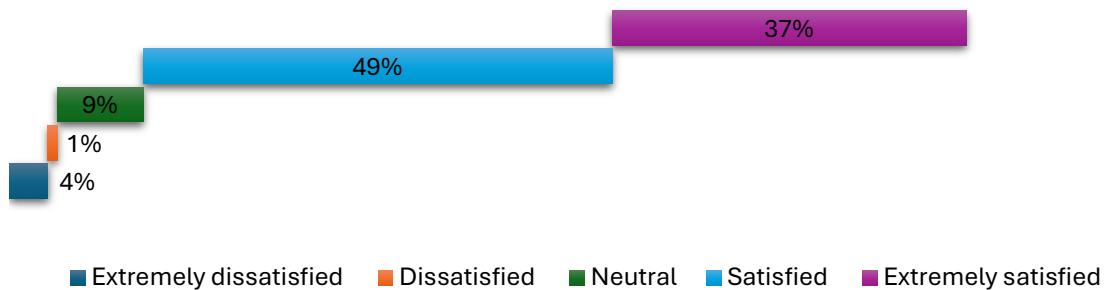
Timeliness of service delivery - When asked whether the entity delivered products and services within the established processing time, majority of respondents (88%) either agreed or strongly agreed while (3%) disagreed and (7%) remained neutral.

Staff professionalism and courtesy – A significant (99%) of respondents agreed or strongly agreed that staff members are professional and courteous during interactions, whether in person or by telephone. This reflects an overwhelmingly positive view of the staff's conduct and interpersonal skills.

Accessibility during business hours - The reliability of access to services during official business hours, (97%) of respondents indicated agreement or strong agreement: representing a high level of confidence among clients that services are available as expected. A mere (3%) were neutral, indicating minimal concern in this

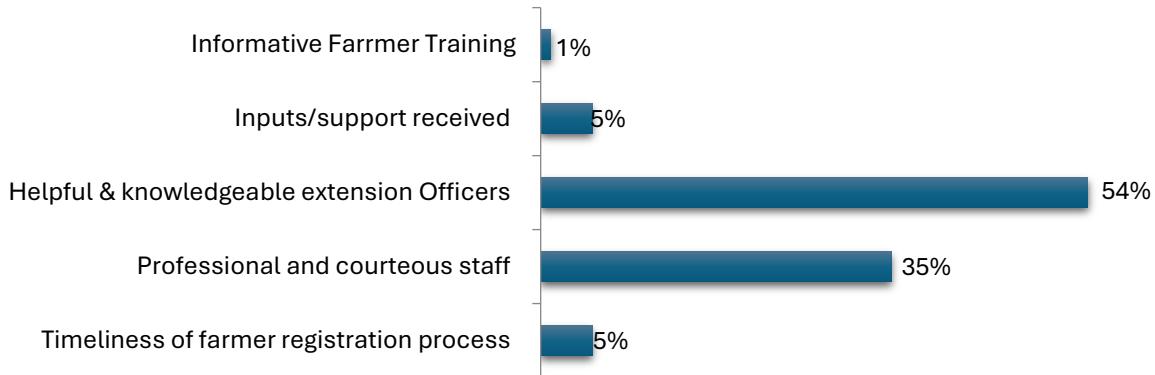
area.

Overall Satisfaction: Quality of Products/Services



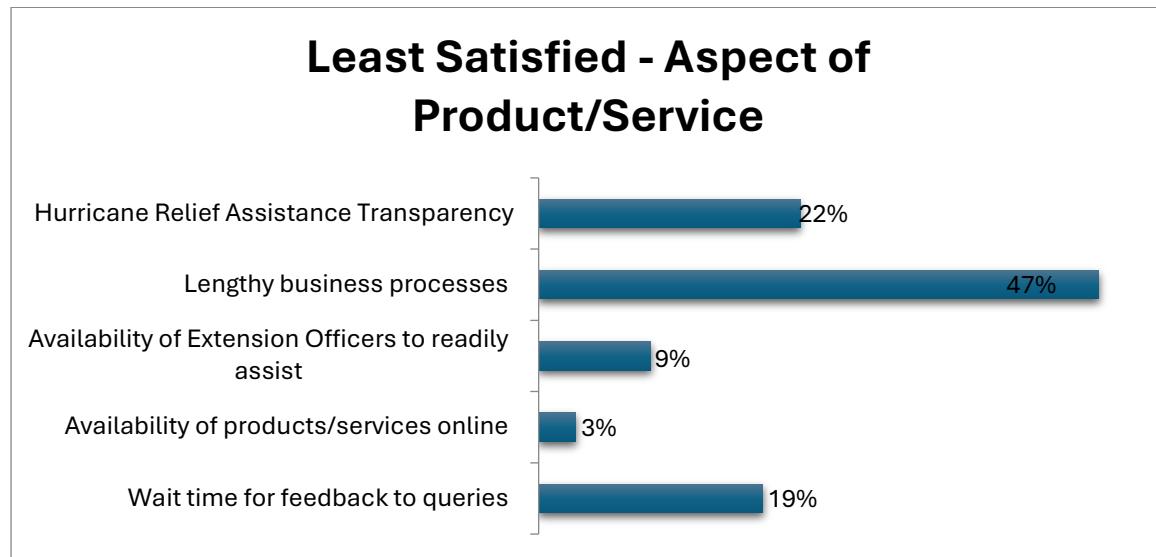
Overall satisfaction with the entity's products and services is predominantly positive, with (86%) of respondents reporting being either satisfied (49%) or extremely satisfied (37%) while (9%) felt neutral and (4%) were extremely dissatisfied which suggest room for improvement in engagement or service impact. These results reflect a strong general approval, with an opportunity to convert neutral and dissatisfied users into more satisfied clients through targeted improvements.

Most Satisfied - Aspect of Product/Service



The aspect of the product/service that respondents were most satisfied with was the *Helpful & knowledgeable extension officers*, with (54%) expressing satisfaction,

highlighting its significant value to users. *Professional and courteous staff* was the second most appreciated aspect, receiving (35%) satisfaction.

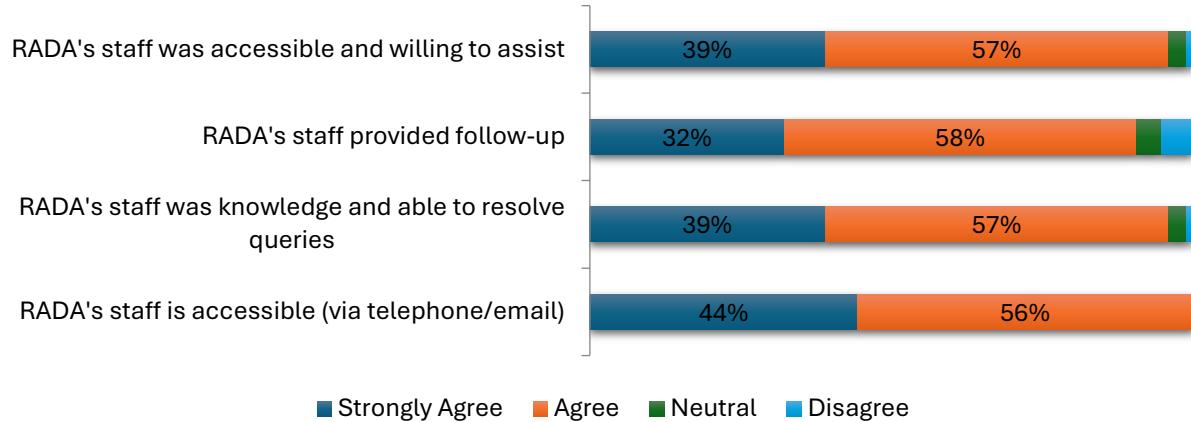


The aspect respondents felt least satisfied with was *Lengthy business processes*, cited by (47%), indicating a significant concern. *Hurricane Relief Assistance Transparency* as the second most noted issue, with (22%) expressing dissatisfaction, pointing to the need for an evaluation of transparency of the distribution process.

Level of Satisfaction: Staff Responsiveness

For the service dimension of Responsiveness, RADA obtained a rating of (87%). This represents an increase from 2022/23 rating of (84.3%). Respondents were asked to rate their experience in the area of responsiveness. Responsiveness is based on three key indicators: staff accessibility, staff knowledge and staff helpfulness

Customer Feedback on Staff Responsiveness



	Strongly Agree	Agree	Neutral	Disagree
RADA's staff is accessible (via telephone/email)	44%	56%	0%	0%
RADA's staff was knowledge and able to resolve queries	39%	57%	3%	1%
RADA's staff provided follow-up	32%	58%	4%	5%
RADA's staff was accessible and willing to assist	39%	57%	3%	1%

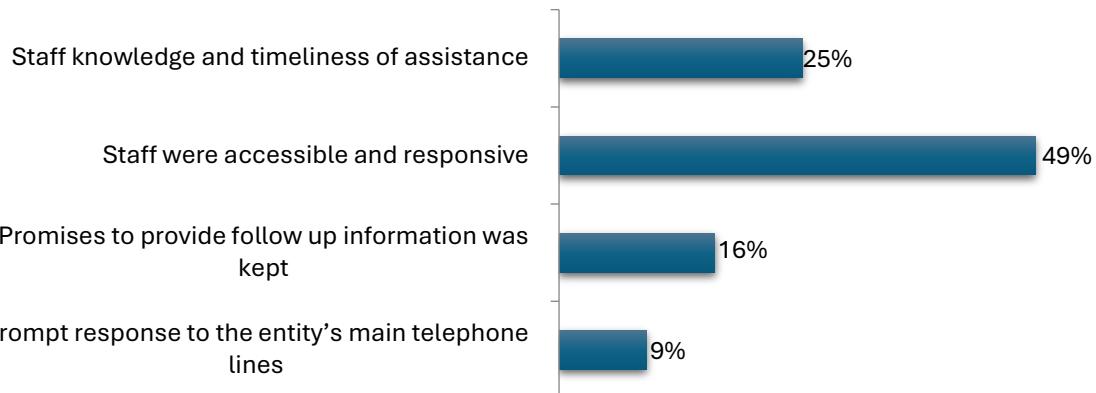
Staff Accessibility (Phone/Email) – (100%) of respondents felt staff was accessible via telephone or email, with (44%) strongly agreeing and (56%) agreeing. This indicates strong availability and responsiveness through communication channels.

Staff Knowledge and Ability to Resolve Queries - An impressive (96%) agree/strongly agree that staff were knowledgeable and capable. This reflects high confidence in staff expertise and their ability to handle inquiries effectively.

Follow-Up Communication – A total of (90%) strongly agree/agree follow-up was provided when applicable, (4%) neutral and (5%) disagreed. This suggests that most customers received follow-ups; however there may be inconsistencies that need addressing.

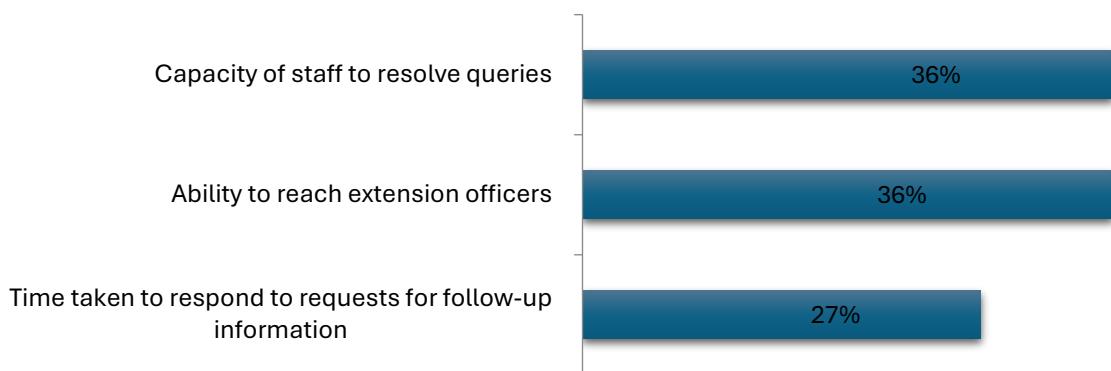
General Staff Helpfulness – An overwhelming of (96%) felt staff was generally accessible and willing to assist. This highlights a strong customer service culture, with a mere (3%) of respondents expressing neutrality.

Responsiveness: Most Satisfied



The respondents highlighted *Staff were accessible and responsive* (49%) as the area they were most satisfied with, followed by *Staff knowledge and timeliness of assistance* (25%).

Responsiveness: Least Satisfied



The most significant concern among respondents was *Ability to reach extension officers* and *Capacity of staff to resolve queries* with (36%) each identifying these as the least satisfactory aspect. This indicates a gap in communication and service/issue resolution.

Level of Satisfaction: Access & Facility

For the service dimension of Access & Facility, RADA obtained a rating of (80%).

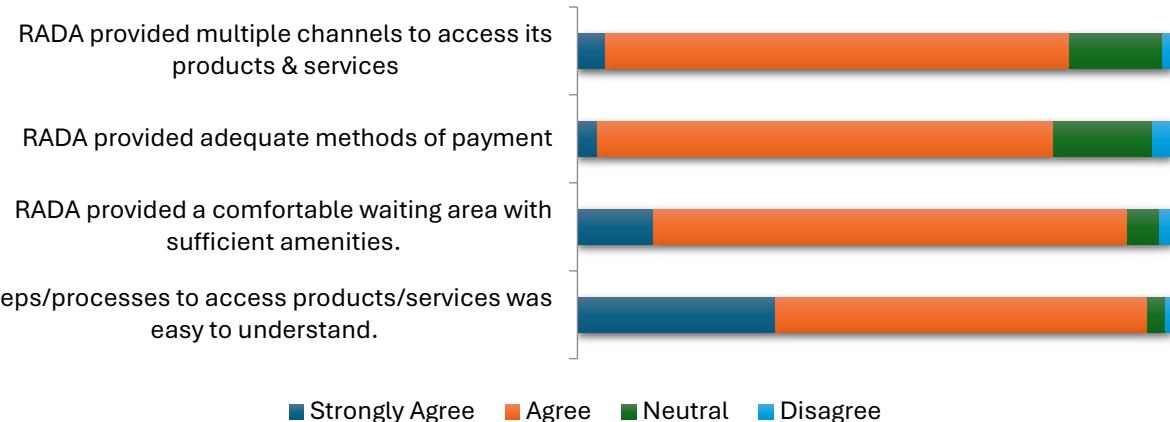
This represents a decrease from 2022/23 rating of (82.8%).

Respondents were asked to rate their experience in the area of Access & Facilities.

Access & Facility is based on four key indicators: Ease of Access to

Products/Services, Comfort of Waiting Areas and Amenities, Adequate Methods of Payment and Availability of Multiple Access Channels.

Customer Feedback on Access & Facility



	Strongly Agree	Agree	Neutral	Disagree
Steps/processes to access products/services was easy to understand.	33%	63%	3%	1%
RADA provided a comfortable waiting area with sufficient amenities.	13%	80%	5%	2%
RADA provided adequate methods of payment	3%	77%	17%	3%
RADA provided multiple channels to access its products & services	5%	78%	16%	2%

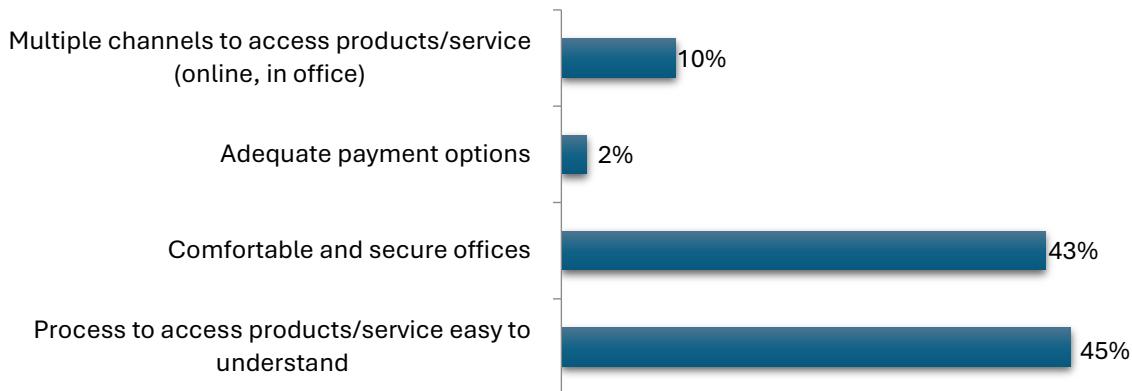
Ease of Access to Products/Services - This area received overwhelmingly positive feedback, with (96%) of respondents' agreeing/strongly agreeing the process was easy to understand. The high satisfaction indicates RADA's systems are clear, simple, and user-friendly.

Comfort of Waiting Areas and Amenities – The majority of respondents (93%) strongly agreed/agreed the waiting areas were comfortable, but (7%) either neutral or dissatisfied. This suggests room for improvement in seating, cooling, or other amenities to enhance the on-site experience.

Adequate Methods of Payment - A moderate (80%) of respondents strongly agreed/agreed that payment options were adequate, showing that the entity offers convenient and accessible methods. While (3%) expressed dissatisfaction and (17%) were neutral.

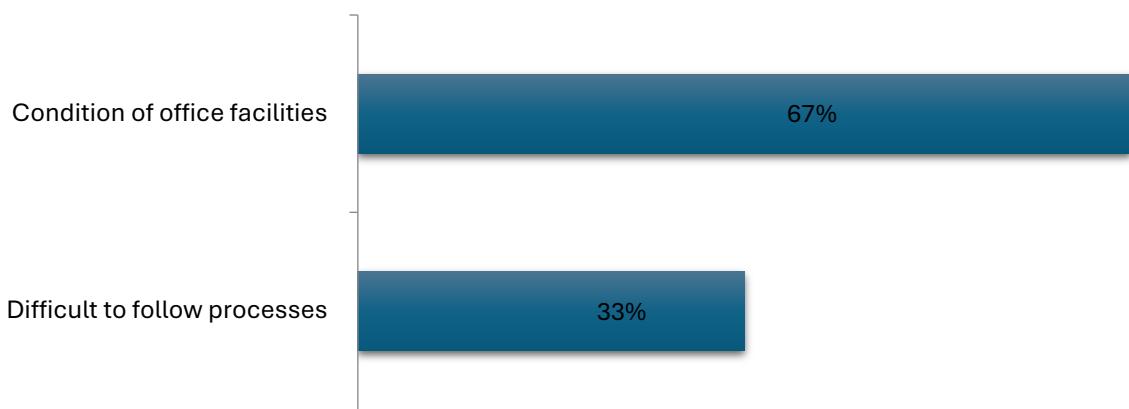
Availability of Multiple Access Channels – The majority of respondents (83%) strongly agreed/agreed there were sufficient access channels (online and in-person), however a notable (16%) were neutral. This suggests some customers face limitations or are unaware of all available options.

Access & Facilities: Most Satisfied



The respondents highlighted *Process to access products/service easy to understand* (45%) as the area they were most satisfied with, followed by *Comfortable and secure offices* with (43%) and (10%) identified *Multiple channels to access products/service (online, in office)*.

Access & Facilities: Least Satisfied



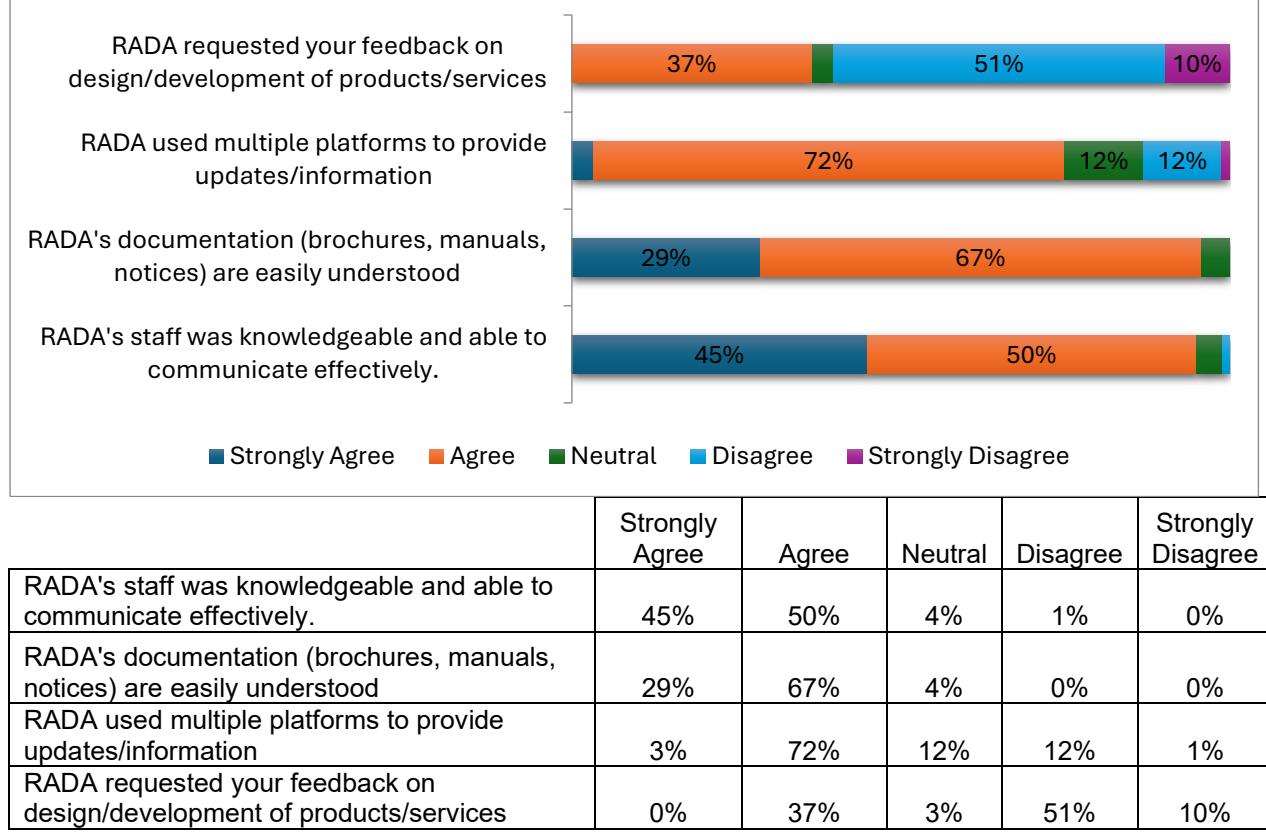
The most significant concern among respondents was *Condition of office facilities* with (67%) identifying this as the least satisfactory aspect, followed by (33%) *Difficult to follow processes*.

Level of Satisfaction: Communication

For the service dimension of Communication, RADA obtained a rating of (75%). This represents a decrease from 2022/23 rating of (83.6%)

Respondents were asked to rate their experience in the area of Communication. Communication is based on four key indicators: soliciting customer feedback on design/development of products/services, clear and concise documentation, quality of staff's communication and utilizing multiple platforms to provide information/updates.

Customer Feedback on Communication



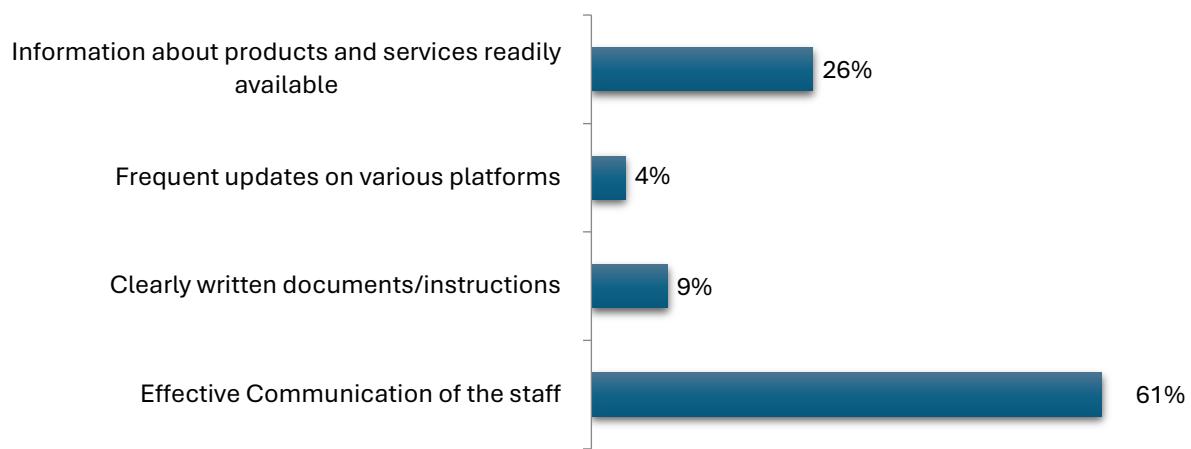
Quality of staff's communication - A strong majority of respondents (95%) either *strongly agreed* (45%) or *agreed* (50%) that RADA's staff were knowledgeable and communicated effectively, indicating high confidence in staff capabilities.

Clear and concise documentation – Majority of respondents (96%) found RADA's materials clear and easy to understand (*strongly agree*: 29%, *agree*: 67%).

Utilizing multiple platforms to provide information/updates – A moderate majority of respondents (75%) either *strongly agreed* (3%) or *agreed* (72%) that RADA *used multiple platforms to provide updates/information*. A significant (25%) were neutral or dissatisfied; this highlights an opportunity for improvement.

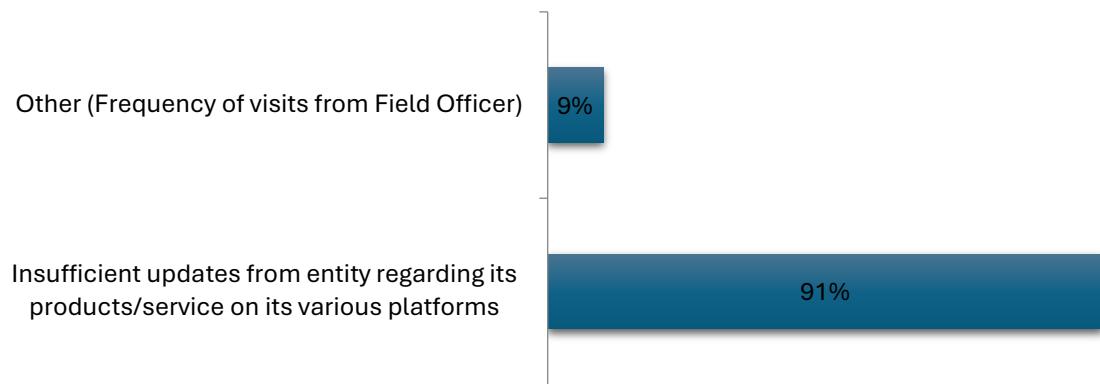
Soliciting customer feedback on design/development of products/services – The majority of respondents (61%) indicated disagreement/strongly disagreement that RADA requested their feedback, while (37%) *agreed*. This suggests a clear opportunity for RADA to improve stakeholder engagement in design and development processes.

Communication: Most Satisfied



The areas respondents were most satisfied with was *Effective communication of the staff* (61%), followed by *Information about products and services readily available* (26%).

Communication: Least Satisfied



The most significant concern among respondents was *Insufficient updates received from RADA* with (91%), followed by *Frequency of visits from Field Officers* (9%).

National Fisheries Authority (NFA)



Overview of Main Findings

National Fisheries Authority (NFA) was assessed across four key areas: Staff Responsiveness, Accessibility and Facilities, Service Reliability, and Communication. According to the Service Excellence Policy, a satisfaction rating of 80% or above is considered as meeting the satisfaction standard, while any rating below 80% is categorized as did not meet the required satisfaction standard.

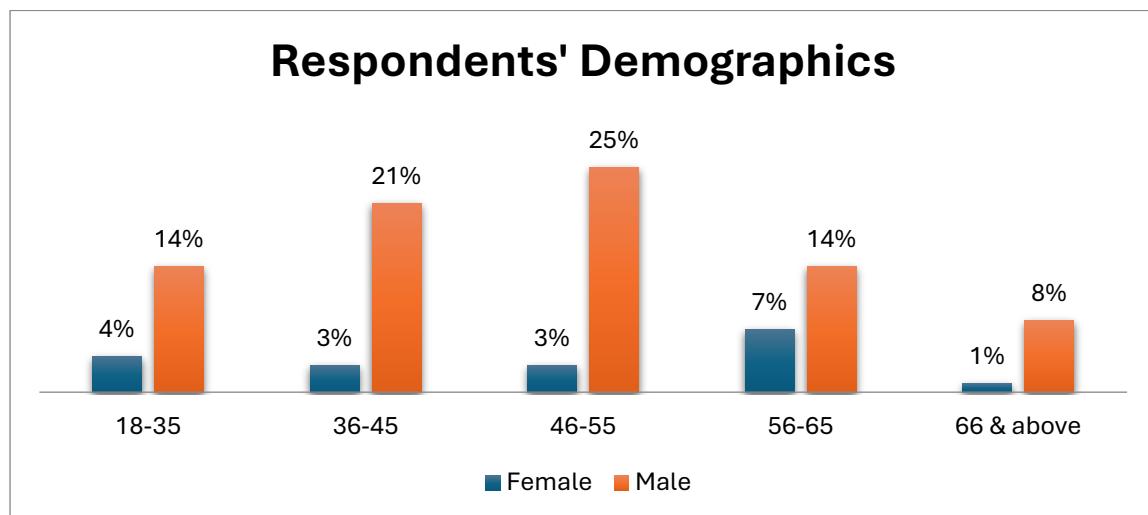
National Fisheries Authority recorded an overall customer satisfaction rating of 79% for 2024/25 this represents a decrease from the 2022/23 rating of 84%.

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

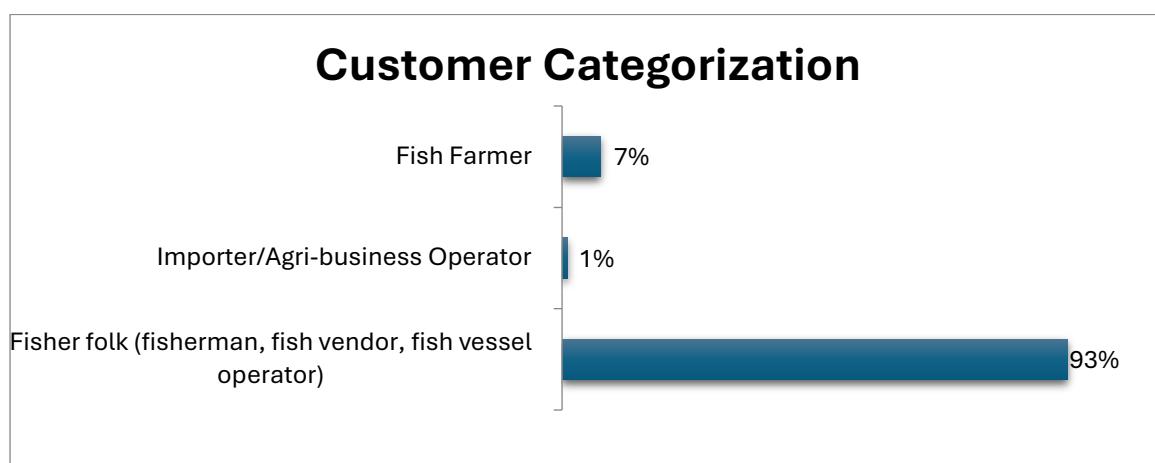
NFA's 2024/25 Overall Rating = 79%				
Service Dimensions	Reliability	Responsiveness	Access & Facility	Communication
	82%	81%	80%	71%

Respondents' Demographics

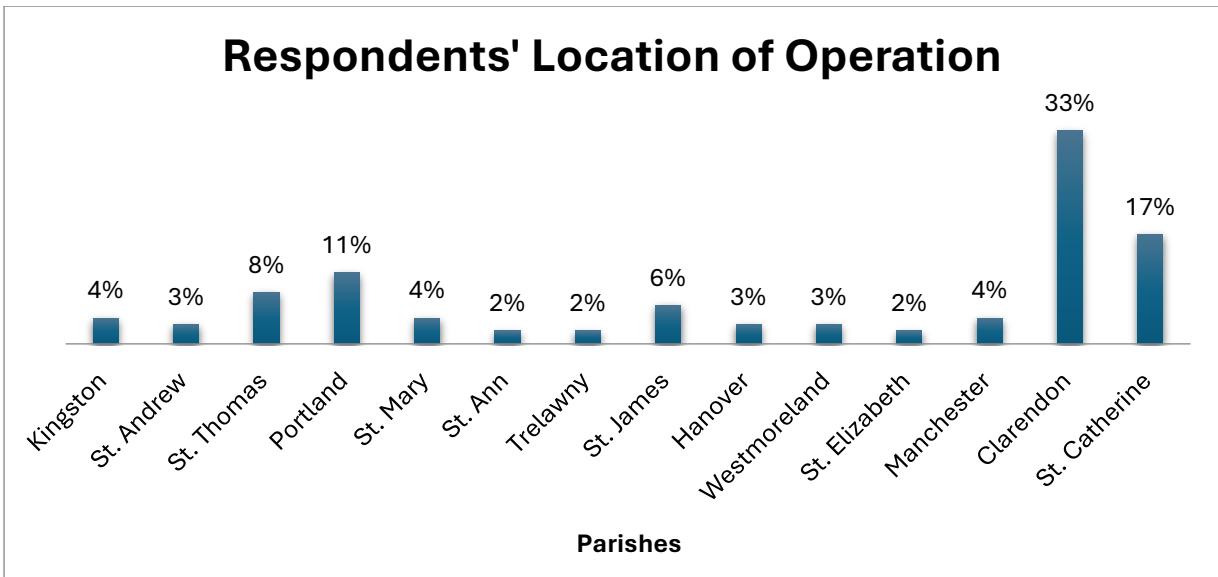
The survey garnered feedback from a total of 100 respondents; the vast majority of respondents were male (82%) while (18%) were female. The majority of respondents (28%) were aged 46-55 while (24%) were aged 36-45, (21%) were aged 56-65, (18%) were aged 18-35 and (9%) of respondents were over the age of 66.



The survey captured responses from NFA's customer; the chart below highlights the categorization of the respondents. Note, respondents were allowed to select more than one role, resulting in cumulative percentages exceeding 100%. The distribution is as follows: Fisherfolk (93%), Fish Farmer (7%) and Importer/Agri-business Operator (1%).

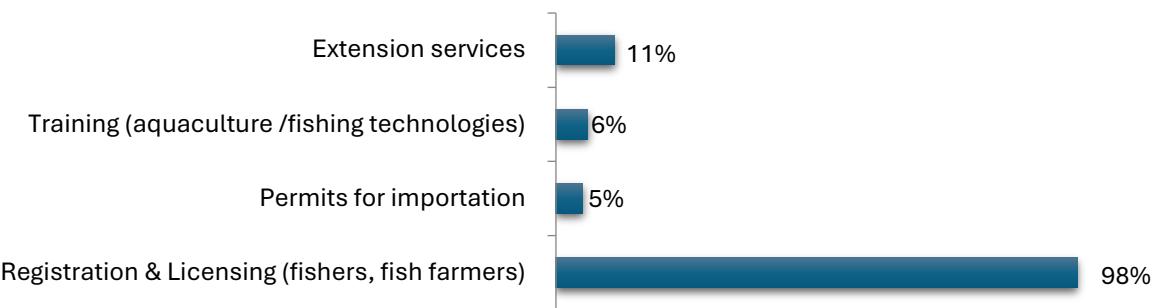


The table below shows where the respondents reside. The vast majority (33%) of respondents are from the parish of Clarendon.



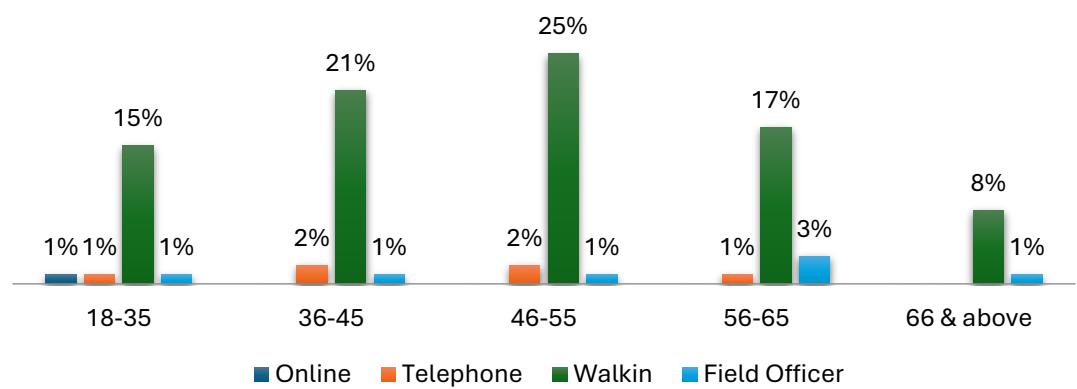
Feedback indicate Registration & Licensing is the most utilized service, accessed by (98%) of respondents, followed by Extension services with (11%).

Products/Services Accessed



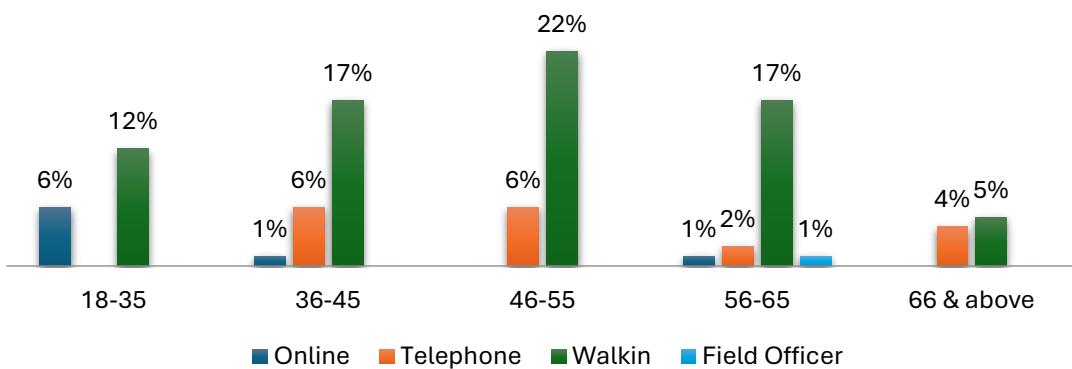
For the 18–35 demographic, Walk-in access (15%) is the dominant option, followed by Telephone, Field Officer and Online access which all account for (1%) each. In the 36–45 group: Walk-in (21%), Telephone (2%) and Field Officer (1%). The 46–55 group shows Walk-in access (25%), followed by Telephone (2%) and Field Officer (1%). Among those aged 56–65, Walk-in access (17%) continues to be the most common followed by Field Officer (3%) and Telephone (1%). In the 66 & above group, Walk-in is dominant with (8%) followed by Field Officer (1%).

Current Method of Access



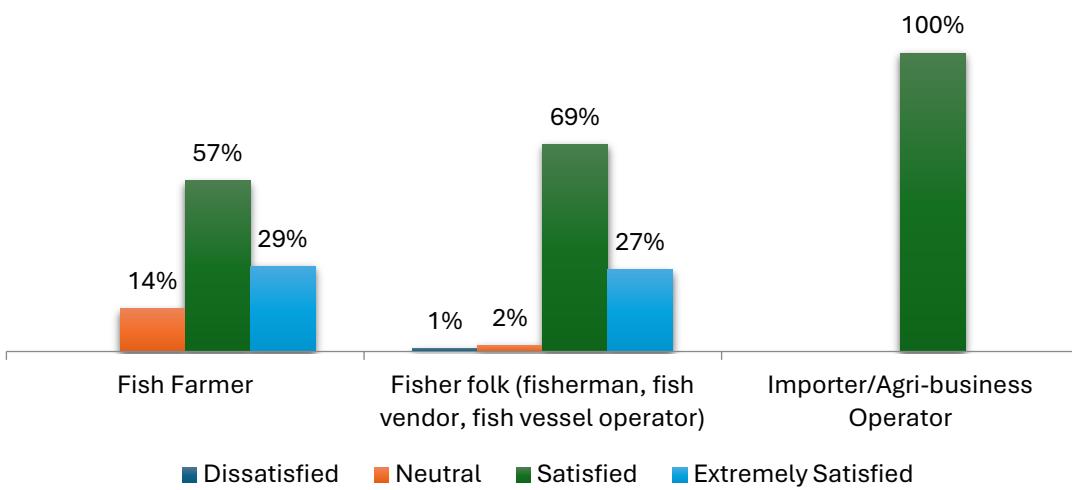
Among individuals aged 18–35, the highest preference is Walk-in access (12%), followed by Online (6%). In the 36–45 age group, Walk-in access is the preferred option with (17%), followed by Telephone (6%) and Online (1%). For those aged 46–55, the most preferred method is Walk-in (22%), followed by Telephone (6%). Respondents aged 56–65 show a preference for Walk-in (17%), followed by Telephone (2%), Online and Field Officer each accounted for (1%). In the 66 & above group, Walk-in (5%) is the most preferred option, followed by Telephone (4%).

Preferred Method of Access



The chart below highlights the Overall Customer Satisfaction by Client Category: Across all categories, the feedback indicates an overall positive perception of services with some variation by client type. Importer/Agri-Business Operator report (100%) satisfaction with services received. Fisher folk report extremely satisfied (27%), satisfied (69%), neutral (2%) and dissatisfied (1%). Fish farmer report extremely satisfied (29%), satisfied (57%) and neutral (14%).

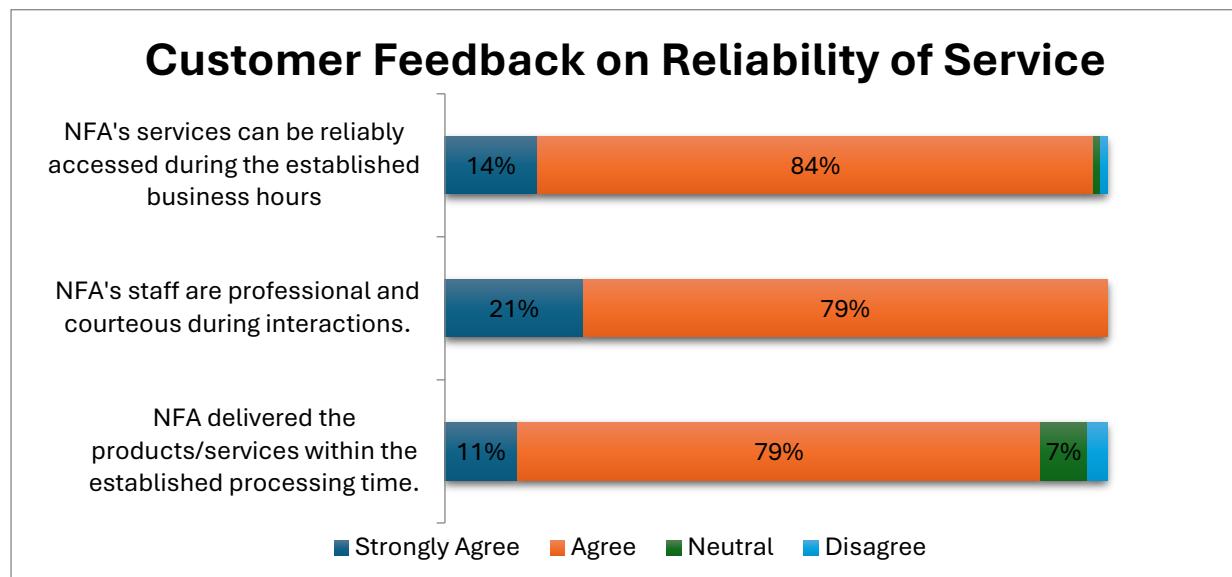
Overall Customer Satisfaction by Client Category



Level of Satisfaction: Reliability of Service

For the service dimension of Reliability, NFA obtained a rating of (82%). This represents a decrease from 2022/23 rating of (84.4%).

Respondents were asked to rate their experience in the area of reliability. Reliability is based on three key indicators: timeliness of service delivery, staff professionalism and courtesy, and accessibility during business hours.



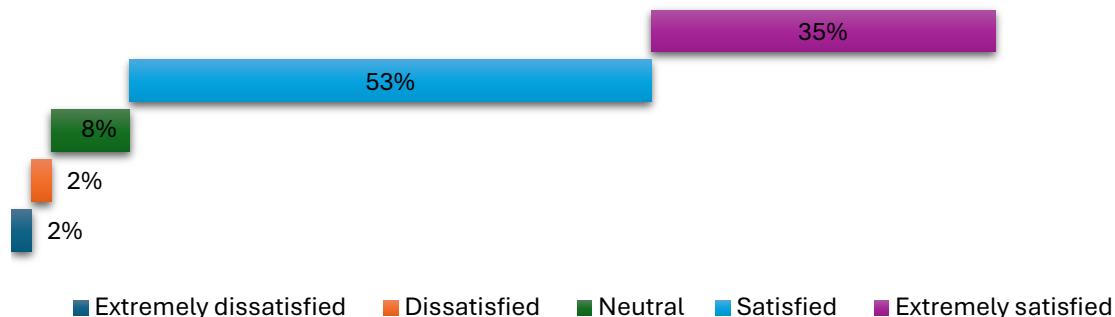
	Strongly Agree	Agree	Neutral	Disagree
NFA delivered the products/services within the established processing time	11%	79%	7%	3%
NFA's staff is professional and courteous during interactions	21%	79%	0%	0%
NFA's services can be reliably accessed during the established business hours	14%	84%	1%	1%

Timeliness of service delivery - When asked whether the entity delivered products and services within the established processing time, majority of respondents (90%) either agreed or strongly agreed while (3%) disagreed and (7%) remained neutral.

Staff professionalism and courtesy – (100%) of respondents agreed or strongly agreed that staff members are professional and courteous during interactions, whether in person or by telephone. This reflects an overwhelmingly positive view of the staff's conduct and interpersonal skills.

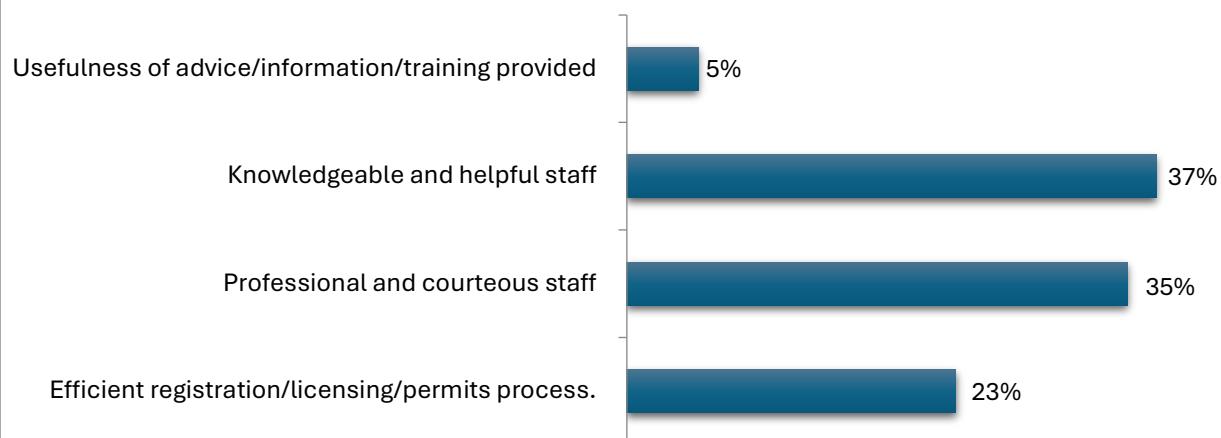
Accessibility during business hours - The reliability of access to services during official business hours, (98%) of respondents indicated agreement or strong agreement: representing a high level of confidence among clients that services are available as expected. A mere (1%) disagreed and (1%) were neutral, indicating minimal concern in this area.

Overall Satisfaction: Quality of Products/Services



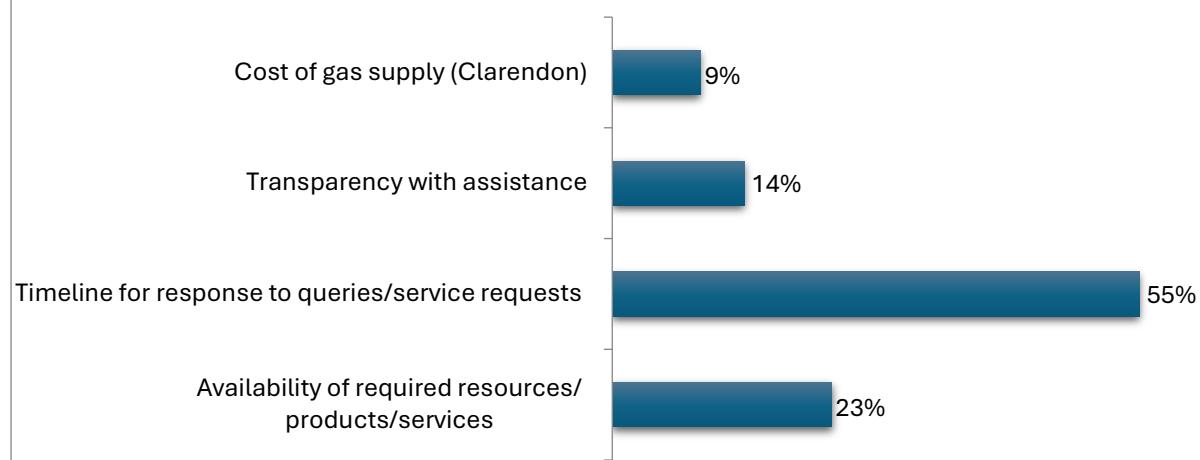
Overall satisfaction with the entity's products and services is predominantly positive, with (88%) of respondents reporting being either satisfied (53%) or extremely satisfied (35%) while (8%) felt neutral, indicating neither satisfaction nor dissatisfaction, which may suggest room for improvement in engagement or service impact. These results reflect a strong general approval, with an opportunity to convert neutral users into more satisfied clients through targeted improvements.

Most Satisfied - Aspect of Product/Service



The aspect of the product/service that respondents were most satisfied with was the *Knowledgeable & helpful staff*, with (37%) expressing satisfaction, highlighting its significant value to users. *Professional and courteous* was the second most appreciated aspect, receiving (35%) satisfaction, followed by *efficient registration/licensing/permits process with* (23%).

Least Satisfied - Aspect of Product/Service



The aspect respondents felt least satisfied with was *Timeline for response to queries/service requests*, cited by (55%), indicating a significant concern. *Availability of required resources/ products/services* was the second most noted issue, with (23%) expressing dissatisfaction and (14%) identified *Transparency with assistance* as a concern.

