



INTEROPERABILITY SOLUTIONS FOR
EUROPEAN PUBLIC ADMINISTRATIONS
MONITORING AND EVALUATION

D03.04/D03.05 Perceived Quality and Perceived
Utility Monitoring Report

ISA Action 1.6 Common Infrastructure for Public
Administrations Sustainability

Framework Contract n° DI/07173-00

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EXECUTIVE SUMMARY

The purpose of this section is to provide an overview of the key findings of the Perceived Quality and Perceived Utility of the **ISA Action 1.6 – Common Infrastructure for Public Administrations (CIPA) Sustainability**. The objective of the survey is to measure the action’s Perceived Quality, which is defined as the extent to which the outputs of an ISA action are meeting its direct beneficiaries’ expectations¹, and Perceived Utility, which is defined as the extent to which the effects (impact) of an ISA action correspond with the needs, problems and issues to be addressed by the ISA programme² and the action’s specific objectives.

This survey included the evaluation of the documentation and the platform which are developed in the context of **the ISA Action 1.6 – Common Infrastructure for Public Administrations (CIPA) Sustainability**. The survey was designed in the EUSurvey tool and distributed by e-mail to three contacts. Over the duration of more than three months³, two stakeholders have responded.

Table 1 and Table 2 give an overview of the main results of the survey. The detailed score calculation process is described in section 5.4.4.

TABLE 1 – ACTION 1.6 PERCEIVED QUALITY SURVEY MAIN RESULTS

	Score	Explanation of the score scale
Usefulness Score	6.00	Average value on a scale from 1 (Not useful at All) to 7 (Very Useful).
Value Score	3.84	Average value of all the statement means in the range from 1 (Disagree) to 5 (Agree).
User Satisfaction Score	74.13	User Satisfaction Score from 0 (none of the respondents are satisfied) to 100 (all respondents are satisfied with the work performed by the Action).
Net Promoter Score	0	Net Promoter Score from -100 (every customer is a Detractor) to 100 (every customer is a Promoter).
OVERALL PERCEIVED QUALITY SCORE	3.79	The Overall Perceived Quality Score is the average value of the Usefulness Score, the Value Score, the User Satisfaction Score, and the Net Promoter Score reduced to a five point scale in range from 1 (lowest score) to 5 (highest score).

¹ DG BUDG (2004), “Evaluating EU activities, a practical guide for the Commission services”

² Papadomichelaki, X. and Mentzas, G. (2012), “e-GovQual: A multiple-item scale for assessing e-government service quality”

³ The survey was launched on the 22nd of February 2016 and was active until the 24th of May 2016.

TABLE 2 – ACTION 1.6 PERCEIVED UTILITY SURVEY MAIN RESULTS

	Score	Explanation of the score scale
Usefulness Score	6.00	Average value on a scale from 1 (Not useful at All) to 7 (Very Useful).
Value Score	3.75	Average value of all the statement means in the range from 1 (Disagree) to 5 (Agree).
User Satisfaction Score	70.00	User Satisfaction Score from 0 (none of the respondents are satisfied) to 100 (all respondents are satisfied with the work performed by the Action).
Net Promoter Score	0	Net Promoter Score from -100 (every customer is a Detractor) to 100 (every customer is a Promoter).
OVERALL PERCEIVED UTILITY SCORE	3.72	The Overall Perceived Utility Score is the average value of the Usefulness Score, the Value Score, the User Satisfaction Score, and the Net Promoter Score reduced to a five point scale in range from 1 (lowest score) to 5 (highest score).

It is important to take into account that only two respondents evaluated the Perceived Quality and Perceived Utility of the documentation and the platform which are developed in the context of CIPA Sustainability. This means that the results of this survey are more like indicators of the Perceived Quality and Perceived Utility as they do not fully represent the opinions of all the users.

Main findings:

- The survey results demonstrate that the documentation and the platform which are developed in the context of **the ISA Action 1.6 – Common Infrastructure for Public Administrations (CIPA) Sustainability comply with both the ISA programme and the action’s specific objectives.**
- Both respondents evaluated the Usefulness of the CIPA Sustainability documentation and platform as the main benefit.
- One of the two respondents admitted that the documentation of the CIPA Sustainability should be updated, taking the recent developments into consideration.