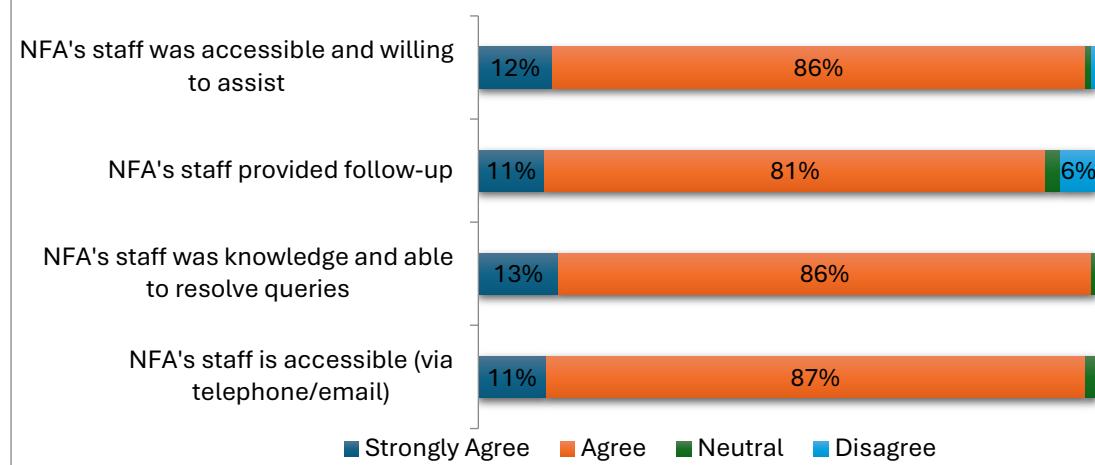
Level of Satisfaction: Staff Responsiveness

For the service dimension of Responsiveness, NFA obtained a rating of (81%). This represents a decrease from 2022/23 rating of (86.5%).

Respondents were asked to rate their experience in the area of responsiveness.

Responsiveness is based on three key indicators: staff accessibility, staff knowledge and staff helpfulness

Customer Feedback on Staff Responsiveness



	Strongly Agree	Agree	Neutral	Disagree
NFA's staff is accessible (via telephone/email)	11%	87%	2%	0%
NFA's staff was knowledge and able to resolve queries	13%	86%	1%	0%
NFA's staff provided follow-up	11%	81%	2%	6%
NFA's staff was accessible and willing to assist	12%	86%	1%	1%

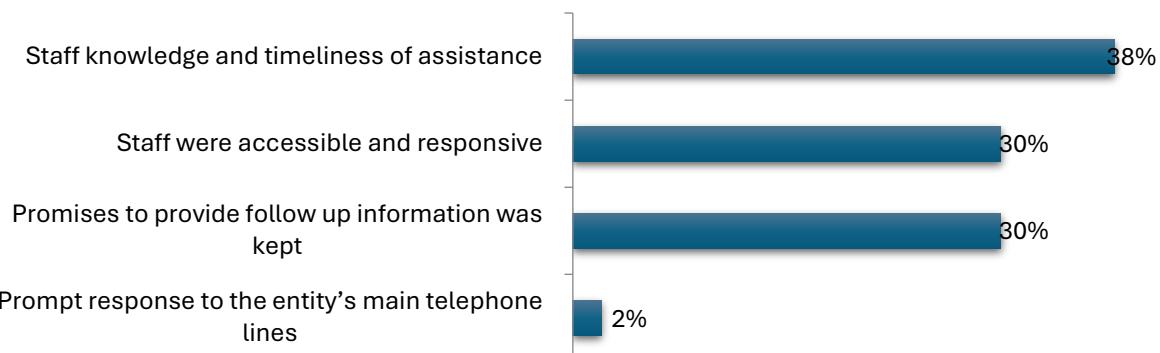
Staff Accessibility (Phone/Email) – The majority (98%) of respondents felt staff was accessible via telephone or email, with (11%) strongly agreeing and (87%) agreeing. This indicates strong availability and responsiveness through communication channels.

Staff Knowledge and Ability to Resolve Queries - An impressive (99%) agree/strongly agree that staff were knowledgeable and capable. This reflects high confidence in staff expertise and their ability to handle inquiries effectively.

Follow-Up Communication – A total of (92%) strongly agree/agree follow-up was provided when applicable, (2%) neutral and (6%) disagreed. This suggests that most customers received follow-ups; however, there may be inconsistencies that need addressing.

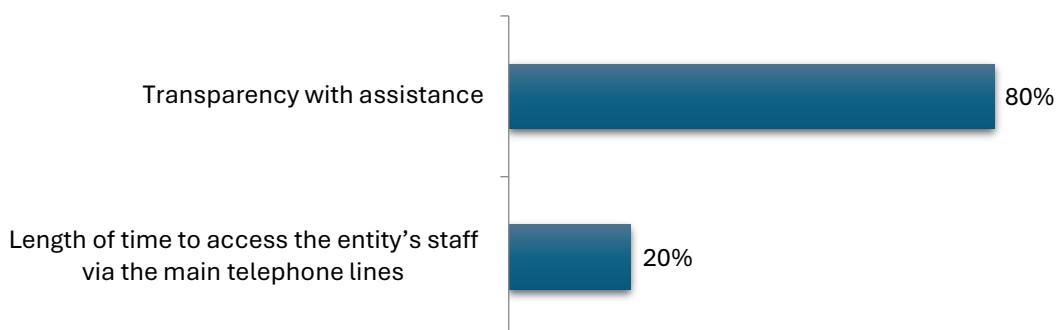
General Staff Helpfulness – An overwhelming of (98%) felt staff was generally accessible and willing to assist. This highlights a strong customer service culture, with a mere (1%) of respondents expressing neutrality.

Responsiveness: Most Satisfied



The respondents highlighted *Staff knowledge and timeliness of assistance* (40%) as the area they were most satisfied with.

Least Satisfied: Responsiveness



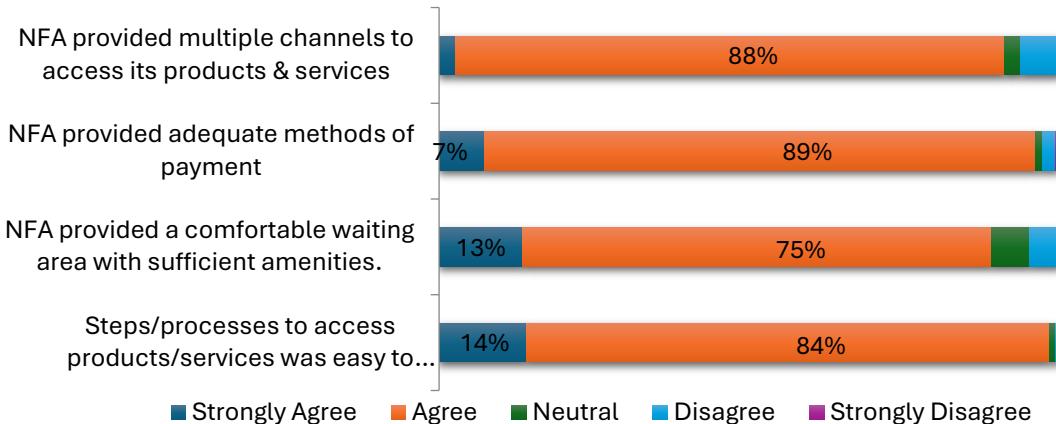
The most significant concern among respondents was *Transparency with assistance* with an overwhelming (80%) identifying this as the least satisfactory aspect. This indicates a gap in service delivery.

Level of Satisfaction: Access & Facility

For the service dimension of Access & Facility, NFA obtained a rating of (80%). This represents a decrease from 2022/23 rating of (83.7%).

Respondents were asked to rate their experience in the area of Access & Facilities. Access & Facility is based on four key indicators: Ease of Access to Products/Services, Comfort of Waiting Areas and Amenities, Adequate Methods of Payment and Availability of Multiple Access Channels.

Customer Feedback on Access & Facility



	Strongly Agree	Agree	Neutral	Disagree
Steps/processes to access products/services was easy to understand.	14%	84%	1%	1%
NFA provided a comfortable waiting area with sufficient amenities.	13%	75%	6%	5%
NFA provided adequate methods of payment	7%	89%	1%	2%
NFA provided multiple channels to access its products & services	3%	88%	3%	7%

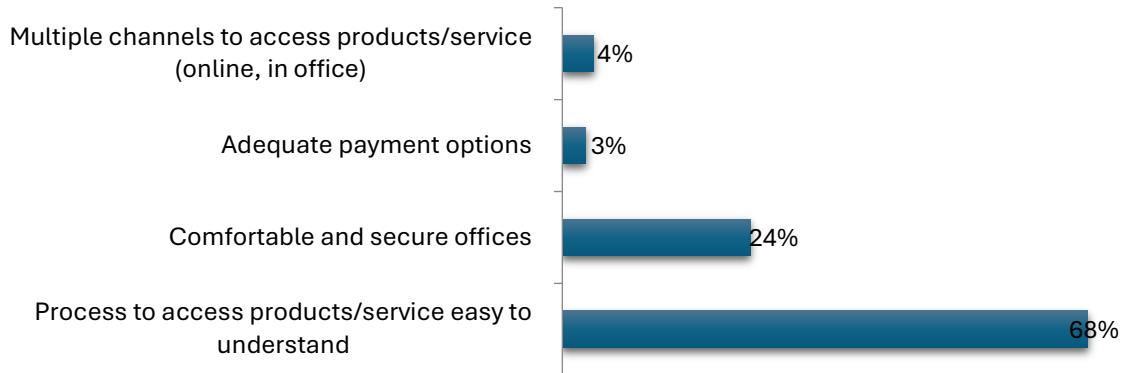
Ease of Access to Products/Services - This area received overwhelmingly positive feedback, with (98%) of respondents' agreeing/strong agreeing the process was easy to understand. The high satisfaction indicates NFA's systems are clear, simple, and user-friendly.

Comfort of Waiting Areas and Amenities – The majority of respondents (88%) strongly agreed/agreed the waiting areas were comfortable while (11%) either neutral/dissatisfied. This suggests room for improvement in seating, cooling, or other amenities to enhance the on-site experience.

Adequate Methods of Payment – The majority (96%) of respondents strongly agreed/agreed that payment options were adequate, showing that the entity offers convenient and accessible methods.

Availability of Multiple Access Channels – The majority of respondents (91%) strongly agreed/agreed there were sufficient access channels (online and in-person), however a notable (7%) were dissatisfied. This suggests some customers face limitations or are unaware of all available options.

Most Satisfied: Access & Facilities



The respondents highlighted *Process to access products/service easy to understand* (68%) as the area they were most satisfied with, followed by *Comfortable and secure offices* with (24%).

Least Satisficed: Access & Facilities



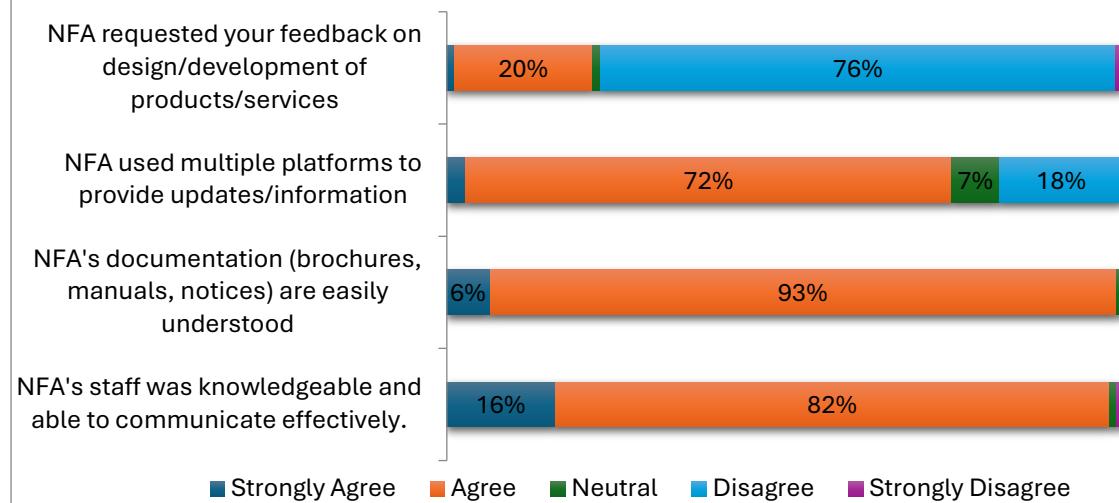
The most significant concern among respondents was *condition of office facilities* with (44%) identifying this as the least satisfactory aspect, while (33%) identified *Limited payment options* as a concern.

Level of Satisfaction: Communication

For the service dimension of Communication, NFA obtained a rating of (71%). This represents a decrease from 2022/23 rating of (81.5%)

Respondents were asked to rate their experience in the area of Communication. Communication is based on four key indicators: soliciting customer feedback on design/development of products/services, clear and concise documentation, quality of staff's communication and utilizing multiple platforms to provide information/updates.

Customer Feedback on Communication



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
NFA's staff was knowledgeable and able to communicate effectively.	16%	82%	1%	0%	1%
NFA's documentation (brochures, manuals, notices) are easily understood	6%	93%	1%	0%	0%
NFA used multiple platforms to provide updates/information	3%	72%	7%	18%	0%
NFA requested your feedback on design/development of products/services	1%	20%	1%	76%	1%

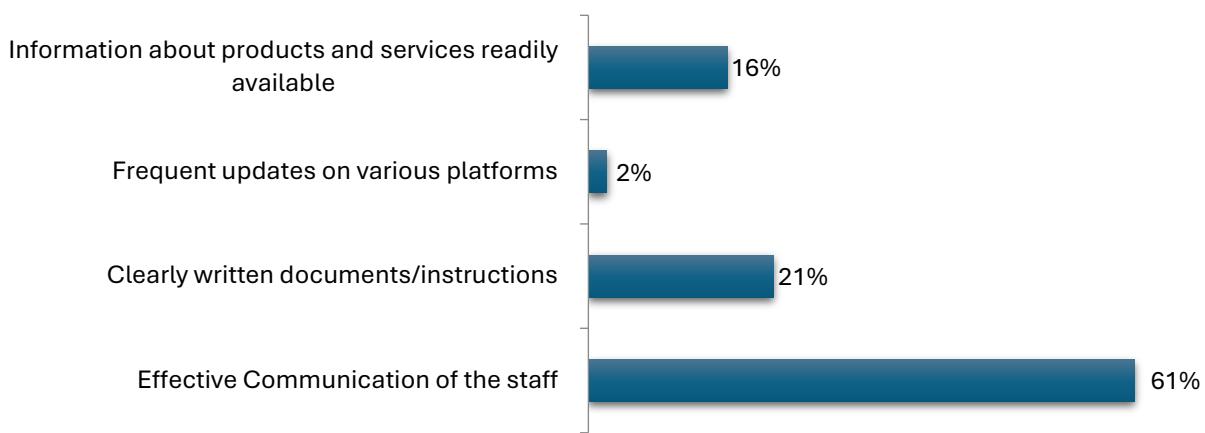
Quality of staff's communication - A strong majority of respondents (98%) either *strongly agreed* (16%) or *agreed* (82%) that NFA's staff were knowledgeable and communicated effectively, indicating high confidence in staff capabilities.

Clear and concise documentation – Majority of respondents (99%) found NFA's materials clear and easy to understand (*strongly agree*: 6%, *agree*: 93%).

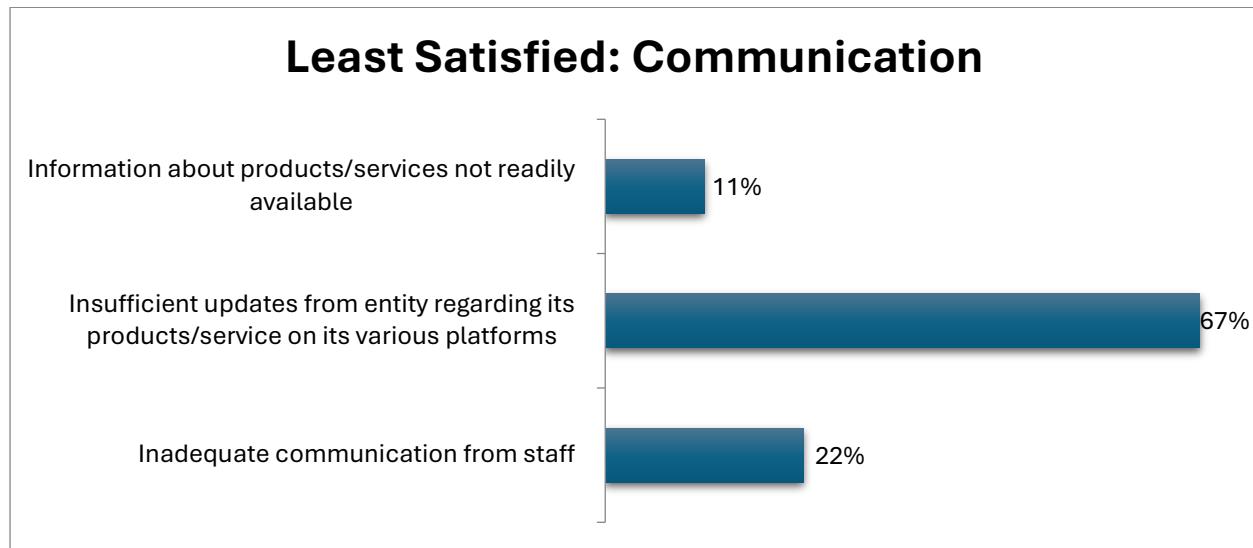
Utilizing multiple platforms to provide information/updates – A moderate majority of respondents (75%) either *strongly agreed* (3%) or *agreed* (72%) that NFA used *multiple platforms to provide updates/information*. However, a notable (18%) disagreed, which highlights room for improvement.

Soliciting customer feedback on design/development of products/services – The vast majority (76%) of respondents disagreed NFA requested their feedback, suggesting a clear opportunity for NFA to improve stakeholder engagement in design and development processes.

Most Satisfied: Communication



The area respondents were most satisfied with was *Effective communication of the staff* (61%), followed by *Clearly written documents/instructions* (21%).



The most significant concern among respondents was *Insufficient updates received from NFA* with (67%), followed by *Inadequate communication from staff* (22%).

National Irrigation Commission (NIC)



Overview of Main Findings

National Irrigation Commission (NIC) was assessed across four key areas: Staff Responsiveness, Accessibility and Facilities, Service Reliability, and Communication. According to the Service Excellence Policy, a satisfaction rating of 80% or above is considered as meeting the satisfaction standard, while any rating below 80% is categorized as did not meet the required satisfaction standard.

National Irrigation Commission recorded an overall customer satisfaction rating of 78% for 2024/25 this represents a decrease from the 2022/23 rating of 80%.

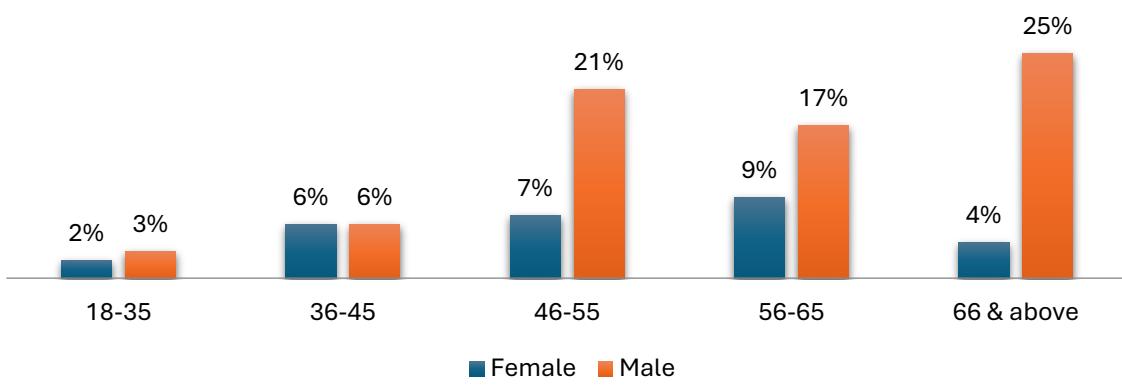
See table below for a performance breakdown in each service dimension:

NIC's 2024/25 Overall Rating = 78%				
Service Dimensions	Reliability	Responsiveness	Access & Facility	Communication
	80%	80%	80%	72%

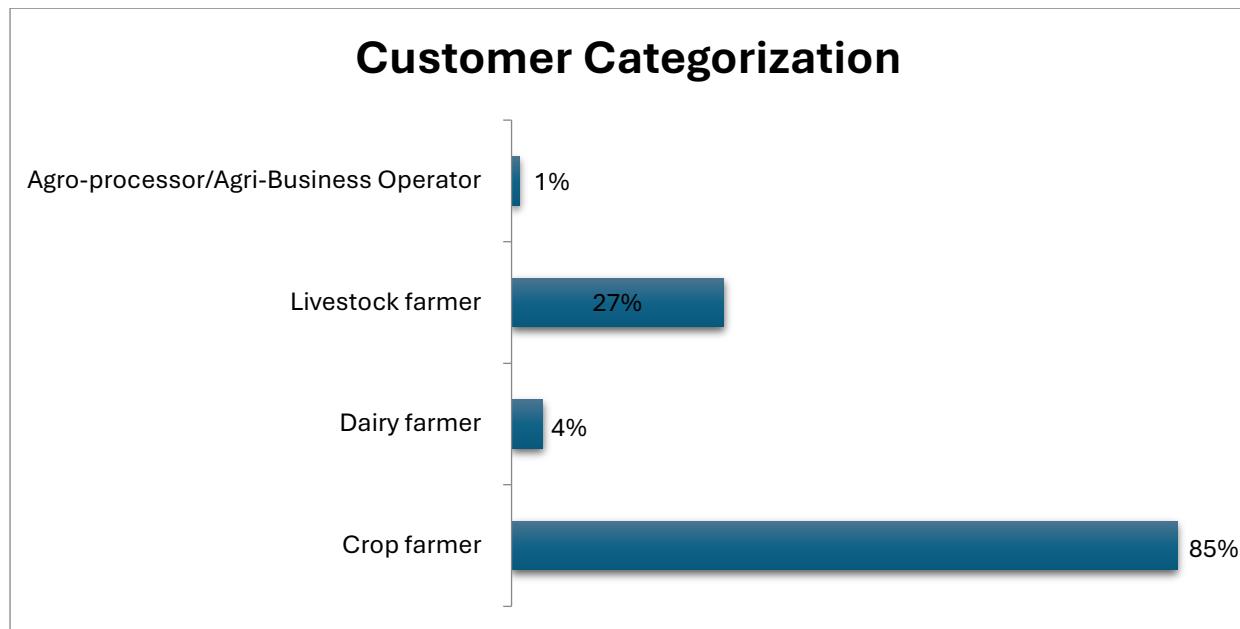
Respondents' Demographics

The survey garnered feedback from a total of 100 respondents; the vast majority of respondents were male (73%) and (27%) were female. The majority of respondents (29%) were aged 66 and above, (28%) were aged 46-55, (26%) was aged 56-65, (12%) were aged 36-45 and (5%) were aged 18-35.

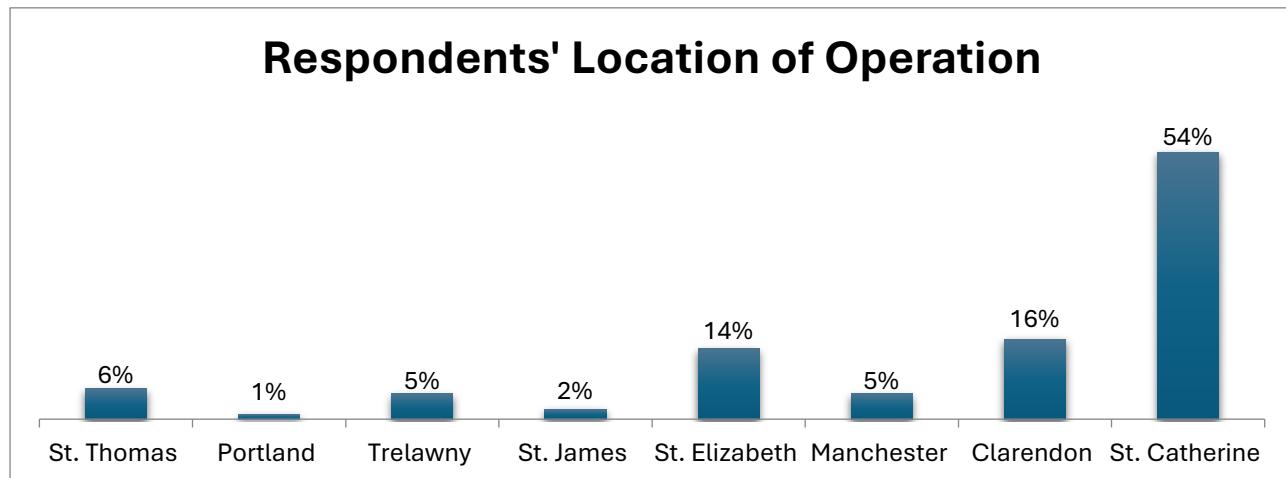
Respondents' Demographics



The survey captured responses from NIC's customer; the chart below highlights the categorization of the respondents. Note, respondents were allowed to select more than one role, resulting in cumulative percentages exceeding 100%. The distribution is as follows: Crop Farmer (85%), Livestock Farmer (27%), Dairy Farmer (4%), and Agro-Processor/Agri-Business Operator (1%).

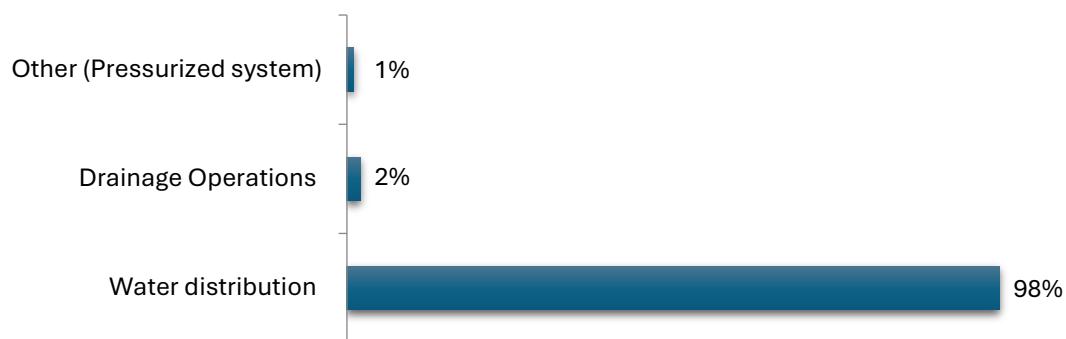


The table below shows where the respondents reside. The vast majority (54%) of respondents are from the parish of St. Catherine.



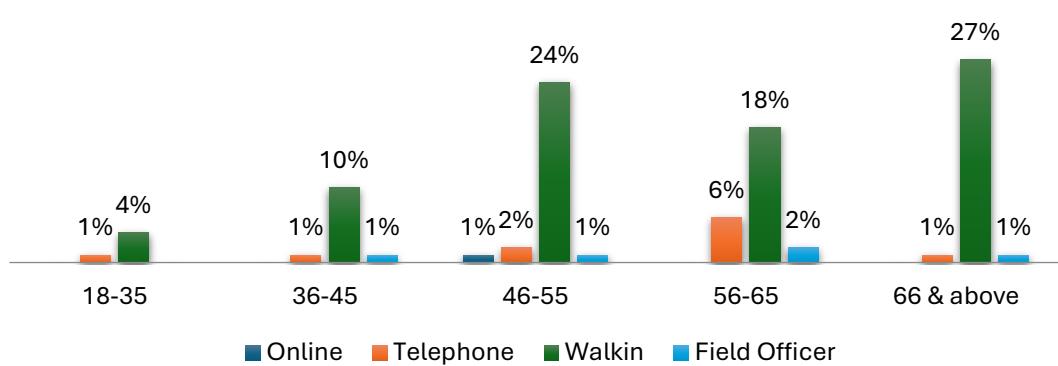
Feedback indicate *Water distribution* is the most utilized service, accessed by (98%) of respondents, followed by *Drainage Operation* with (2%).

Products/Services Accessed



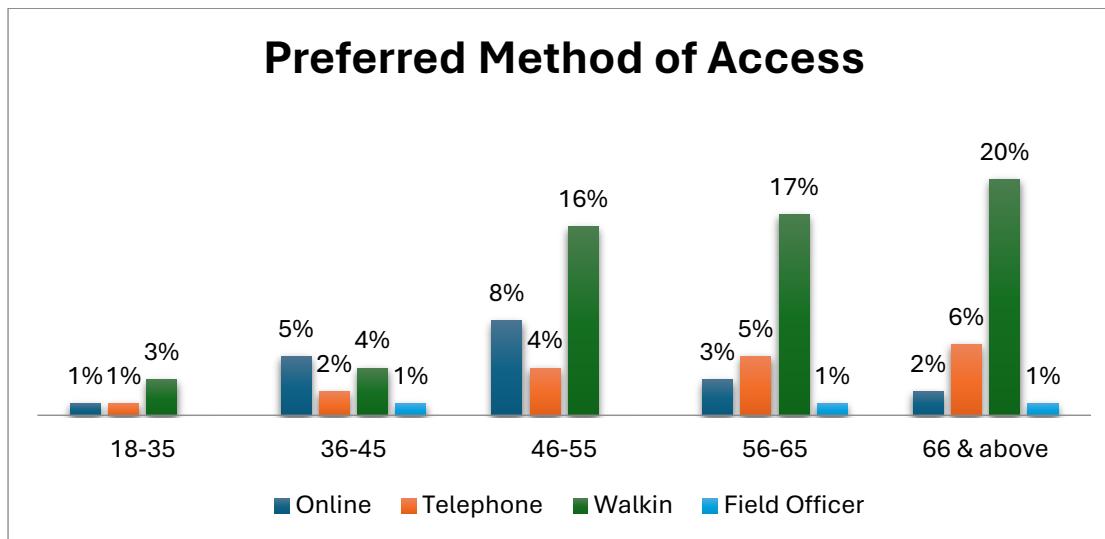
For the 18–35 demographic, Walk-in access (4%) is the dominant option, followed by Telephone access (1%). In the 36–45 group: Walk-in continues to be the most popular option with (10%), followed by Field Officer and Telephone (1%) each. The 46–55 group shows Walk-in access (24%), followed by Telephone (2%) and Online and Field Officer with (1%) each. Among those aged 56–65, Walk-in access (18%) continues to be the most common followed by Telephone (6%) and Field Officer (2%). In the 66 & above group, Walk-in is dominant with (27%) followed by Field Officer and Telephone access which both accounted for (1%) each.

Current Method of Access



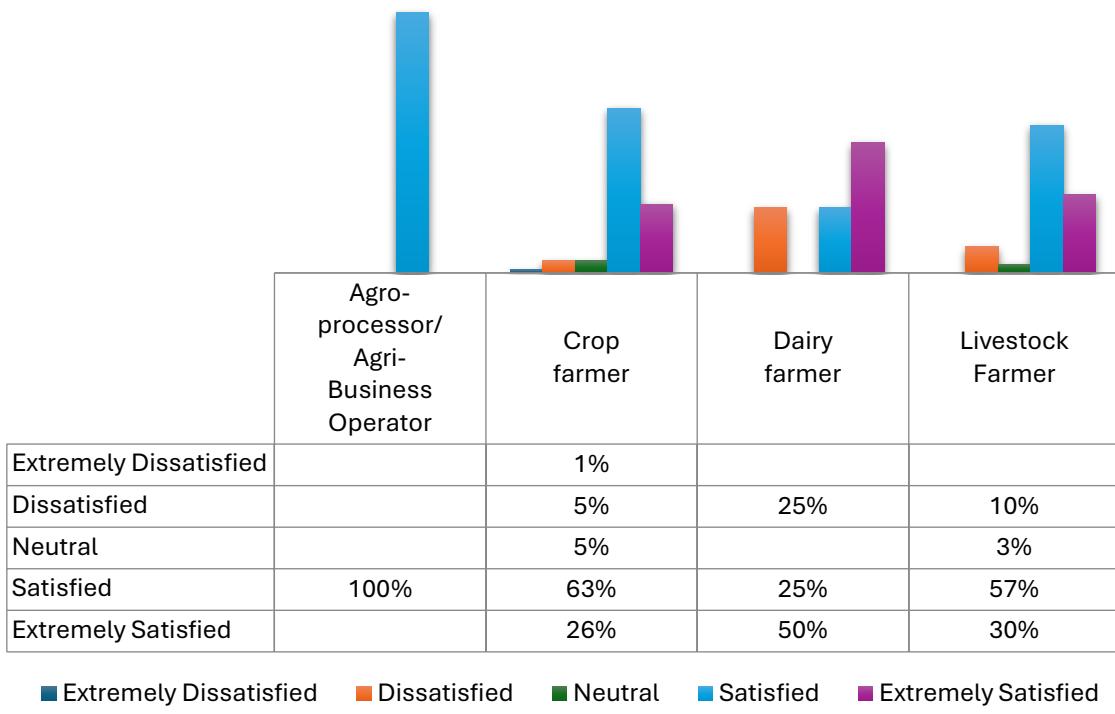
Among individuals aged 18–35, the highest preference is Walk-in access (3%), followed by Online (1%) and Telephone (1%). In the 36–45 age group, Online access is the preferred mode with (5%), followed by Walk-in (4%), Telephone (2%) and Field Officer (1%). For those aged 46–55, the most preferred method is Walk-in

(16%), followed by Online (8%) and Telephone (4%). Respondents aged 56–65 show a preference for Walk-in (17%), followed by Telephone (5%), Online (3%) and Field Officer (1%). In the 66 & above group, Walk-in (20%) is the most preferred, followed by Telephone (6%), Online (2%) and Field Officer (1%).



The chart below highlights the Overall Customer Satisfaction by Client Category: Across all categories, the feedback indicates an overall positive perception of services with some variation by client type, a minority highlighted dissatisfaction. All customers who identified as Agro-Processor/Agri-Business Operator indicate (100%) satisfaction with the service provided. Crop farmer report extremely satisfied (26%), satisfied (63%), neutral (5%), dissatisfied (5%) and extremely dissatisfied (1%). Dairy farmer report extremely satisfied (50%), satisfied (25%) and dissatisfied (25%). Livestock farmer report extremely satisfied (30%), satisfied (57%), neutral (3%) and dissatisfied (10%).

Overall Customer Satisfaction by Client Category

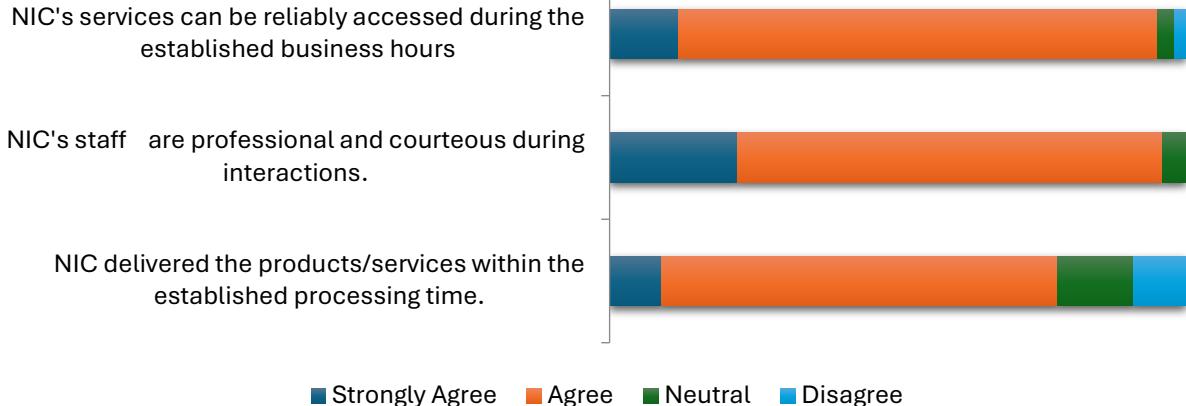


Level of Satisfaction: Reliability of Service

For the service dimension of Reliability, NIC obtained a rating of (80%). This represents an increase from 2022/23 rating of (74.8%).

Respondents were asked to rate their experience in the area of reliability. Reliability is based on three key indicators: timeliness of service delivery, staff professionalism and courtesy, and accessibility during business hours.

Customer Feedback on Reliability of Service



	Strongly Agree	Agree	Neutral	Disagree
NIC delivered the products/services within the established processing time.	9%	69%	13%	9%
NIC's staff is professional and courteous during interactions.	22%	74%	4%	0%
NIC's services can be reliably accessed during the established business hours	12%	84%	3%	2%

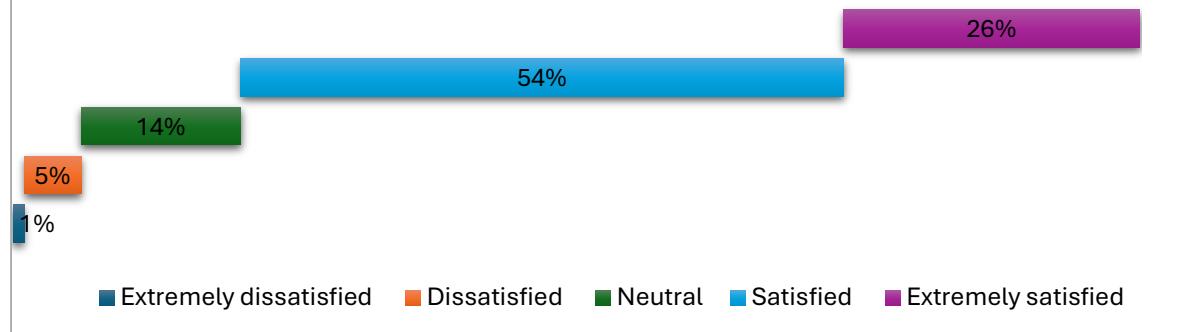
Timeliness of service delivery - When asked whether the entity delivered products and services within the established processing time, majority of respondents (78%) either agreed or strongly agreed while (9%) disagreed and (13%) remained neutral. While majority of the respondents agreed, the notable number of neutrality and disagreement highlights the strong need for improvement.

Staff professionalism and courtesy – A significant (96%) of respondents agreed or strongly agreed that staff members are professional and courteous during interactions, whether in person or by telephone. This reflects an overwhelmingly positive view of the staff's conduct and interpersonal skills.

Accessibility during business hours - The reliability of access to services during official business hours, (96%) of respondents indicated agreement or strong agreement: representing a high level of confidence among clients that services are

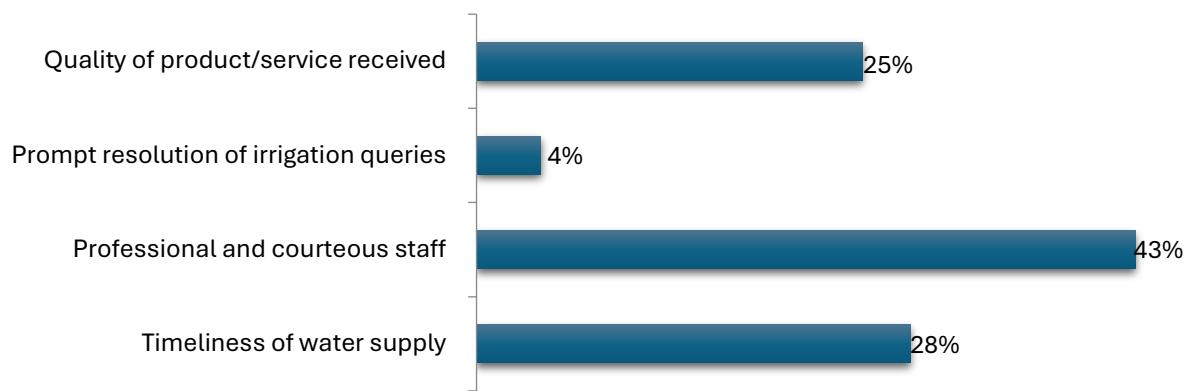
available as expected. A mere (2%) disagreed and (3%) were neutral, indicating minimal concern in this area.

Overall Satisfaction: Quality of Products/Services

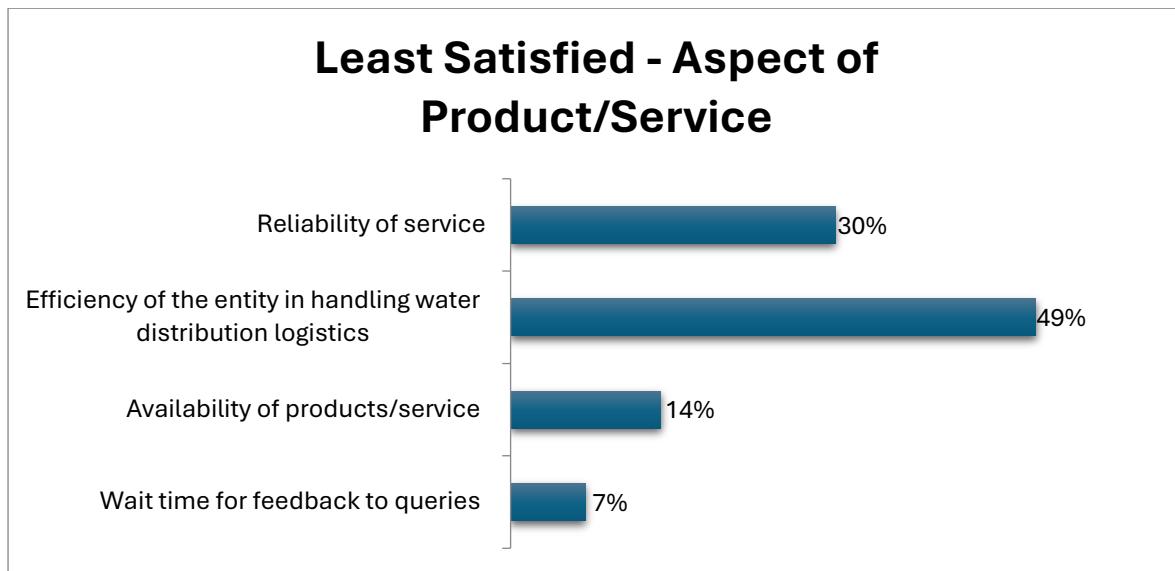


Overall satisfaction with the entity's products and services is predominantly positive, with (80%) of respondents reporting being either satisfied (54%) or extremely satisfied (26%) while (14%) felt neutral, (5%) dissatisfied and (1%) strongly dissatisfied, which may suggest room for improvement in engagement or service impact. These results reflect a strong general approval, with an opportunity to convert neutral and dissatisfied users into more satisfied clients through targeted improvements.

Most Satisfied - Aspect of Product/Service



The aspect of the product/service that respondents were most satisfied with was the *Professional and courteous staff*, with (43%) expressing satisfaction, highlighting its significant value to users. *Timeliness of water supply* was the second most appreciated aspect, receiving (28%) satisfaction, followed by *Quality of product/service received* (25%).



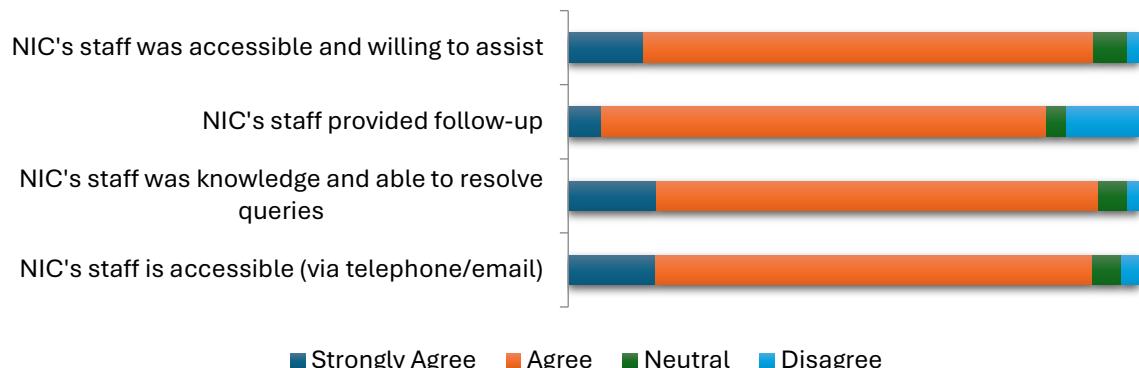
The aspect respondents felt least satisfied with was *Efficiency of the entity in handling water distribution logistics*, cited by (49%), indicating a significant concern. *Reliability of service* was the second most noted issue, with (30%) expressing dissatisfaction, pointing to the need for an evaluation of the consistency of services rendered.

Level of Satisfaction: Staff Responsiveness

For the service dimension of Responsiveness, NIC obtained a rating of (80%). This represents a decrease from 2022/23 rating of (82.6%).

Respondents were asked to rate their experience in the area of responsiveness. Responsiveness is based on three key indicators: staff accessibility, staff knowledge and staff helpfulness

Customer Feedback on Staff Responsiveness



	Strongly Agree	Agree	Neutral	Disagree
NIC's staff is accessible (via telephone/email)	15%	77%	5%	3%
NIC's staff was knowledge and able to resolve queries	15%	77%	5%	2%
NIC's staff provided follow-up	6%	78%	3%	13%
NIC's staff was accessible and willing to assist	13%	79%	6%	2%

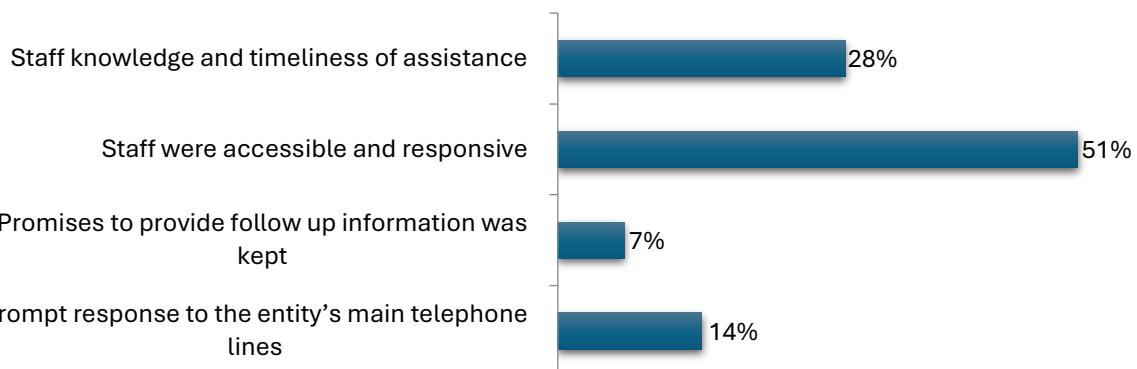
Staff Accessibility (Phone/Email) – The majority (92%) of respondents felt staff was accessible via telephone or email, with (15%) strongly agreeing and (77%) agreeing. This indicates strong availability and responsiveness through communication channels.

Staff Knowledge and Ability to Resolve Queries - An impressive (92%) agree/strongly agree that staff were knowledgeable and capable. This reflects high confidence in staff expertise and their ability to handle inquiries effectively.

Follow-Up Communication – A total of (84%) strongly agree/agree follow-up was provided when applicable, (3%) neutral and (13%) disagreed. This suggests that most customers received follow-ups; however there may be inconsistencies that need addressing.

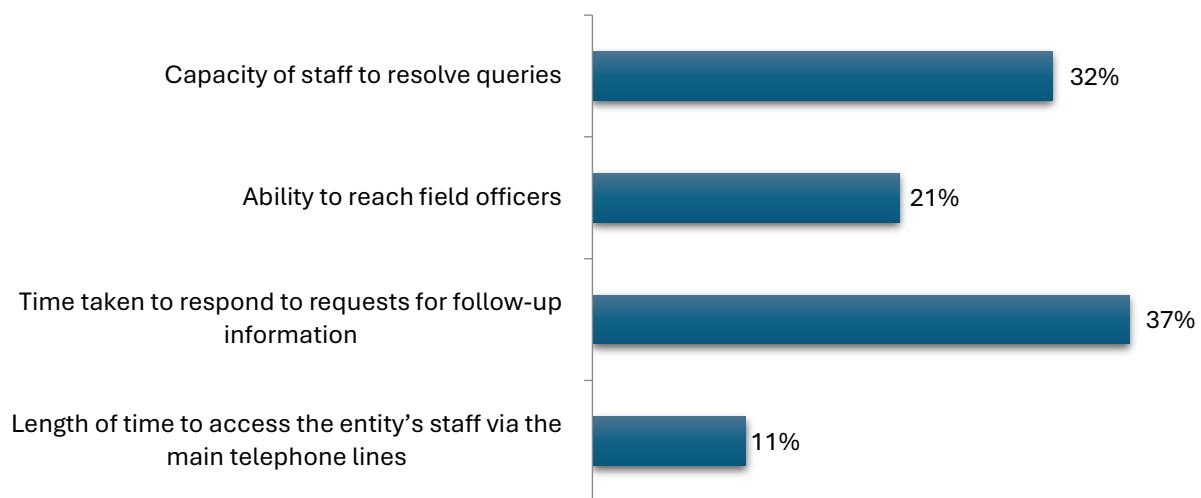
General Staff Helpfulness – A total of (92%) felt staff was generally accessible and willing to assist. This highlights a strong customer service culture, with a mere (6%) of respondents expressing neutrality.

Responsiveness: Most Satisfied



The respondents highlighted *Staff were accessible and responsive* (51%) as the area they were most satisfied with, followed by *Staff knowledge and timeliness of assistance* (28%).

Responsiveness: Least Satisfied



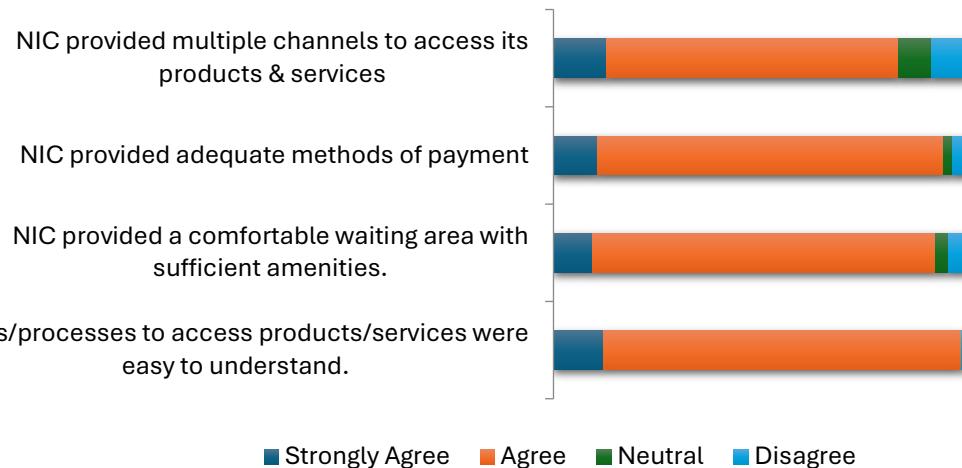
The most significant concern among respondents was *Time taken to respond to requests for follow-up information*, with (37%) identifying this as the least satisfactory aspect. This indicates a gap in communication and service/issue resolution.

Level of Satisfaction: Access & Facility

For the service dimension of Access & Facility, NIC obtained a rating of (80%). This represents a decrease from 2022/23 rating of (84.1%).

Respondents were asked to rate their experience in the area of Access & Facilities. Access & Facility is based on four key indicators: Ease of Access to Products/Services, Comfort of Waiting Areas and Amenities, Adequate Methods of Payment and Availability of Multiple Access Channels.

Customer Feedback on Access & Facility



	Strongly Agree	Agree	Neutral	Disagree
Steps/processes to access products/services were easy to understand.	12%	86%	0%	2%
NIC provided a comfortable waiting area with sufficient amenities.	9%	82%	3%	5%
NIC provided adequate methods of payment	11%	83%	2%	4%
NIC provided multiple channels to access its products & services	13%	70%	8%	9%

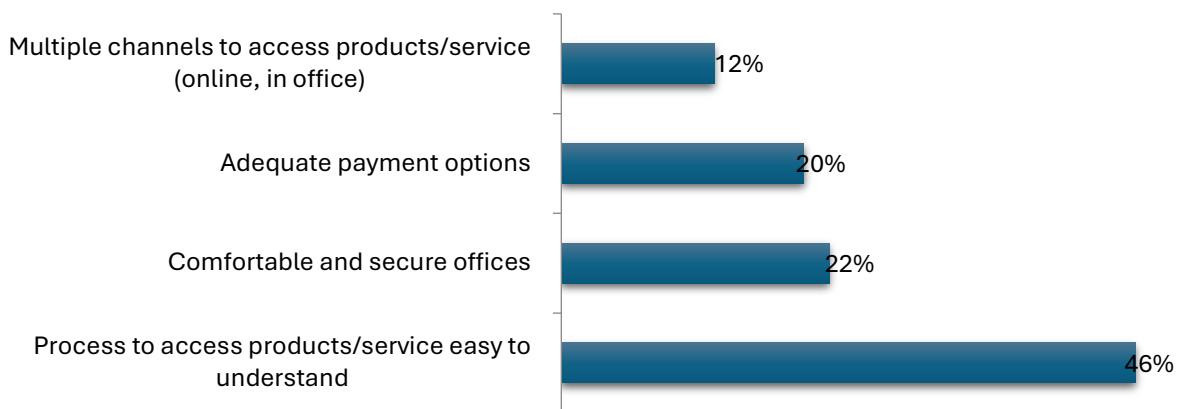
Ease of Access to Products/Services - This area received overwhelmingly positive feedback, with (98%) of respondents' agreeing/strong agreeing the process was easy to understand. The high satisfaction indicates NIC's systems are clear, simple, and user-friendly.

Comfort of Waiting Areas and Amenities – The majority of respondents (91%) strongly agreed/agreed the waiting areas were comfortable, while (9%) either neutral or dissatisfied. This suggests room for improvement in seating, cooling, or other amenities to enhance the on-site experience.

Adequate Methods of Payment - A total of (94%) of respondents strongly agreed/agreed that payment options were adequate, showing that the entity offers convenient and accessible methods.

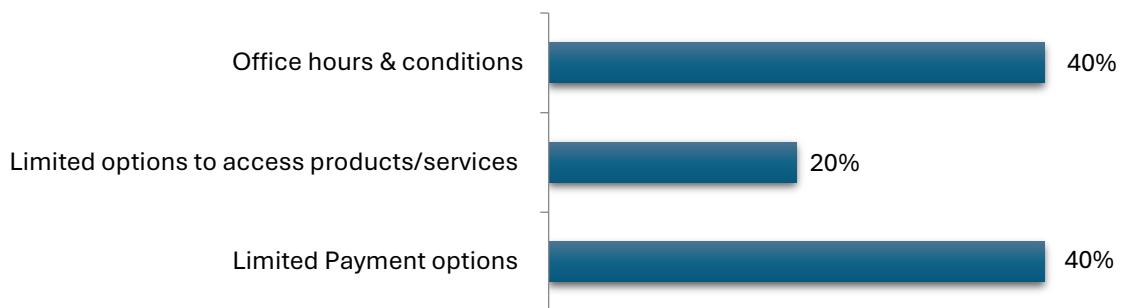
Availability of Multiple Access Channels – The majority of respondents (83%) strongly agreed/agreed there were sufficient access channels (online and in-person), however a notable (8%) were neutral and (9%) disagreed. This suggests some customers face limitations or are unaware of all available options.

Access & Facility: Most Satisfied



The respondents highlighted *Process to access products/service easy to understand* (46%) as the area they were most satisfied with, followed by *Comfortable and secure offices* with (22%) and *Adequate payment options* with (20%).

Access & Facility: Least Satisfied



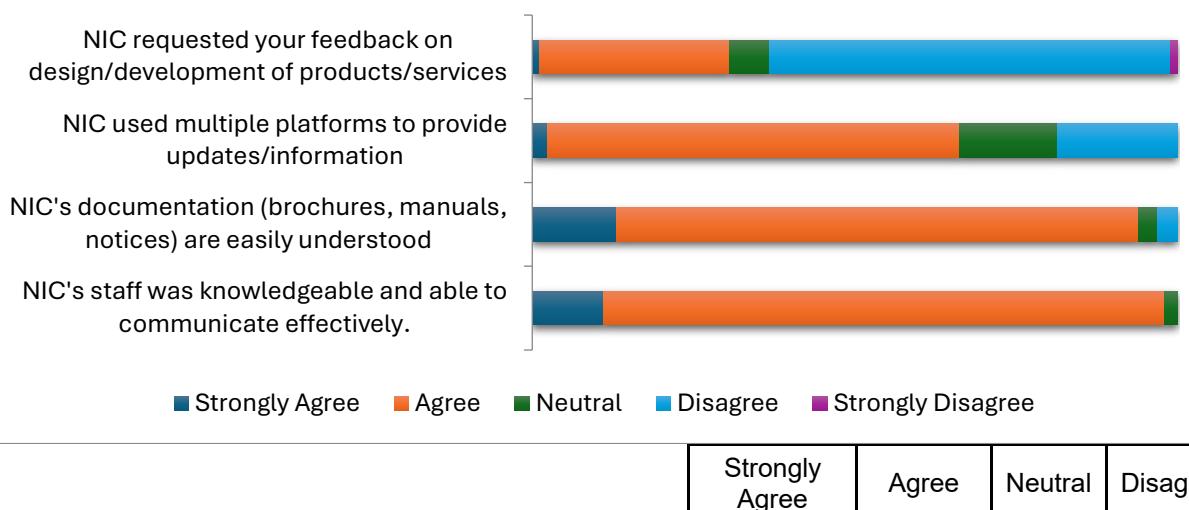
The most significant concern among respondents was *limited payment options* and *Office hours & conditions* with (40%) each identifying this as the least satisfactory aspect.

Level of Satisfaction: Communication

For the service dimension of Communication, NIC obtained a rating of (72%). This represents a decrease from 2022/23 rating of (78.4%)

Respondents were asked to rate their experience in the area of Communication. Communication is based on four key indicators: soliciting customer feedback on design/development of products/services, clear and concise documentation, quality of staff's communication and utilizing multiple platforms to provide information/updates.

Customer Feedback on Communication



NIC's staff was knowledgeable and able to communicate effectively.	11%	87%	2%	0%
NIC's documentation (brochures, manuals, notices) are easily understood	13%	81%	3%	3%
NIC used multiple platforms to provide updates/information	2%	64%	15%	19%
NIC requested your feedback on design/development of products/services	1%	29%	6%	62%

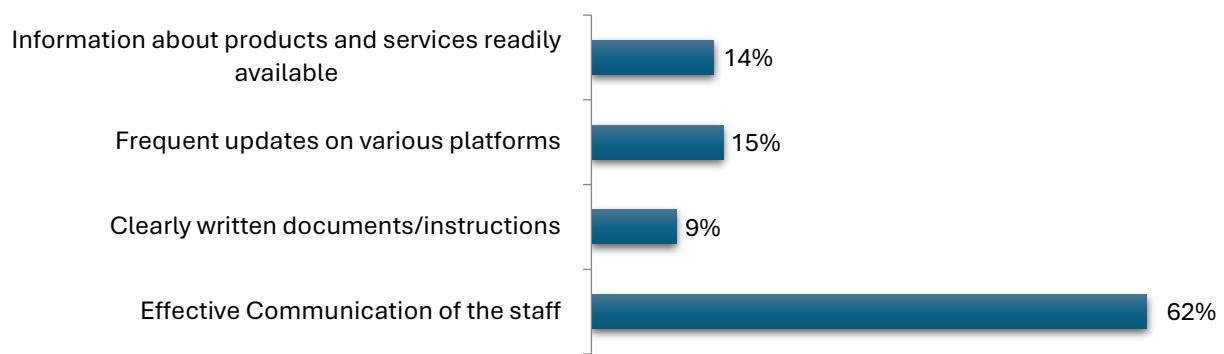
Quality of staff's communication - A strong majority of respondents (98%) either *strongly agreed* (11%) or *agreed* (87%) that NIC's staff were knowledgeable and communicated effectively, indicating high confidence in staff capabilities.

Clear and concise documentation – Majority of respondents (94%) found NIC's materials clear and easy to understand (*strongly agree*: 13%, *agree*: 81%).

Utilizing multiple platforms to provide information/updates – A moderate majority of respondents (66%) either *strongly agreed* (2%) or *agreed* (64%) that NIC *used multiple platforms to provide updates/information*. A total of (15%) were neutral and (19%) were dissatisfied, highlighting a strong need for improvement.

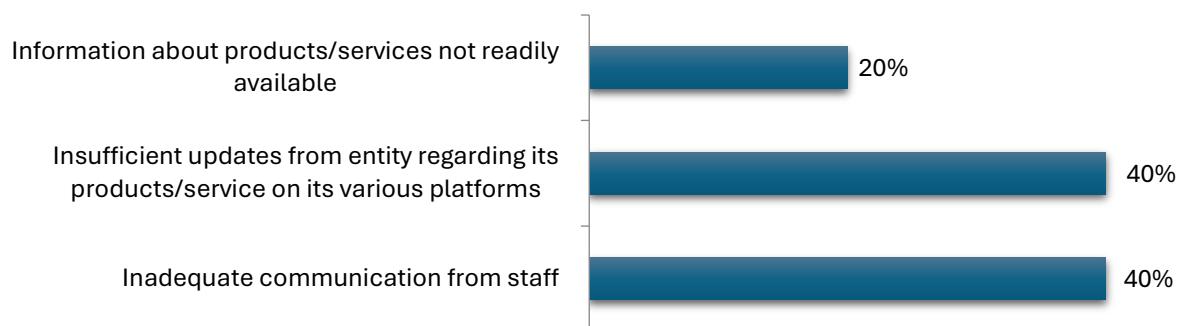
Soliciting customer feedback on design/development of products/services – The vast majority of respondents (62%) disagreed NIC requested their feedback, while (6%) were neutral. This suggests a clear opportunity for NIC to improve stakeholder engagement in design and development processes.

Communication: Most Satisfied



The area respondents were most satisfied with was *Effective communication of the staff* (62%), followed by *Frequent updates on various platforms* (15%).

Communication: Least Satisfied



The most significant concern among respondents was *Insufficient updates received from NIC* and *Inadequate communication from staff* with each receiving (40%), followed by *Information about products/services not readily available* (20%).

Jamaica Agricultural Society (JAS)



Overview of Main Findings

Jamaica Agricultural Society (JAS) was assessed across four key areas: Staff Responsiveness, Accessibility and Facilities, Service Reliability, and Communication. According to the Service Excellence Policy, a satisfaction rating of 80% or above is considered as meeting the satisfaction standard, while any rating below 80% is categorized as did not meet the required satisfaction standard.

Jamaica Agricultural Society recorded an overall customer satisfaction rating of 76% for 2024/25 this represents a decrease from the 2022/23 rating of 78.57%.

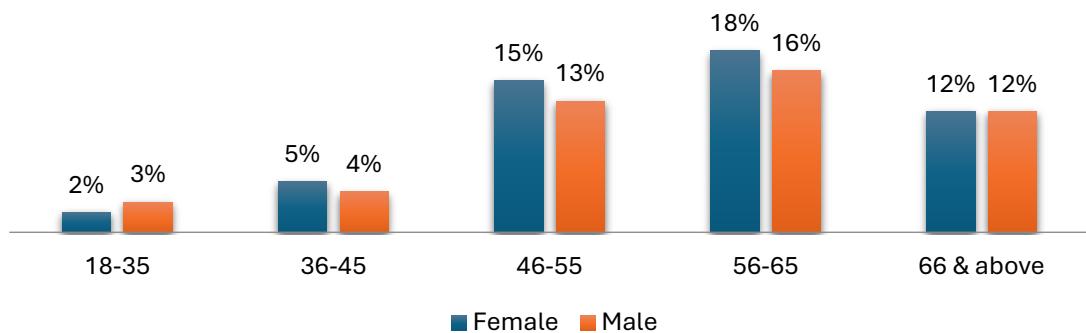
See table below for a performance breakdown in each service dimension:

JAS's 2024/25 Overall Rating = 76%				
Service Dimensions	Reliability	Responsiveness	Access & Facility	Communication
	80%	80%	69%	74%

Respondents' Demographics

The survey garnered feedback from a total of 100 respondents; the vast majority of respondents were female (52%) and (48%) were male. The majority of respondents (34%) were aged 56-65 while (28%) were aged 46-55, (24%) were aged 66 and above, (10%) were aged 36-45 and (5%) 18-35.

Respondents' Demographics



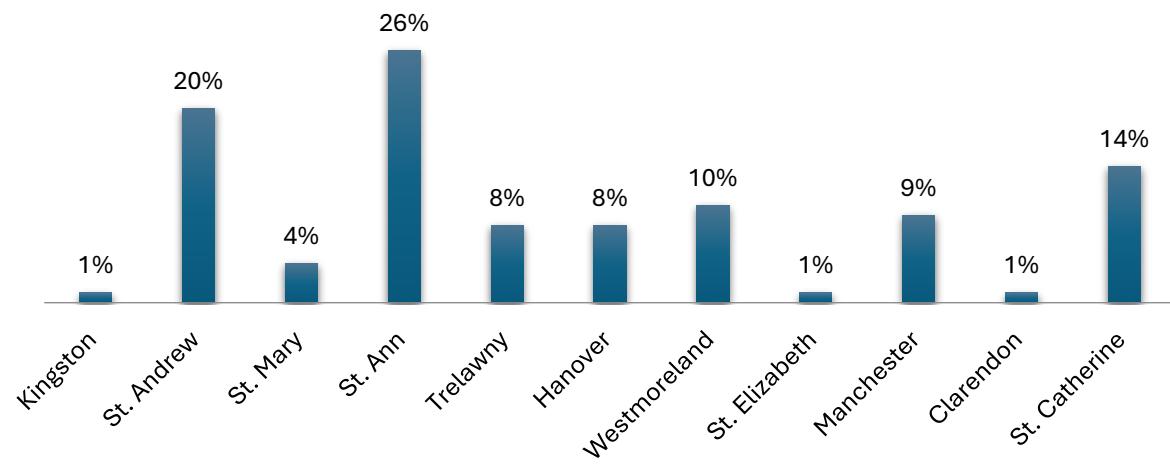
The survey captured responses from JAS's customer; the chart below highlights the categorization of the respondents. Note, respondents were allowed to select more than one role, resulting in cumulative percentages exceeding 100%. The distribution is as follows: Crop Farmer (89%), Livestock Farmer (59%), Agri-Entrepreneur (9%) and Dairy Farmer (4%).

Customer Categorization



The table below shows where the respondents reside. The vast majority (26%) of respondents are from the parish of St. Ann.

Respondents' Location of Operation

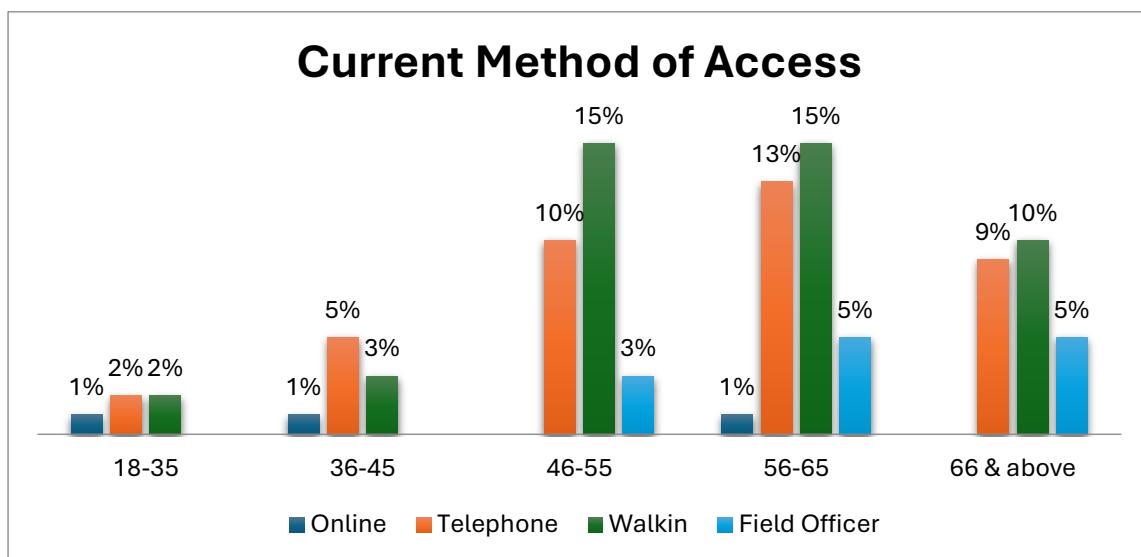


Feedback indicate *Farmer Training* is the most utilized service, accessed by (78%) of respondents, followed by *Farmer Registration & Sensitization (including sale of Agricultural Produce Receipt Book)* with (55%).

Products/Services Accessed

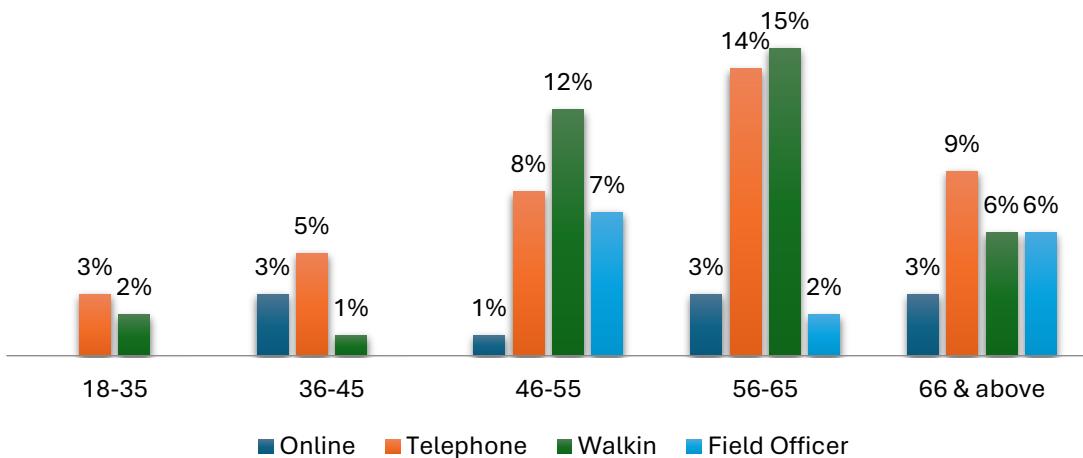


For the 18–35 demographic, Walk-in and Telephone are even used access option with (2%) each, followed by Online access (1%). In the 36–45 group: Telephone access (5%) is the most common, followed by Walk-in (3%) and Online (1%). The 46–55 group shows Walk-in access (15%), followed by Telephone (10%) and Field Officer (3%). Among those aged 56–65, Walk-in access (15%) continues to be the most common followed by Telephone (13%) and Field Officer (5%). In the 66 & above group, Walk-in is again most common with (10%) followed by Telephone (9%) and Field Officer (5%).



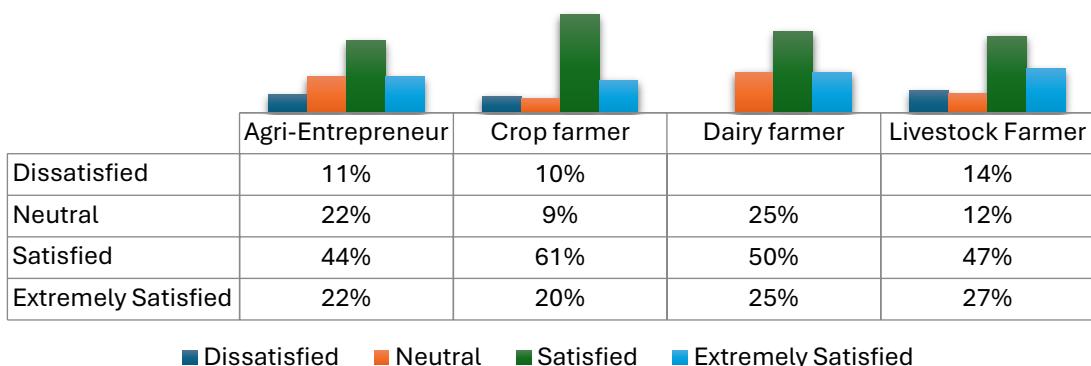
Among individuals aged 18–35, the highest preference is Telephone access (3%), followed by Walk-in (2%). In the 36–45 age group, Telephone access is the most preferred with (5%), followed by Online (3%) and Walk-in (2%). For those aged 46–55, the most preferred method is Walk-in (12%), followed by Telephone (8%), Field Officer (7%) and Online (1%). Respondents aged 56–65 show a preference for Walk-in (15%), followed closely by Telephone (14%), Online (3%) and Field Officer (2%). In the 66 & above group, Telephone (9%) is the most preferred, while Walk-in and Field Officer both accounted for (4%) each and Online (3%) were the least selected.

Preferred Method of Access



The chart below highlights the Overall Customer Satisfaction by Client Category: Across all categories, the feedback indicates an overall positive perception of services with some variation by client type, a notable number of respondents highlighted dissatisfied. Agri-Entrepreneur report extremely satisfied (22%), satisfied (44%), neutral (22%) and dissatisfied (11%). Crop Farmer report extremely satisfied (20%), satisfied (61%), neutral (9%) and dissatisfied (10%). Dairy Farmer report extremely satisfied (25%), satisfied (50%) and neutral (25%). Livestock Farmer report extremely satisfied (27%), satisfied (47%), neutral (12%) and dissatisfied (14%).

Overall Customer Satisfaction by Client Category

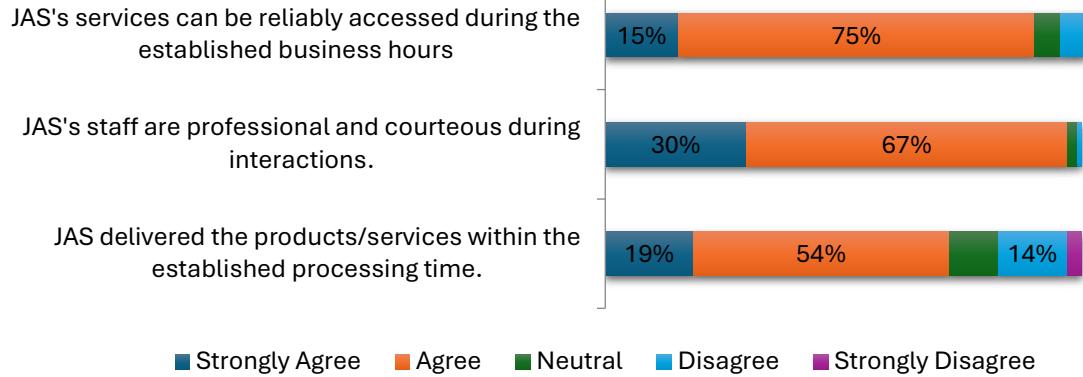


Level of Satisfaction: Reliability of Service

For the service dimension of Reliability, JAS obtained a rating of (80%). This represents an increase from 2022/23 rating of (77.3%).

Respondents were asked to rate their experience in the area of reliability. Reliability is based on three key indicators: timeliness of service delivery, staff professionalism and courtesy, and accessibility during business hours.

Customer Feedback on Reliability of Service



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
JAS delivered the products/services within the established processing time.	19%	54%	10%	14%	3%
JAS's staff is professional and courteous during interactions.	30%	67%	2%	1%	0%
JAS's services can be reliably accessed during the established business hours	15%	75%	5%	14%	0%

Timeliness of service delivery - When asked whether the entity delivered products and services within the established processing time, a moderate (73%) of respondents either agreed or strongly agreed, while a notable (14%) disagreed, (3%) strongly disagreed and (10%) remained neutral.

Staff professionalism and courtesy – A significant (97%) of respondents agreed or

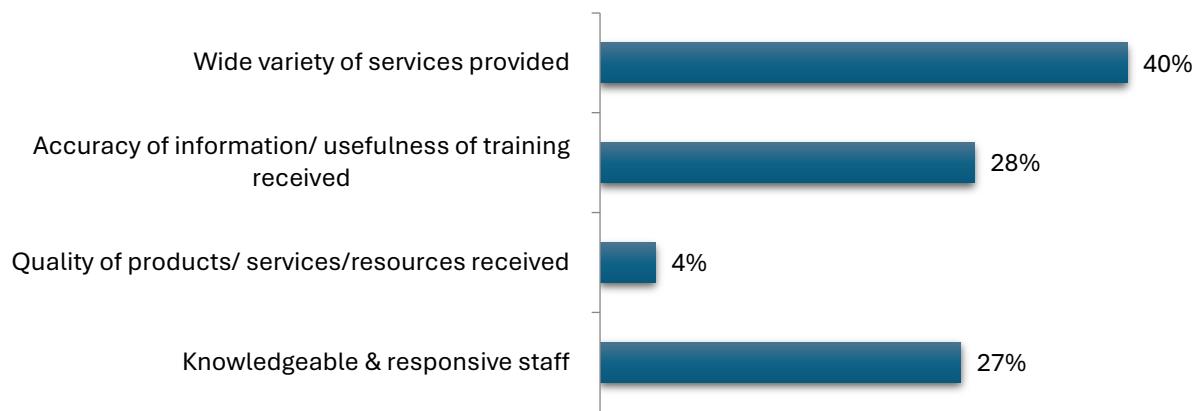
strongly agreed that staff members are professional and courteous during interactions, whether in person or by telephone. This reflects an overwhelmingly positive view of the staff's conduct and interpersonal skills.

Accessibility during business hours - The reliability of access to services during official business hours, (90%) of respondents indicated agreement or strong agreement: representing a high level of confidence among clients that services are available as expected.



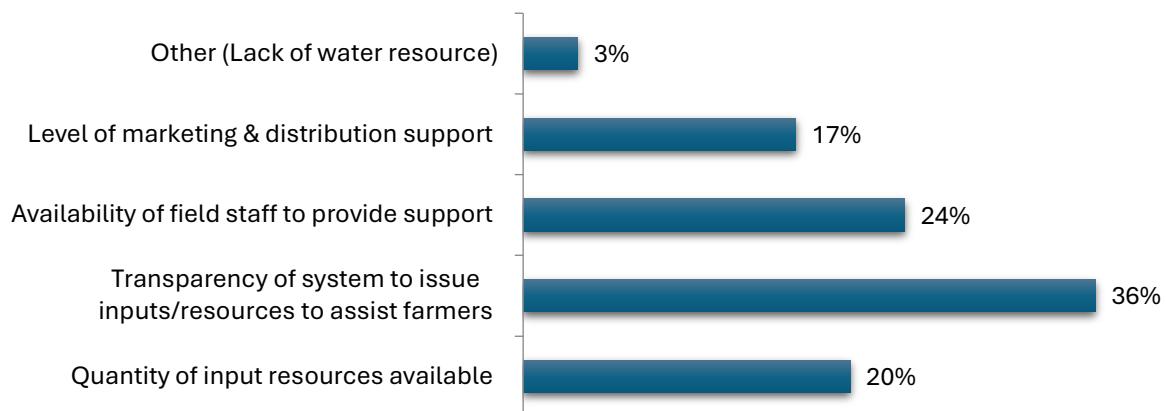
Overall satisfaction with the entity's products and services is positive, with (67%) of respondents reporting being either satisfied (41%) or extremely satisfied (26%) while a sizable (22%) felt neutral, indicating neither satisfaction nor dissatisfaction, which may suggest room for improvement in engagement or service impact. These results reflect a general approval, with an opportunity to convert neutral users into more satisfied clients through targeted improvements.

Most Satisfied - Aspect of Product/Service



The aspect of the product/service that respondents were most satisfied with was the *Wide variety of service provided*, with (40%) expressing satisfaction, highlighting its significant value to users. *Accuracy of information/ usefulness of training received* was the second most appreciated aspect, receiving (28%) satisfaction, followed by *Knowledgeable & responsive staff* (27%).

Least Satisfied - Aspect of Product/Service



The aspect respondents felt least satisfied with was *Transparency of system to issue inputs/resources to assist farmers*, cited by (36%), indicating a significant concern. *Availability of field staff to provide support* was the second most noted issue, with (24%) expressing dissatisfaction.

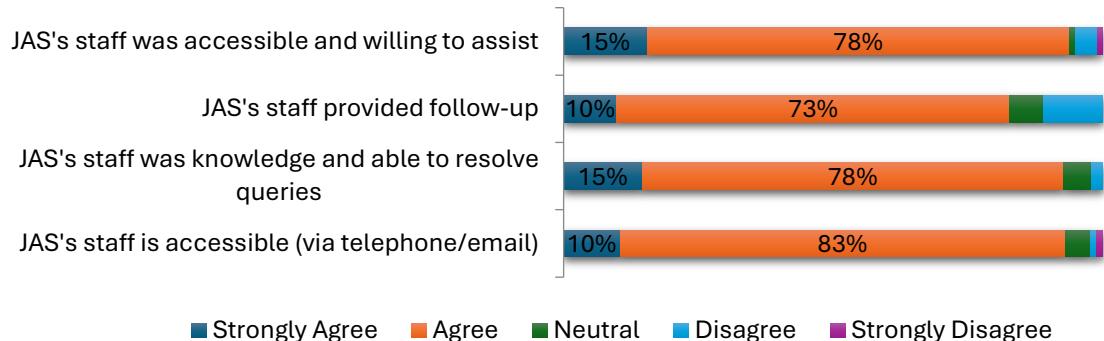
Level of Satisfaction: Staff Responsiveness

For the service dimension of Responsiveness, JAS obtained a rating of (80%). This represents a slight increase from 2022/23 rating of (79.2%).

Respondents were asked to rate their experience in the area of responsiveness.

Responsiveness is based on three key indicators: staff accessibility, staff knowledge and staff helpfulness

Customer Feedback on Staff Responsiveness



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
JAS's staff is accessible (via telephone/email)	10%	83%	5%	1%	1%
JAS's staff was knowledge and able to resolve queries	15%	78%	5%	2%	0%
JAS's staff provided follow-up	10%	73%	6%	11%	0%
JAS's staff was accessible and willing to assist	15%	78%	1%	4%	1%

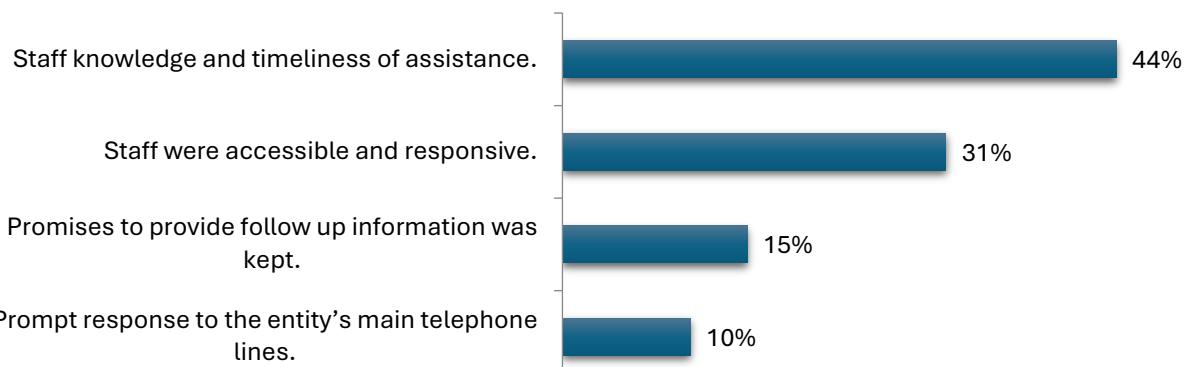
Staff Accessibility (Phone/Email) – The majority (93%) of respondents felt staff was accessible via telephone or email, with (10%) strongly agreeing and (83%) agreeing. This indicates strong availability and responsiveness through communication channels.

Staff Knowledge and Ability to Resolve Queries - An impressive (93%) agree/strongly agree that staff were knowledgeable and capable. This reflects high confidence in staff expertise and their ability to handle inquiries effectively.

Follow-Up Communication – A total of (83%) strongly agree/agree follow-up was provided when applicable, (6%) neutral and (11%) disagreed. This suggests that most customers received follow-ups; however there may be inconsistencies that need addressing.

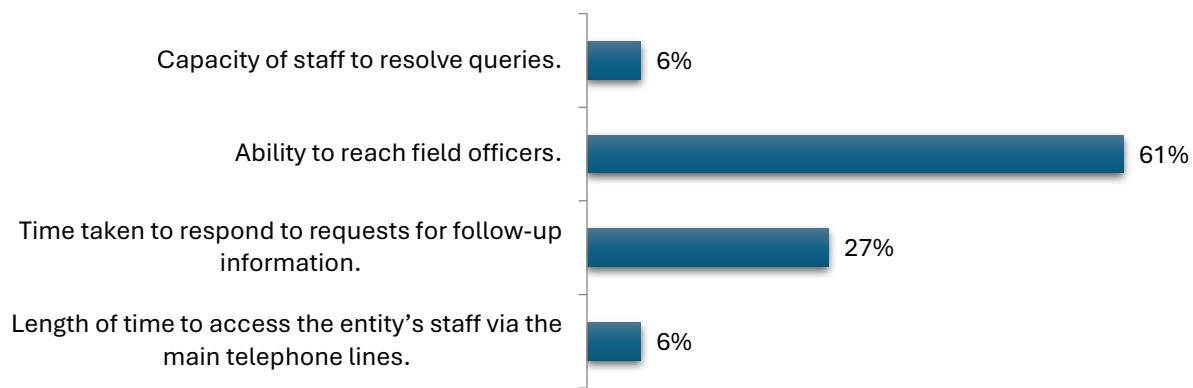
General Staff Helpfulness – A total of (93%) of respondents agreed staff was generally accessible and willing to assist. This highlights a strong customer service culture, with a mere (1%) of respondents expressing neutrality and (4%) disagreed.

Responsiveness: Most Satisfied



The respondents highlighted *Staff knowledge and timeliness of assistance* (44%) as the area they were most satisfied with, followed by *Staff were accessible and responsive* (31%).

Responsiveness: Least Satisfied



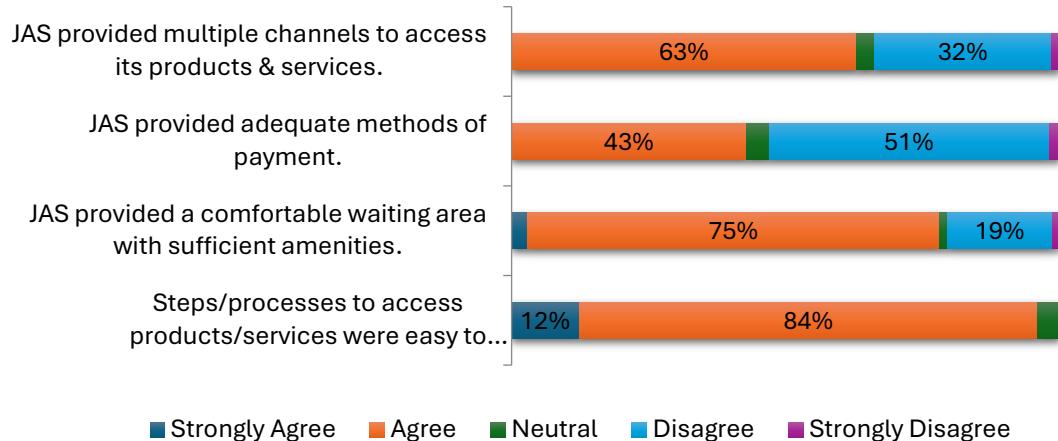
The most significant concern among respondents was *Ability to reach field officers*, with (61%) identifying this as the least satisfactory aspect. This indicates a gap in communication and service/issue resolution.

Level of Satisfaction: Access & Facility

For the service dimension of Access & Facility, JAS obtained a rating of (69%). This represents a decrease from 2022/23 rating of (79.7%)

Respondents were asked to rate their experience in the area of Access & Facilities. Access & Facility is based on four key indicators: Ease of Access to Products/Services, Comfort of Waiting Areas and Amenities, Adequate Methods of Payment and Availability of Multiple Access Channels.

Customer Feedback on Access & Facility



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Steps/processes to access products/services were easy to understand.	12%	84%	4%	0%	0%
JAS provided a comfortable waiting area with sufficient amenities.	3%	75%	1%	19%	1%
JAS provided adequate methods of payment.	0%	43%	4%	51%	2%
JAS provided multiple channels to access its products & services.	0%	63%	3%	32%	2%

Ease of Access to Products/Services - This area received overwhelmingly positive feedback, with (96%) of respondents' agreeing/strong agreeing the process was easy to understand. The high satisfaction indicates JAS's systems are clear, simple, and user-friendly.

Comfort of Waiting Areas and Amenities – The majority of respondents (78%) strongly agreed/agreed the waiting areas were comfortable, but a notable (20%) were either dissatisfied/strongly dissatisfied. This suggests room for improvement in seating, cooling, or other amenities to enhance the on-site experience.

Adequate Methods of Payment - A meagre (43%) of respondents strongly agreed that payment options were adequate, showing that the entity offers convenient and accessible methods. However (51%) expressed dissatisfaction, (2%) strongly dissatisfied and (4%) were neutral, this highlights a great need to improve/establish adequate payment methods.

Availability of Multiple Access Channels – The moderate (63%) of respondents agreed there were sufficient access channels (online and in-person), however a notable (32%) disagreed, (2%) strongly disagreed and (3%) neutral. This suggests many customers face limitations or are unaware of all available options.

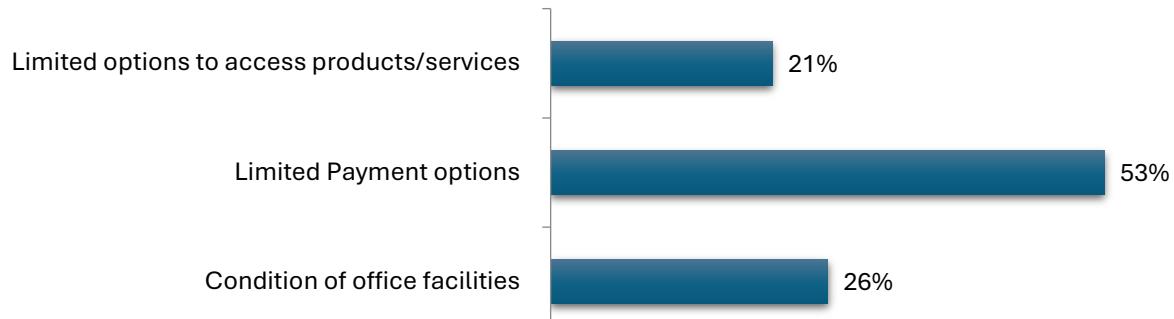
Access & Facilities: Most Satisfied



The respondents highlighted *Process to access products/service easy to understand* (41%) as the area they were most satisfied with, followed by *Multiple channels to*

access products/services (*online, in office*) with (33%) and *Comfortable and secure offices* (25%).

Access & Facilities: Least Satisfied



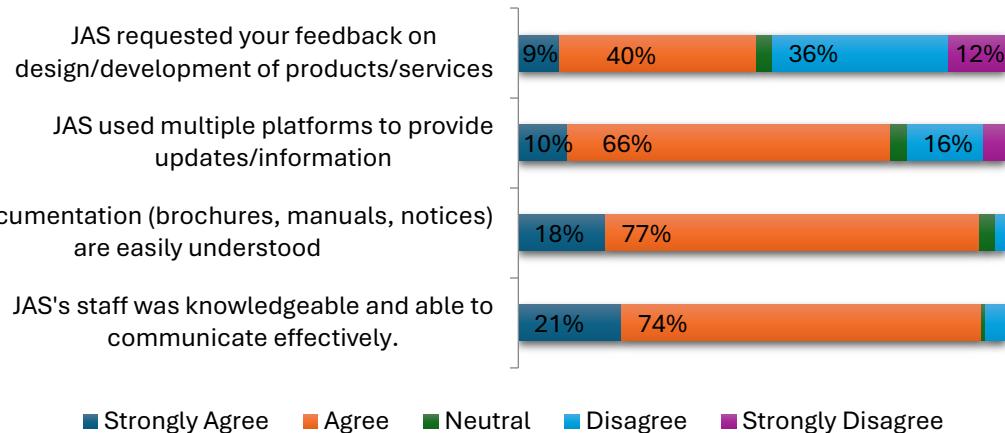
The most significant concern among respondents was *Limited payment options* with (67%) identifying this as the least satisfactory aspect, followed by *Conditions of office facilities* (26%).

Level of Satisfaction: Communication

For the service dimension of Communication, JAS obtained a rating of (74%). This represents a decrease from 2022/23 rating of (77.7%)

Respondents were asked to rate their experience in the area of Communication. Communication is based on four key indicators: soliciting customer feedback on design/development of products/services, clear and concise documentation, quality of staff's communication and utilizing multiple platforms to provide information/updates.

Customer Feedback on Communication



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
JAS's staff was knowledgeable and able to communicate effectively.	21%	74%	1%	4%	0%
JAS's documentation (brochures, manuals, notices) are easily understood	18%	77%	3%	2%	0%
JAS used multiple platforms to provide updates/information	10%	66%	3%	16%	4%
JAS requested your feedback on design/development of products/services	9%	40%	3%	36%	12%

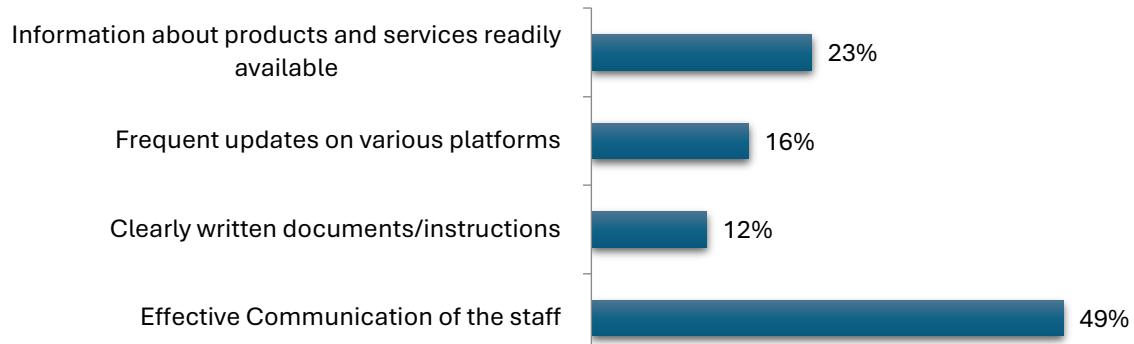
Quality of staff's communication - A strong majority of respondents (95%) either *strongly agreed* (21%) or *agreed* (74%) that JAS's staff were knowledgeable and communicated effectively, indicating high confidence in staff capabilities.

Clear and concise documentation – Majority of respondents (95%) found JAS's materials clear and easy to understand (*strongly agree*: 18%, *agree*: 77%).

Utilizing multiple platforms to provide information/updates – The majority of respondents (76%) either *strongly agreed* (10%) or *agreed* (66%) that JAS *used multiple platforms to provide updates/information*.

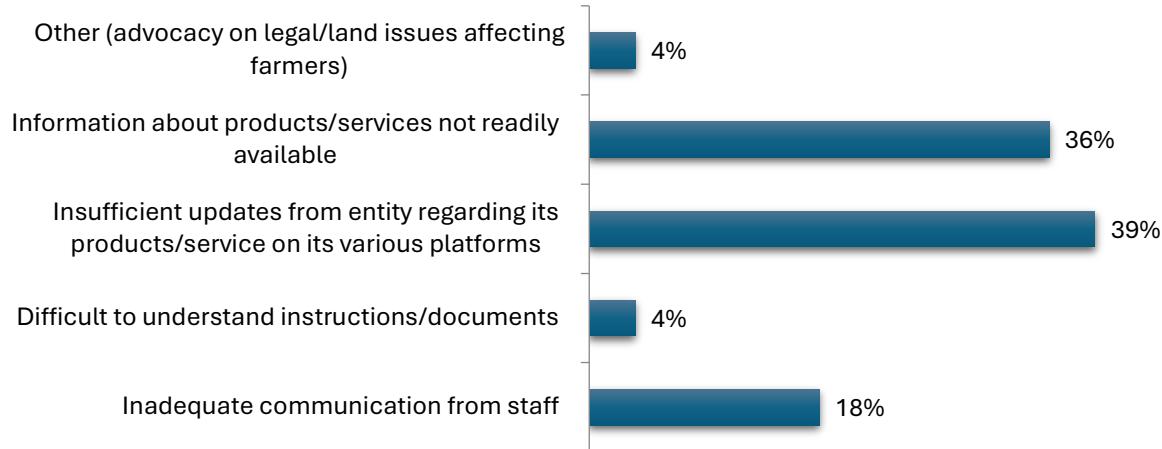
Soliciting customer feedback on design/development of products/services – (49%) of respondents felt JAS requested their feedback (*strongly agree*: 9%, *agree*: 40%), while (3%) were neutral and a significant (48%) either *strongly disagreed/disagreed*. This suggests a clear opportunity for JAS to improve stakeholder engagement in design and development processes.

Communication: Most Satisfied



The area respondents were most satisfied with was *Effective communication of the staff* (49%), followed by *Information about products and services readily available* (23%).

Communication: Least Satisfied



The most significant concern among respondents was *Insufficient updates received from JAS* with (39%), followed by *Information about products/services not readily available* (36%).

Coconut Industry Board (CIB)



Overview of Main Findings

Coconut Industry Board (CIB) was assessed across four key areas: Staff Responsiveness, Accessibility and Facilities, Service Reliability, and Communication. According to the Service Excellence Policy, a satisfaction rating of 80% or above is considered as meeting the satisfaction standard, while any rating below 80% is categorized as did not meet the required satisfaction standard.

Coconut Industry Board recorded an overall customer satisfaction rating of 77% for 2024/25 this represents a decrease from the 2022/23 rating of 79.5%.

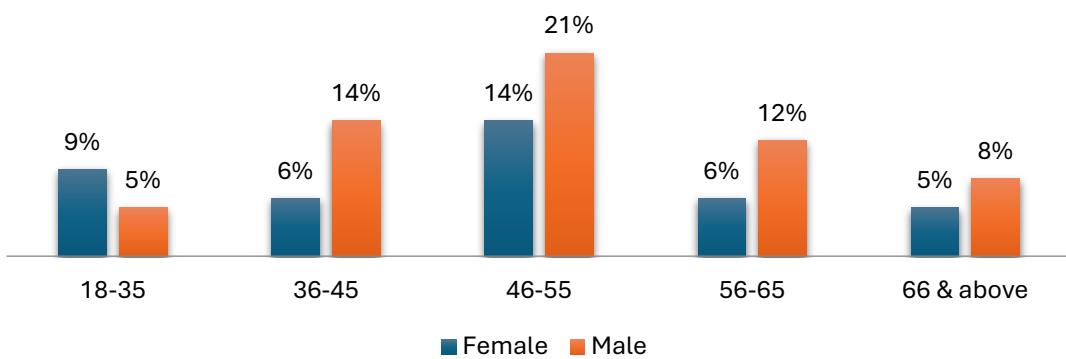
See table below for a performance breakdown in each service dimension:

CIB's 2024/25 Overall Rating = 77%				
Service Dimensions	Reliability	Responsiveness	Access & Facility	Communication
	81%	78%	76%	68%

Respondents' Demographics

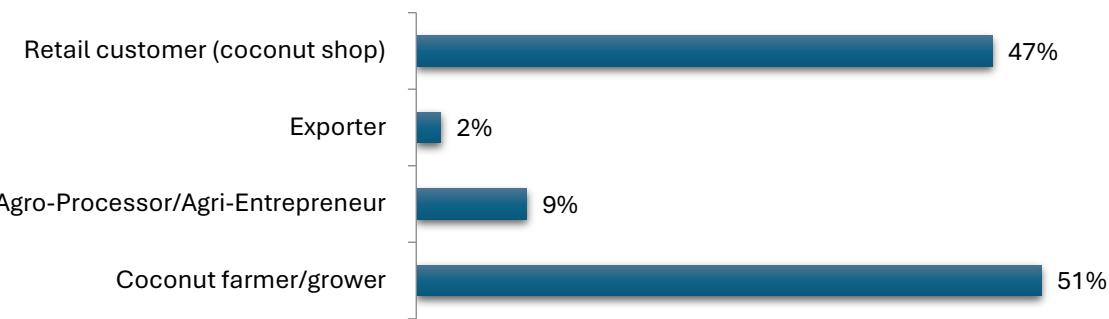
The survey garnered feedback from a total of 100 respondents; the vast majority of respondents were male (60%) while (40%) were female. The majority of respondents (35%) were aged 46-55 while (20%) were aged 36-45, (18%) were aged 56-65, (14%) were aged 18-35 and (13%) of respondents were over the age of 66.