Recommendations:

- To improve the accuracy of the documentation by correcting grammar/style mistakes and to check the sources listed in the CIPA Sustainability documentation.
- Additional work on the customisation of the CIPA Sustainability documentation and platform should be done in order to adapt them to the individual users’ needs.

REVISION HISTORY

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24/06/2016	1.00	Final version	CGI - Accenture	
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1 INTRODUCTION

CGI-Accenture has been requested to deliver Perceived Quality and Perceived Utility Monitoring and Evaluation Reports as part of the execution of the ISA programme monitoring (Technical Annex for Specific Contract SC 193 under Framework contract n° DI/07173-00).

Based on the scope of the Specific Contract, the Perceived Quality is to be measured for 15 actions and the Perceived Utility is to be measured for 17 actions. This report covers the Perceived Quality and Perceived Utility measurement of the documentation and the platform which are developed in the context of the ISA Action 1.6 – Common Infrastructure for Public Administrations (CIPA) Sustainability.

This document is divided into the following sections:

- **Section 1:** provides an overview of the structure of the report;
- **Section 2:** provides an overview of the action and its objectives;
- **Section 3:** explains the methodology used to measure the Perceived Quality and Perceived Utility;
- **Section 4:** summarises the collected data;
- **Section 5:** focuses on the survey results and the data analysis:
 - The demographic profile of respondents;
 - Usage frequency of the action's outputs;
 - Usefulness Score;
 - Perceived Quality and Perceived Utility measurements;
 - Action strengths, weaknesses, opportunities and threats;
 - Statements based on action objectives;
 - Respondent recommendations and main benefits;
- **Section 6:** provides the survey conclusion and recommendations;
- **Section 7:** appendix includes:
 - Raw data export;
 - Glossary.

2 ACTION 1.6 – COMMON INFRASTRUCTURE FOR PUBLIC ADMINISTRATIONS (CIPA) SUSTAINABILITY

Action 1.6 - CIPA Sustainability was formerly called Pan-European Public Procurement Online (PEPPOL) Sustainability. The PEPPOL project was initiated in 2008 with the aim of simplifying electronic procurement across the borders by developing technology standards that could be implemented across all governments within Europe. The overall objective was to enable businesses to communicate electronically with any European government institution in the procurement process, increasing efficiencies and reducing costs.

In recent years, pilots have been implemented to demonstrate the interoperability of national solutions leading to the launch of PEPPOL. Furthermore, PEPPOL's technology and technical standards can be reused across sectors, e.g. the Business Documents Exchange protocol.

Action 1.6 will keep key components of PEPPOL alive, to enable the delivery of cross-border public services across Europe.

Action's objectives:

- To make the online communication between any company in the EU and any Public Administration (PA) in the EU sustainable;
- To make it possible to reuse PEPPOL's technology and technical standards;
- To enhance the cross-border and cross-sector interoperability.

Action's benefits:

- Offer interoperable cross-border eProcurement services;
- Make clear reference specifications available to industry and other market players;
- Set-up the basis for a common infrastructure for PAs.

3 SURVEY METHODOLOGY

A common methodology was developed by the CGI-Accenture team for all the surveys included in the Perceived Quality and Perceived Utility Monitoring and Evaluation Reports. The common methodology enables a comparison between the different action results. The first section explains how the Perceived Quality is measured and which dimensions are covered. The second section explains how the Perceived Utility is measured and which dimensions are covered. The next section gives an overview of the main survey measurements. The last section describes the architecture of the survey.

3.1 PERCEIVED QUALITY

Perceived Quality is defined as the extent to which the outputs of an ISA action are meeting its direct beneficiaries' expectations¹.

Eight dimensions are used to measure the Perceived Quality criterion. These dimensions are derived from the main objectives of the ISA programme. Perceived Quality for information is measured using Framework for Assessing Documentation Adequacy⁴ and it covers the following four dimensions:

- **Accuracy (A):** the freedom from mistake or error; a synonym is “correctness”⁴;
- **Completeness (C):** the possession of all necessary parts, elements or steps⁴;
- **Usability (U):** the capability, convenience of using the document(s)⁴;
- **Expandability (Ex):** the ability to apply in broader/other context (for example to cross-sector, or from local to regional, national level)⁴.