Respondents' Demographics



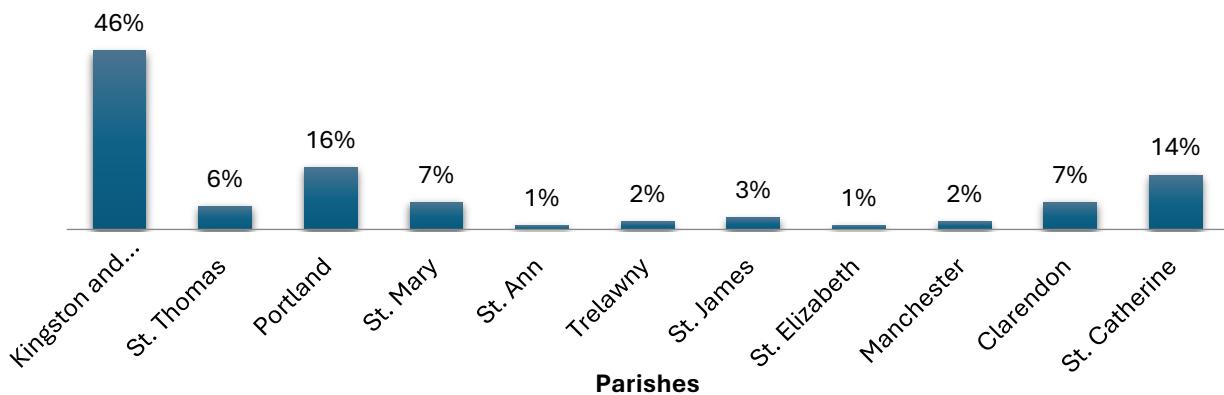
The survey captured responses from CIB's customer; the chart below highlights the categorization of the respondents. Note, respondents were allowed to select more than one role, resulting in cumulative percentages exceeding 100%. The distribution is as follows: Coconut farmer/grower (51%), Retail customer (47%), Agro-Processor/Agri-Entrepreneur (9%) and Exporter (2%).

Customer Categorization



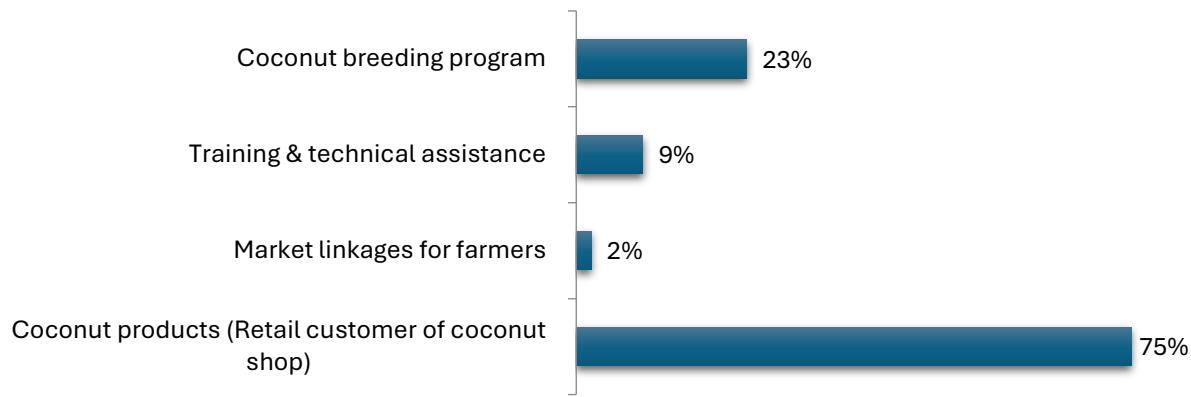
The table below shows where the respondents reside. The vast majority (46%) of respondents are from the parish of Kingston and St. Andrew.

Respondents' Location of Operation



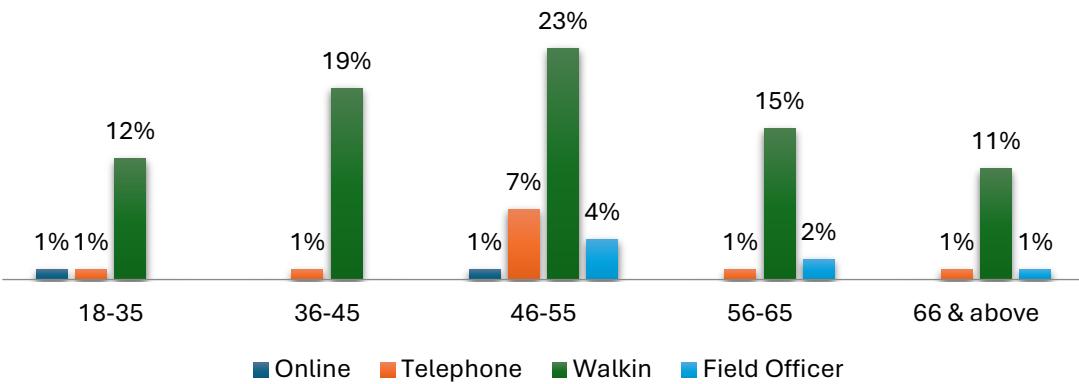
Feedback indicate Coconut products (Retail customer of coconut shop) is the most utilized service, accessed by (75%) of respondents, followed by coconut breeding program (23%).

Products/Services Accessed



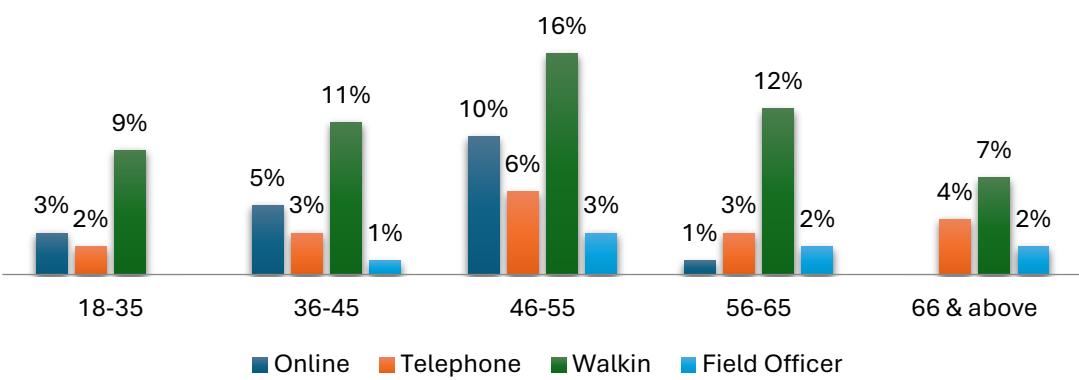
For the 18–35 demographic, Walk-in access (12%) is the dominant channel, followed by Telephone and Online access with (1%) each. In the 36–45 group: Walk-in access (19%) remains most common, followed by Telephone (1%). It should be noted Walk-in access is the highest amongst the 46–55 age group. The 46–55 group shows Walk-in access (23%), followed by Telephone (7%), Field Officer (4%) and Online access (1%). Among those aged 56–65, Walk-in access (15%) continues to be the most common. In the 66 & above category, Walk-in access accounted for (11%).

Current Method of Access



Among individuals aged 18–35, the highest preference is Walk-in access (9%), followed by Online (3%) and Telephone (2%). In the 36–45 age group, Walk-in access (11%) is the preferred mode, compared to Online (5%) and Telephone (3%). For those aged 46–55, the most preferred method is Walk-in (16%), followed by Online (10%), and Telephone (6%). Respondents aged 56–65 show a preference for Walk-in (12%), Telephone (3%) and Field Officer (2%). In the 66 & above group, Walk-in (7%) is the most preferred, while Telephone (4%) and Field Officer (2%) were the least selected.

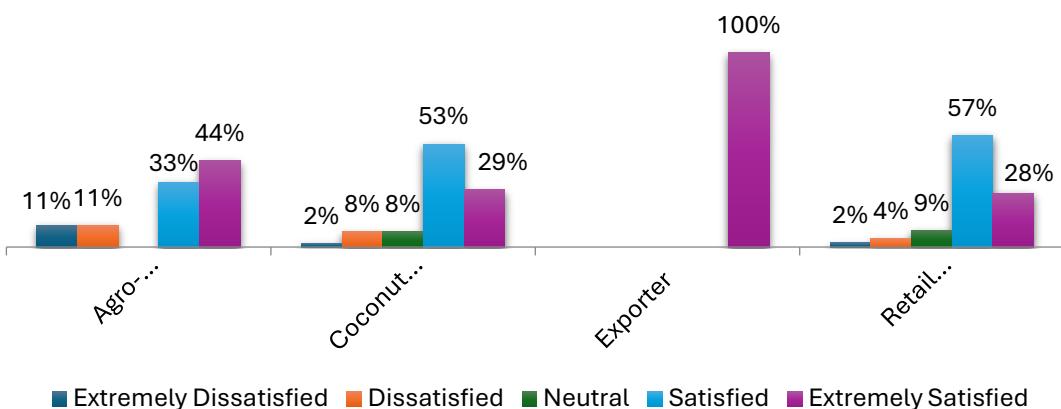
Preferred Method of Access



The chart below highlights the *Overall Customer Satisfaction by Client Category*: Across all categories, the feedback indicates an overall positive perception of services with some variation by client type. However there are also opportunities for improvement as a notable percentage of respondents across all client type indication some levels of dissatisfaction. Exporter has the highest satisfied rate with (100%). Retail customer (Coconut shop) report (57%) satisfied, (28%) extremely satisfied

neutral (9%), dissatisfied (4%) and extremely dissatisfied (2%). Coconut growers report extremely satisfied (29%), satisfied (53%), neutral (8%), dissatisfied (8%) and extremely dissatisfied (2%). Agro-Processor/Agri- Entrepreneur report extremely satisfied (44%), satisfied (33%), dissatisfied (11%) and extremely dissatisfied (11%).

Overall Customer Satisfaction by Client Category

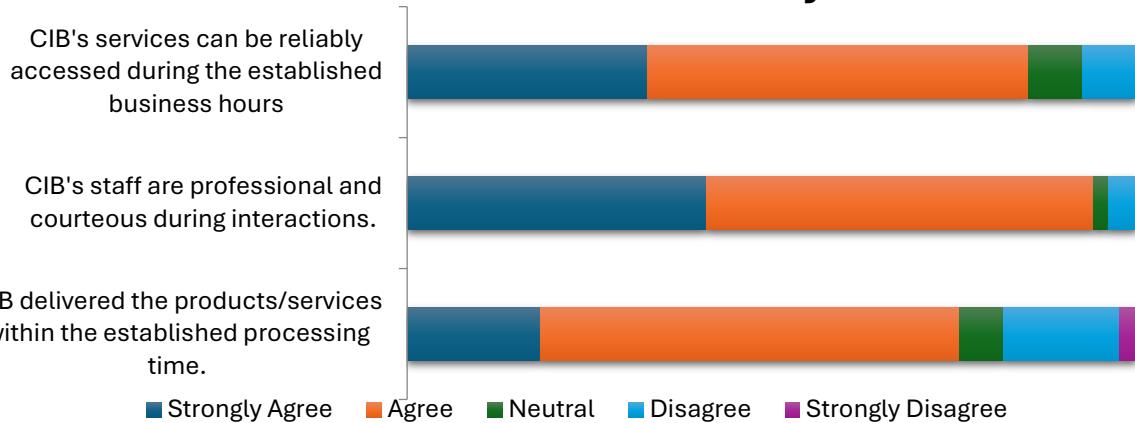


Level of Satisfaction: Reliability of Service

For the service dimension of Reliability, CIB obtained a rating of (81%). This represents an increase from 2022/23 rating of (78.3%).

Respondents were asked to rate their experience in the area of reliability. Reliability is based on three key indicators: timeliness of service delivery, staff professionalism and courtesy, and accessibility during business hours.

Customer Feedback on Reliability of Service



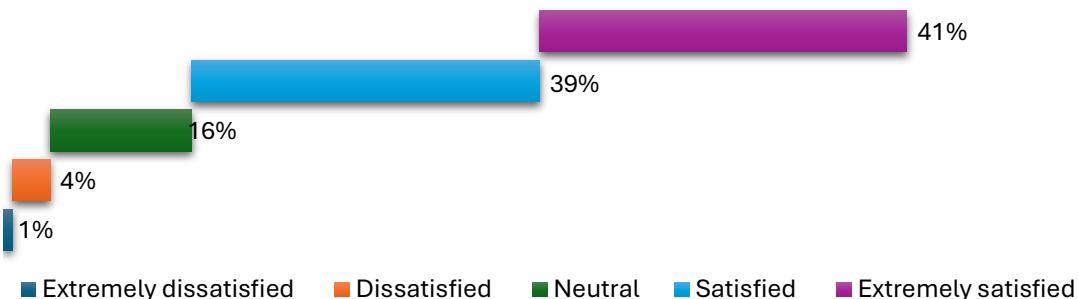
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
CIB delivered the products/services within the established processing time.	18%	57%	6%	16%	2%
CIB's staff is professional and courteous during interactions.	41%	53%	2%	4%	0%
CIB's services can be reliably accessed during the established business hours	33%	52%	7%	7%	0%

Timeliness of service delivery - When asked whether the entity delivered products and services within the established processing time, majority of respondents (75%) either agreed or strongly agreed while (16%) disagreed and (6%) remained neutral. The majority of customers indicate their satisfaction with the reliability however the (24%) highlights inconsistencies in service delivery timelines that provide room for improvement.

Staff professionalism and courtesy - A significant (94%) of respondents agreed or strongly agreed that staff members are professional and courteous during interactions, whether in person or by telephone. This reflects an overwhelmingly positive view of the staff's conduct and interpersonal skills.

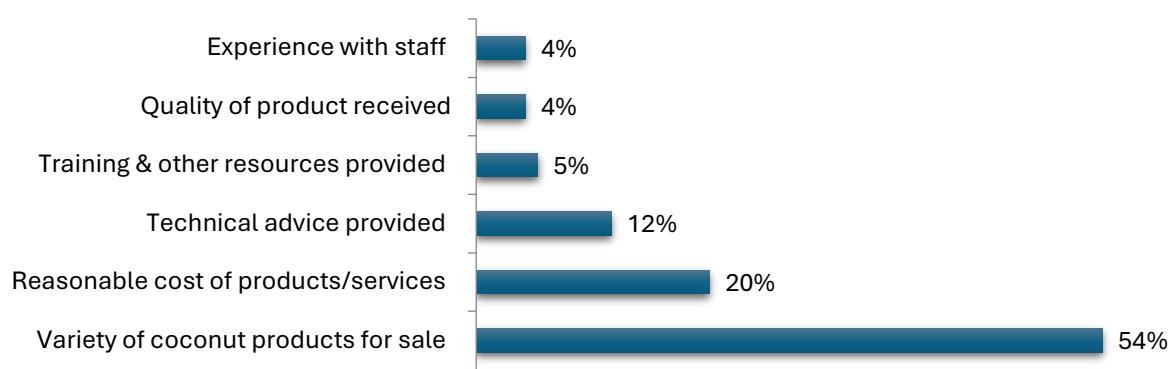
Accessibility during business hours - The reliability of access to services during official business hours, (85%) of respondents indicated agreement or strong agreement: representing a high level of confidence among clients that services are available as expected. And (7%) disagreed and (7%) were neutral, indicating room for improvement in this area.

Overall Satisfaction: Quality of Products/Services



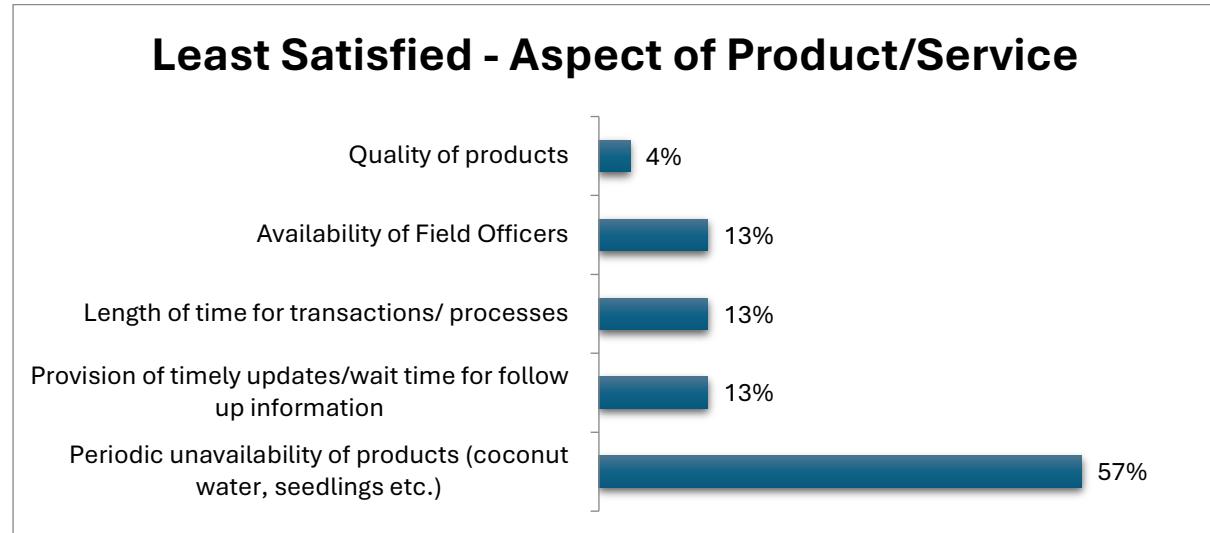
Overall satisfaction with the entity's products and services is positive, with (80%) of respondents reporting being either satisfied (39%) or extremely satisfied (41%). A notable (16%) felt neutral, indicating neither satisfaction nor dissatisfaction, which may suggest room for improvement in engagement or service impact. Only a small segment of respondents expressed negative sentiment, with (4%) dissatisfied and (1%) extremely dissatisfied. These results reflect approval, with an opportunity to convert neutral and mildly dissatisfied users into more satisfied clients through targeted improvements.

Most Satisfied - Aspect of Product/Service



The aspect of the product/service that respondents were most satisfied with was *Variety of coconut products for sale*, with (54%) expressing satisfaction, highlighting

its significant value to users. *Reasonable cost of products/services* was the second most appreciated aspect, receiving (20%) satisfaction, followed by *Technical advice provided* (12%), and (5%) expressed satisfaction with *Training & other resources provided*.



The aspect respondents felt Periodic unavailability of products (coconut water, seedlings), cited by (57%), indicating a significant concern.

Level of Satisfaction: Staff Responsiveness

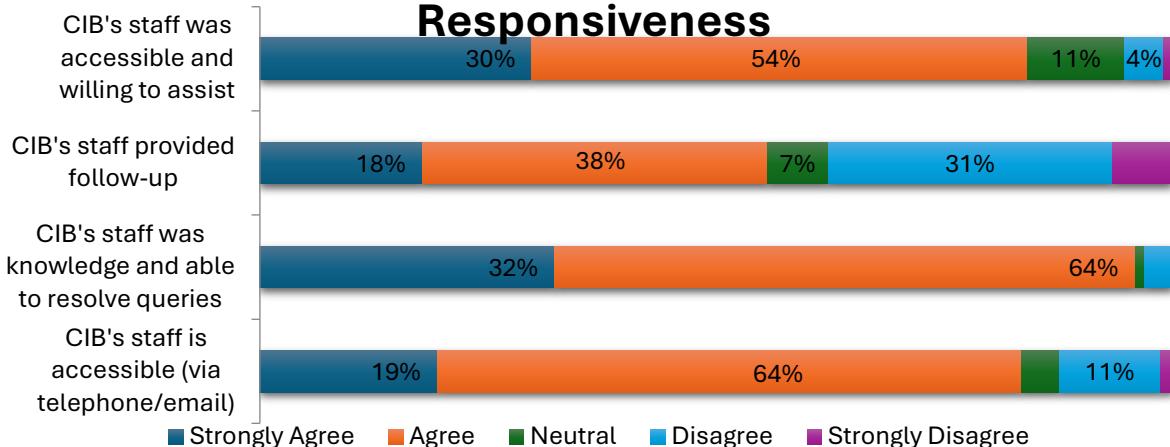
For the service dimension of Responsiveness, CIB obtained a rating of (78%). This represents a decrease from 2022/23 rating of (82.9%).

Respondents were asked to rate their experience in the area of responsiveness.

Responsiveness is based on three key indicators: staff accessibility, staff knowledge and staff helpfulness.

Customer Feedback on Staff

Responsiveness



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
CIB's staff is accessible (via telephone/email)	19%	64%	4%	11%	1%
CIB's staff was knowledge and able to resolve queries	32%	64%	1%	3%	0%
CIB's staff provided follow-up	18%	38%	7%	31%	7%
CIB's staff was accessible and willing to assist	30%	54%	11%	4%	1%

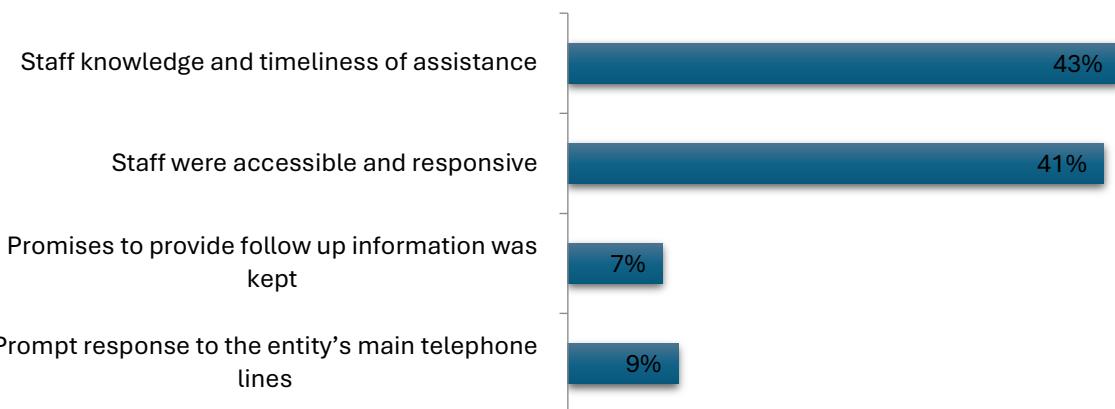
Staff Accessibility (Phone/Email) – The majority (83%) of respondents felt staff was accessible via telephone or email, with (19%) strongly agreeing and (64%) agreeing. This indicates strong availability and responsiveness through communication channels.

Staff Knowledge and Ability to Resolve Queries - An impressive (96%) agree/strongly agree that staff were knowledgeable and capable. This reflects high confidence in staff expertise and their ability to handle inquiries effectively.

Follow-Up Communication – A total of (56%) strongly agree/agree follow-up was provided when applicable, (7%) were neutral, (31%) stated their disagreement and (7%) stated their strongly disagreement. This suggests that majority customers received follow-ups; however there are many inconsistencies that need addressing.

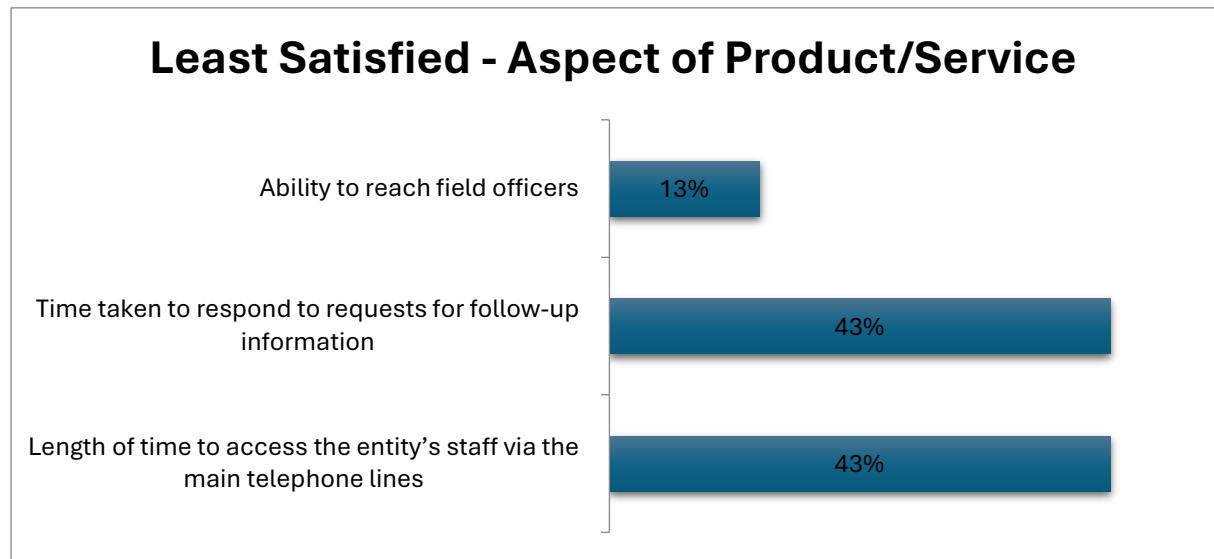
General Staff Helpfulness – A total of (84%) felt staff was generally accessible and willing to assist. This highlights a strong customer service culture, with (11%) of respondents expressing neutrality.

Most Satisfied - Aspect of Product/Service



The respondents highlighted *Staff knowledge and timeliness of assistance* (43%) as the area they were most satisfied with, followed by (41%) indicating *Staff were*

accessible and responsive and Prompt response to the entity's main telephone lines (9%).



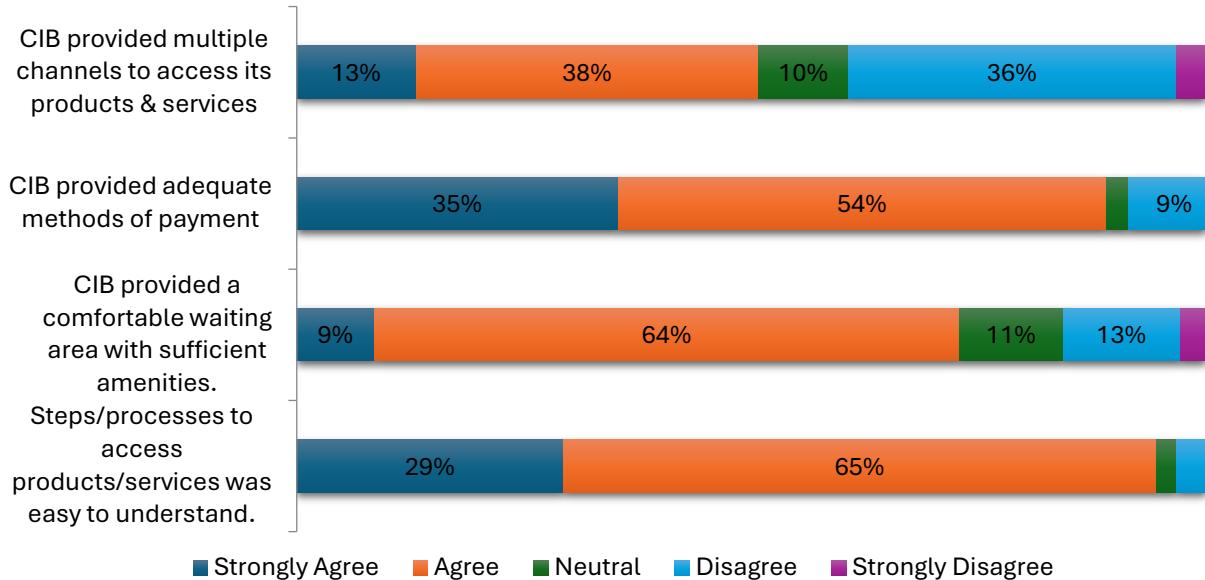
The most significant concern among respondents was *Time taken to respond to request for follow-up information* and *Length of time to access the entity's staff via the main telephone lines* with (43%) each identifying these as the least satisfactory aspect. This indicates a gap in communication and service/issue resolution.

Level of Satisfaction: Access & Facility

For the service dimension of Access & Facility, CIB obtained a rating of (76%). This represents a decrease from 2022/23 rating of (79.6%)

Respondents were asked to rate their experience in the area of Access & Facilities. Access & Facility is based on four key indicators: Ease of Access to Products/Services, Comfort of Waiting Areas and Amenities, Adequate Methods of Payment and Availability of Multiple Access Channels.

Customer Feedback on Access & Facility



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Steps/processes to access products/services were easy to understand.	29%	65%	2%	3%	0%
CIB provided a comfortable waiting area with sufficient amenities.	9%	64%	11%	13%	3%
CIB provided adequate methods of payment	35%	54%	2%	9%	0%
CIB provided multiple channels to access its products & services	13%	38%	10%	36%	3%

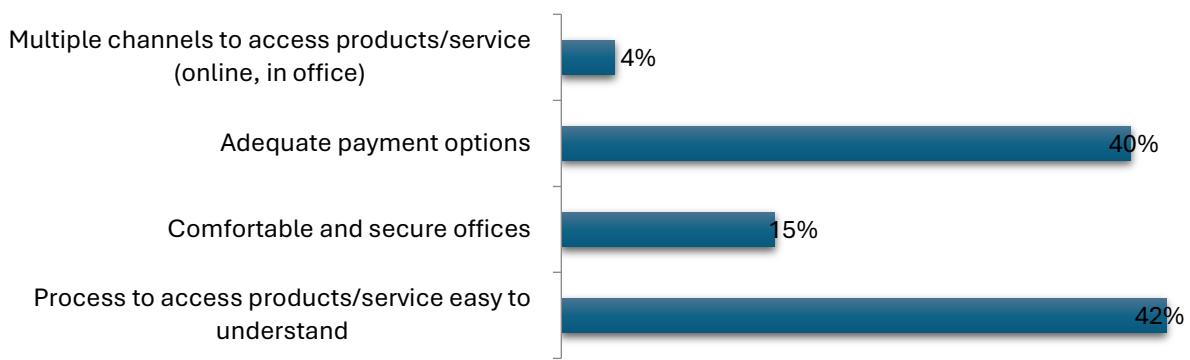
Ease of Access to Products/Services - This area received overwhelmingly positive feedback, with (94%) of respondents' agreeing/strongly agreeing the process was easy to understand. The high satisfaction indicates CIB systems are clear, simple, and user-friendly.

Comfort of Waiting Areas and Amenities - Satisfaction was moderate, with (73%) strongly agreeing/agreeing the waiting areas were comfortable, (11%) neutral, (13%) dissatisfied and (0%) strongly dissatisfied. This suggests room for improvement in seating, cooling, or other amenities to enhance the on-site experience.

Adequate Methods of Payment - A strong (89%) of respondents strongly agreed/agreed that payment options were adequate, showing that the entity offers convenient and accessible methods while (2%) were neutral and (9%) expressed disagreement.

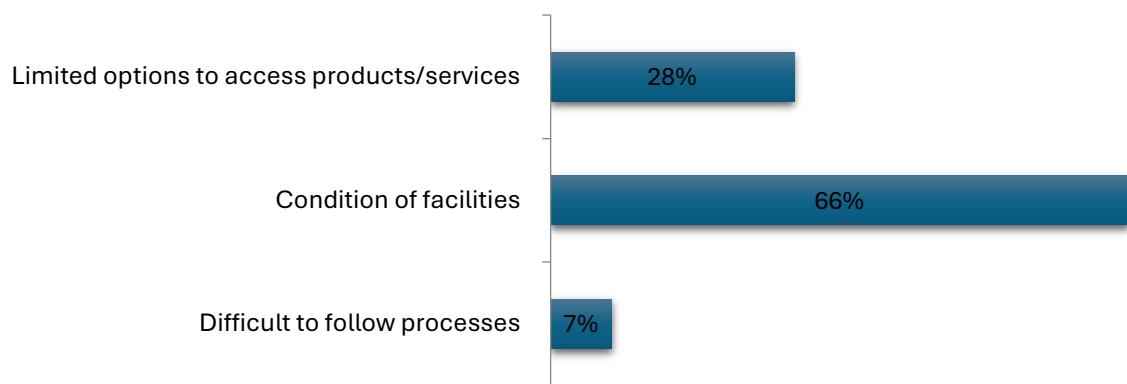
Availability of Multiple Access Channels – Satisfaction was moderate, with (51%) strongly agreeing/agreeing there were sufficient access channels (online and in-person), however a notable (10%) were neutral, (36%) expressed disagreement and (3%) strongly disagreed. This highlights an area for strong improvement to increase the visibility of CIB across multiple access channels.

Most Satisfied - Access & Facilities



The respondents highlighted *Process to access products/service easy to understand* (42%) as the area they were most satisfied with, followed by (40%) *Adequate payment options*.

Least Satisfied - Access & Facilities



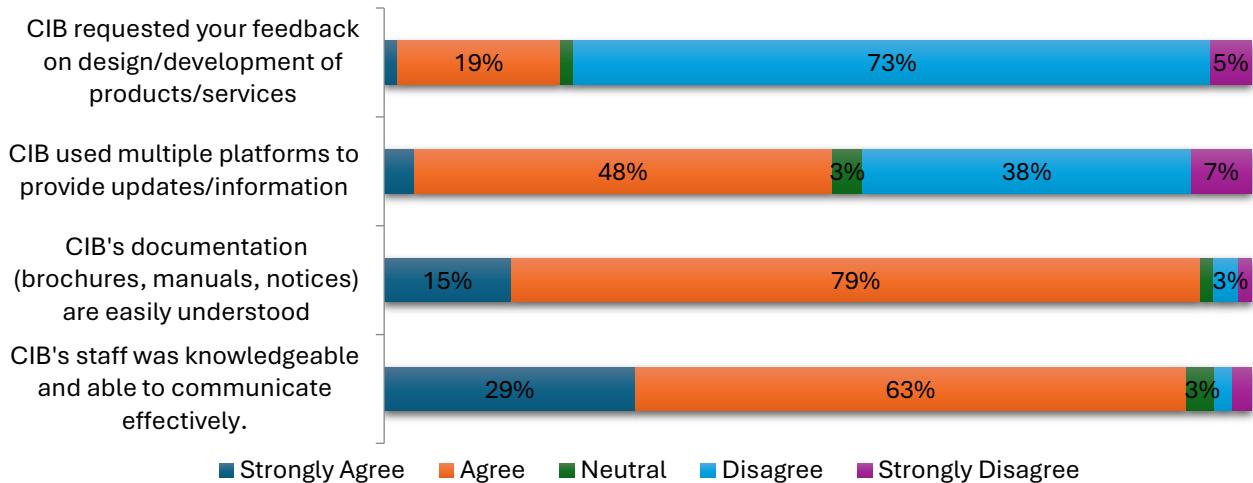
The most significant concern among respondents was *Condition of facilities*, with (66%) identifying this as the least satisfactory aspect, followed by *limited options to access products/services* with (28%).

Level of Satisfaction: Communication

For the service dimension of Communication, CIB obtained a rating of (68%). This represents a decrease from 2022/23 rating of (77.1%)

Respondents were asked to rate their experience in the area of Communication. Communication is based on four key indicators: soliciting customer feedback on design/development of products/services, clear and concise documentation, quality of staff's communication and utilizing multiple platforms to provide information/updates.

Customer Feedback on Communication



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
CIB's staff was knowledgeable and able to communicate effectively	29%	63%	3%	2%	2%
CIB's documentation (brochures, manuals, notices) are easily understood	15%	79%	1%	3%	1%
CIB used multiple platforms to provide updates/information	3%	48%	3%	38%	7%
CIB requested your feedback on design/development of products/services	2%	19%	2%	73%	5%

Quality of staff's communication - A strong majority of respondents (92%) either *strongly agreed* (29%) or *agreed* (63%) that CIB's staff were knowledgeable and communicated effectively, indicating high confidence in staff capabilities.

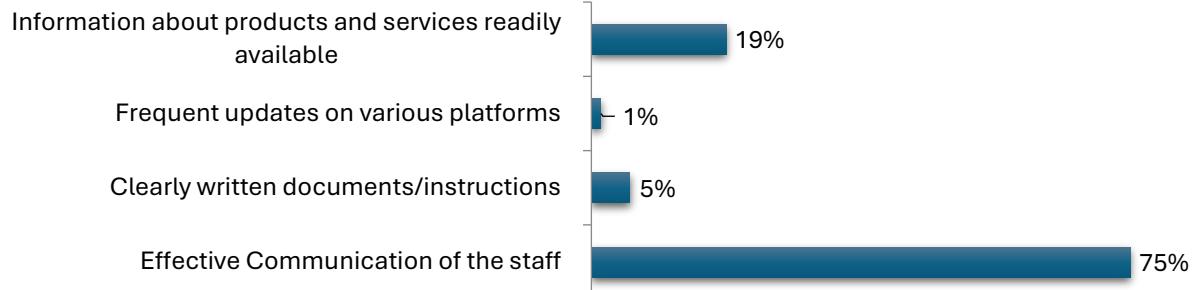
Clear and concise documentation – Majority of respondents (94%) found CIB's materials clear and easy to understand (*strongly agree*: 15%, *agree*: 79%), with (1%) neutral and (3%) disagreeing.

Utilizing multiple platforms to provide information/updates – This area indicated a modest level of agreement with (3%) *strongly agreed* and (48%) *agreed* to some extent that CIB used multiple platforms. Over a third (38%) *disagreed* and (7%) *strongly disagreed*, suggesting a strong need to enhance communication channels or make them more visible.

Soliciting customer feedback on design/development of products/services – The majority of the respondents (73%) *disagreed*, (5%) *strongly disagreed* that CIB

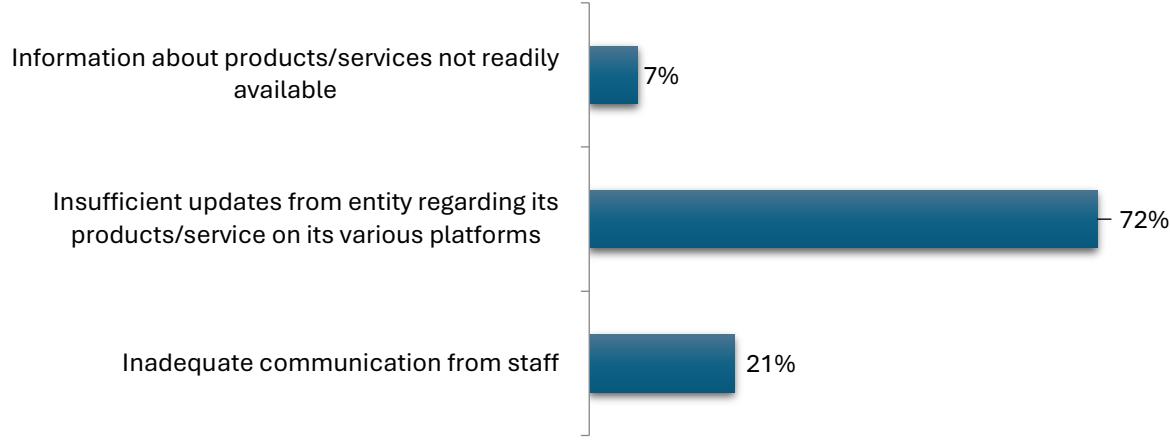
requested their feedback while (2%) were neutral and (19%) agreed. The significant level of disagreement suggests a clear opportunity for CIB to improve stakeholder engagement in design and development processes.

Most Satisfied: Communication



The area respondents were most satisfied with was *Effective communication of the staff* (75%), followed by *Information about products and services readily available* (19%).

Least Satisfied: Communication



The most significant concern among respondents was *Insufficient updates received from CIB* with (72%), followed by *Inadequate communication from staff* (21%).

Banana Board



Overview of Main Findings

Banana Board (BB) was assessed across four key areas: Staff Responsiveness, Accessibility and Facilities, Service Reliability, and Communication. According to the Service Excellence Policy, a satisfaction rating of 80% or above is considered as meeting the satisfaction standard, while any rating below 80% is categorized as did not meet the required satisfaction standard.

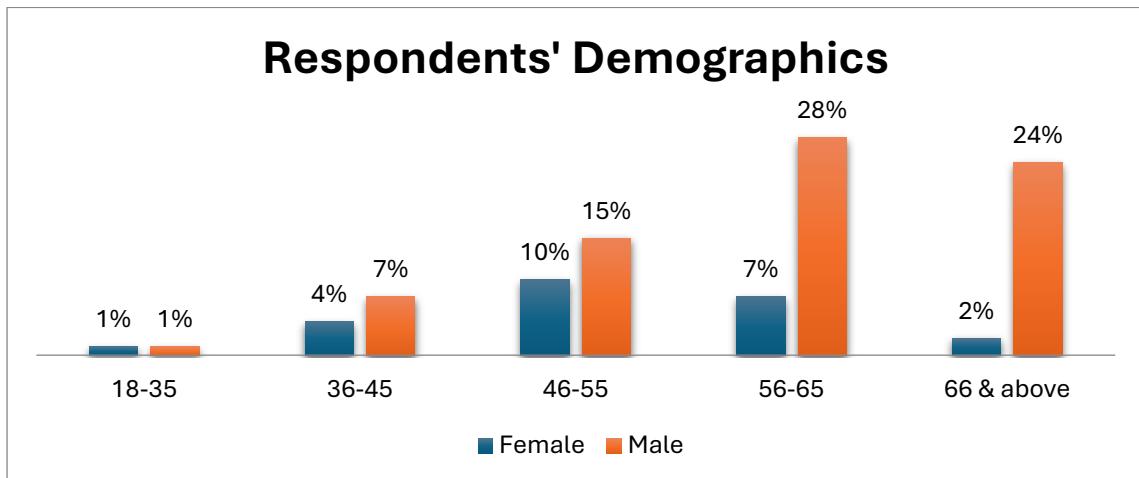
Banana Board recorded an overall customer satisfaction rating of 75% for 2024/25.

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

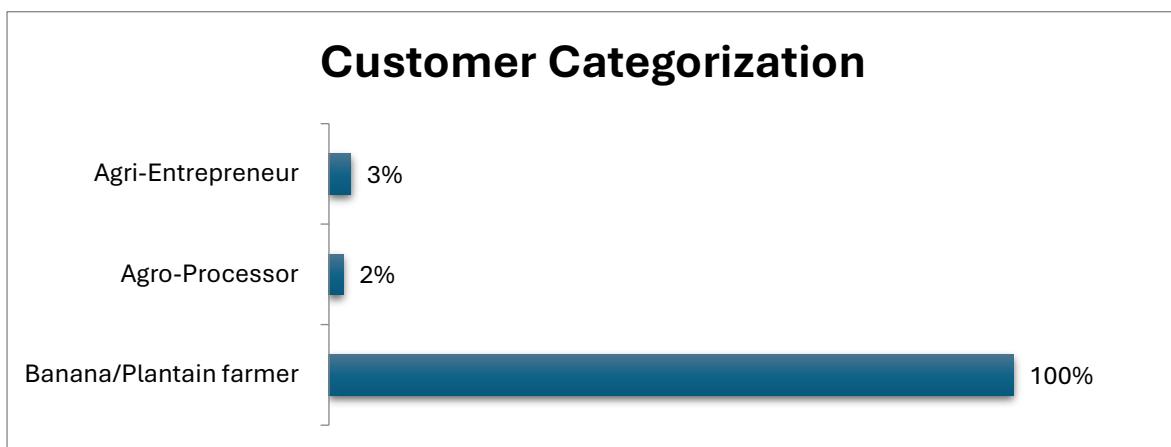
BB's 2024/25 Overall Rating = 75%				
Service Dimensions	Reliability	Responsiveness	Access & Facility	Communication
	80%	80%	74%	66%

Respondents' Demographics

The survey garnered feedback from a total of 94 respondents; the vast majority of respondents were male (75%) while (25%) were female. The majority of respondents (35%) were aged 56-65, while (26%) were aged 66 and above, (25%) were aged 46-55, (11%) were aged 36-45 and (2%) were aged 18-35.

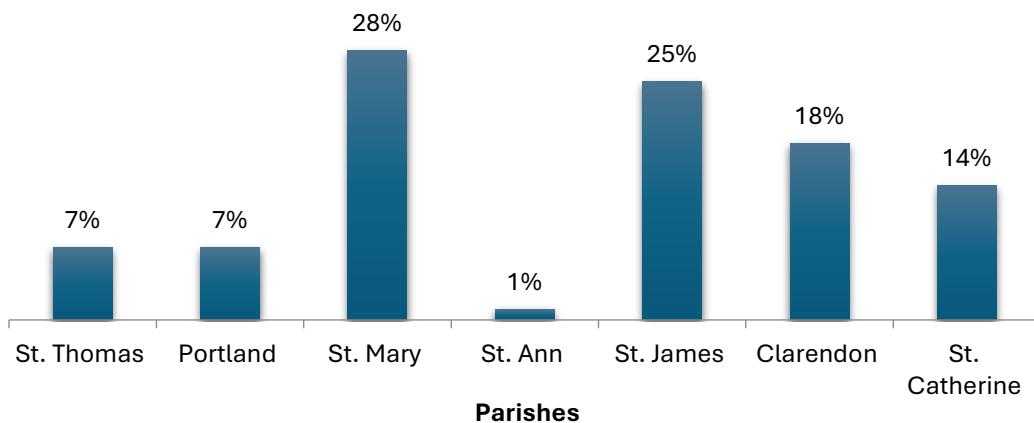


The survey captured responses from BB's customer; the chart below highlights the categorization of the respondents. Note, respondents were allowed to select more than one role, resulting in cumulative percentages exceeding 100%. The distribution is as follows: Banana/Plantain farmer (100%), Agri-Entrepreneur (3%), and Agro-Processor (3%).



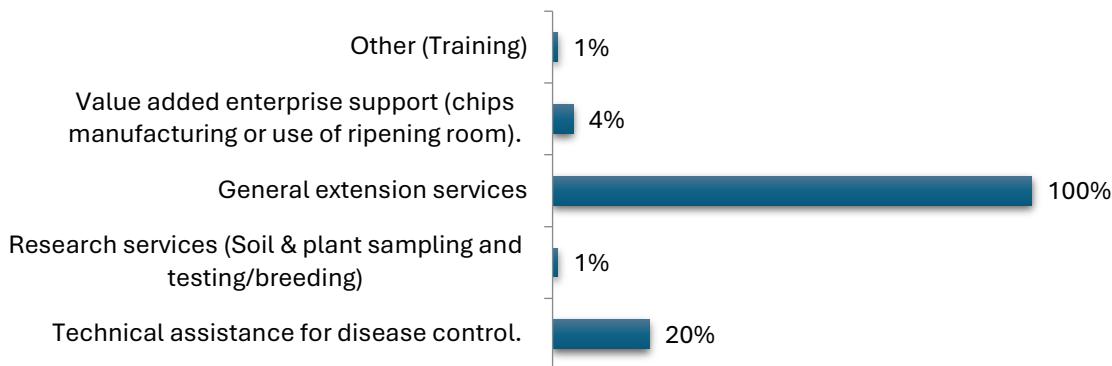
The table below shows where the respondents reside. The vast majority (28%) of respondents are from the parish of St. Mary.

Respondents' Location of Operation



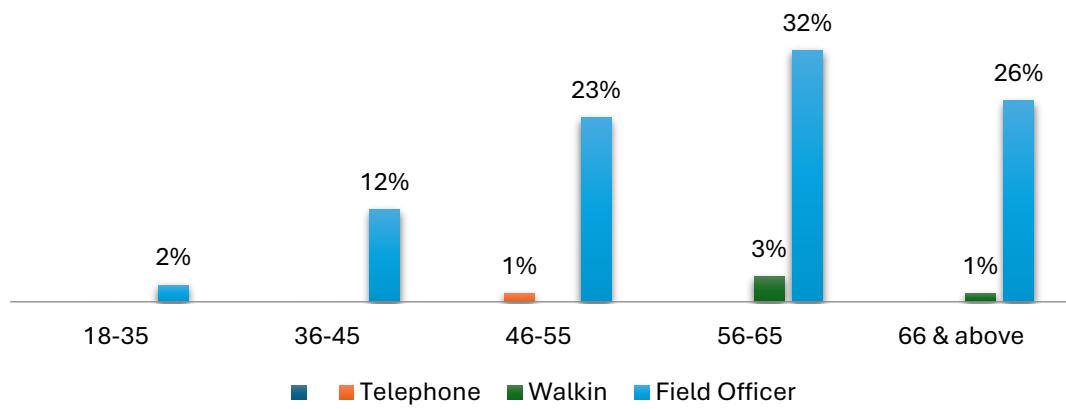
Feedback indicates *General extension services* is the most utilized service, accessed by (100%) of respondents, Technical assistance for disease control for (20%) and Value added enterprise support (chips manufacturing or use of ripening room (4%).

Products/Services Accessed



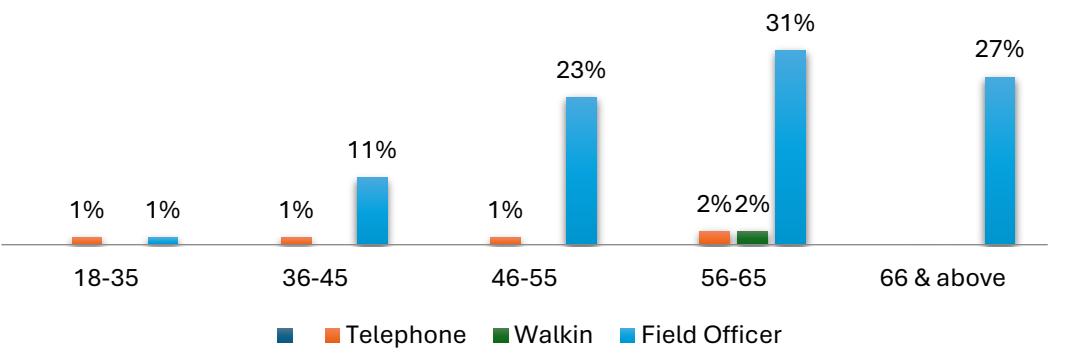
For the 18–35 demographic, access through a Field Officer (2%) is the current method of access. In the 36–45 group: Field Officer (12%) is also the current method of access. The 46–55 group shows Field Officer (23%), followed by Telephone (1%). Among those aged 56–65, access through a Field Officer (32%) continues to be the most common followed by Walk-in (3%). In the 66 & above group, access through a Field Officer is dominant with (26%) followed by Walk-in with (1%).

Current Method of Access



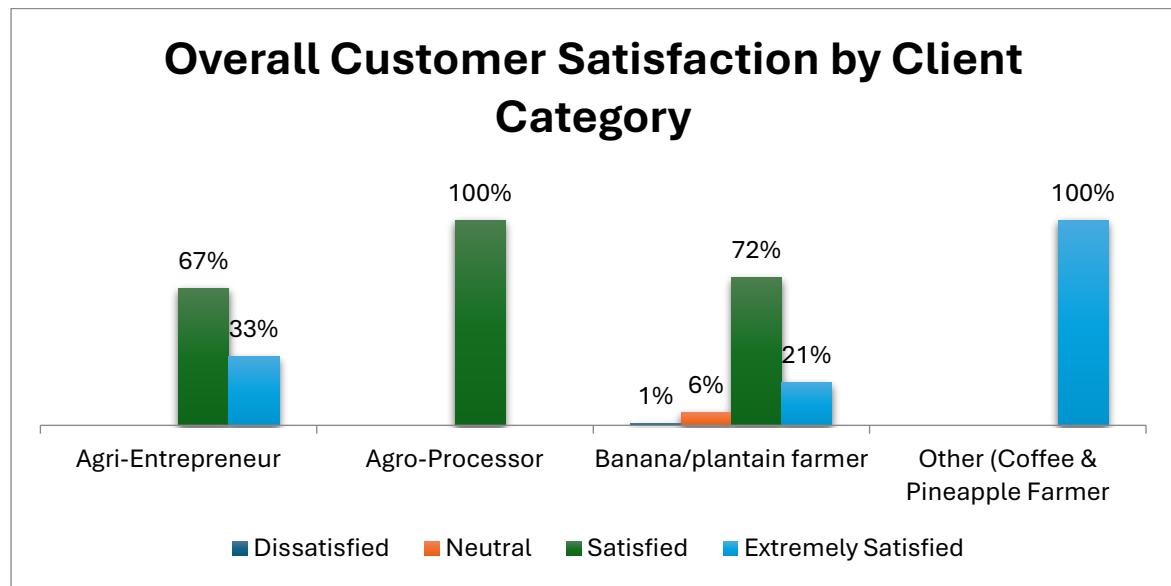
Among individuals aged 18–35, Field Officer and Telephone access both accounted for (1%) each as the preferred mode. In the 36–45 age group, Field Officer accounted for (11%) followed by Telephone access with (1%). For those aged 46–55, the most preferred method is Field Officer (23%) followed by Telephone with (1%). Respondents aged 56–65 show a preference for Field Officer (31%), with Walk-in and Telephone at (2%). In the 66 & above group, Field Officer (27%) is the preferred method of access.

Preferred Method of Access



The chart below highlights the Overall Customer Satisfaction by Client Category: Across all categories, the feedback indicates an overall positive perception of services with some variation by client type, a minority highlighted dissatisfaction. The category of Agro-Processor record feedback indicating (100%) satisfied. Banana/Plantain Farmer report (72%) satisfied, (21%) extremely satisfied, (6%)

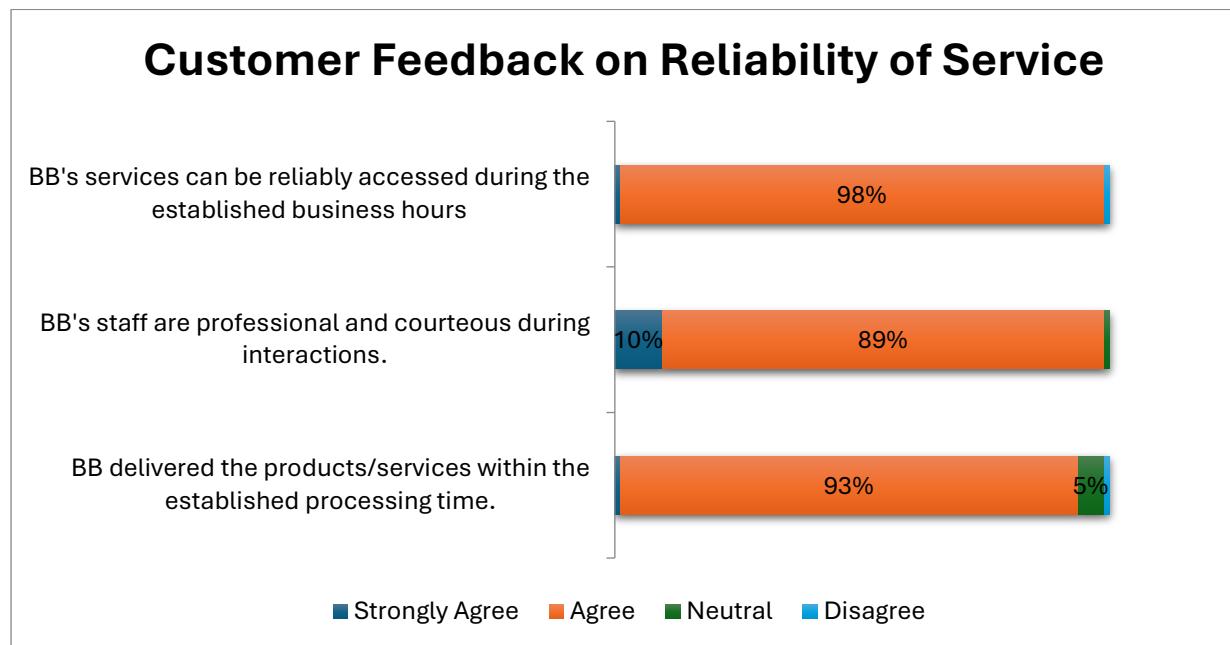
neutral and (1%) dissatisfied. Agri-Entrepreneur report extremely satisfied (33%) and satisfied (67%).



Level of Satisfaction: Reliability of Service

For the service dimension of Reliability, BB obtained a rating of (80%).

Respondents were asked to rate their experience in the area of reliability. Reliability is based on three key indicators: timeliness of service delivery, staff professionalism and courtesy, and accessibility during business hours.



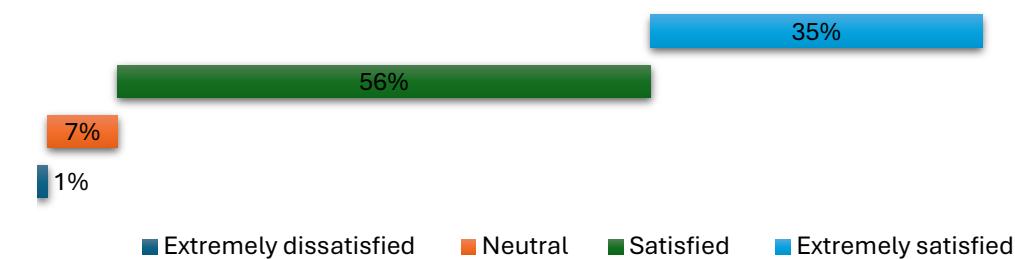
	Strongly Agree	Agree	Neutral	Disagree
BB delivered the products/services within the established processing time.	1%	93%	5%	1%
BB's staff is professional and courteous during interactions.	10%	89%	1%	0%
BB's services can be reliably accessed during the established business hours	1%	98%	0%	1%

Timeliness of service delivery - When asked whether the entity delivered products and services within the established processing time, majority of respondents (94%) either agreed or strongly agreed while (1%) disagreed and (5%) remained neutral. The majority of customers indicate their satisfaction with the reliability.

Staff professionalism and courtesy – The vast majority of respondents' (99%) agreed or strongly agreed that staff members are professional and courteous during interactions, whether in person or by telephone. This reflects an overwhelmingly positive view of the staff's conduct and interpersonal skills.

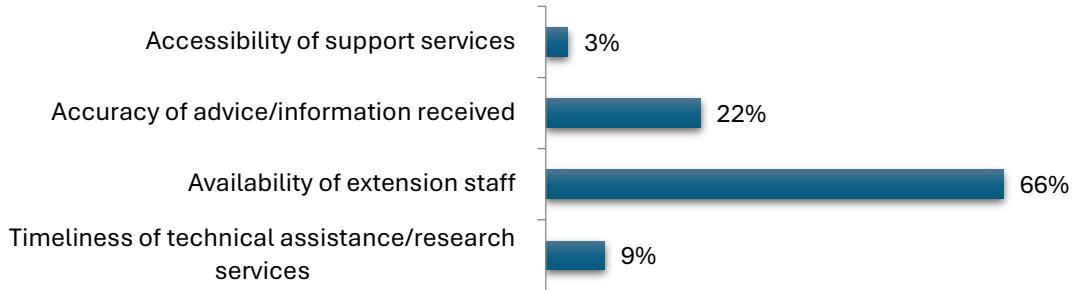
Accessibility during business hours - The reliability of access to services during official business hours, (99%) of respondents indicated agreement or strong agreement: representing a high level of confidence among clients that services are available as expected.

Overall Satisfaction: Quality of Products/Services



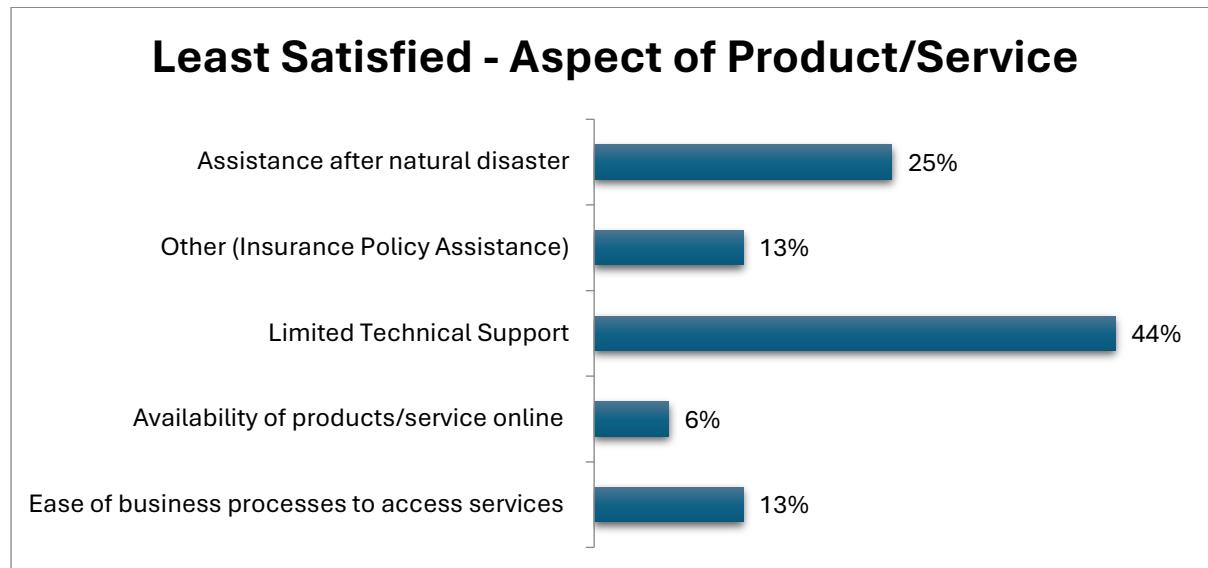
Overall satisfaction with the entity's products and services is positive, with (91%) of respondents reporting being either satisfied (56%) or extremely satisfied (35%). A minimal (7%) felt neutral, indicating neither satisfaction nor dissatisfaction, which may suggest room for improvement in engagement or service impact. Only a small portion of respondents expressed negative sentiment, with (1%) dissatisfied. These results reflect a strong general approval, with an opportunity to convert neutral and mildly dissatisfied users into more satisfied clients through targeted improvements.

Most Satisfied - Aspect of Product/Service



The aspect of the product/service that respondents were most satisfied with was the *Availability of extension staff*, with (66%) expressing satisfaction, highlighting its significant value to users. *Accuracy of advice/information received* was the second most appreciated aspect, receiving (22%) satisfaction, followed by *Timeliness of*

technical assistance/research services (9%), and lastly (3%) expressed satisfaction with *Accessibility of support services*.

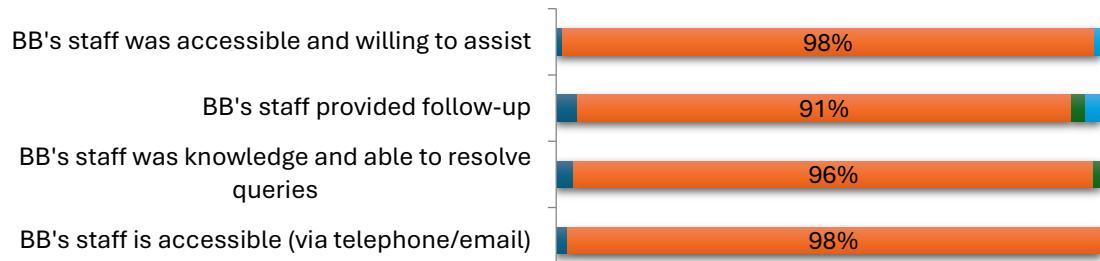


The aspect respondents felt least satisfied with was the *Limited Technical Support*, cited by (44%), indicating a significant concern. *Assistance after natural disaster* was the second most noted issue, with (25%) expressing dissatisfaction, pointing to a need for improvements.

Level of Satisfaction: Staff Responsiveness

For the service dimension of Responsiveness, BB obtained a rating of (80%). Respondents were asked to rate their experience in the area of responsiveness. Responsiveness is based on three key indicators: staff accessibility, staff knowledge and staff helpfulness

Customer Feedback on Staff Responsiveness



■ Strongly Agree ■ Agree ■ Neutral ■ Disagree ■ Strongly Disagree

	Strongly Agree	Agree	Neutral	Disagree
BB's staff is accessible (via telephone/email)	2%	98%	0%	0%
BB's staff was knowledge and able to resolve queries	3%	96%	1%	0%
BB's staff provided follow-up	4%	91%	3%	3%
BB's staff was accessible and willing to assist	1%	98%	0%	1%

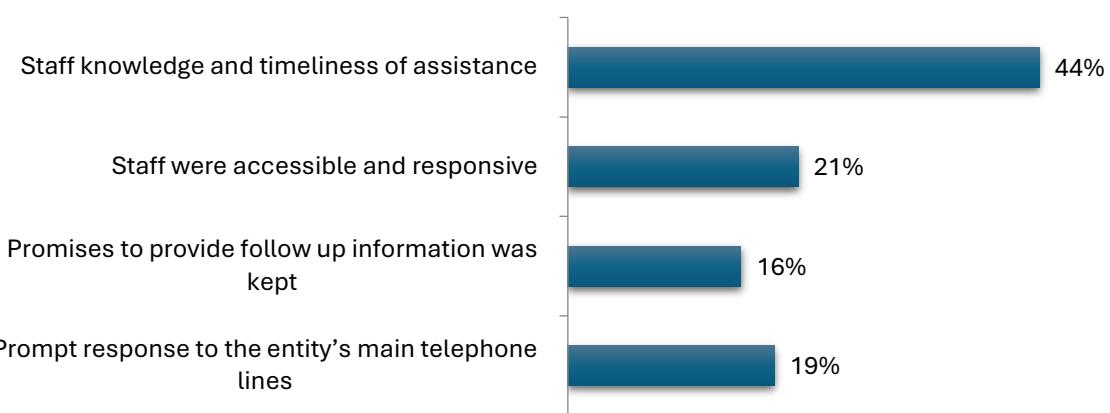
Staff Accessibility (Phone/Email) – All (100%) of respondents felt staff was accessible via telephone or email, with (2%) strongly agreeing and (98%) agreeing. This indicates strong availability and responsiveness through communication channels.

Staff Knowledge and Ability to Resolve Queries - An impressive (99%) agree/strongly agree that staff were knowledgeable and capable. This reflects high confidence in staff expertise and their ability to handle inquiries effectively.

Follow-Up Communication – Approximately (95%) strongly agree/agree follow-up was provided when applicable, (3%) were neutral and (3%) disagreed. This suggests that most customers received follow-ups; however, there may be inconsistencies that need addressing.

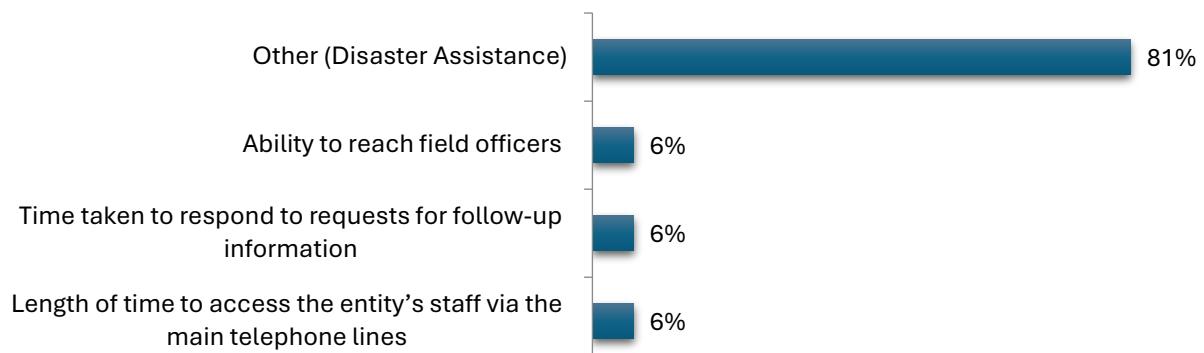
General Staff Helpfulness – A total of (99%) felt staff was generally accessible and willing to assist. This highlights a strong customer service culture, with (1%) of respondents expressing disagreement.

Responsiveness: Most Satisfied



The respondents highlighted *Staff knowledge and timeliness of assistance* as the area they were most satisfied with (44%), followed by *Staff were accessible and responsive* with (21%).

Responsiveness: Least Satisfied

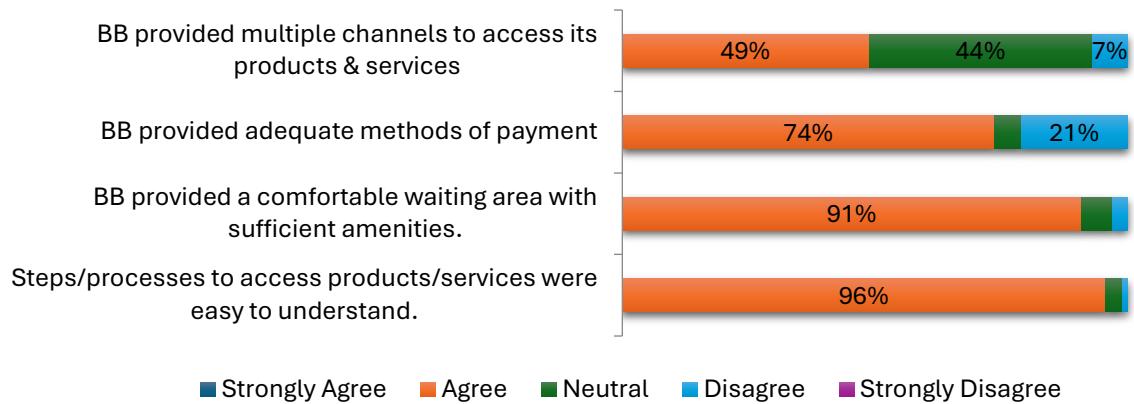


The most significant concern among respondents was *Disaster Assistance with* (81%) identifying this as the least satisfactory aspect. This indicates a significant gap in the allocation and transparency of the Agency's resources.

Level of Satisfaction: Access & Facility

For the service dimension of Access & Facility, BB obtained a rating of (74%). Respondents were asked to rate their experience in the area of Access & Facilities. Access & Facility is based on four key indicators: Ease of Access to Products/Services, Comfort of Waiting Areas and Amenities, Adequate Methods of Payment and Availability of Multiple Access Channels.

Customer Feedback on Access & Facility



	Strongly Agree	Agree	Neutral	Disagree
Steps/processes to access products/services were easy to understand.	0%	96%	3%	1%
BB provided a comfortable waiting area with sufficient amenities.	0%	91%	6%	3%
BB provided adequate methods of payment	0%	74%	5%	21%
BB provided multiple channels to access its products & services	0%	49%	44%	7%

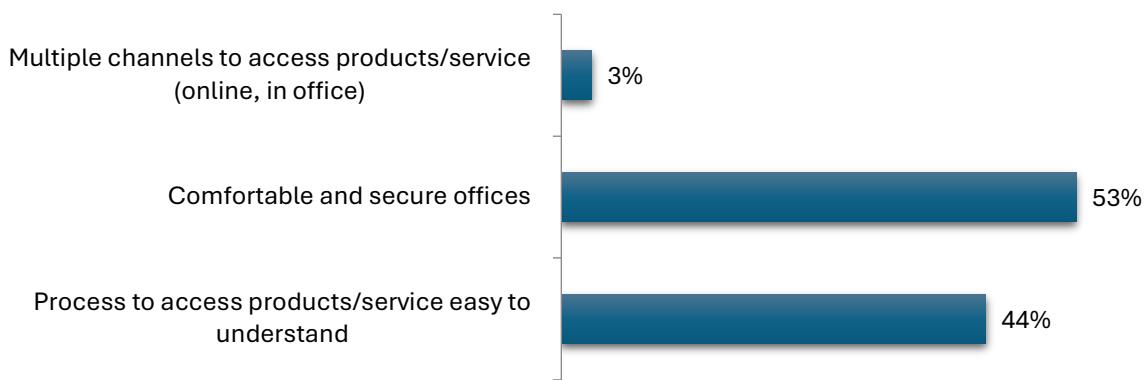
Ease of Access to Products/Services - This area received overwhelmingly positive feedback, with (96%) of respondents' agreeing/strong agreeing that the process was easy to understand. The high satisfaction indicates BB's systems are clear, simple, and user-friendly.

Comfort of Waiting Areas and Amenities – A strong (91%) strongly agreeing/agreeing the waiting areas were comfortable, while (6%) were neutral and (3%) dissatisfied. This suggests general satisfaction; however there is minor room for improvement with seating, cooling, or other amenities to enhance the on-site experience.

Adequate Methods of Payment - A moderate percentage of respondents (74%) strongly agreed/agreed that payment options were adequate, showing that the entity offers convenient and accessible methods. A notable (21%) expressed disagreement and (5%) were neutral.

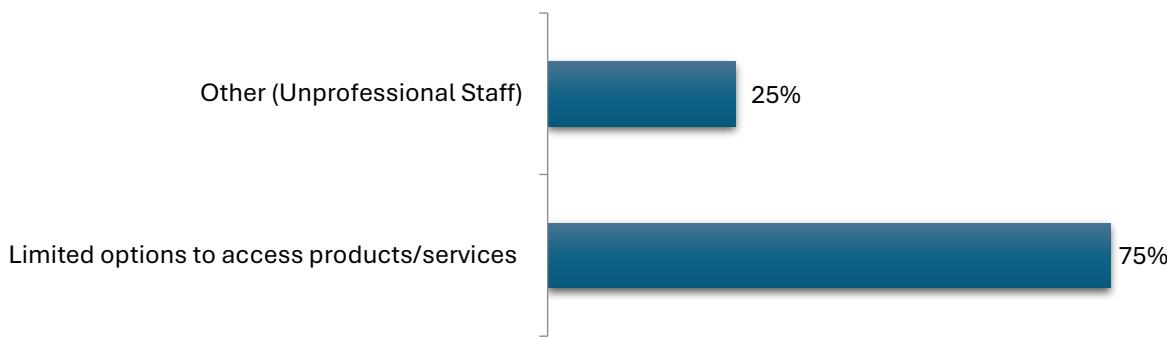
Availability of Multiple Access Channels – Satisfaction garnered mixed results, with (49%) agreeing there were sufficient access channels (online and in-person), however a sizeable (44%) were neutral and (7%) disagreed. This suggestion shows customers face limitations or are unaware of all available options.

Access & Facilities: Most Satisfied



The respondents highlighted *Comfortable and secure offices* (53%) as the area they were most satisfied with followed by *Process to access products/service easy to understand* with (44%).

Access & Facilities: Least Satisfied

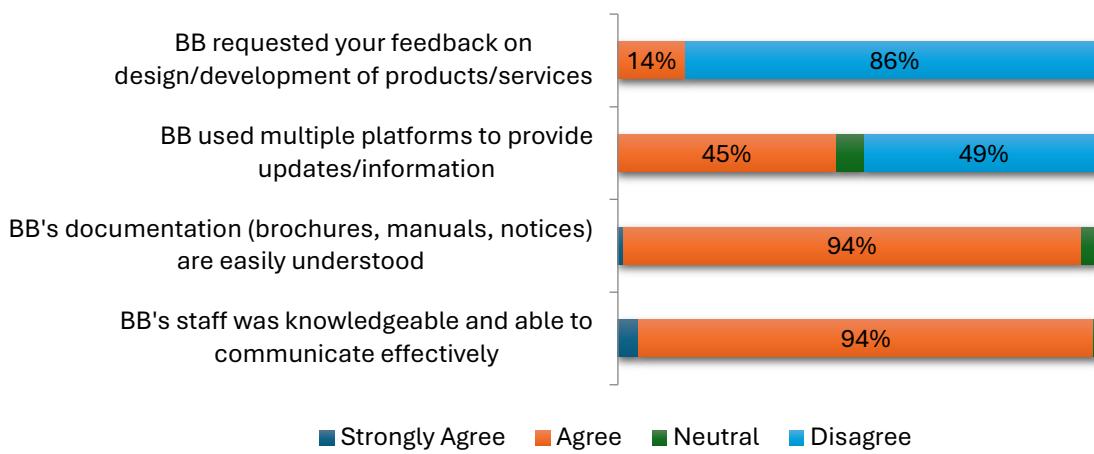


The most significant concern among respondents was *Limited options to access products/services* with (75%) identifying this as the least satisfactory aspect, followed by *Unprofessional staff*, with (25%).

Level of Satisfaction: Communication

For the service dimension of Communication, BB obtained a rating of (66%). Respondents were asked to rate their experience in the area of Communication. Communication is based on four key indicators: soliciting customer feedback on design/development of products/services, clear and concise documentation, quality of staff's communication and utilizing multiple platforms to provide information/updates.

Customer Feedback on Communication



	Strongly Agree	Agree	Neutral	Disagree
BB's staff was knowledgeable and able to communicate effectively	4%	94%	1%	1%
BB's documentation (brochures, manuals, notices) are easily understood	1%	94%	3%	1%
BB used multiple platforms to provide updates/information	0%	45%	6%	49%
BB requested your feedback on design/development of products/services	0%	14%	0%	86%

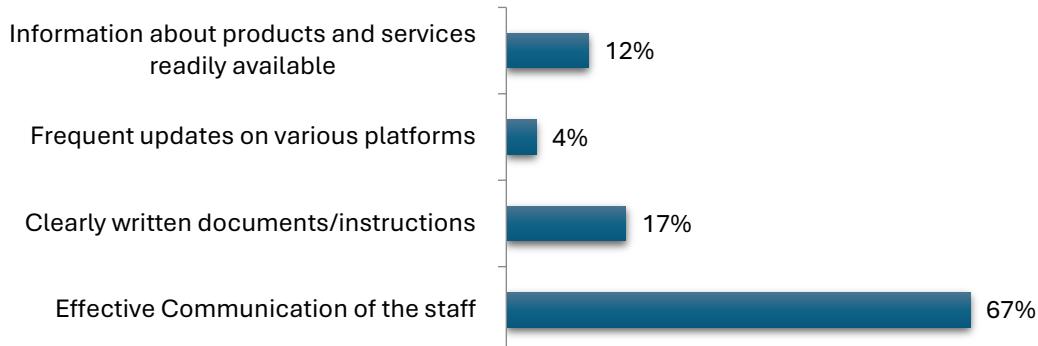
Quality of staff's communication - A strong majority of respondents (98%) either *strongly agreed* (4%) or *agreed* (94%) that BB's staff were knowledgeable and communicated effectively, indicating high confidence in staff capabilities.

Clear and concise documentation – Majority of respondents (95%) found BB's materials clear and easy to understand (*strongly agree*: 1%, *agree*: 94%), with (3%) neutral.

Utilizing multiple platforms to provide information/updates – This area performed weakly, (49%) of respondents disagreed suggesting a strong need to enhance frequency of updates/information on multiple communication channels or make them more visible while (45%) agreed and (6%) were neutral.

Soliciting customer feedback on design/development of products/services – A lowly (14%) felt BB requested their feedback, while a significant (86%) *disagreed*. This suggests a clear need for BB to improve stakeholder engagement in design and development processes.

Communication: Most Satisfied



The area respondents were most satisfied with was *Effective communication of the staff* (67%), followed by *clearly written documents/instructions* (17%).



The most significant concern among respondents was *Insufficient updates received from BB* with (70%).

Sugar Company of Jamaica Holdings Limited (SCJH)



Overview of Main Findings

Sugar Company of Jamaica Holdings Limited (SCJH) was assessed across four key areas: Staff Responsiveness, Accessibility and Facilities, Service Reliability, and Communication. According to the Service Excellence Policy, a satisfaction rating of 80% or above is considered as meeting the satisfaction standard, while any rating below 80% is categorized as did not meet the required satisfaction standard.

Sugar Company of Jamaica Holdings Limited recorded an overall customer satisfaction rating of 73% for 2024/25.

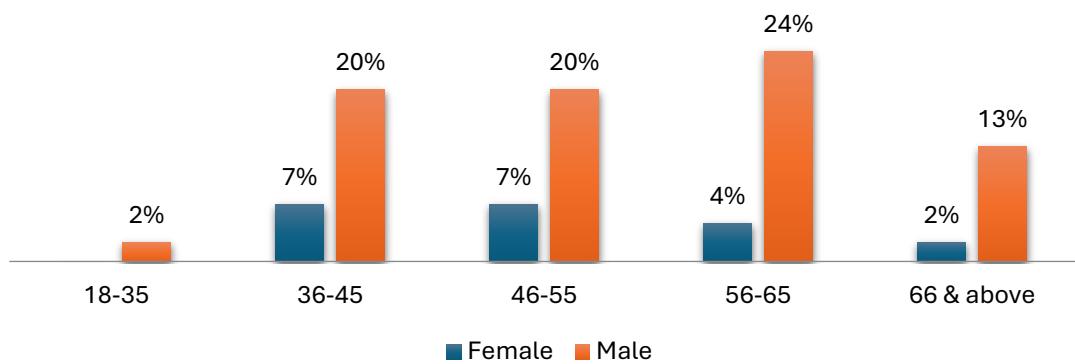
See table below for a performance breakdown in each service dimension:

SCJH's 2024/25 Overall Rating = 73%				
Service Dimensions	Reliability	Responsiveness	Access & Facility	Communication
	75%	71%	84%	62%

Respondents' Demographics

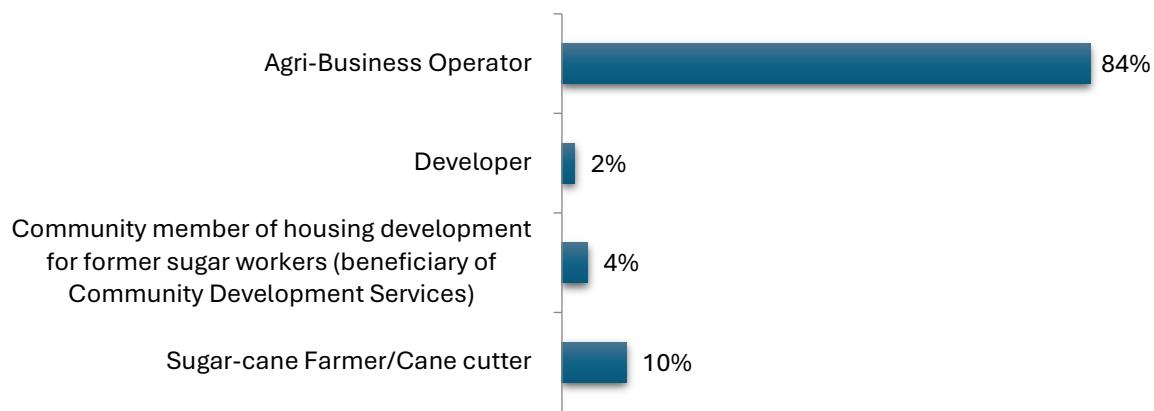
The survey garnered feedback from a total of 45 respondents; the vast majority of respondents were male (79%) while (20%) were female. The majority of respondents (24%) were aged 56-65, (20%) were aged 36-45 and 46-55, (13%) were aged 66 and above, (2%) were aged 18-35.

Respondents' Demographics



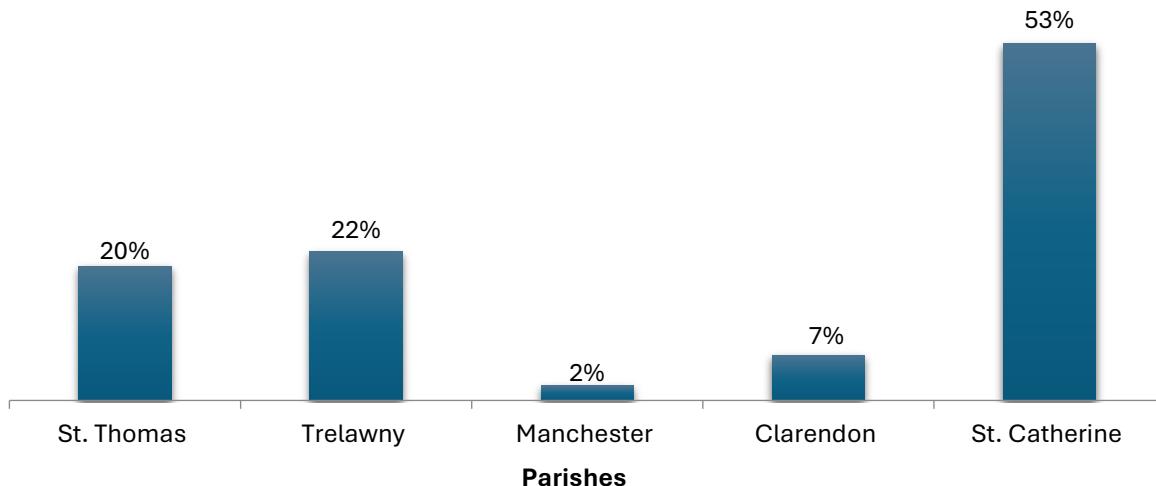
The survey captured responses from SCJH's customer; the chart below highlights the categorization of the respondents. Note, respondents were allowed to select more than one role, resulting in cumulative percentages exceeding 100%. The distribution is as follows: *Agri-Business Operator* (84%), *Sugar-cane Farmer/Cane cutter* (10%), *Community member of housing development for former sugar workers (beneficiary of Community Development Services)* (4%) and *Developer* (2%).

Customer Categorization



The table below shows where the respondents reside. The vast majority (53%) of respondents are from the parish of St. Catherine.

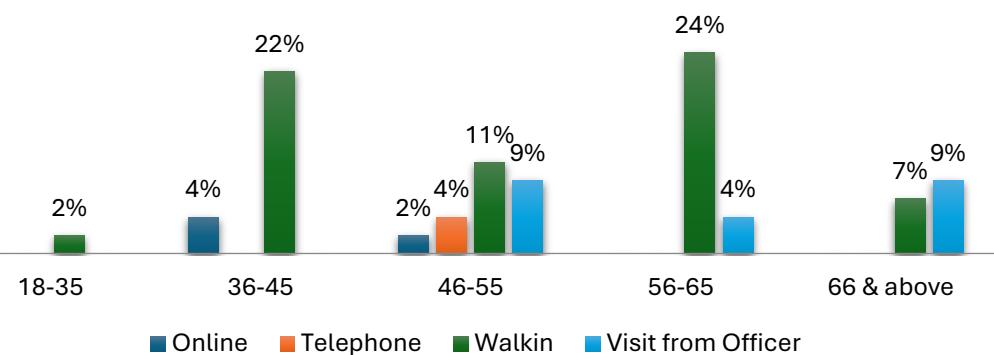
Respondents' Location of Operation



Feedback indicate *Land Service (Sale/Lease/Licensing)* is the most utilized service, accessed by (100%) of respondents.

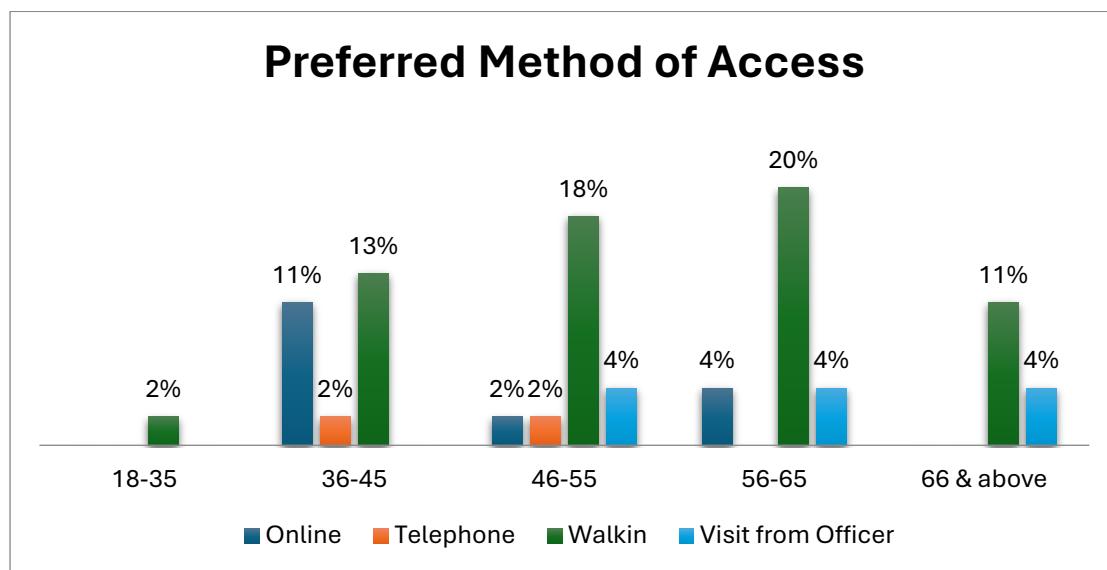
For the 18–35 demographic, Walk-in access (2%) is the dominant channel. In the 36–45 group, Walk-in access is the most preferred mode with (22%) followed by Online (4%). The 46–55 group: Walk-in access is (11%), followed by Visit from Officer (9%), Telephone (4%) and Online (2%). Among those aged 56–65, Walk-in access (24%) continues to be the most common followed by Visit from Officer (4%). In the 66 & above group, Visit from Officer is more common with (9%) followed by Walk-in at (7%).

Current Method of Access



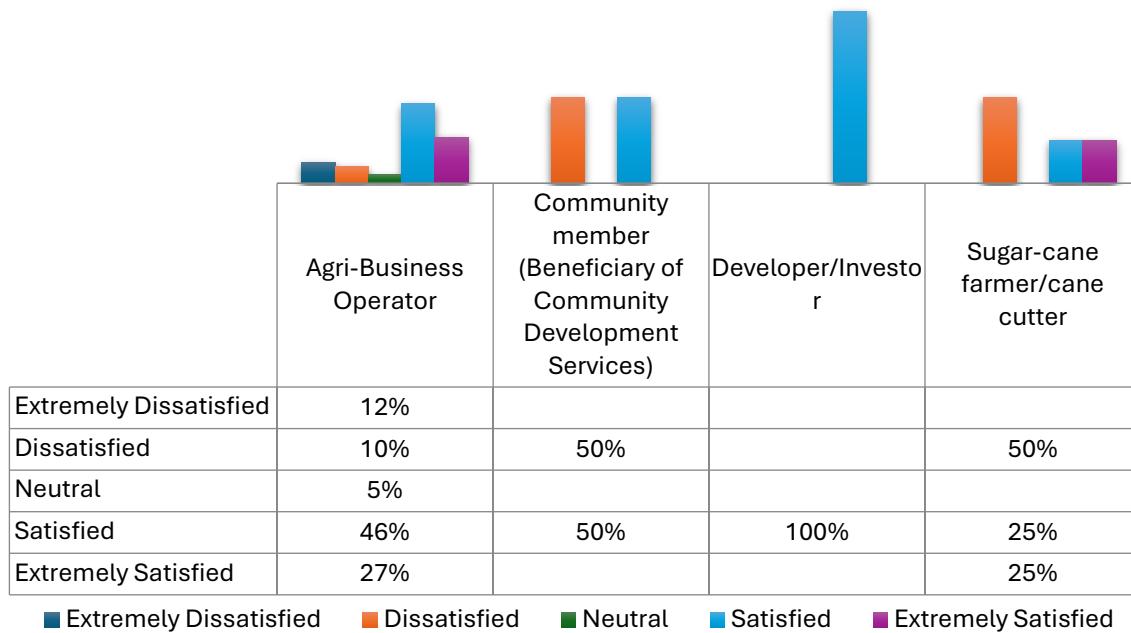
Among individuals aged 18–35, the preferred access is Walk-in with (2%). In the 36–

45 age group, Walk-in access is (13%), followed by Online (11%) and Telephone (2%). For those aged 46–55, the most preferred method is Walk-in (18%), followed by Visit from Officer (4%), and Online and Telephone access both accounted for (2%) each as the least selected. Respondents aged 56–65 show a preference for Walk-in with (20%) and Visit from Officer (4%). In the 66 & above group, Walk-in (11%) is the most preferred while Visit from Officer (4%).



The chart below highlights the *Overall Customer Satisfaction by Client Category*: Across all categories, the feedback indicates an overall positive perception of services with some variation by client type. Developer/Investor report (100%) satisfied. The category Agri-Business Operator report feedback indicating (46%) satisfied and (27%) extremely satisfied, followed by (5%) Neutral, (10%) dissatisfied and (12%) extremely dissatisfied. Community member report (50%) satisfied and (50%) dissatisfied. Sugar-cane farmer/Cane cutter report (25%) satisfied, (25%) extremely satisfied and (50%) dissatisfied.

Overall Customer Satisfaction by Client Category

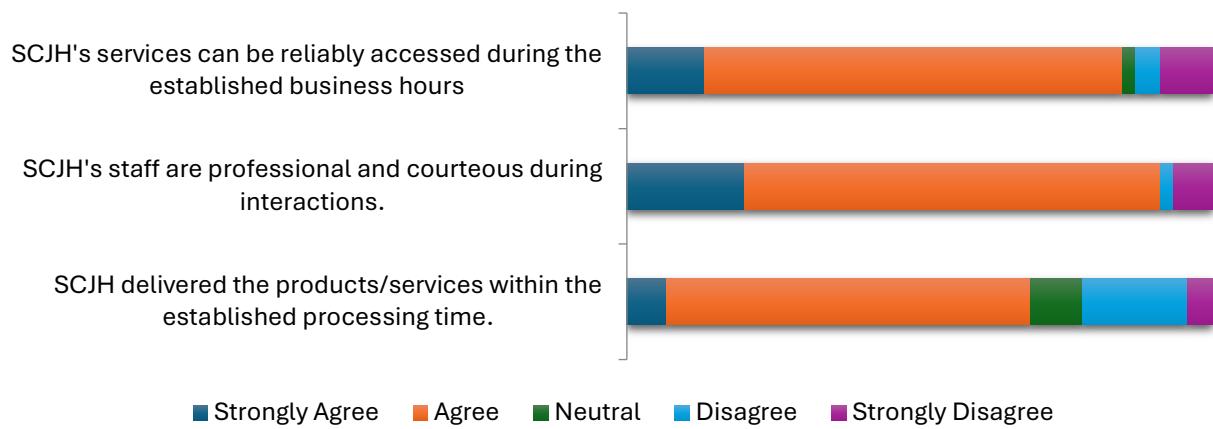


Level of Satisfaction: Reliability of Service

For the service dimension of Reliability, SCJH obtained a rating of (75%).

Respondents were asked to rate their experience in the area of reliability. Reliability is based on three key indicators: timeliness of service delivery, staff professionalism and courtesy, and accessibility during business hours.

Customer Feedback on Reliability of Service



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
SCJH delivered the products/services within the established processing time.	7%	62%	9%	18%	4%
SCJH's staff is professional and courteous during interactions.	20%	71%	0%	2%	7%
SCJH's services can be reliably accessed during the established business hours	13%	71%	2%	4%	9%

Timeliness of service delivery - When asked whether the entity delivered products and services within the established processing time, modest majority of respondents (69%) either agreed or strongly agreed while (18%) disagreed, (9%) remained neutral and (4%) strongly disagreed. There is a need to improve service delivery to improve satisfaction amongst SCJH's customer base.

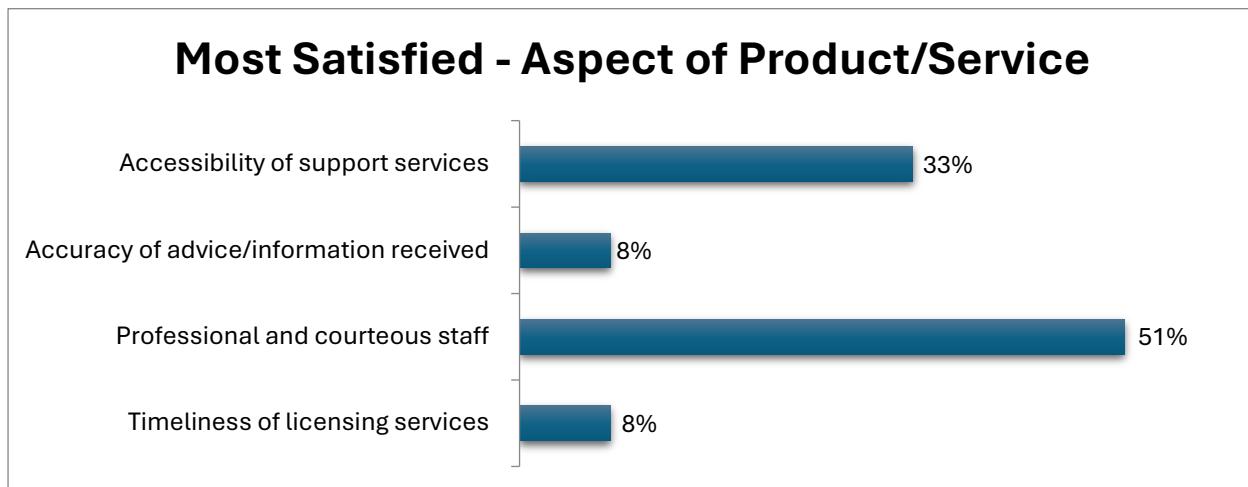
Staff professionalism and courtesy – A total of (91%) of respondents agreed or strongly agreed that staff members are professional and courteous during interactions, whether in person or by telephone. This reflects an overwhelmingly positive view of the staff's conduct and interpersonal skills.

Accessibility during business hours - The reliability of access to services during official business hours, (84%) of respondents indicated agreement or strong agreement: representing a high level of confidence among clients that services are

available as expected.



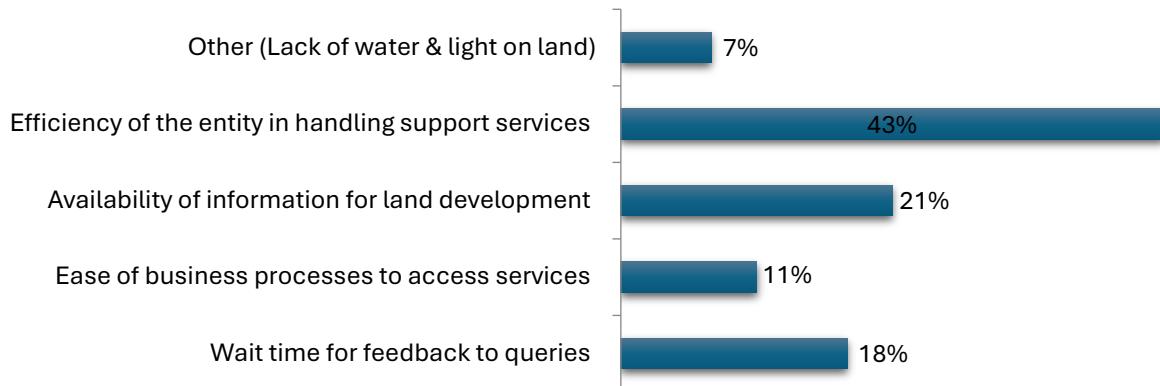
Overall satisfaction with the entity's products and services is modestly positive, with (71%) of respondents reporting being either satisfied (49%) or extremely satisfied (22%) while (13%) felt neutral, (7%) dissatisfied and (9%) extremely dissatisfied, which suggest strong room for improvement in engagement or service impact. These results reflect a strong general approval, with an opportunity to convert neutral and dissatisfied users into more satisfied clients through targeted improvements.



The aspect of the product/service that respondents were most satisfied with was the *Professional and courteous staff*, with (51%) expressing satisfaction, highlighting its

significant value to users. *Accessibility of support services* was the second most appreciated aspect, receiving (33%) satisfaction.

Least Satisfied - Aspect of Product/Service

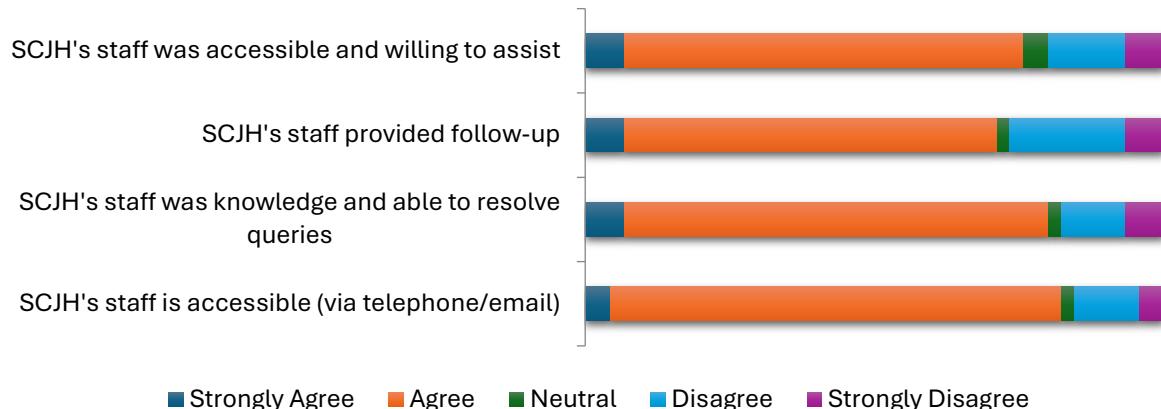


The aspect respondents felt least satisfied with was *Efficiency of the entity in handling support services*, cited by (43%), indicating a significant concern. *Availability of information for land development* was the second most noted issue with (21%) stating dissatisfaction and *Wait time for feedback to queries* was the third most noted issue, with (18%) expressing dissatisfaction.

Level of Satisfaction: Staff Responsiveness

For the service dimension of Responsiveness, SCJH obtained a rating of (71%). Respondents were asked to rate their experience in the area of responsiveness. Responsiveness is based on three key indicators: staff accessibility, staff knowledge and staff helpfulness

Customer Feedback on Staff Responsiveness



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
SCJH's staff is accessible (via telephone/email)	4%	78%	2%	11%	4%
SCJH's staff was knowledge and able to resolve queries	7%	73%	2%	11%	7%
SCJH's staff provided follow-up	7%	64%	2%	20%	7%
SCJH's staff was accessible and willing to assist	7%	69%	4%	13%	7%

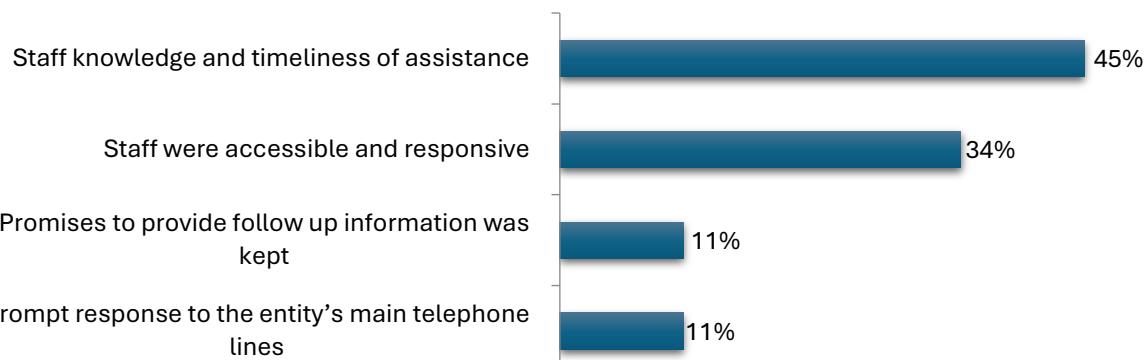
Staff Accessibility (Phone/Email) – The majority (82%) of respondents felt staff was accessible via telephone or email, with (4%) strongly agreeing and (78%) agreeing. This indicates strong availability and responsiveness through communication channels.

Staff Knowledge and Ability to Resolve Queries – The majority (80%) agree/strongly agree that staff were knowledgeable and capable. This reflects high confidence in staff expertise and their ability to handle inquiries effectively.

Follow-Up Communication – A total of (71%) strongly agree/agree follow-up was provided when applicable, (2%) neutral, (20%) disagreed and (7%) strongly disagreed. This suggests that most customers received follow-ups; however there are inconsistencies that need addressing.

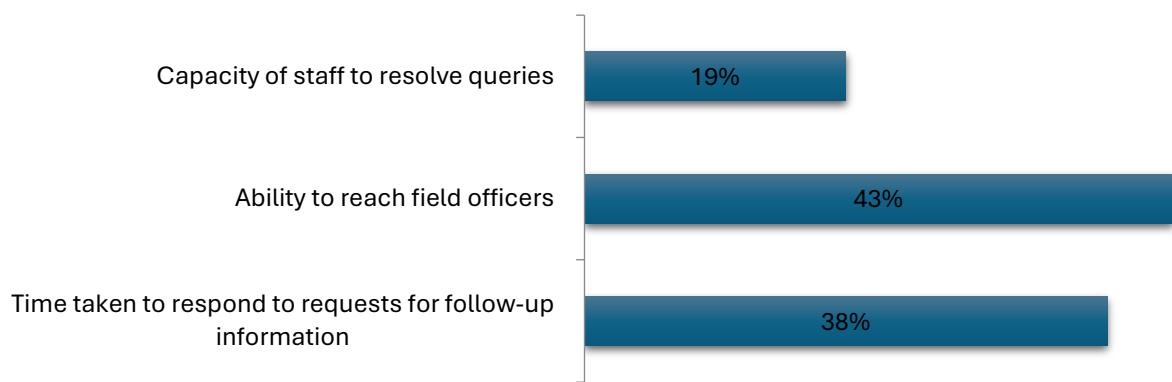
General Staff Helpfulness – A total of (76%) felt staff was generally accessible and willing to assist. This highlights a strong customer service culture, while (4%) were neutral, (13%) disagreed and (7%) strongly disagreed.

Responsiveness: Most Satisfied



The respondents highlighted *Staff knowledge and timeliness of assistance* (45%) as the area they were most satisfied with, followed by *Staff were accessible and responsive* (34%).

Responsiveness: Least Satisfied

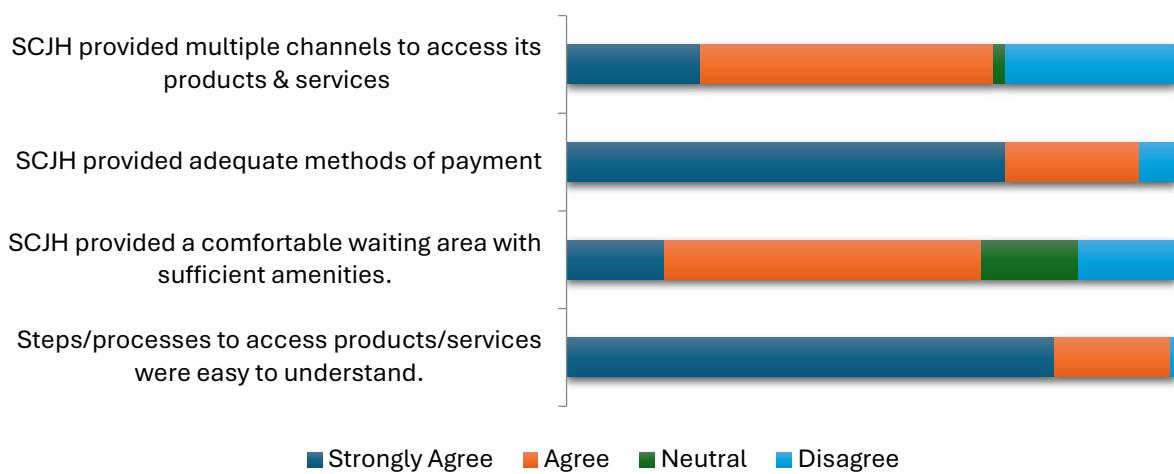


The most significant concern among respondents was *Ability to reach field officers*, with (43%) identifying this as the least satisfactory aspect. This indicates a gap in communication and service/issue resolution.

Level of Satisfaction: Access & Facility

For the service dimension of Access & Facility, SCJH obtained a rating of (84%). Respondents were asked to rate their experience in the area of Access & Facilities. Access & Facility is based on four key indicators: Ease of Access to Products/Services, Comfort of Waiting Areas and Amenities, Adequate Methods of Payment and Availability of Multiple Access Channels.

Customer Feedback on Access & Facility



	Strongly Agree	Agree	Neutral	Disagree
Steps/processes to access products/services were easy to understand.	80%	19%	0%	1%
SCJH provided a comfortable waiting area with sufficient amenities.	16%	52%	16%	16%
SCJH provided adequate methods of payment	72%	22%	0%	6%
SCJH provided multiple channels to access its products & services	22%	48%	2%	28%

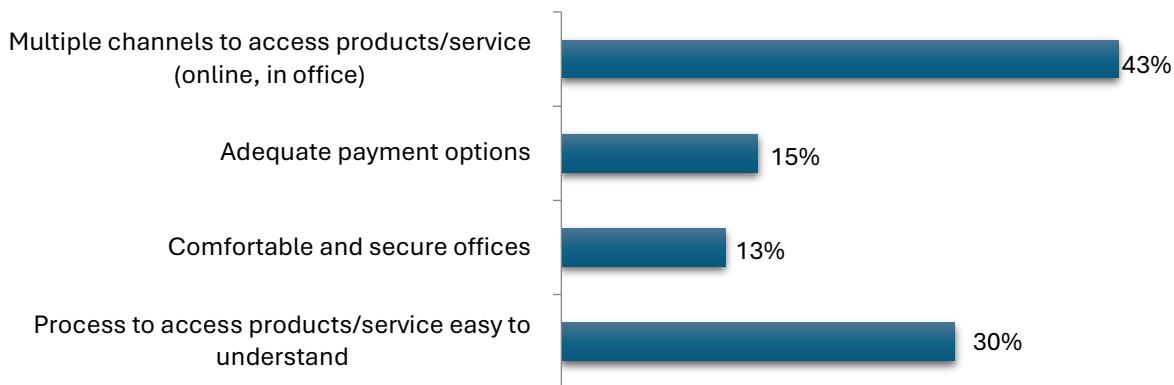
Ease of Access to Products/Services - This area received overwhelmingly positive feedback, with (99%) of respondents' agreeing/strongly agreeing the process was easy to understand. The high satisfaction indicates SCJH's systems are clear, simple, and user-friendly.

Comfort of Waiting Areas and Amenities – A modest majority of respondents (68%) strongly agreed/agreed the waiting areas were comfortable, while (16%) were neutral and (16%) disagreed. This suggests strong room for improvement in seating, cooling, or other amenities to enhance the on-site experience.

Adequate Methods of Payment – An overwhelming (94%) of respondents strongly agreed/agreed that payment options were adequate, showing that the entity offers convenient and accessible methods while (6%) expressed disagreement.

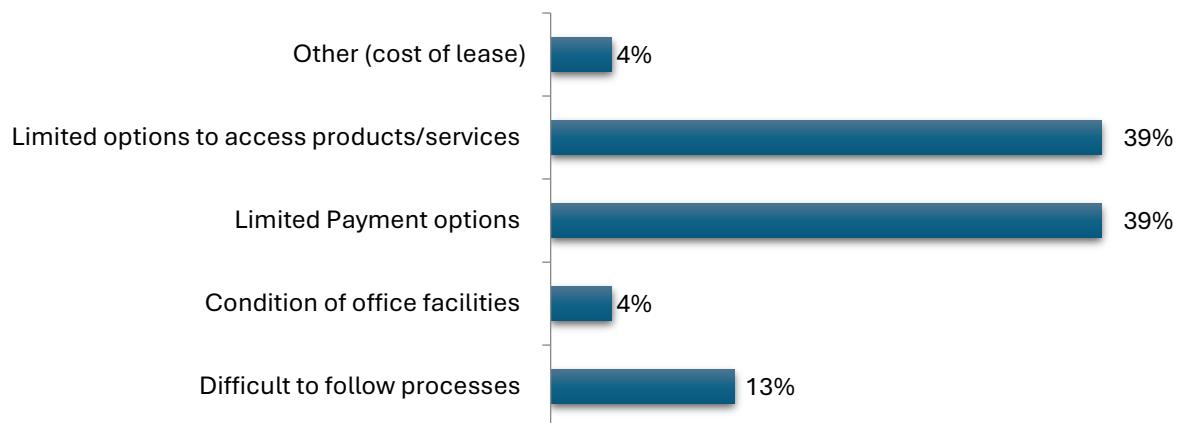
Availability of Multiple Access Channels – A total of (70%) of respondents strongly agreed/agreed there were sufficient access channels (online and in-person), however a notable (28%) were in disagreement. This suggests some customers face limitations or are unaware of all available options.

Access & Facility: Most Satisfied



The respondents highlighted *Multiple channels to access products/service (online, in office)* (43%) as the area they were most satisfied with, followed by *Process to access products/service easy to understand* with (30%) and (15%) identified *Adequate payment options*.

Access & Facility: Least Satisfied

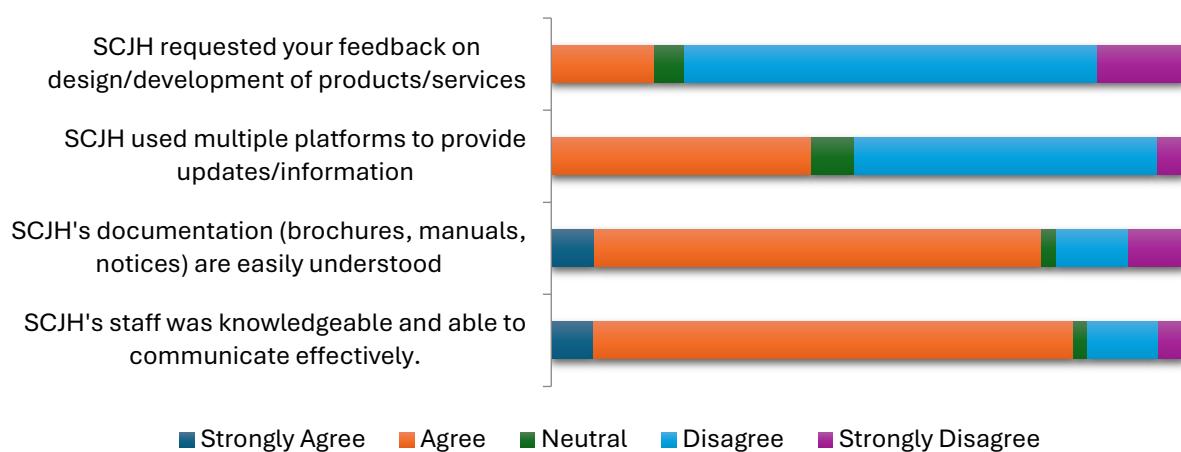


The most significant concern among respondents was *limited options to access products/services* and *Limited payment options* with (39%) each identifying both as the least satisfactory aspects.

Level of Satisfaction: Communication

For the service dimension of Communication, SCJH obtained a rating of (62%). Respondents were asked to rate their experience in the area of Communication. Communication is based on four key indicators: soliciting customer feedback on design/development of products/services, clear and concise documentation, quality of staff's communication and utilizing multiple platforms to provide information/updates.

Customer Feedback on Communication



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
SCJH's staff was knowledgeable and able to communicate effectively.	7%	76%	2%	11%	4%
SCJH's documentation (brochures, manuals, notices) are easily understood	7%	70%	2%	11%	9%
SCJH used multiple platforms to provide updates/information	0%	41%	7%	48%	5%
SCJH requested your feedback on design/development of products/services	0%	16%	5%	65%	14%

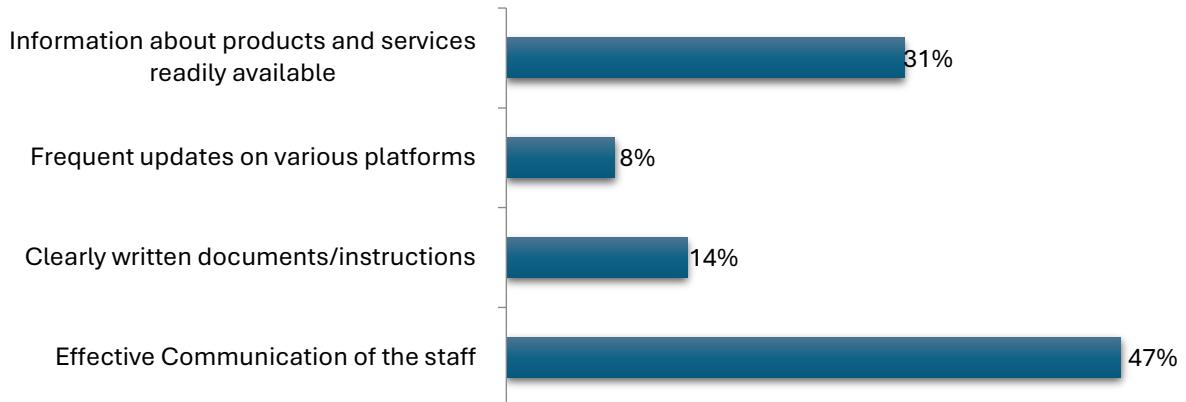
Quality of staff's communication - The majority of respondents (83%) either *strongly agreed* (7%) or *agreed* (76%) that SCJH's staff were knowledgeable and communicated effectively, indicating high confidence in staff capabilities. Notably, (11%) disagreed and (4%) strongly disagreed, highlighting the need for great improvements with the quality of the staff's communication.

Clear and concise documentation – A modest majority of respondents (77%) found SCJH's materials clear and easy to understand (*strongly agree*: 7%, *agree*: 70%). Notably, (11%) disagreed and (9%) strongly disagreed, highlighting the need for great improvements with SCJH's documentation.

Utilizing multiple platforms to provide information/updates – The majority of respondents (53%) either *strongly disagreed* (5%) or *disagreed* (48%) that SCJH *used multiple platforms to provide updates/information*, while (7%) expressed neutrality and (41%) agreed. This is one of the weakest performing areas for SCJH, great improvement is needed with how information/updates is disseminated.

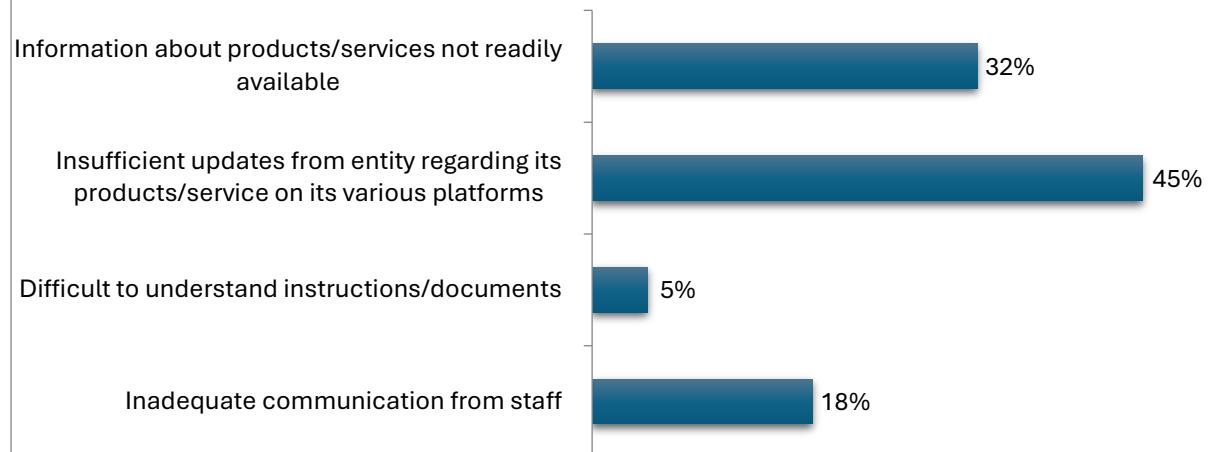
Soliciting customer feedback on design/development of products/services – The majority of respondents (79%) either *strongly disagreed* (14%) or *disagreed* (65%) that SCJH *requested your feedback on design/development of products/services*, while (5%) expressed neutrality and (16%) agreed. This suggests a clear opportunity for SCJH to improve stakeholder engagement in design and development processes.

Communication: Most Satisfied



The areas respondents were most satisfied with was *Effective communication of the staff* (47%), followed by *Information about products and services readily available* (31%).

Communication: Least Satisfied



The most significant concern among respondents was *Insufficient updates received from SCJH* with (45%), followed by *Information about products/services not readily available* (32%).

Sugar Industry Authority (SIA)



Overview of Main Findings

Sugar Industry Authority (SIA) was assessed across four key areas: Staff Responsiveness, Accessibility and Facilities, Service Reliability, and Communication. According to the Service Excellence Policy, a satisfaction rating of 80% or above is considered as meeting the satisfaction standard, while any rating below 80% is categorized as did not meet the required satisfaction standard.

Sugar Industry Authority recorded an overall customer satisfaction rating of 73% for 2024/25.

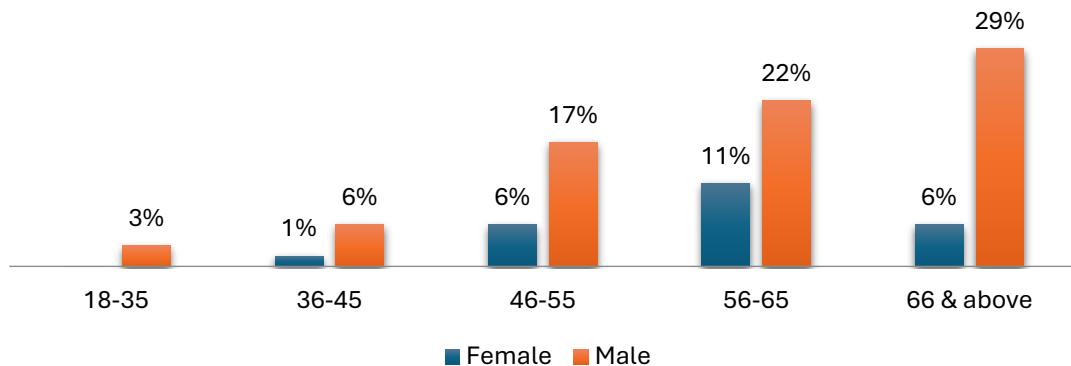
See table below for a performance breakdown in each service dimension:

SIA's 2024/25 Overall Rating = 73%				
Service Dimensions	Reliability	Responsiveness	Access & Facility	Communication
	77%	77%	72%	66%

Respondents' Demographics

The survey garnered feedback from a total of 72 respondents; the vast majority of respondents were male (77%) while (24%) were female. The majority of respondents (35%) were ages 66 and above, (33%) were ages 56-65, (23%) were ages 46-55, (7%) were ages 36-45 and (3%) were ages 18-35.

Respondents' Demographics



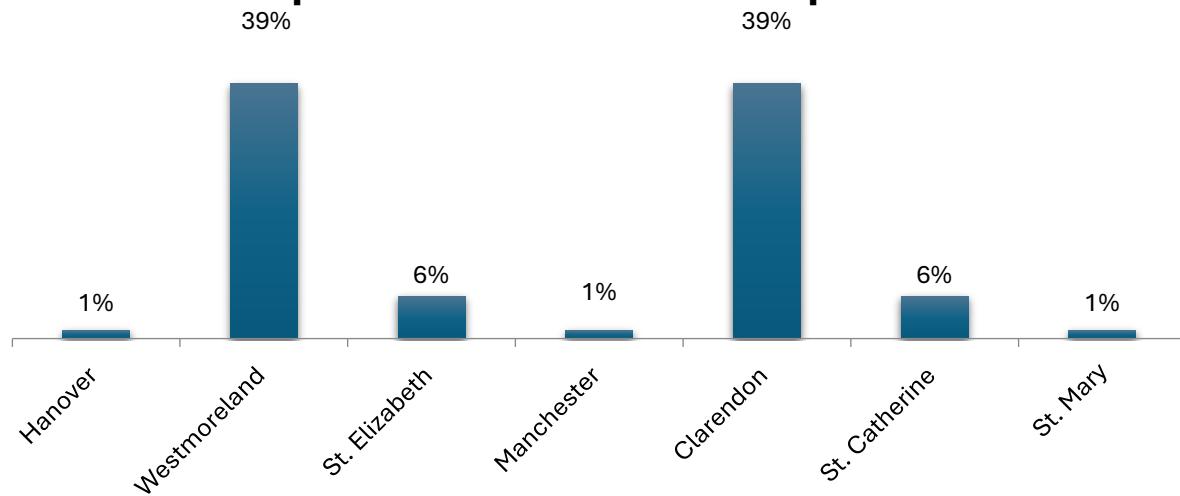
The survey captured responses from SIA's customer; the chart below highlights the categorization of the respondents. Note, respondents were allowed to select more than one role, resulting in cumulative percentages exceeding 100%. The distribution is as follows: *Sugar-Cane farmer* (95%), *Contractor* (3%) and *Exporter* (3%).

Customer Categorization



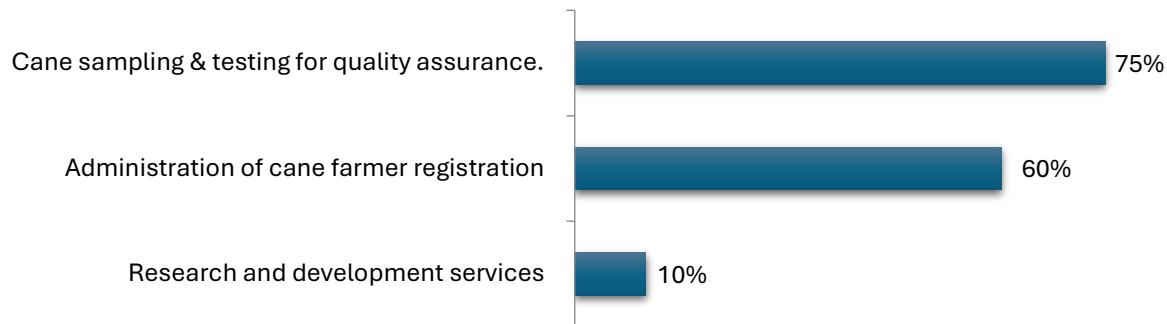
The table below shows where the respondents reside. The vast majority (39%) of respondents are from the parish of Westmoreland and Clarendon.

Respondents' Location of Operation



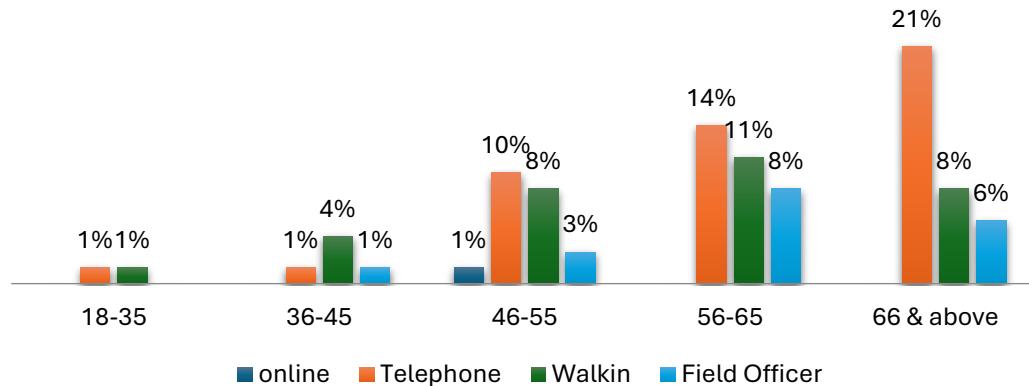
Feedback indicate *Cane sampling & testing for quality assurance* is the most utilized service, accessed by (75%) of respondents, followed by *Administration of cane farmer registration* with (60%).

Products/Services Accessed



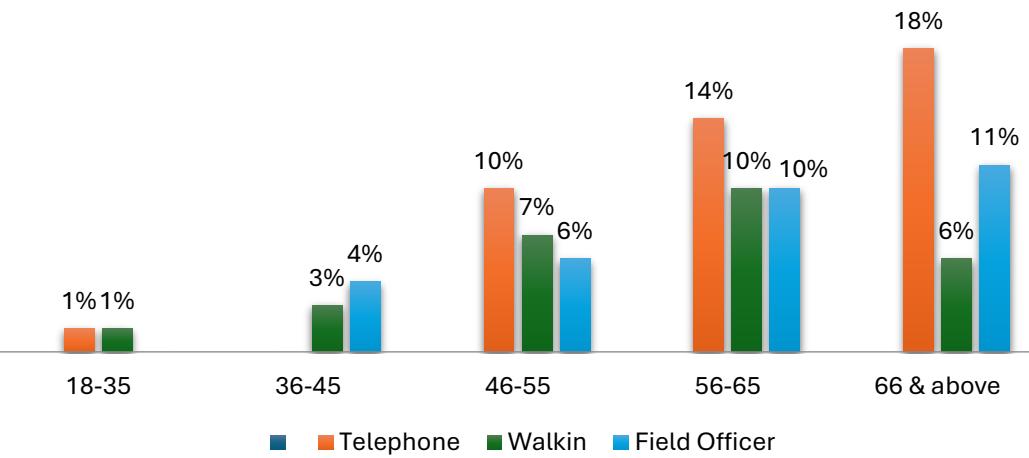
For the 18–35 demographic, Walk-in and Telephone access is both accounted for (1%) each. In the 36–45 group: access through Walk-in (4%) is most common, with access through Telephone and Field Officer both accounted for (1%) each. The 46–55 group shows Telephone access (10%), followed by Walk-in (8%), Field Officer (3%) and Online (1%). Among those aged 56–65, Telephone access (14%) is the most common followed by Walk-in (11%) and Field Officer (8%). In the 66 & above group, Telephone is dominant with (21%) followed by Walk-in (8%) and Field Officer with (6%).

Current Method of Access



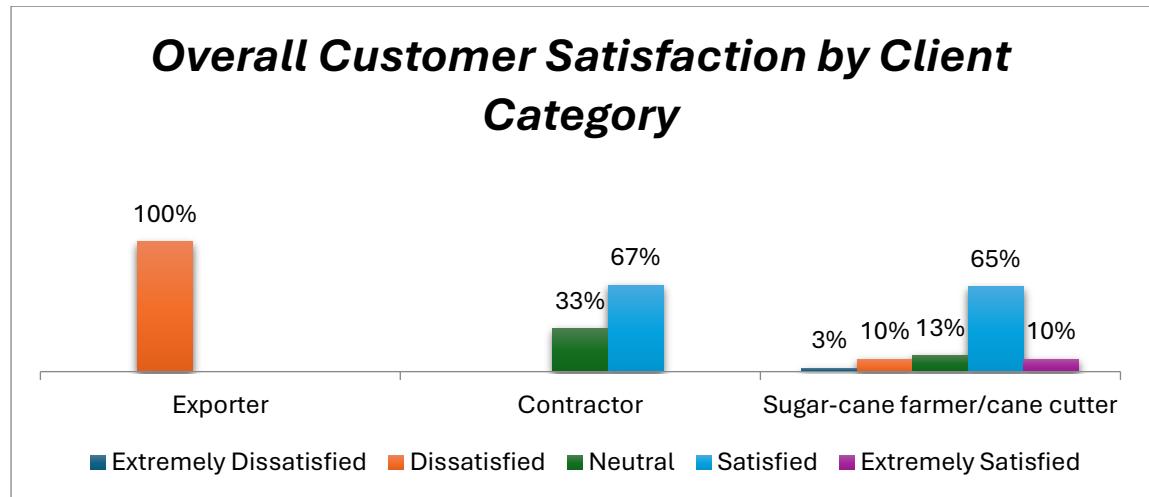
Among individuals aged 18–35, Telephone and Walk-in access both accounted for (1%) each. In the 36–45 age group, Field Officer (4%) was more common than Walk-in (3%). For those aged 46–55, the most preferred method is Telephone (10%), followed by Walk-in (7%), and Field Officer (6%). Respondents aged 56–65 shows a preference for Telephone (14%), followed by Field Officer and Walk-in access which both accounted for (10%). In the 66 & above group, Telephone (18%) is the most preferred mode, followed by Field Officer (11%) and Walk-in (6%) as the least selected.

Preferred Method of Access



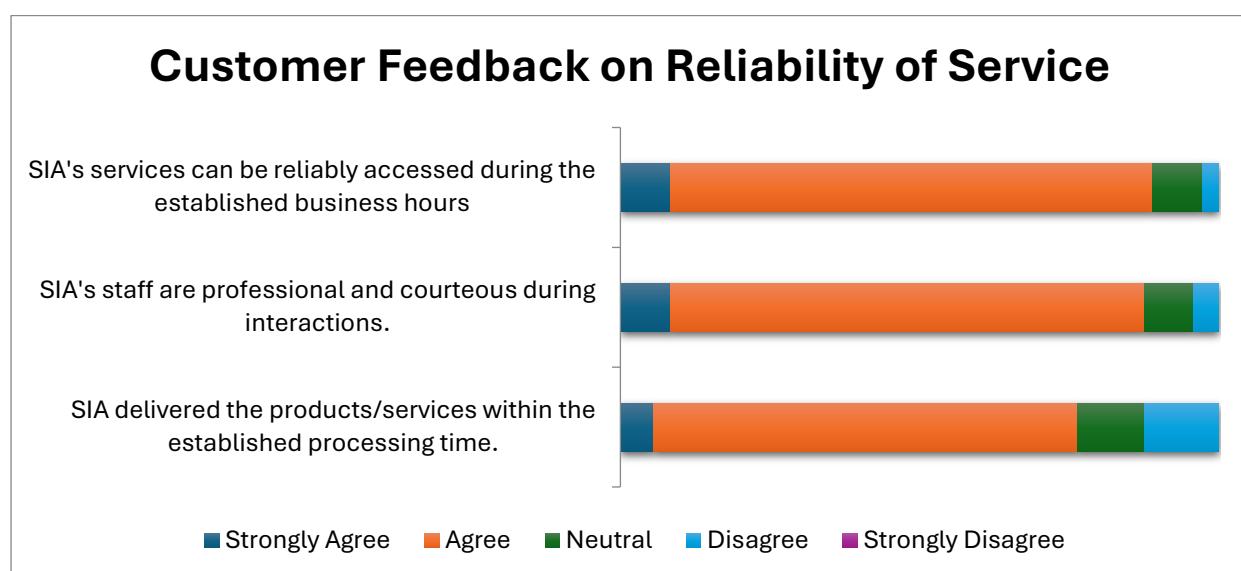
The chart below highlights the *Overall Customer Satisfaction by Client Category*: Across all categories, the feedback indicates an overall positive perception of services with some variation by client type, an entire category highlighted extreme

dissatisfaction. The category of Sugar-cane farmer/cane cutter recorded feedback indicating (10%) extremely satisfied, (65%) satisfied, (13%) neutral, (10%) dissatisfied and (3%) extremely dissatisfied. Contractor report (67%) satisfied and (33%) neutral. Exporter category reports (100%) dissatisfied.



Level of Satisfaction: Reliability of Service

For the service dimension of Reliability, SIA obtained a rating of (77%). Respondents were asked to rate their experience in the area of reliability. Reliability is based on three key indicators: timeliness of service delivery, staff professionalism and courtesy, and accessibility during business hours.



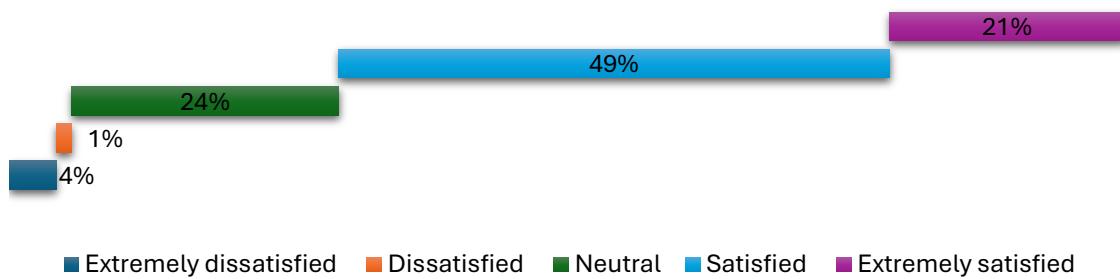
	Strongly Agree	Agree	Neutral	Disagree
SIA delivered the products/services within the established processing time.	6%	71%	11%	13%
SIA's staff is professional and courteous during interactions.	8%	79%	8%	4%
SIA's services can be reliably accessed during the established business hours	8%	81%	8%	3%

Timeliness of service delivery - When asked whether the entity delivered products and services within the established processing time, a modest majority of respondents (77%) either agreed or strongly agreed while (13%) disagreed and (11%) remained neutral. There is a need to improve service delivery to improve satisfaction amongst SIA's customer base.

Staff professionalism and courtesy – A total of (87%) of respondents agreed or strongly agreed that staff members are professional and courteous during interactions, whether in person or by telephone. This reflects an overwhelmingly positive view of the staff's conduct and interpersonal skills.

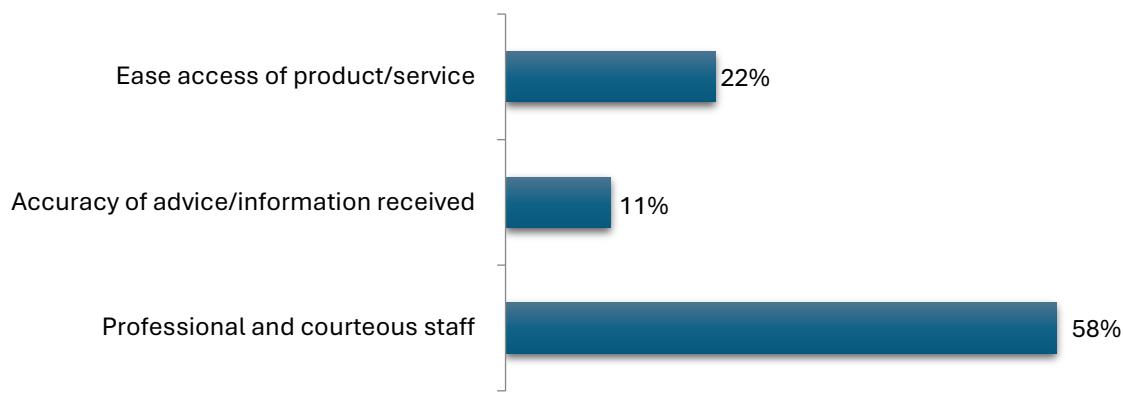
Accessibility during business hours - The reliability of access to services during official business hours, (89%) of respondents indicated agreement or strong agreement: representing a high level of confidence among clients that services are available as expected.

Overall Satisfaction: Quality of Products/Services



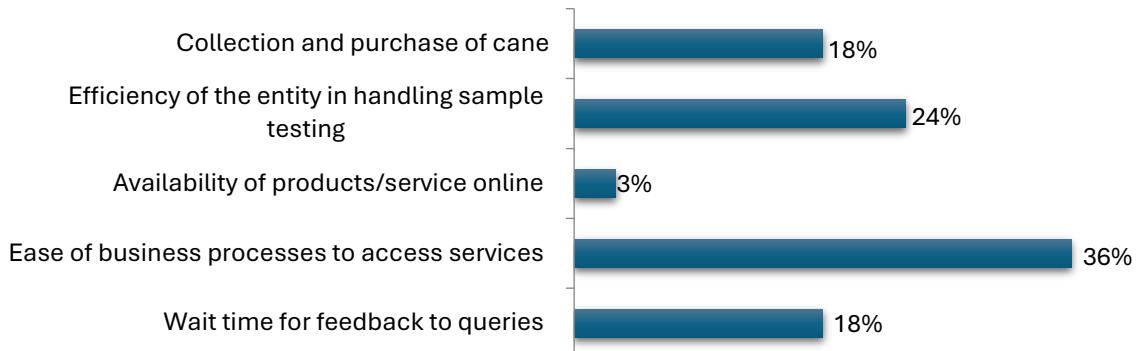
Overall satisfaction with the entity's products and services is modestly positive, with (70%) of respondents reporting being either satisfied (49%) or extremely satisfied (21%) while (24%) felt neutral, (1%) dissatisfied and (4%) extremely dissatisfied, which suggest strong room for improvement in engagement or service impact. These results reflect a strong general approval, with an opportunity to convert neutral and dissatisfied users into more satisfied clients through targeted improvements.

Most Satisfied - Aspect of Product/Service



The aspect of the product/service that respondents were most satisfied with was the *Professional and courteous staff*, with (58%) expressing satisfaction, highlighting its significant value to users. *Ease access of product/service* was the second most appreciated aspect, receiving (22%) satisfaction.

Least Satisfied - Aspect of Product/Service

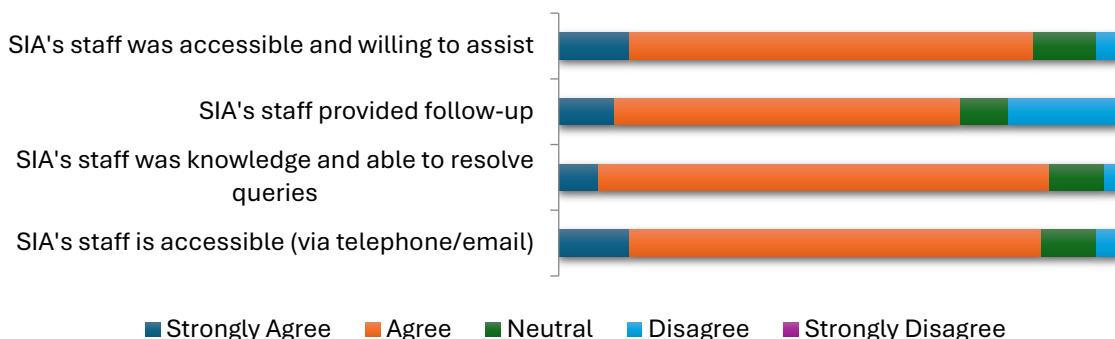


The aspect respondents felt least satisfied with was *Ease of business processes to access services*, cited by (36%), indicating a significant concern. *Efficiency of the entity in handling sample testing* was the second most noted issue with (24%) expressing dissatisfaction.

Level of Satisfaction: Staff Responsiveness

For the service dimension of Responsiveness, SIA obtained a rating of (77%). Respondents were asked to rate their experience in the area of responsiveness. Responsiveness is based on three key indicators: staff accessibility, staff knowledge and staff helpfulness

Customer Feedback on Staff Responsiveness



	Strongly Agree	Agree	Neutral	Disagree
SIA's staff is accessible (via telephone/email)	13%	73%	10%	4%
SIA's staff was knowledge and able to resolve queries	7%	80%	10%	3%
SIA's staff provided follow-up	10%	61%	9%	20%
SIA's staff was accessible and willing to assist	13%	72%	11%	4%

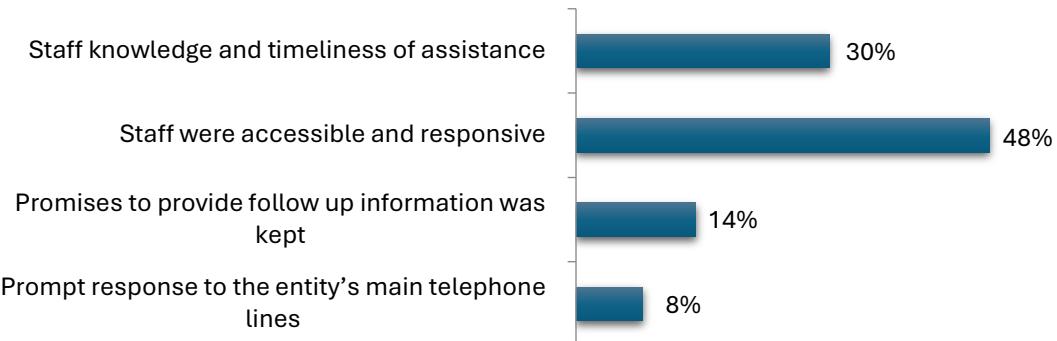
Staff Accessibility (Phone/Email) – The majority (86%) of respondents felt staff was accessible via telephone or email, with (13%) strongly agreeing and (73%) agreeing. This indicates strong availability and responsiveness through communication channels.

Staff Knowledge and Ability to Resolve Queries – The majority (87%) agree/strongly agree that staff were knowledgeable and capable. This reflects high confidence in staff expertise and their ability to handle inquiries effectively.

Follow-Up Communication – A total of (71%) strongly agree/agree follow-up was provided when applicable, (9%) neutral and (20%) disagreed. This suggests that most customers received follow-ups; however there are inconsistencies that need addressing.

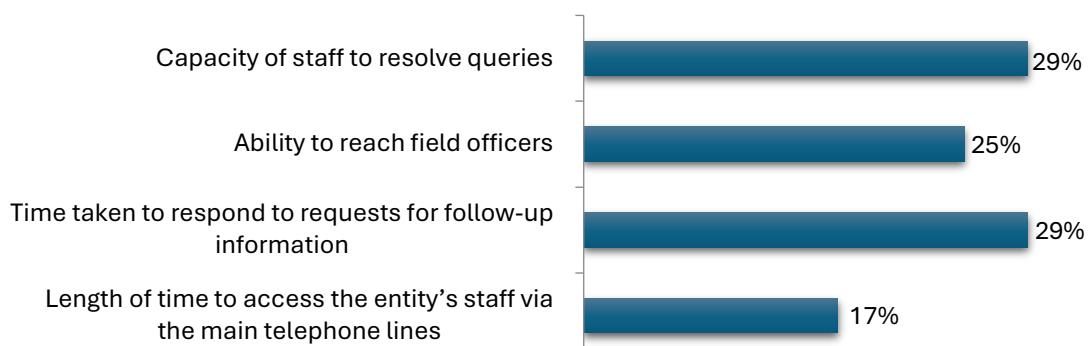
General Staff Helpfulness – A total of (85%) felt staff was generally accessible and willing to assist. This highlights a strong customer service culture, while (11%) were neutral and (4%) disagreed.

Responsiveness: Most Satisfied



The respondents highlighted *Staff were accessible and responsive* (48%) as the area they were most satisfied with, followed by *Staff knowledge and timeliness of assistance* (30%).

Responsiveness: Least Satisfied



The most significant concerns among respondents were *Time taken to respond to requests for follow-up information* and *Capacity of staff to resolve queries*, with (29%) each identifying these as the least satisfactory aspect. This indicates a gap in communication and service/issue resolution.

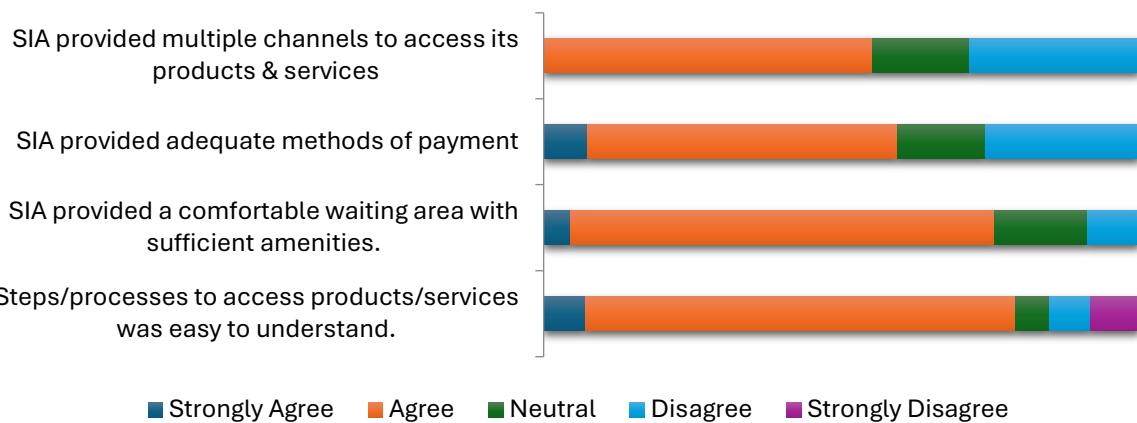
Level of Satisfaction: Access & Facility

For the service dimension of Access & Facility, SIA obtained a rating of (72%).

Respondents were asked to rate their experience in the area of Access & Facilities.

Access & Facility is based on four key indicators: Ease of Access to Products/Services, Comfort of Waiting Areas and Amenities, Adequate Methods of Payment and Availability of Multiple Access Channels.

Customer Feedback on Access & Facility



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Steps/processes to access products/services were easy to understand.	8%	79%	6%	8%	9%
SIA provided a comfortable waiting area with sufficient amenities.	4%	71%	16%	9%	0%
SIA provided adequate methods of payment	7%	52%	15%	26%	0%
SIA provided multiple channels to access its products & services	0%	55%	16%	29%	0%

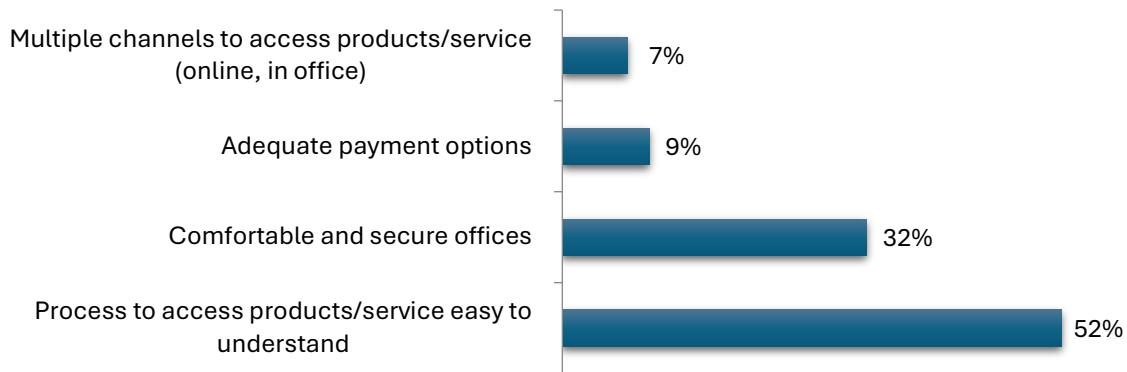
Ease of Access to Products/Services - This area received positive feedback, with (87%) of respondents' agreeing/strongly agreeing that the process was easy to understand. The high satisfaction indicates SIA's systems are clear, simple, and user-friendly.

Comfort of Waiting Areas and Amenities – A modest majority of respondents (75%) strongly agreed/agreed the waiting areas were comfortable, while (16%) were neutral and (9%) disagreed. This suggests strong room for improvement in seating, cooling, or other amenities to enhance the on-site experience.

Adequate Methods of Payment – A modest (59%) of respondents strongly agreed/agreed that payment options were adequate, showing that the entity offers convenient and accessible methods while (26%) expressed disagreement and (15%) neutrality.

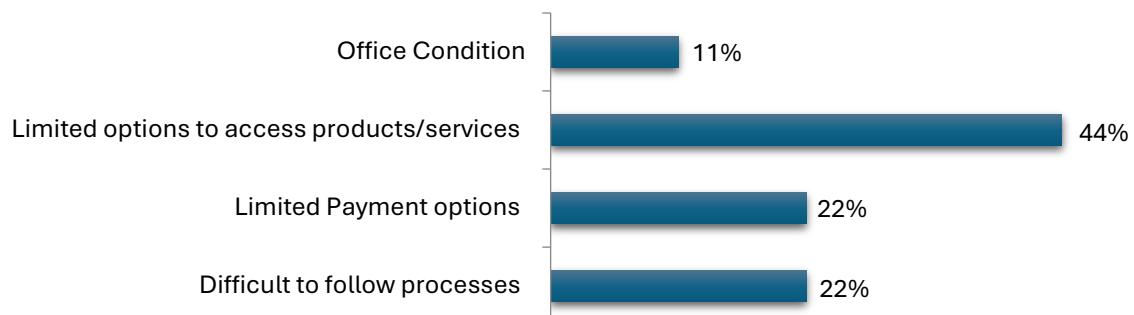
Availability of Multiple Access Channels – A total of (55%) of respondents agreed there were sufficient access channels (online and in-person), however a notable (29%) were in disagreement and (16%) neutral. This suggests a large number of customers face limitations or are unaware of all available options.

Access & Facilities: Most Satisfied



The respondents highlighted *Process to access products/services easy to understand* with (52%) as the area they were most satisfied with, followed by *Comfortable and secure offices* with (32%) and (9%) identified *Adequate payment options*.

Access & Facilities: Least Satisfied

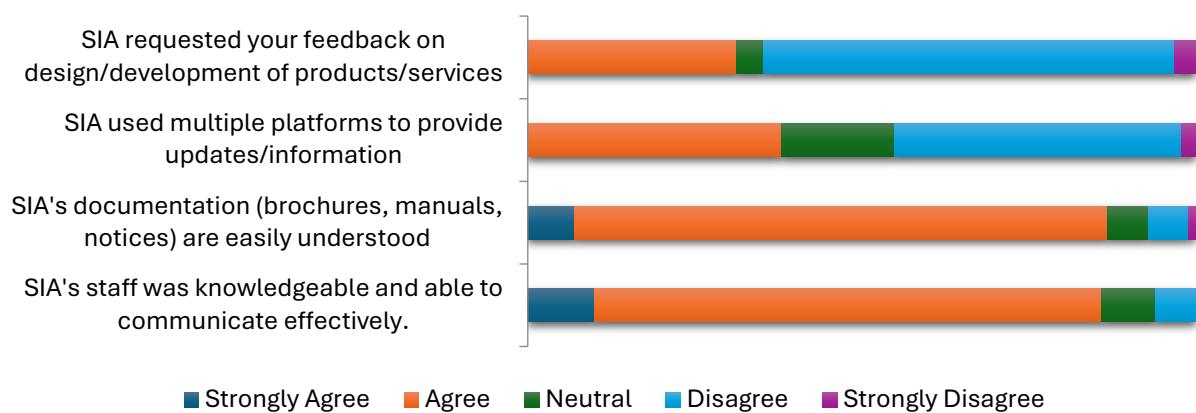


The most significant concern among respondents was *limited options to access products/services* with (44%) identifying this as the least satisfactory aspect.

Level of Satisfaction: Communication

For the service dimension of Communication, SIA obtained a rating of (66%). Respondents were asked to rate their experience in the area of Communication. Communication is based on four key indicators: soliciting customer feedback on design/development of products/services, clear and concise documentation, quality of staff's communication and utilizing multiple platforms to provide information/updates.

Customer Feedback on Communication



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
SIA's staff was knowledgeable and able to communicate effectively.	10%	76%	8%	6%	0%
SIA's documentation (brochures, manuals, notices) are easily understood	7%	79%	6%	6%	1%
SIA used multiple platforms to provide updates/information	0%	38%	17%	43%	2%
SIA requested your feedback on design/development of products/services	0%	31%	4%	61%	3%

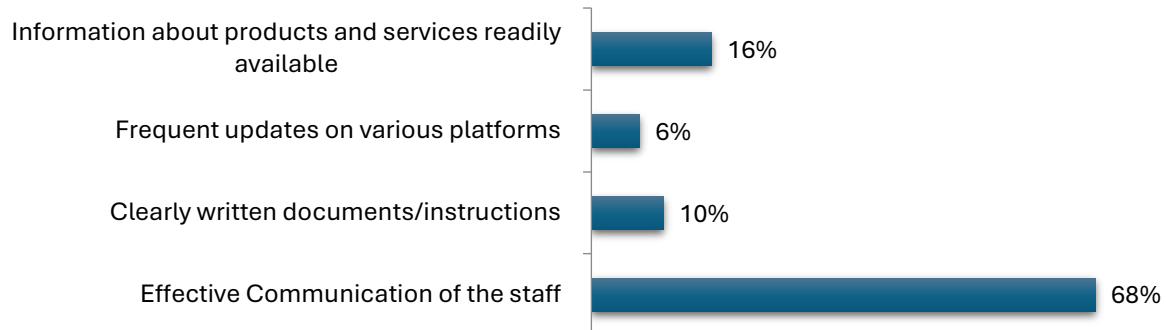
Quality of staff's communication - The majority of respondents (86%) either *strongly agreed* (10%) or *agreed* (76%) that SIA's staff was knowledgeable and communicated effectively, indicating high confidence in staff capabilities. Notably, (8%) were neutral and (6%) disagreed, highlighting the need for great improvements with the quality of the staff's communication.

Clear and concise documentation – A modest majority of respondents (86%) found SIA's materials clear and easy to understand (*strongly agree*: 7%, *agree*: 79%). Notably, (6%) were neutral, (6%) disagreed and (1%) strongly disagreed, highlighting the need for great improvements with SIA's documentation.

Utilizing multiple platforms to provide information/updates – The majority of respondents (45%) either *strongly disagreed* (2%) or *disagreed* (43%) that SIA *used multiple platforms to provide updates/information*, while (17%) expressed neutrality and (38%) agreed. This is one of the weakest performing areas for SIA, great improvement is needed with how information/updates is disseminated.

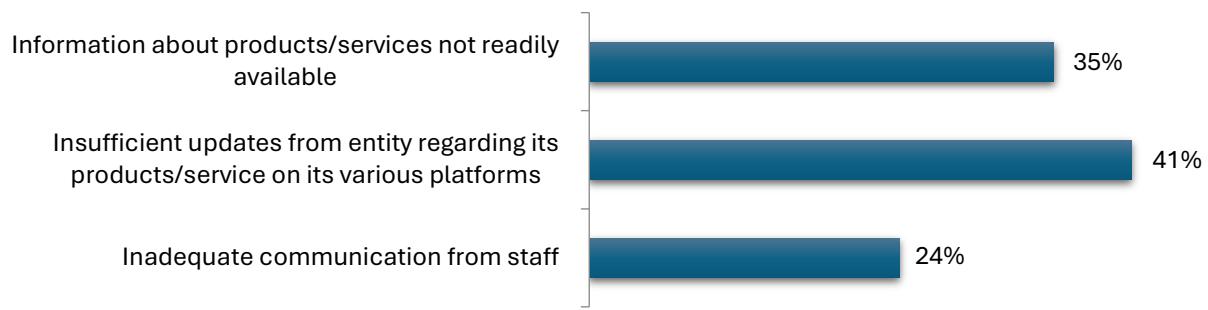
Soliciting customer feedback on design/development of products/services – The majority of respondents (64%) either *strongly disagreed* (3%) or *disagreed* (61%) that SIA *requested your feedback on design/development of products/services*, while (4%) expressed neutrality and (31%) agreed. This suggests a clear opportunity for SIA to improve stakeholder engagement in design and development processes.

Communication: Most Satisfied



The area respondents were most satisfied with was *Effective communication of the staff* (68%), followed by *Information about products and services readily available* (16%).

Communication: Least Satisfied



The most significant concern among respondents was *Insufficient updates received from SIA* with (41%), followed by *Information about products/services not readily available* (35%).

Jamaica Agricultural Commodities Regulatory Authority (JACRA)



Overview of Main Findings

Jamaica Agricultural Commodities Regulatory Authority (JACRA) was assessed across four key areas: Staff Responsiveness, Accessibility and Facilities, Service Reliability, and Communication. According to the Service Excellence Policy, a satisfaction rating of 80% or above is considered as meeting the satisfaction standard, while any rating below 80% is categorized as did not meet the required satisfaction standard.

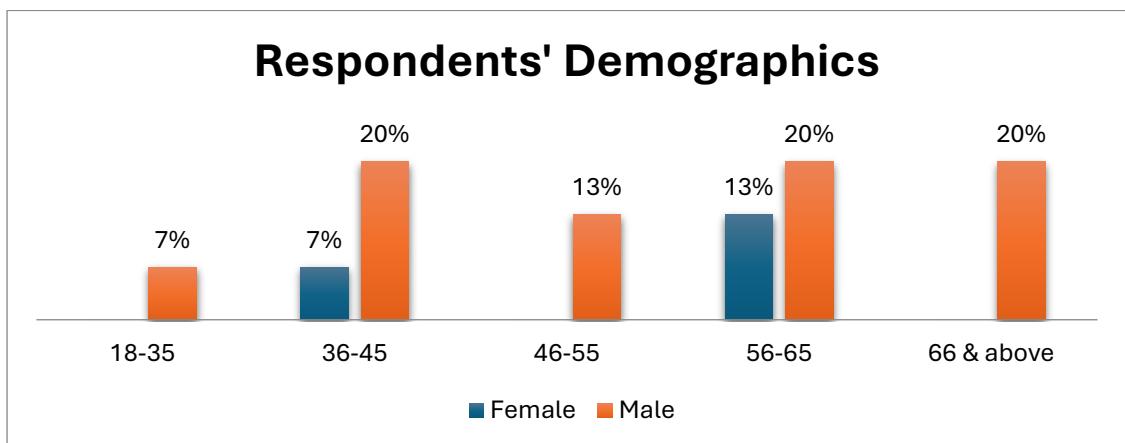
Jamaica Agricultural Commodities Regulatory Authority recorded an overall customer satisfaction rating of 91% for 2024/25, this represents an increase from the 2022/23 rating of 80%.

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

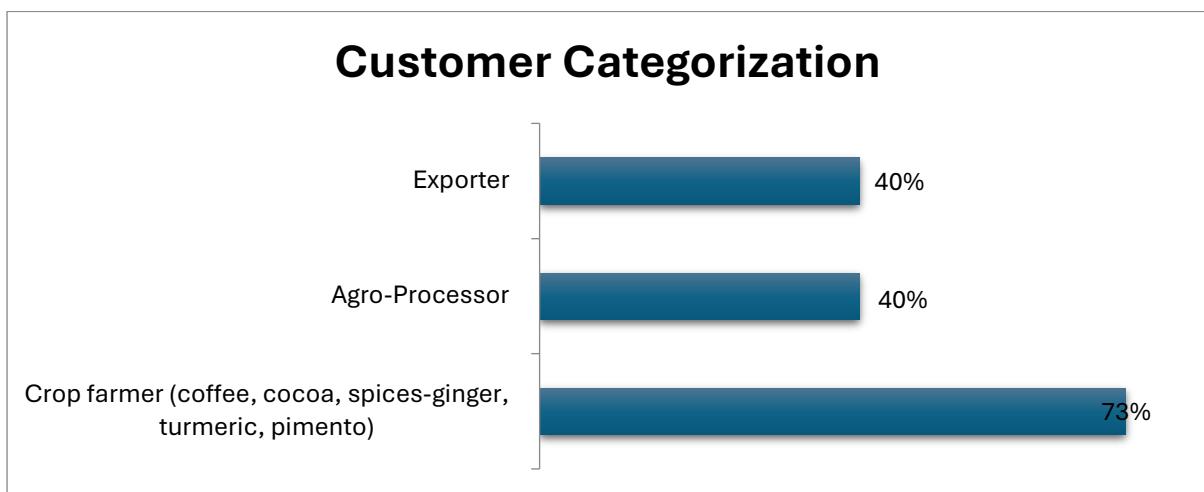
JACRA's 2024/25 Overall Rating = 91%				
Service Dimensions	Reliability	Responsiveness	Access & Facility	Communication
	93%	92%	93%	84%

Respondents' Demographics

The survey garnered feedback from a total of 15 respondents; the majority of respondents were male (80%) while (20%) were female. The majority of respondents (33%) were ages 56-65, (27%) were ages 36-45, (20%) were ages 66 and above, (13%) were ages 36-45 and (7%) were ages 18-35.

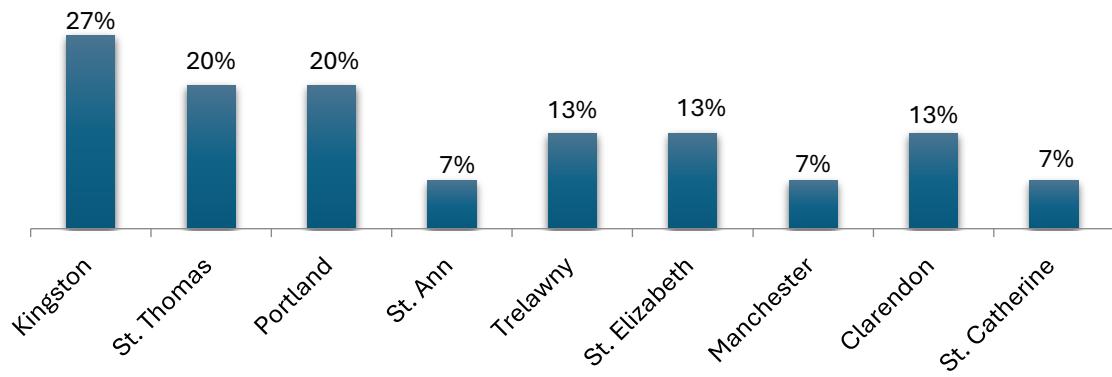


The survey captured responses from JACRA's customer; the chart below highlights the categorization of the respondents. Note, respondents were allowed to select more than one role, resulting in cumulative percentages exceeding 100%. The distribution is as follows: *Crop farmer (coffee, cocoa, spices-ginger, turmeric, pimento)* (73%), *Agro-Processor* (40%), and *Exporter* (40%).



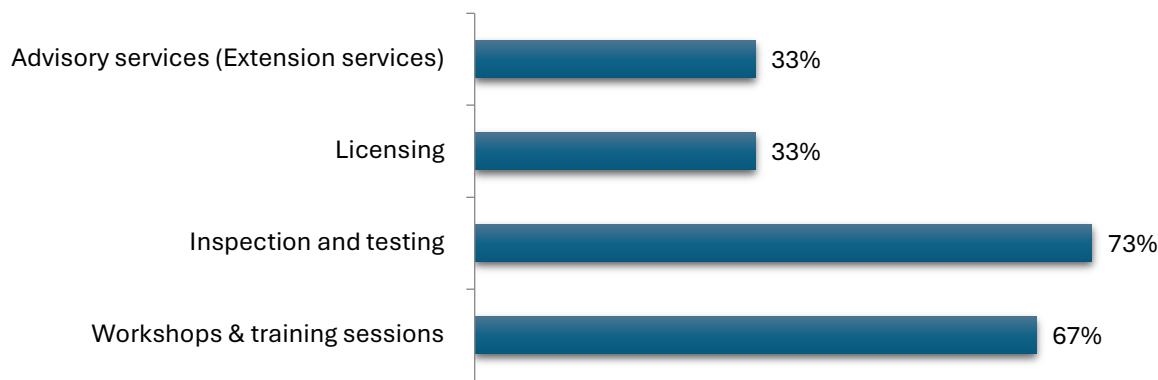
The table below shows where the respondents reside. The vast majority (27%) of respondents are from the parish of Kingston and St. Andrew.

Respondents' Location of Operation



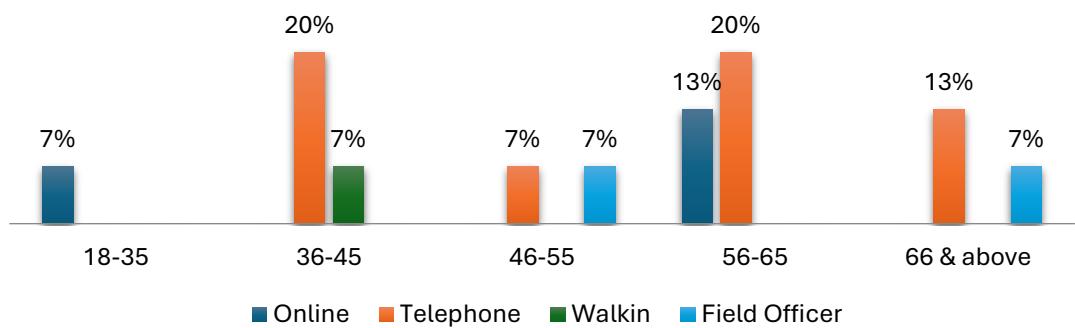
Feedback indicate *Inspection and testing* is the most utilized service, accessed by (73%) of respondents, followed by *Workshops & training sessions* with (67%).

Products/Services Accessed



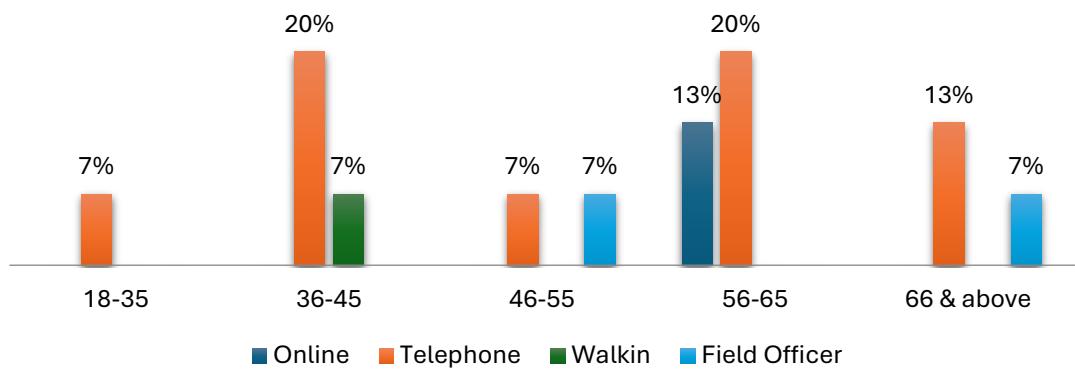
For the 18–35 demographic, all respondents indicate Online access (7%). In the 36–45 group: Telephone access (20%) remains most common while (7%) indicated Walk-in. The 46–55 group shows Telephone and Field Officer each accounting for (7%). Among those aged 56–65, Telephone access (20%) continues to be the most common and Online access (13%). In the 66 & above category, Telephone access (13%) is the dominant method of access, followed by Field Officer (7%).

Current Method of Access



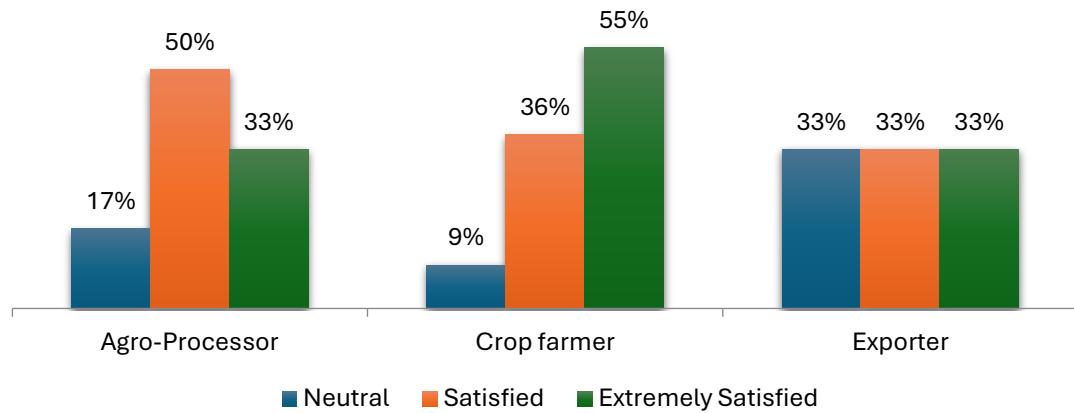
Among individuals aged 18–35, the preference is Telephone access (7%). In the 36–45 age group, Telephone access (20%) is the preferred mode followed by Walk-in (7%). For those aged 46–55, the most preferred methods are Field Officer and Telephone access with (7%) each. Respondents aged 56–65 show a preference for Telephone (20%) followed by Online access (13%). In the 66 & above group, Telephone (13%) is the most preferred option, followed by Field Officer (7%).

Preferred Method of Access



The chart below highlights the Overall Customer Satisfaction by Client Category: Across all categories, the feedback indicates a mixed perception of services with some variation by client type. Agro-Processor report extremely satisfied (33%), satisfied (50%) while (17%) were neutral. Crop farmer report extremely satisfied (55%), satisfied (36%) and neutral (9%). Exporter was more balanced, with neutral, satisfied and extremely satisfied each accounting for (33%).

Overall Customer Satisfaction by Client Category

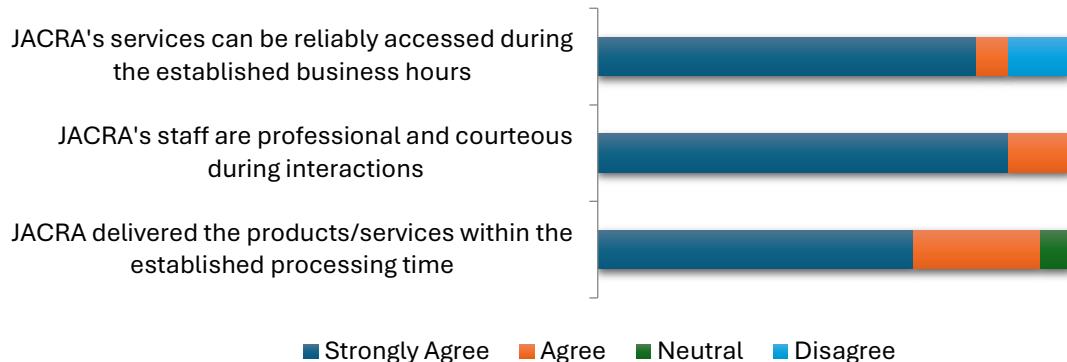


Level of Satisfaction: Reliability of Service

For the service dimension of Reliability, JACRA obtained a rating of (93%). This represents a decrease from the 2022/23 rating of 81%.

Respondents were asked to rate their experience in the area of reliability. Reliability is based on three key indicators: timeliness of service delivery, staff professionalism and courtesy, and accessibility during business hours.

Customer Feedback on Reliability of Service



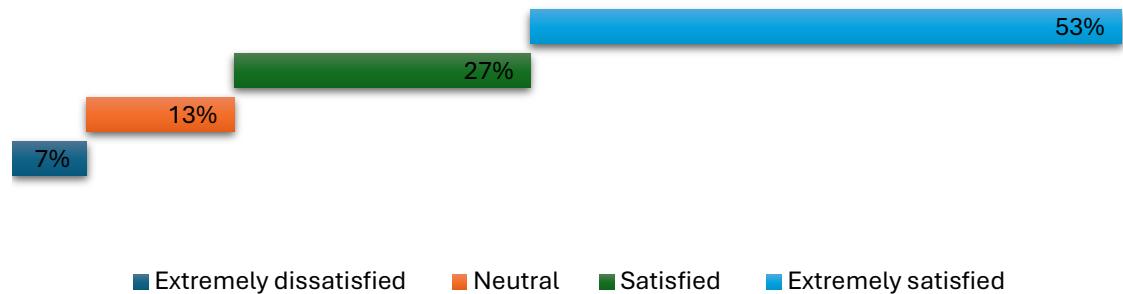
	Strongly Agree	Agree	Neutral	Disagree
JACRA delivered the products/services within the established processing time	67%	27%	7%	0%
JACRA's staff are professional and courteous during interactions	87%	13%	0%	0%
JACRA's services can be reliably accessed during the established business hours	80%	7%	0%	13%

Timeliness of service delivery - When asked whether the entity delivered products and services within the established processing time, the majority of respondents (93%) either agreed or strongly agreed while (7%) remained neutral.

Staff professionalism and courtesy – All respondents agreed (13%) or strongly agreed (87%) that staff members are professional and courteous during interactions, whether in person or by telephone. This reflects an overwhelmingly positive view of the staff's conduct and interpersonal skills.

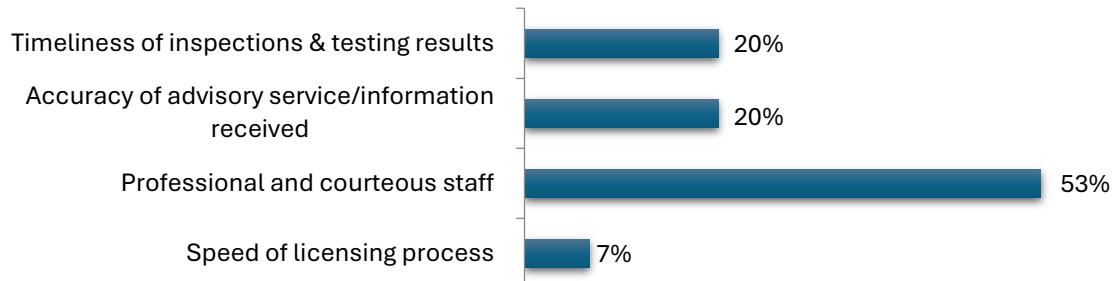
Accessibility during business hours - The reliability of access to services during official business hours, (87%) of respondents indicated agreement or strong agreement: representing a high level of confidence among clients that services are available as expected. However, a notable (13%) disagreed, highlighting an area where improvement is needed.

Overall Satisfaction: Quality of Products/Services



Overall satisfaction with the entity's products and services is overwhelmingly positive, with (80%) of respondents reporting being either satisfied (27%) or extremely satisfied (53%) while (13%) felt neutral and (7%) extremely dissatisfied, which suggest strong room for improvement in engagement or service impact. These results reflect a strong general approval, with an opportunity to convert neutral and dissatisfied users into more satisfied clients through targeted improvements.

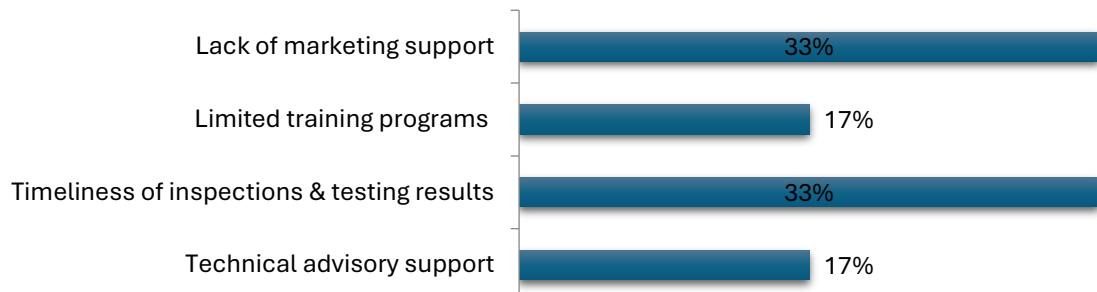
Most Satisfied - Aspect of Product/Service



The aspect of the product/service that respondents were most satisfied with was the *Professional and courteous staff*, with (53%) expressing satisfaction, highlighting its

significant value to users.

Least Satisfied - Aspect of Product/Service



The aspects respondents' felt least satisfied with was *Timeliness of inspections & testing results* and *Lack of marketing support*, cited by (36%) each, indicating a significant concern.

Level of Satisfaction: Staff Responsiveness

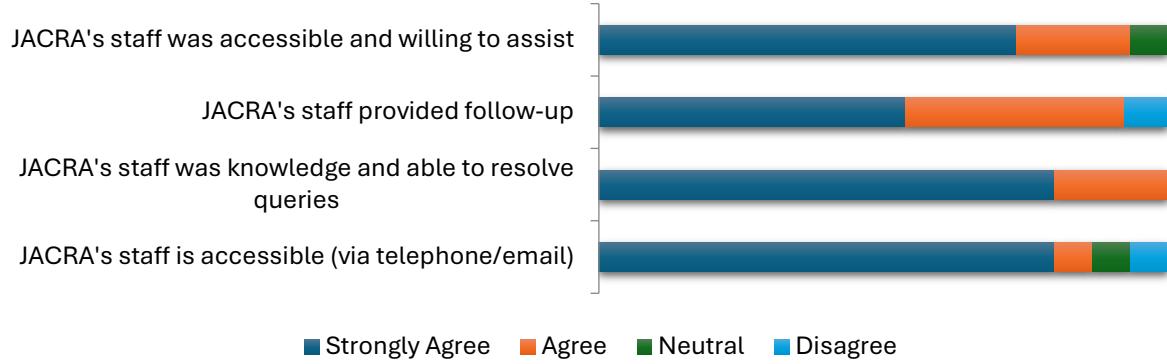
For the service dimension of Responsiveness, JACRA obtained a rating of (92%).

This represents an increase from the 2022/23 rating of 79%.

Respondents were asked to rate their experience in the area of responsiveness.

Responsiveness is based on three key indicators: staff accessibility, staff knowledge and staff helpfulness

Customer Feedback on Staff Responsiveness



	Strongly Agree	Agree	Neutral	Disagree
JACRA's staff is accessible (via telephone/email)	80%	7%	7%	7%
JACRA's staff was knowledge and able to resolve queries	80%	20%	0%	0%
JACRA's staff provided follow-up	54%	38%	0%	8%
JACRA's staff was accessible and willing to assist	73%	20%	7%	0%

Staff Accessibility (Phone/Email) – The majority (87%) of respondents felt staff was accessible via telephone or email, with (80%) strongly agreeing and (7%) agreeing. This indicates strong availability and responsiveness through communication channels. There is a need for improvement as (7%) were neutral and (7%) disagreed.

Staff Knowledge and Ability to Resolve Queries – The respondents overwhelmingly agreed/strongly agreed that staff were knowledgeable and capable. This reflects high confidence in staff expertise and their ability to handle inquiries effectively.

Follow-Up Communication – A total of (92%) strongly agree/agree follow-up was provided when applicable, while (8%) disagreed. This suggests that most customers received follow-ups; however, there are inconsistencies that need addressing.

General Staff Helpfulness – A total of (93%) felt staff was generally accessible and willing to assist. This highlights a strong customer service culture, while (7%) were neutral.

Responsiveness: Most Satisfied



The respondents highlighted *Staff knowledge and timeliness of assistance* as the area they were most satisfied with, (69%) followed by *Staff were accessible and responsive* (31%).

Responsiveness: Least Satisfied



The most significant concern among respondents is *Time taken to respond to requests for follow-up information*.

Level of Satisfaction: Access & Facility

For the service dimension of Access & Facility, JACRA obtained a rating of (93%).

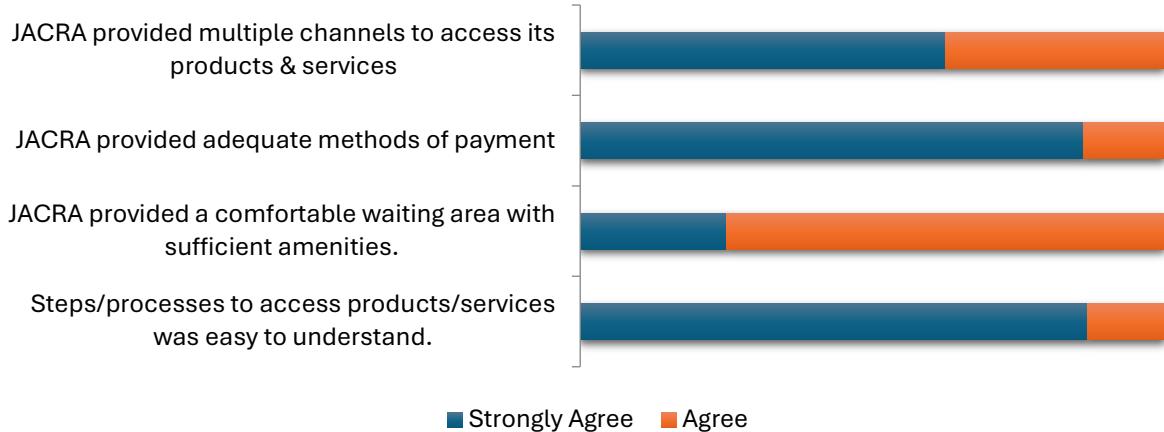
This represents an increase from the 2022/23 rating of 79%.

Respondents were asked to rate their experience in the area of Access & Facilities.

Access & Facility is based on four key indicators: Ease of Access to

Products/Services, Comfort of Waiting Areas and Amenities, Adequate Methods of Payment and Availability of Multiple Access Channels.

Customer Feedback on Access & Facility



	Strongly Agree	Agree
Steps/processes to access products/services was easy to understand.	87%	13%
JACRA provided a comfortable waiting area with sufficient amenities.	25%	75%
JACRA provided adequate methods of payment	86%	14%
JACRA provided multiple channels to access its products & services	63%	38%

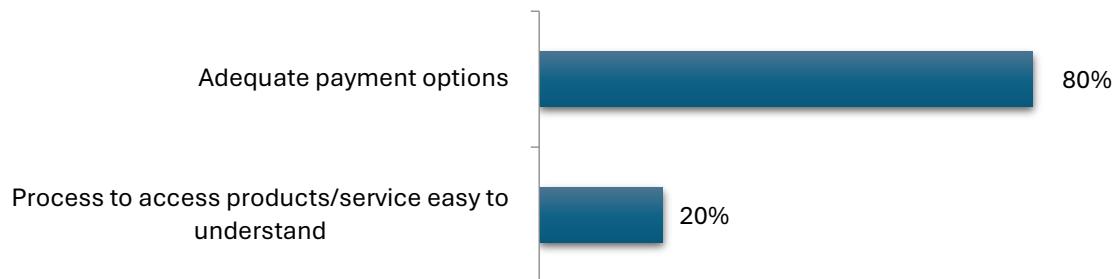
Ease of Access to Products/Services – The respondents overwhelmingly agreed/strongly agreed that the process was easy to understand. The high satisfaction indicates JACRA's systems are clear, simple, and user-friendly.

Comfort of Waiting Areas and Amenities – The respondents overwhelmingly agreed/strongly agreed that the waiting areas were comfortable.

Adequate Methods of Payment – The respondents overwhelmingly agreed/strongly agreed that payment options were adequate, showing that the entity offers convenient and accessible methods.

Availability of Multiple Access Channels – The respondents overwhelmingly agreed/strongly agreed that there were sufficient access channels (online and in-person).

Access & Facilities: Most Satisfied



The respondents' highlighted *Adequate payment options* with (80%) as the area they were most satisfied with, followed by *Process to access products/services easy to understand with* (20%).

Access & Facilities: Least Satisfied



The most significant concern among respondents was *Office location is not ideal* with all respondents identifying this as the least satisfactory aspect.

Level of Satisfaction: Communication

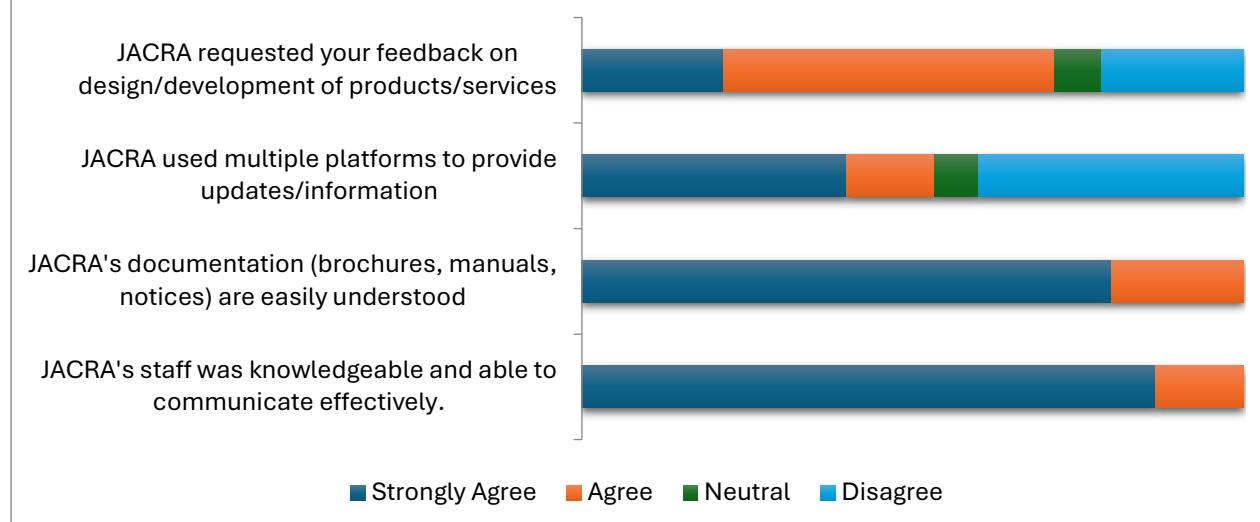
For the service dimension of Communication, JACRA obtained a rating of (84%).

This represents an increase from the 2022/23 rating of 80%.

Respondents were asked to rate their experience in the area of Communication.

Communication is based on four key indicators: soliciting customer feedback on design/development of products/services, clear and concise documentation, quality of staff's communication and utilizing multiple platforms to provide information/updates.

Customer Feedback on Communication



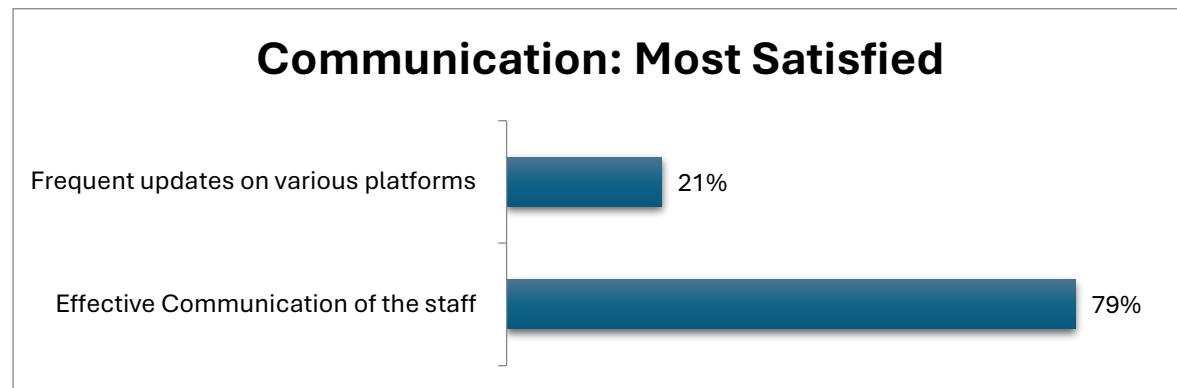
	Strongly Agree	Agree	Neutral	Disagree
JACRA's staff was knowledgeable and able to communicate effectively.	87%	13%	0%	0%
JACRA's documentation (brochures, manuals, notices) are easily understood	80%	20%	0%	0%
JACRA used multiple platforms to provide updates/information	40%	13%	7%	40%
JACRA requested your feedback on design/development of products/services	21%	50%	7%	21%

Quality of communication - The respondents overwhelmingly *strongly agreed/agreed* that JACRA's staff were knowledgeable and communicated effectively, indicating high confidence in staff capabilities.

Clear and concise documentation – The respondents overwhelmingly *strongly agreed/agreed* that JACRA's materials were clear and easy to understand

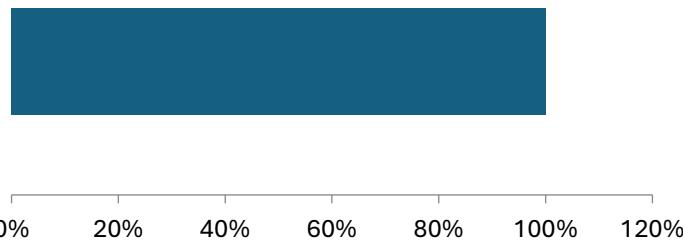
Utilizing multiple platforms to provide information/updates – A modest majority of respondents (53%) either *strongly agreed* (40%) or *agreed* (13%) that JACRA *used multiple platforms to provide updates/information*, while (7%) were neutral and (40%) expressed disagreement. This is one of the weakest performing areas for JACRA, improvement is needed with how information/updates is disseminated.

Soliciting customer feedback on design/development of products/services – The majority of respondents (71%) either *strongly agreed* (21%) or *agreed* (50%) that JACRA *requested your feedback on design/development of products/services*, while (7%) expressed neutrality and (21%) disagreed. This suggests an opportunity for JACRA to improve stakeholder engagement in design and development processes.



The area respondents were most satisfied with was *Effective communication of the staff* (79%), followed by *Frequent updates on various platforms* (21%).

Communication: Least Satisfied



The most significant concern among respondents was *Insufficient updates received from JACRA*.

Jamaica Bauxite Mining Limited (JBML)



Overview of Main Findings

Jamaica Bauxite Mining Limited (JBML) was assessed across four key areas: Staff Responsiveness, Accessibility and Facilities, Service Reliability, and Communication. According to the Service Excellence Policy, a satisfaction rating of 80% or above is considered as meeting the satisfaction standard, while any rating below 80% is categorized as did not meet the required satisfaction standard.

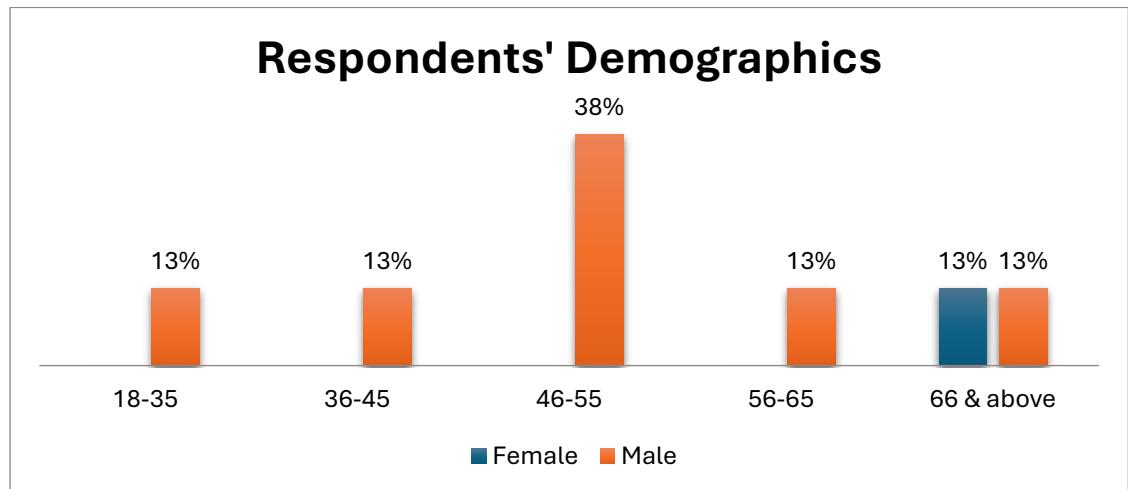
Jamaica Bauxite Mining Limited recorded an overall customer satisfaction rating of 76% for 2024/25.

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

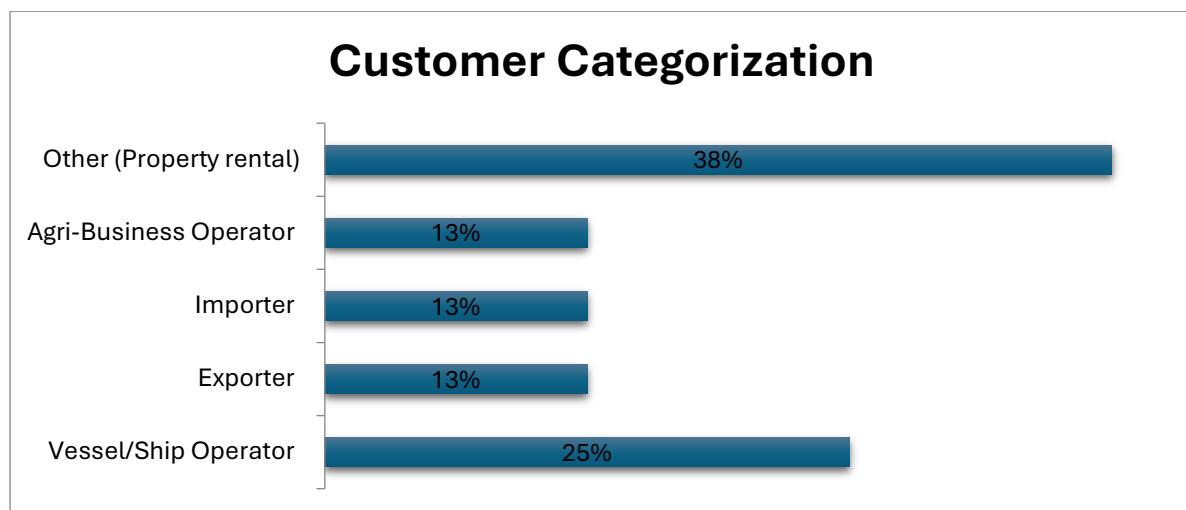
JBML's 2024/25 Overall Rating = 76%				
Service Dimensions	Reliability	Responsiveness	Access & Facility	Communication
	75%	79%	74%	75%

Respondents' Demographics

The survey garnered feedback from a total of 8 respondents; the majority of respondents were male (88%) while approximately (13%) were female. The majority of respondents (38%) were ages 46-55, (26%) were ages 66 and above, while the ages 18-35, 36-45 and 56-65 each accounted for (13%).

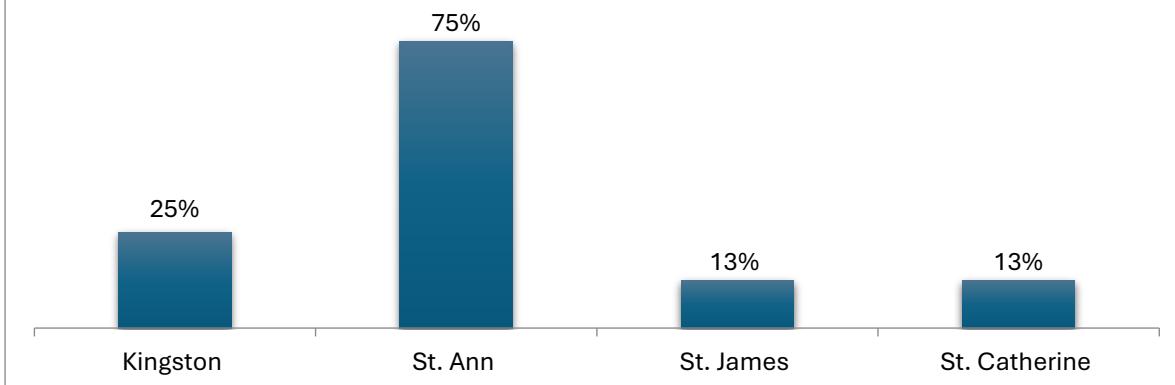


The survey captured responses from JBML's customer; the chart below highlights the categorization of the respondents. Note, respondents were allowed to select more than one role, resulting in cumulative percentages exceeding 100%. The distribution is as follows: *Property Rental* (38%), *Vessel/Ship Operator* (25%), *Exporter* (13%), *Agri-Business Operator* (13%) and *Importer* (13%).



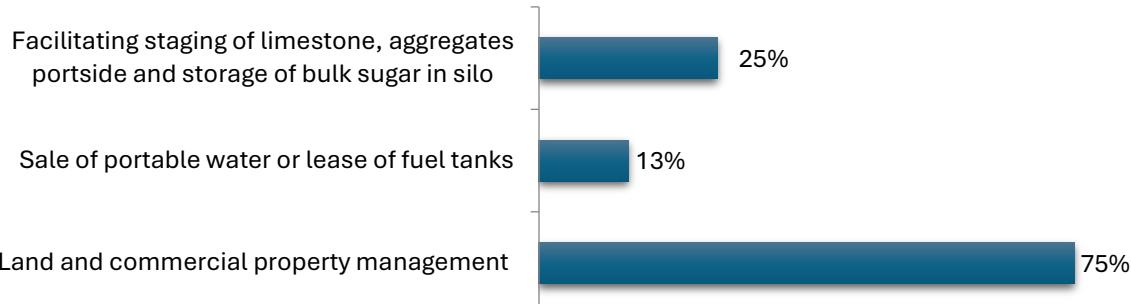
The table below shows where the respondents reside. The vast majority (75%) of respondents are from the parish of St. Ann.

Respondents' Location of Operation



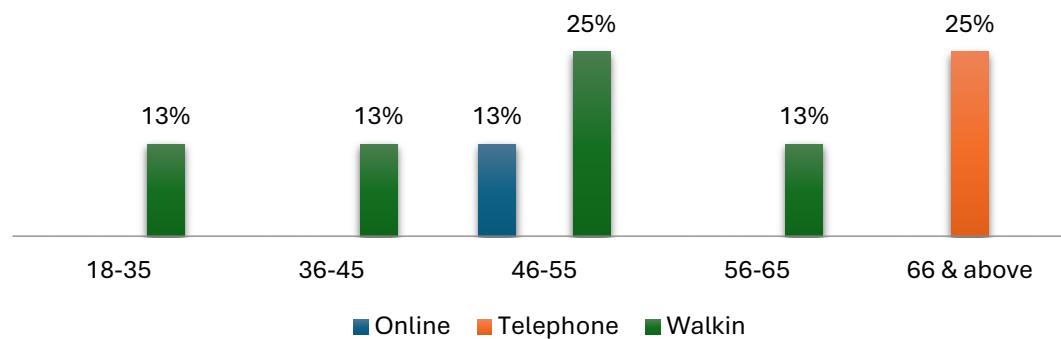
Feedback indicate *Land and commercial property management* is the most utilized service, accessed by (75%) of respondents, followed by *Facilitating staging of limestone, aggregates portside and storage of bulk sugar in silo* with (25%).

Products/Services Accessed



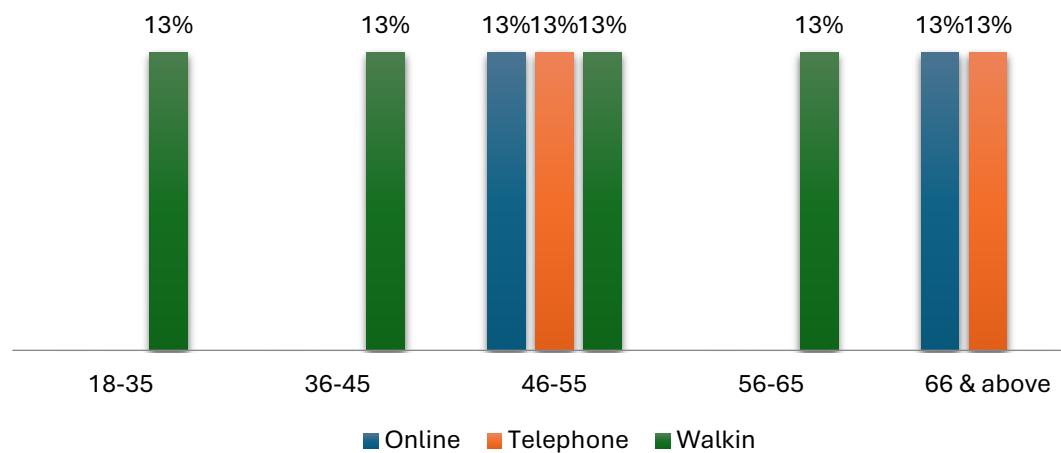
For the 18–35 demographic, all respondents indicate Walk-in access (13%). In the 36–45 group: Walk-in access (13%) remains most common. The 46–55 group shows Walk-in access (25%) followed by Online access (13%). Among those aged 56–65, Walk-in access (13%) continues to be the most common. In the 66 & above category, Telephone access (25%) is the dominant method of access.

Current Method of Access



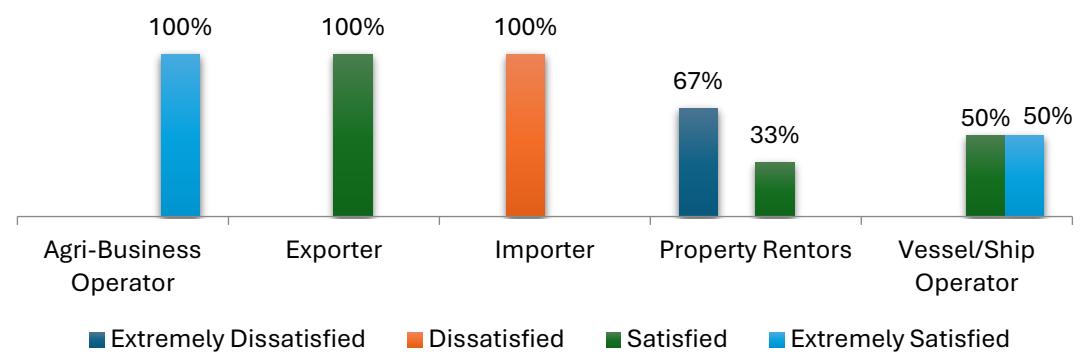
Among individuals aged (18–35), the preference is Walk-in access (13%). In the (36–45) age group, Walk-in access (13%) is the preferred mode. For those aged (46–55), the most preferred method is Walk-in (13%), Online (13%) and Telephone (13%). Respondents aged (56–65) show a preference for Walk-in (13%). In the (66 & above) group, Telephone (13%) Online (13%) are the most preferred options.

Preferred Method of Access



The chart below highlights the *Overall Customer Satisfaction by Client Category*: Across all categories, the feedback indicates a mixed perception of services with some variation by client type. Agri-Business Operator report extremely satisfied (100%). Exporter report satisfied (100%). Importers overwhelmingly (100%) note their dissatisfaction with service. Property Rentors report (67%) extremely dissatisfied and (33%) satisfied. Vessel/Ship Operator report (50%) satisfied and (50%) extremely satisfied.

Overall Customer Satisfaction by Client Category

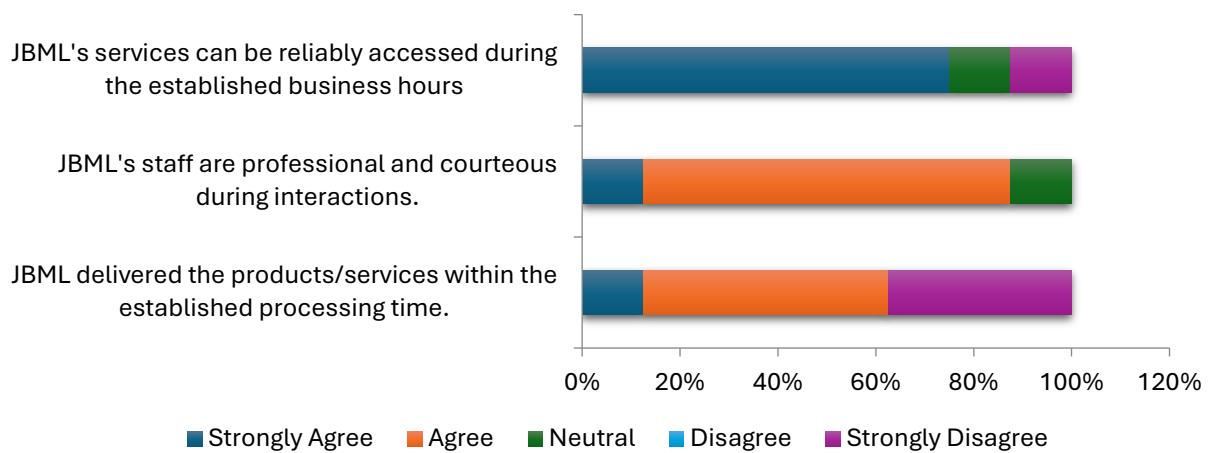


Level of Satisfaction: Reliability of Service

For the service dimension of Reliability, JBML obtained a rating of (75%).

Respondents were asked to rate their experience in the area of reliability. Reliability is based on three key indicators: timeliness of service delivery, staff professionalism and courtesy, and accessibility during business hours.

Customer Feedback on Reliability of Service



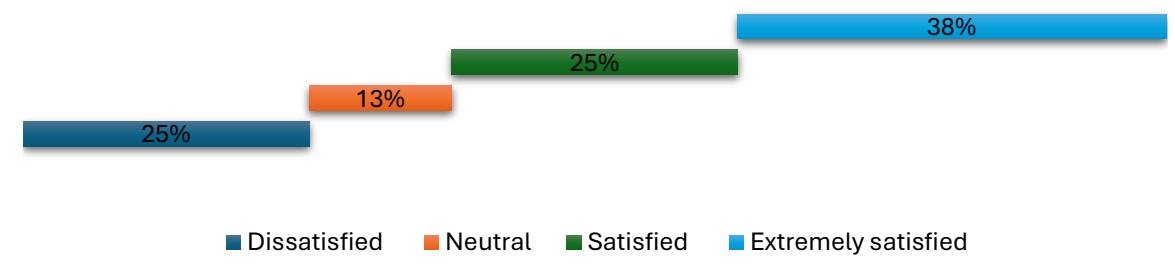
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
JBML delivered the products/services within the established processing time.	13%	50%	0%	0%	38%
JBML's staff is professional and courteous during interactions.	13%	75%	13%	0%	0%
JBML's services can be reliably accessed during the established business hours	75%	0%	13%	0%	13%

Timeliness of service delivery - When asked whether the entity delivered products and services within the established processing time, a modest majority of respondents (63%) either agreed or strongly agreed while (38%) strongly disagreed. There is a strong need to improve service delivery to improve satisfaction amongst JBML's customer base.

Staff professionalism and courtesy – A total of (88%) of respondents agreed or strongly agreed that staff members are professional and courteous during interactions, whether in person or by telephone. This reflects an overwhelmingly positive view of the staff's conduct and interpersonal skills. While (13%) were neutral.

Accessibility during business hours - The reliability of access to services during official business hours, (75%) of respondents indicated agreement or strong agreement: representing a high level of confidence among clients that services are available as expected. While (13%) were neutral and (13%) strongly disagreed, this highlights a strong need for improvements.

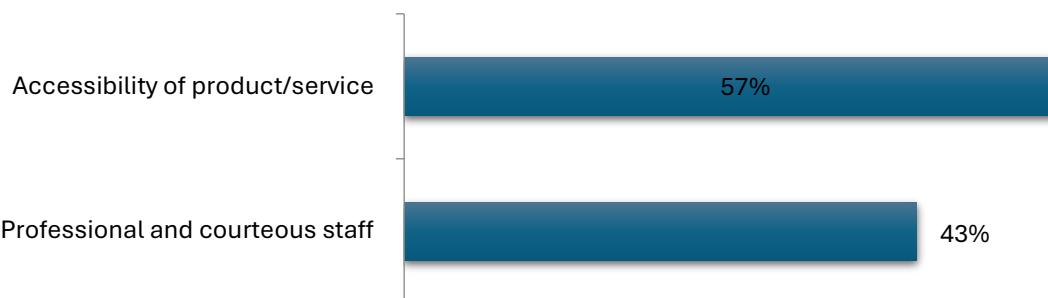
Overall Satisfaction: Quality of Products/Services



Overall satisfaction with the entity's products and services is modestly positive, with (63%) of respondents reporting being either satisfied (25%) or extremely satisfied

(38%) while (13%) felt neutral and a notable (25%) dissatisfied, which suggest strong room for improvement in engagement or service impact. These results reflect a strong general approval, with an opportunity to convert neutral and dissatisfied users into more satisfied clients through targeted improvements.

Most Satisfied - Aspect of Product/Service



The aspect of the product/service that respondents were most satisfied with was the *Accessibility of product/service*, with (57%) expressing satisfaction, highlighting its significant value to users. *Professional and courteous staff* was the second most appreciated aspect, receiving (43%) satisfaction.

Least Satisfied - Aspect of Product/Service



The aspect respondents felt least satisfied with was *Wait time for feedback to queries*, cited by (60%), indicating a significant concern. *Efficiency of entity's staging or berthing services* and *Water Issues & security* were the second most noted issues with (20%) each expressing dissatisfaction.

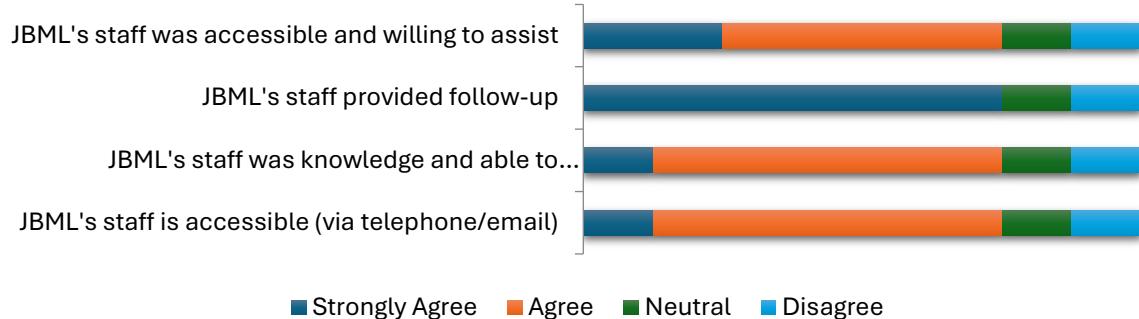
Level of Satisfaction: Staff Responsiveness

For the service dimension of Responsiveness, JBML obtained a rating of (79%).

Respondents were asked to rate their experience in the area of responsiveness.

Responsiveness is based on three key indicators: staff accessibility, staff knowledge and staff helpfulness.

Customer Feedback on Staff Responsiveness



	Strongly Agree	Agree	Neutral	Disagree
JBML's staff is accessible (via telephone/email)	13%	63%	13%	13%
JBML's staff was knowledge and able to resolve queries	13%	63%	13%	13%
JBML's staff provided follow-up	75%	0%	13%	13%
JBML's staff was accessible and willing to assist	25%	50%	13%	13%

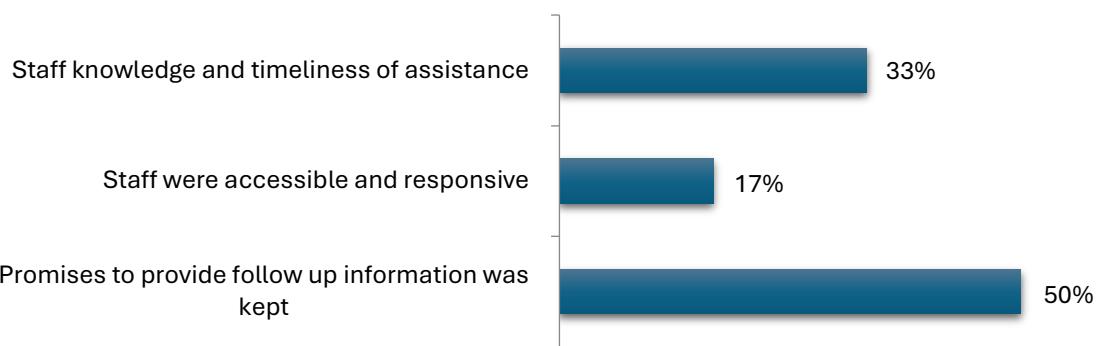
Staff Accessibility (Phone/Email) – The majority (76%) of respondents felt staff was accessible via telephone or email, with (13%) strongly agreeing and (63%) agreeing. This indicates strong availability and responsiveness through communication channels. While neutral and disagree received (13%) each, highlighting opportunities for continued improvements.

Staff Knowledge and Ability to Resolve Queries – The majority (76%) agree/strongly agree that staff were knowledgeable and capable. This reflects high confidence in staff expertise and their ability to handle inquiries effectively. While neutral and disagree received (13%) each, highlighting opportunities for continued improvements.

Follow-Up Communication – A total of (75%) strongly agree follow-up was provided when applicable, (13%) neutral and (13%) disagreed. This suggests that most customers received follow-ups; however there are inconsistencies that need addressing.

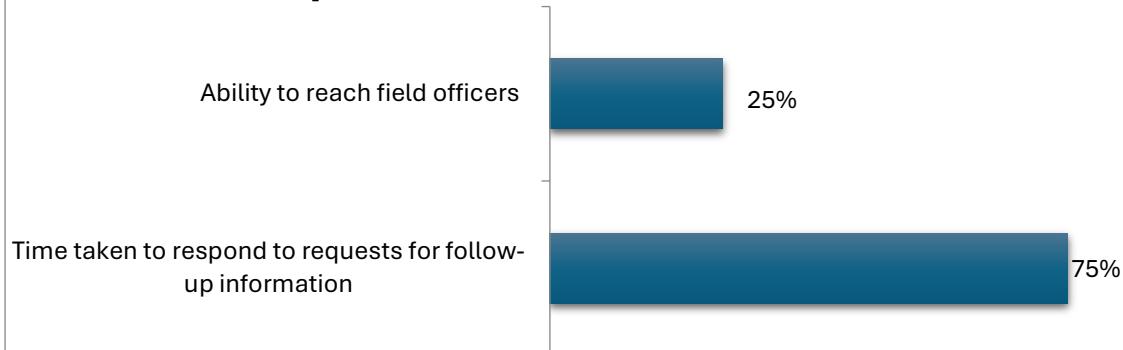
General Staff Helpfulness – A total of (75%) felt staff was generally accessible and willing to assist. This highlights a strong customer service culture, while (13%) were neutral and (13%) disagreed.

Responsiveness: Most Satisfied



The respondents highlighted *Promises to provide follow up information was kept* (50%) as the area they were most satisfied with, followed by *Staff knowledge and timeliness of assistance* (33%).

Responsiveness: Least Satisfied



The most significant concerns among respondents were *Time taken to respond to requests for follow-up information*, with (75%) identifying these as the least satisfactory aspect. This indicates a gap in communication and service/issue resolution.

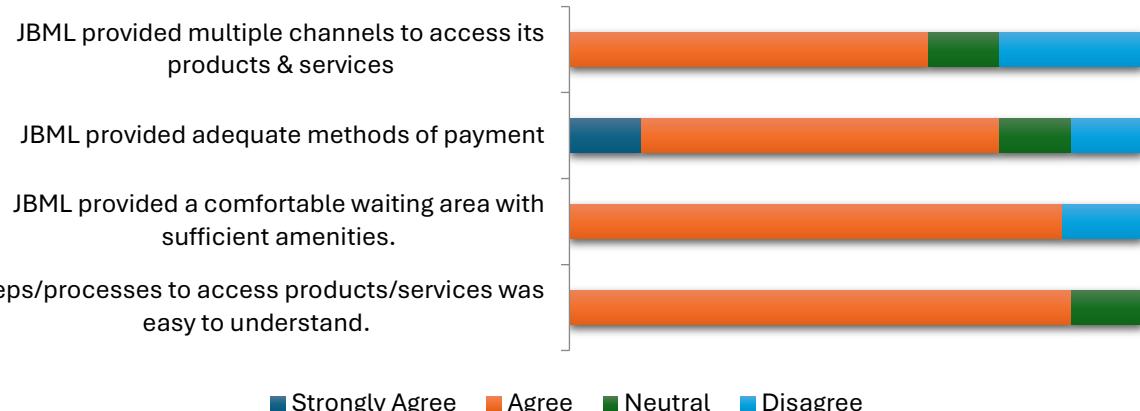
Level of Satisfaction: Access & Facility

For the service dimension of Access & Facility, JBML obtained a rating of (74%).

Respondents were asked to rate their experience in the area of Access & Facilities.

Access & Facility is based on four key indicators: Ease of Access to Products/Services, Comfort of Waiting Areas and Amenities, Adequate Methods of Payment and Availability of Multiple Access Channels.

Customer Feedback on Access & Facility



	Strongly Agree	Agree	Neutral	Disagree
Steps/processes to access products/services was easy to understand.	0%	88%	13%	0%
JBML provided a comfortable waiting area with sufficient amenities.	0%	86%	0%	14%
JBML provided adequate methods of payment	13%	63%	13%	13%
JBML provided multiple channels to access its products & services	0%	63%	13%	25%

Ease of Access to Products/Services - This area received positive feedback, with (88%) of respondents agreeing the process was easy to understand, while (13%) were neutral. The high satisfaction indicates JBML's systems are clear, simple, and user-friendly.

Comfort of Waiting Areas and Amenities – The majority of respondents (86%) agreed the waiting areas were comfortable, while (14%) disagreed. This suggests strong room for improvement in seating, cooling, or other amenities to enhance the on-site experience.

Adequate Methods of Payment – The majority of respondents (76%) strongly agreed/agreed that payment options were adequate, showing that the entity offers convenient and accessible methods while (13%) expressed disagreement and (13%) neutrality.

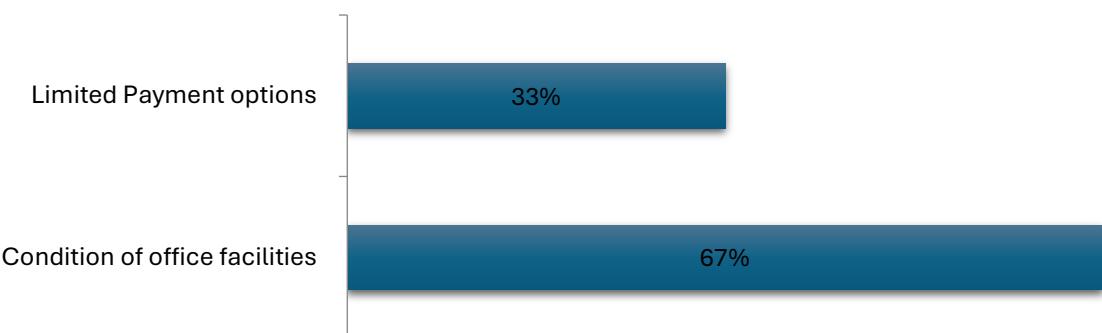
Availability of Multiple Access Channels – A total of (63%) of respondents agreed there were sufficient access channels (online and in-person), however a notable (25%) were in disagreement and (13%) neutral. This suggests a large number of customers face limitations or are unaware of all available options.

Access & Facilities: Most Satisfied



The respondents highlighted *Process to access products/services easy to understand* and *Multiple channels to access products/service (online, in office)* with (38%) each, as the areas they were most satisfied with, followed by *Adequate payment options* (25%).

Access & Facilities: Least Satisfied

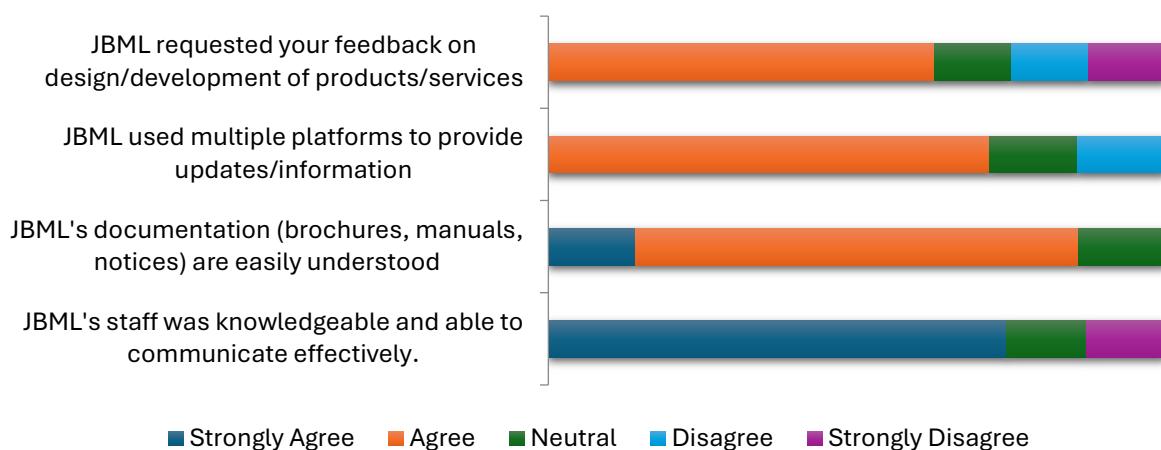


The most significant concern among respondents was *Condition of office facilities* with (67%) identifying this as the least satisfactory aspect.

Level of Satisfaction: Communication

For the service dimension of Communication, JBML obtained a rating of (75%). Respondents were asked to rate their experience in the area of Communication. Communication is based on four key indicators: soliciting customer feedback on design/development of products/services, clear and concise documentation, quality of staff's communication and utilizing multiple platforms to provide information/updates.

Customer Feedback on Communication



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
JBML's staff was knowledgeable and able to communicate effectively.	75%	0%	13%	0%	13%
JBML's documentation (brochures, manuals, notices) are easily understood	14%	71%	14%	0%	0%
JBML used multiple platforms to provide updates/information	0%	71%	14%	14%	0%
JBML requested your feedback on design/development of products/services	0%	63%	13%	13%	13%

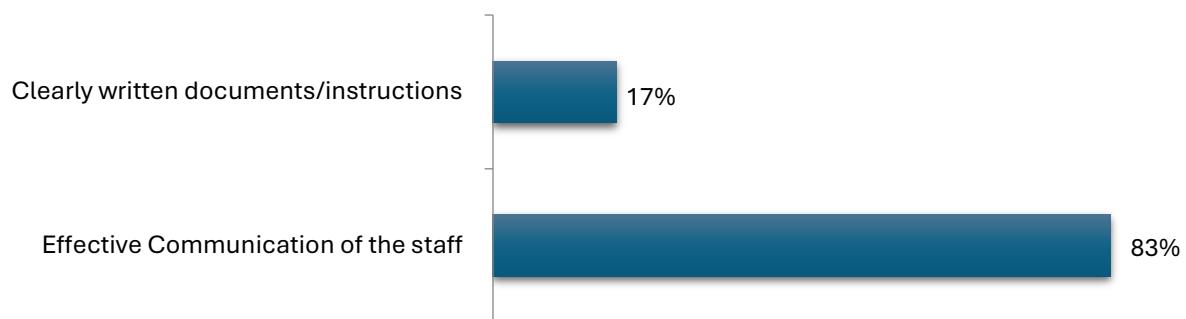
Quality of staff's communication - The majority of respondents (75%) *strongly agreed* that JBML's staff were knowledgeable and communicated effectively, indicating high confidence in staff capabilities. Notably, (13%) were neutral and (13%) strongly disagreed, highlighting the need for great improvements with the quality of the staff's communication.

Clear and concise documentation – The majority of respondents (85%) found JBML's materials clear and easy to understand (*strongly agree*: 14%, *agree*: 71%). While (14%) were neutral, highlighting the need for great improvements with JBML's documentation.

Utilizing multiple platforms to provide information/updates – The majority of respondents (71%) agreed JBML *used multiple platforms to provide updates/information*, while (14%) expressed neutrality and (14%) disagreed.

Soliciting customer feedback on design/development of products/services – The majority of respondents (63%) *agreed* that JBML *requested your feedback on design/development of products/services*, while (13%) expressed neutrality, (13%) disagreed and (13%) strongly disagreed. This suggests an opportunity for JBML to improve stakeholder engagement in design and development processes.

Communication: Most Satisfied



The area respondents were most satisfied with was *Effective communication of the staff* (83%), followed by *Clearly written documents/instructions* (17%).

Communication: Least Satisfied



The most significant concern among respondents was *Inadequate communication from staff* of JBML with (100%).

Appendix

Ministry of Agriculture, Fisheries and Mining

Customer Service Branch

Annual External Customer Satisfaction Assessment

Introduction to survey:

We are inviting you to participate in our annual Customer Satisfaction Assessment Survey. The purpose of this survey is to gather feedback to improve our services and understand our customers' needs better. It will take about 15 minutes to complete and all your responses will be kept confidential.

Instructions:

1. Please tick the appropriate answer option that corresponds with the participant's response.
2. Ask questions/statements in sequential order of the instruction. Record the responses in the slot provided for each question and or statement.

Indicate which Division or Entity of the Ministry the customer is assessing:

Agencies

1. Agro-Investment Corporation (AIC)
2. Coconut Industry Board (CIB)
3. Jamaica 4-H Clubs
4. Jamaica Dairy Development Board (JDDB)
5. Jamaica Agricultural Commodities Regulatory Authority (JACRA)
6. Jamaica Agricultural Society (JAS)
7. National Irrigation Commission (NIC)
8. Rural Agricultural Development Authority (RADA)
9. National Fisheries Authority (NFA)
10. The Banana Board (BB)
11. Sugar Industry Authority (SIA)
12. Jamaica Bauxite Institute (JBI)
13. Jamaica Bauxite Mining Limited (JBML)
14. Sugar Company of Jamaica Holdings Ltd (SCJ)

Divisions/Branches

15. Agricultural Land Management Division (ALMD)
16. Agricultural Marketing Information & Incentive Branch(AMIIB)
17. Plant Quarantine Produce Inspection Branch (PQPI)
18. Public Gardens & Zoo Branch (PGB)
19. Veterinary Services Division (VSD)
20. Research and Development Division (R&DD)
21. Mines and Geology Division (MGD)

DEMOGRAPHICS

Q1. What is your sex?		Q2. In which age group do you belong?	Q3. Which of the following category of customer do you belong?	Q4. In which parish do you operate?
1. Male 2. Female	1. 18-35 2. 36-45 3. 46-55 4. 56-65 5. 66 and above	Answer options for this question are specific for each individual division/agency. Please see breakdown per division/agency below		1. Kingston 2. St. Andrew 3. St. Catherine 4. Clarendon 5. Manchester 6. St. Elizabeth 7. Westmoreland 8. Hanover 9. St. James 10. Trelawny 11. St. Ann 12. St. Mary 13. Portland 14. St. Thomas 15. N/A
Q5. What product/service did you access from the entity? (you can select multiple responses)		Q6. How did you MAINLY access the product/service from this entity?	Q7. How would you prefer to access the product/service from this entity?	
Answer options for this question are specific for each individual division/agency. Please see breakdown per division/agency below	1. Walkin 2. Telephone 3. Online 4. Other, please specify _____	1. Walkin 2. Telephone 3. Online 4. Other, please specify _____		

RELIABILITY

Reliability speaks to whether services meet service standards, satisfy customers with quality of product/service and are consistently available during business hours.

Q8. The entity delivered the products/services within standard time (established processing time)	Q9. The staff of the entity are professional and courteous during interactions (in person/telephone)	Q10. Services of the entity can be reliably accessed during the established business hours
1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Disagree 5. Strongly disagree 6. Not applicable	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Disagree 5. Strongly disagree 6. Not applicable	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Disagree 5. Strongly disagree 6. Not applicable
Q11. On a scale ranging from 1 to 5, with 1 being extremely dissatisfied and 5 being extremely satisfied , please rate your overall satisfaction with the quality of the entity's products and services?	Q12. What aspect of the product/service did you feel MOST satisfied with?	Q13. What aspect of the product/service did you feel LEAST satisfied with?
1. Extremely dissatisfied 2. Dissatisfied 3. Neither satisfied nor dissatisfied 4. Satisfied 5. Extremely satisfied	Answer options for this question are specific for each individual division/agency. Please see breakdown per division/agency below	Answer options for this question are specific for each individual division/agency. Please see breakdown per division/agency below

RESPONSIVENESS

Responsiveness measures how well the service meets customer needs, focusing on timeliness and customer relations.

Q15. Staff of the entity were readily accessible/available to answer queries (via telephone/email)	Q16. Staff was knowledgeable about products/services and capable to resolve queries
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1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Disagree 5. Strongly disagree 6. Not applicable	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Disagree 5. Strongly disagree 6. Not applicable
Q17. If applicable, staff provided follow up information (via email/telephone)	Q18. Staff of the entity are generally accessible and willing to assist
1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Disagree 5. Strongly disagree 6. Not applicable	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Disagree 5. Strongly disagree 6. Not applicable
Q19. What aspect of responsiveness were you MOST satisfied with?	Q20. What aspect of responsiveness were you LEAST satisfied with?

Q21. On a scale of 1 to 10, where 1 is **VERY DISSATISFIED** and 10 is **VERY SATISFIED**, how would you rate your overall satisfaction with staff responsiveness?

1 2 3 4 5 6 7 8 9 10

1. Prompt response to the entity's main telephone lines
2. Promises to provide follow up information was kept
3. Staff were accessible and responsive
4. Staff knowledge and timeliness of assistance
5. Other, please specify
6. Not applicable

1. Length of time to access the entity's staff via the main telephone lines
2. Time taken to respond to requests for follow-up information
3. Ability to reach officers
4. Capacity of staff to resolve queries
5. Other, please specify
6. Not applicable

ACCESS & FACILITIES

Access & Facility assesses the ease of accessing services and the comfort of the facilities, including process efficiency, payment systems and waiting areas.

Q22. Steps/processes to access the products/services was easy to understand

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. Not applicable

Q23. The entity provided a comfortable waiting area with sufficient amenities (e.g. chairs, cooling etc.)

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. Not applicable

24. The entity provided adequate methods of payment (point of sale machines for debit/credit cards, cash and online payment)

Q25. The entity provided multiple channels to access its products and services (online/electronically, in person)

1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Disagree 5. Strongly disagree 6. Not applicable	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Disagree 5. Strongly disagree 6. Not applicable	
Q26.What aspect of access and facilities of the entity were you MOST satisfied with?	Q27.What aspect of access and facilities of the entity were you LEAST satisfied with?	28. On a scale of 1 to 10, where 1 is VERY DISSATISFIED and 10 is VERY SATISFIED , how would you rate your overall satisfaction with the access and facilities of the entity

COMMUNICATION

Communication measures how well clients receive accurate, clear and relevant information, focusing on staff knowledge and the effective use of communication channels.

Q29. Staff was knowledgeable and able to effectively communicate information about products/ services	Q30. Documents/instructions (e.g. brochures, manuals, notices) related to the products/services were written in a manner that was easily understood	Q31. The entity used multiple platforms (website, social media, radio, television, newspapers) to provide adequate information/updates on existing and/or new products/services
1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Disagree 5. Strongly disagree 6. Not applicable	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Disagree 5. Strongly disagree 6. Not applicable	1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Disagree 5. Strongly disagree 6. Not applicable
Q32. The entity has asked you for your feedback (via surveys, focus groups, etc.) on the design or development of products / services	Q33. What aspect of communication was you MOST satisfied with?	Q34. What aspect of communication was you LEAST satisfied with?
1. Strongly agree 2. Agree 3. Neither agree nor disagree 4. Disagree 5. Strongly disagree 6. Not applicable	1. Effective Communication of the staff 2. Clearly written documents/instructions 3. Frequent updates on various platforms (website, social media, radio, television, newspapers) 4. Information about products and services readily available 5. Other, please specify	1. Inadequate communication from staff 2. Difficult to understand instructions/documents 3. Insufficient updates from entity regarding its products/service on

	6. Not applicable	its various platforms (website, social media, radio, television, newspapers) 4. Information about products/services not readily available 5. Other, please specify 6. Not applicable	
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Q36. Overall, how satisfied were you with the customer service?

- 1. Extremely Satisfied
- 2. Satisfied
- 3. Neither satisfied nor dissatisfied
- 4. Dissatisfied
- 5. Extremely dissatisfied

Thank you for participating in this survey!

JAMAICA DAIRY DEVELOPMENT BOARD (JDBB)

Q3. Which of the following category of customer do you belong?	Q5. What product/service did you access from the entity? (you can select multiple responses)	Q12. What aspect of the product/service did you feel MOST satisfied with?	Q13. What aspect of the product/service did you feel LEAST satisfied with?
1. Dairy farmer 2. Livestock farmer 3. Agro-Processor/Agri-Business Operator 4. Importer 5. Other, please specify	1. Import certification for dairy products 2. Technical support/ Training 3. Pasture development assistance 4. Herd Registry & Farmer registration 5. Other, please specify	1. Knowledgeable and helpful staff 2. Resources/input provided 3. Products and services can be easily accessed 4. Quality of the products/services offered 5. Efficient business processes 6. Other, please specify 6. Not applicable	1. Quantity of inputs/resources available 2. Wait time for feedback to queries 3. Availability of field officers to readily assist 4. Availability of products/services online 5. Other, please specify 6. Not applicable

JAMAICA 4-H CLUB

Q3. Which of the following category of customer do you belong?	Q5. What product/service did you access from the entity? (you can select multiple responses)	Q12. What aspect of the product/service did you feel MOST satisfied with?	Q13. What aspect of the product/service did you feel LEAST satisfied with?
1. Farmer 2. Teacher/School 3. Administrator 4. Entrepreneur 5. Agro-Processor 6. Other, please specify	1. Training in agriculture 2. Input & Technical support (Through Rural Youth Economic Empowerment Program- RYEEP) 3. 4-H Clubs in Schools & Communities 4. Development & Support of School Gardens 5. Other, please specify	1. Responsive & knowledgeable staff 2. Assistance to start up agri-business 3. Training sessions 4. Scholarships/ grants received 5. Other, please specify 5. Not applicable	1. Insufficient promotion of programs offered 2. Waiting period to access services 3. Availability of products/services online 4. Frequency of training sessions 5. Other, please specify 6. Not applicable

AGRO-INVESTMENT CORPORATION (AIC)

Q3. Which of the following category of customer do you belong?	Q5. What product/service did you access from the entity? (you can select multiple responses)	Q12. What aspect of the product/service did you feel MOST satisfied with?	Q13. What aspect of the product/service did you feel LEAST satisfied with?
1. Farm Operator 2. Investor 3. Agro-Processor/Agri- 4. Entrepreneur 5. Exporter 6. Other, please specify	1. Market linkages 2. Tractor services 3. Warehouse rental 4. Cold storage 5. Agricultural land lease 6. Other, please specify	1. Reasonable prices to lease land 2. Availability of warehouse rental/ tractor services 3. Technical advice/support provided 4. Assistance with marketing of products 5. Other, please specify 6. Not applicable	1. Lack maintenance of infrastructure/facilities 2. Limited variety of benefits of services 3. Limited access of products/services online 4. Lack of staff support 5. Other, please specify 6. Not applicable

AGRICULTURAL LAND MANAGEMENT DIVISIONS (ALMD)

Q3. Which of the following category of customer do you belong?	Q5. What product/service did you access from the entity? (you can select multiple responses)	Q12. What aspect of the product/service did you feel MOST satisfied with?	Q13. What aspect of the product/service did you feel LEAST satisfied with?
1.Farmer 2.Researcher 3.Agro-Entrepreneur 4.Development 5.Other, please specify	1.Plant/soil analysis 2.Water analysis 3.Land Assessment 4.GIS data 5Maps 6.Other, please specify	1.Timeliness of lab results 2.Knowledgeable staff 3.Accuracy of advice or information received 4.Accessibility of product/service 5.Other, please specify 6.Not applicable	1.Wait time for responses to queries/follow up information 2.Process flow for in person transactions 3.Availability of products/services online 4.Efficiency of the entity in handling large samples for lab tests 5.Other, please specify 6.Not applicable

AGRICULTURAL MARKETING INFORMATION & INCENTIVE BRANCH (AMIIB)

Q3. Which of the following category of customer do you belong?	Q5. What product/service did you access from the entity? (you can select multiple responses)	Q12. What aspect of the product/service did you feel MOST satisfied with?	Q13. What aspect of the product/service did you feel LEAST satisfied with?
1.Farmer 2.Importer 3.Researcher 4.Agro-Processor/Agri- 5.Entrepreneur 6.Other, please specify	1.Agribusiness, Marketing ,Distribution & Logistics 2.Agricultural Market Research data 3.Agricultural Incentive Support 4.Agricultural Waiver Advice 5.Other, please specify	1.Processing time for product/service requested 2.Professional and courteous staff 3.Quality and accuracy of data/information received 4.Accessibility of products/services 5.Other, please specify 6.Not applicable	1.Wait time for product/service requested 2.Timeliness of follow up information required 3.Accessibility of products/services 4.Availability of Field staff for assistance 5.Other, please specify 6.Not applicable

THE BANANA BOARD (BB)

Q3. Which of the following category of customer do you belong?	Q5. What product/service did you access from the entity? (you can select multiple responses)	Q12. What aspect of the product/service did you feel MOST satisfied with?	Q13. What aspect of the product/service did you feel LEAST satisfied with?
1.Banana/Plantain farmer 2.Agro-Processor 3.Agro-Entrepreneur 4.Researcher 5.Other, please specify	1.Technical assistance for disease control 2.Research services (soil & plant sampling and testing/breeding) 3.General extension services 4.Value added enterprise support (chips manufacturing or use of ripening room) 5.Other, please specify	1.Timeliness of technical assistance/research services 2.Availability of extension staff 3.Accuracy of advice/information received 4.Accessibility of support service 5.Other, please specify 6.Not applicable	1.Wait time for feedback to queries 2.Ease of business processes to access service 3.Availability of products/services online 4.Efficiency of entity's research services 4.Other, please specify

			5.Not applicable
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COCONUT INDUSTRY BOARD (CIB)			
Q3. Which of the following category of customer do you belong?	Q5. What product/service did you access from the entity? (you can select multiple responses)	Q12. What aspect of the product/service did you feel MOST satisfied with?	Q13. What aspect of the product/service did you feel LEAST satisfied with?
1.Coconut farmer/grower 2.Agro-Processor/Agri- 3.Entrepreneur 4.Exporter 5.Retail customer (coconut shop) 6.Other, please specify	1.Coconut products (retail customer of coconut shop) 2.Market linkages for farmers 3.Training & technical assistance 4.Coconut breeding program 5.Other, please specify	1.Variety of coconut products for sale 2.Reasonable cost of products/services 3.Technical advice provided 4.Training & other resources provided 5.Other, please specify 6.Not applicable	1.Periodic unavailability of products (coconut water, seedlings etc.) 2.Provision of timely updates/wait time for follow up information 3.Length of time for transactions/ processes 4.Availability of Field Officers 5.Other, please specify 6.Not applicable

JAMAICA AGRICULTURAL COMMODITIES REGULATORY AUTHORITY (JACRA)			
Q3. Which of the following category of customer do you belong?	Q5. What product/service did you access from the entity? (you can select multiple responses)	Q12. What aspect of the product/service did you feel MOST satisfied with?	Q13. What aspect of the product/service did you feel LEAST satisfied with?
1.Crop farmer (coffee, cocoa, spices-ginger, turmeric, pimento) 2. Agro-Processor 3. Importer 4. Exporter 5.Other, please specify	1.Workshops & training sessions 2.Inspection and testing 3.Licensing 4.Advisory services (Extension services) 5.Other, please specify	1.Speed of licensing process 2.Professional and courteous staff 3.Accuracy of advisory service/information received 4.Timeliness of inspections & testing results 5.Other, please specify 6.Not applicable	1.Accessibility of Extension Officers for query resolution/feedback. 2.Technical advisory support. 3.Timeliness of inspections & testing results. 4.Limited training programs 5.Other, please specify 6.Not applicable

JAMAICA AGRICULTURAL SOCIETY (JAS)			
Q3. Which of the following category of customer do you belong?	Q5. What product/service did you access from the entity? (you can select multiple responses)	Q12. What aspect of the product/service did you feel MOST satisfied with?	Q13. What aspect of the product/service did you feel LEAST satisfied with?
1.Crop farmer 2.Dairy farmer 3.Livestock farmer 4.Agro-Entrepreneur 5.Other, please specify	1.Farmer Training 2.Farm inputs (via JAS Farm Stores) 3.Farmer Registration & Sensitization (including sale of Agricultural Produce Receipt Book) 4.Marketing & distribution	1.Knowledgeable & responsive staff 2.Quality of products/ services/resources received 3.Accuracy of information/ usefulness of training received 4.Wide variety of services provided	1.Quantity of input resources available 2.Transparency of system to issue inputs/resources to assist farmers 3.Availability of field staff to provide support 4.Level of marketing &

	support (e.g. Farmers Markets/Agricultural shows) 5.Other, please specify	5.Other, please specify 6.Not applicable	distribution support 5.Other, please specify 6.Not applicable
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JAMAICA BAUXITE INSTITUTE (JBI)			
Q3. Which of the following category of customer do you belong?	Q5. What product/service did you access from the entity? (you can select multiple responses)	Q12. What aspect of the product/service did you feel MOST satisfied with?	Q13. What aspect of the product/service did you feel LEAST satisfied with?
1.Bauxite Operator/Processor 2.Researcher 3.Retail Customer (plant nursery) 4.Community member (Beneficiary of community development services) 5.Other, please specify	1.Research & analytical services 2.Bauxite reserve services 3.Bauxite land management 4.Plant nursery business 5.Other, please specify	1.Simple business processes 2.Professional and courteous staff 3.Accuracy of advice/information received 4.Accessibility of product/service 5.Other, please specify 6.Not applicable	1.Wait time for feedback to queries 2.Ease of business processes to access services 3.Availability of products/service online 4.Efficiency of the entity's research & analytical services 5.Other, please specify 6.Not applicable

JAMAICA BAUXITE MINING LIMITED (JBML)			
Q3. Which of the following category of customer do you belong?	Q5. What product/service did you access from the entity? (you can select multiple responses)	Q12. What aspect of the product/service did you feel MOST satisfied with?	Q13. What aspect of the product/service did you feel LEAST satisfied with?
1.Vessel/Ship Operator 2.Exporter 3.Importer 4.Quarry Operator 5.Agro-Business Operator 6.Developer/Investor 7.Other, please specify	1.Land and commercial property management 2.Berthing of cargo, cruise, navy, oil vessels and dry docking 3.Sale of portable water or lease of fuel tanks 4.Facilitating staging of limestone, aggregates portside and storage of bulk sugar in silo 5.Other, please specify	1.Timeliness of water/fuel services 2.Professional and courteous staff 3.Accuracy of advice/information received 4.Accessibility of product/service 5.Other, please specify 6.Not applicable	1.Wait time for feedback to queries 2.Ease of business processes to access services 3.Availability of products/services online 4.Efficiency of entity's staging or berthing services 5.Other, please specify 6.Not applicable

MINES AND GEOLOGY DIVISION (MGD)			
Q3. Which of the following category of customer do you belong?	Q5. What product/service did you access from the entity? (you can select multiple responses)	Q12. What aspect of the product/service did you feel MOST satisfied with?	Q13. What aspect of the product/service did you feel LEAST satisfied with?
1.Mine Operator 2.Quarry Operator 3.Exporter (Minerals) 4.Developer 5.Researcher 6.Other, please specify	1.Licensing Services 2.Library Services 3.Analytical Services 4.Investigations of mines/quarries 5.Other, please specify	1.Timeliness of licensing services 2.Professional and courteous staff 3.Accuracy of advice/information received 4.Ease of access for	1.Wait time for feedback from investigations 2.Process flow for licensing services 3.Availability of products/services online 4.Efficiency of the entity

		products/services 5.Other, please specify 6.Not applicable	handling samples for analytics 5.Other, please specify 6.Not applicable
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NATIONAL FISHERIES AUTHORITY (NFA)

Q3. Which of the following category of customer do you belong?	Q5. What product/service did you access from the entity? (you can select multiple responses)	Q12. What aspect of the product/service did you feel MOST satisfied with?	Q13. What aspect of the product/service did you feel LEAST satisfied with?
1.Fisher folk (fisherman, fish vendor, fish vessel operator) 2.Exporter 3.Importer/Agri-business Operator 4.Fish Farmer 5.Other, please specify	1.Registration & Licensing (fishers, fish farmers) 2.Permits for importation 3.Training (aquaculture /fishing technologies) 4.Extension services 5.Other, please specify	1.Efficient registration/licensing /permits process. 2.Professional and courteous staff 3.Knowledgeable and helpful staff 4.Usefulness of advice/information/training provided 5.Other, please specify 6.Not applicable	1.Availability of services online 2.Availability of extension officers to readily assist 3.Availability of required resources/ products/services 4.Timeline for response to queries / service requests 5.Other, please specify 6.Not applicable

NATIONAL IRRIGATION COMMISSION (NIC)

Q3. Which of the following category of customer do you belong?	Q5. What product/service did you access from the entity? (you can select multiple responses)	Q12. What aspect of the product/service did you feel MOST satisfied with?	Q13. What aspect of the product/service did you feel LEAST satisfied with?
1.Crop farmer 2.Dairy farmer 3.Livestock farmer 4.Agro-Processor/Agri- 5.Business Operator 6.Other, please specify	1.Water distribution 2.Ramp services 3.Drainage Operations 4.Other, please specify	1.Timeliness of water supply 2.Professional and courteous staff 3.Prompt resolution of irrigation queries 4.Quality of product/service received 5.Other, please specify 6.Not applicable	1.Wait time for feedback to queries 2.Transparent business processes 3.Availability of products/service 4.Efficiency of the entity in handling water distribution logistics 5.Other, please specify 6.Not applicable

PUBLIC GARDENS & ZOO BRANCH (PGB)

Q3. Which of the following category of customer do you belong?	Q5. What product/service did you access from the entity? (you can select multiple responses)	Q12. What aspect of the product/service did you feel MOST satisfied with?	Q13. What aspect of the product/service did you feel LEAST satisfied with?
1.Visitor to Botanical Garden 2.Hiker 3.Researcher 4.Retail customer (Plant nursery, plant rental scheme) 5.Other, please specify	1.Plant maintenance/pest control advice 2.Crop management/botanical information 3.Plant rental Plant Nursery (plants, seedlings, soil mixture etc. sale) 4.Botanical Gardens (river /hiking/picnic) 5.Other, please specify	1.Aesthetics and cleanliness of property (Botanical Garden) /sanitation of amenities provided i.e. bathroom, picnic area etc. 2.Professional and courteous staff 3.Accuracy of plant information received 4.Accessibility/Convenience of Botanical Garden	1.Aesthetics and cleanliness of property (Botanical Gardens) / sanitation of amenities provided i.e. bathroom/picnic area, etc. 2.Professional and courteous staff 3.Accuracy of plant information received 4.Accessibility/Convenience of Botanical Garden

		(opening/closing hours, entrance fee) 5.Other, please specify 6.Not applicable	(opening/closing hours, entrance fee) / sanitation of amenities provided 5.Other, please specify 6.Not applicable
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RURAL AGRICULTURAL DEVELOPMENT AUTHORITY (RADA)

Q3. Which of the following category of customer do you belong?	Q5. What product/service did you access from the entity? (you can select multiple responses)	Q12. What aspect of the product/service did you feel MOST satisfied with?	Q13. What aspect of the product/service did you feel LEAST satisfied with?
1.Crop farmer 2.Dairy farmer 3.Livestock farmer 4.Agri-business operator/Agro-Entrepreneur 5.Other, please specify	1.Extension Services 2.Farmer Training 3.Input support to farmers 4.Agricultural Marketing 5.Information & Market Facilitation 6.Other, please specify	1.Timeliness of farmer registration process 2.Professional and courteous staff 3.Helpful & knowledgeable extension Officers 4.Inputs/support received 5.Other, please specify 6.Not applicable	1.Wait time for feedback to queries 2.Availability of products/services online 3.Availability of Extension Officers to readily assist 4.Lengthy business processes 5.Other, please specify 6.Not applicable

PLANT QUARANTINE/PRODUCE INSPECTION BRANCH (PQPI)

Q3. Which of the following category of customer do you belong?	Q5. What product/service did you access from the entity? (you can select multiple responses)	Q12. What aspect of the product/service did you feel MOST satisfied with?	Q13. What aspect of the product/service did you feel LEAST satisfied with?
1.Farmer 2.Importer 3.Exporter 4.Agro-Processor 5.Other, please specify	1.Training & Technical support 2.Import permits & inspections 3.Pest risk analysis 4.Export inspection & certification 5.Farm registration and certification/surveillance 6.Other, please specify	1.Turnaround time for product/service requested 2.Professional and courteous staff 3.Technical advice or information received 4.Accessibility of products/services 5.Other, please specify 6.Not applicable	1.Wait time for feedback to queries (extension officers) 2.Accessibility to products/services. 3.Timeliness of permits/inspections process 4.Efficiency of the entity in handling inspections/certifications. 5.Other, please specify 6.Not applicable

SUGAR COMPANY OF JAMAICA HOLDINGS (SCJ)

Q3. Which of the following category of customer do you belong?	Q5. What product/service did you access from the entity? (you can select multiple responses)	Q12. What aspect of the product/service did you feel MOST satisfied with?	Q13. What aspect of the product/service did you feel LEAST satisfied with?
1.Sugar-cane farmer/cane cutter 2.Community member of housing development for former sugar workers (beneficiary of community development services) 3.Developer 4.Investor 5.Agro-Business Operator	1.Land Service (sale/lease/licensing) 2.Land development planning 3.Manage land banks 4.Infrastructural support for transitioning sugar farmers. 5.Other, please specify	1.Timeliness of licensing services 2.Professional and courteous staff 3.Accuracy of advice/information received 4.Accessibility of support service 5.Other, please specify	1.Wait time for feedback to queries 2.Ease of business processes to access services 3.Availability of information for land development 4.Efficiency of the entity in handling support services 5.Other, please specify

6.Other, please specify		6.Not applicable	6.Not applicable
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SUGAR INDUSTRY AUTHORITY (SIA)

Q3. Which of the following category of customer do you belong?	Q5. What product/service did you access from the entity? (you can select multiple responses)	Q12. What aspect of the product/service did you feel MOST satisfied with?	Q13. What aspect of the product/service did you feel LEAST satisfied with?
1.Sugar-cane farmer 2.Agro-Processor 3.Importer 4.Exporter 5.Researcher 6.Other, please specify	1.Issuance of export/import permits 2.Research and development services 3.Administration of cane farmer registration 4.Cane sampling & testing for quality assurance 5.Other, please specify	1.Timeliness of issuance of permits 2.Professional and courteous staff 3.Accuracy of advice/information received 4.Accessibility of products/services 5.Other, please specify 6.Not applicable	1.Collection and purchase of cane 2.Efficiency of the entity in handling sample testing 3.Availability of products/service online 4.Ease of business processes to access services 5.Wait time for feedback to queries 6.Other, please specify 7.Not applicable

VETERINARY SERVICE DIVISION (VSD)

Q3. Which of the following category of customer do you belong?	Q5. What product/service did you access from the entity? (you can select multiple responses)	Q12. What aspect of the product/service did you feel MOST satisfied with?	Q13. What aspect of the product/service did you feel LEAST satisfied with?
1.Dairy/livestock/fish farmer 2.Importer 3.Exporter 4.Agro-Business 5.Operator/Agro-Processor 6.Other, please specify	1.Permitting, Quarantine & Licensing 2.Diagnostic Laboratory 3.Public Health & Food Safety (Terrestrial/Aquatic) 4.Veterinary Epidemiology 5.Other, please specify	1.Timeliness of permit/license process 2.Professional and courteous staff 3.Knowledge/expertise of staff. 4.Accessibility of entity's products/services 5.Other, please specify 6.Not applicable	1.Wait time for feedback to queries 2.Accessibility of entity's products/services 3.Availability of products/services online 4.Efficiency of the entity license/permit process. 5.Other, please specify 6.Not applicable

RESEARCH & DEVELOPMENT DIVISION (R&DD)

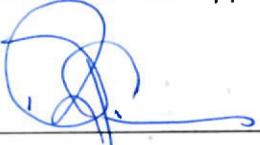
Q3. Which of the following category of customer do you belong?	Q5. What product/service did you access from the entity? (you can select multiple responses)	Q12. What aspect of the product/service did you feel MOST satisfied with?	Q13. What aspect of the product/service did you feel LEAST satisfied with?
1.Crop farmer 2.Dairy farmer 3.Livestock farmer 4.Researcher 5.Other, please specify	1.Plant protection services (diagnostic, advisory services, training in pest identification & management) 2.Crop Research services (sale of planting material, e.g. seeds, seedlings, slips, fruit trees; post-harvest lab testing, technical advice on water use, nutrient	1.Knowledge/expertise of staff 2.Professional and courteous staff 3.Accuracy of advice or information received 4.Quality of products/services 5.Other, please specify 6.Not applicable	1.Length of business processes 2.Accessibility of the entity's locations 3.Wait time for responses to queries/follow up information 4.Availability of the products/services of entity 5.Other, please specify 6.Not applicable

	<p>management)</p> <p>3. Herds Records Management (cattle registration, appraisal of cattle on farm)</p> <p>4. Apiculture services (apiary registration, permits, beekeeping training)</p> <p>5. Livestock services (animal breeding, sale of animals, milk sale/testing, training in pig care/small ruminants)</p> <p>6. Other, please specify</p>		
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This document is approved by the Permanent Secretary:



Date: 26/11/2025

Permanent Secretary