The survey statements for the dimensions listed above are developed according to the information presented in the framework specification⁴ document.

Perceived Quality for tools and services is measured using an adaption of the eGovQual scale model⁵ which covers the following four dimensions:

- **Usability (Us):** the ease of using or user friendliness of the service/tool and the quality of information it provides⁵;
- **Trust (Privacy) (T):** the degree to which the user believes the service/tool is safe from intrusion and protects personal information⁵;
- **Performance (P):** the feasibility and speed of accessing, using, and receiving services of the service/tool⁵;

⁴ Arthur J. D, Stevens K. T (1990), “Document Quality Indicators: A Framework for Assessing Documentation Adequacy”

⁵ Papadomichelaki X., Mentzas G (2012), “e-GovQual. A multiple-item scale for assessing e-government service quality” <http://imu.ntua.gr/sites/default/files/biblio/Papers/e-govqual-a-multiple-item-scale-for-assessing-e-government-service-quality.pdf>

- **Support (S):** the ability to get help when needed and the level of service received⁵.

The survey statements for the dimensions listed above are directly adapted from the statements used in the eGovQual scale model.

3.2 PERCEIVED UTILITY

Perceived Utility is defined as the extent to which the effects (impact) of an ISA action correspond with the needs, problems and issues to be addressed by the ISA programme⁶ and the actions' specific objectives.

Regarding the Perceived Utility measurement, several statements are derived from the objectives of the ISA programme. These statements are grouped into three dimensions which are defined as the criteria for measuring the Perceived Utility:

- **Potential Re-usability:** the degree to which the action's outcome(s) can be reused by PAs;
- **Sustainability:** to what extent the financial, technical and operational sustainability of solutions is ensured⁷;
- **Collaboration:** the degree to which the action promotes/facilitates collaboration/cooperation between PAs⁸.

The survey statements for the dimensions listed above were developed according to:

- The ISA programme's main objectives: "To support cooperation between European Public Administrations by facilitating the efficient and effective electronic cross-border and cross-sectorial interaction between such administrations, including bodies performing public functions on their behalf, enabling the delivery of electronic public services supporting the implementation of Community policies and activities⁹ and actions' specific objectives." The Perceived Utility statements were tailored to reflect these objectives and were based on the ESOMAR¹⁰ (World Association of Opinion and Marketing Research Professionals) standards.

The developed Perceived Utility dimensions enable the comparison between different actions and also will provide the opportunity to see if the ISA programme objectives have been met (from the user point of view).

3.3 SURVEY MEASUREMENTS

In the data analysis, the core types of measurements which are performed include the Value Score, the User Satisfaction Score, the Net Promoter Score and the Overall Score for Perceived Quality and Perceived Utility.

⁶ Papadomichelaki, X. and Mentzas, G. (2012), "e-GovQual: A multiple-item scale for assessing e-government service quality"

⁷ European Commission (2013), Interim evaluation of the ISA programme, "Report from the Commission to the European Parliament and Council COM (2013) 5 final".

⁸ CRN (2015), Collaboration http://research.crn.com/technology/knowledge_management/collaboration

⁹ Decision No 922/2009/EC of the European Parliament and of the Council of 16 September 2009 on interoperability solutions for European Public Administrations (ISA) (2009)

¹⁰ ESOMAR, edited by Hamersveld, M., Bont C. (2007), Market Research, Handbook, 5th Edition

The survey measurements are divided into two groups: action level measurement and Perceived Quality and Perceived Utility level measurements.

Action level measurements:

- The Usefulness Score indicates the respondents' evaluation of how useful the action is. The Usefulness Score is calculated taking into account a mean value from a single question: *"Overall, how useful is the "Common Infrastructure for Public Administrations (CIPA) Sustainability" provided services/tools/documentation to your work?"*
- Action strengths, weaknesses, opportunities and threats: statements are located in quadrants based on the calculated mean values of the dimensions' conformity and dimensions' importance. The quadrants highlight the weak and strong aspects of the action, as well as threats and opportunities.
- Statements based on action objectives show the respondents' evaluation to what extent the action's objectives have been achieved.

Perceived Quality and Perceived Utility level measurements:

- The Value Score shows the action's compliance to the dimensions defined above (see sections 3.1 and 3.2). Two aspects are considered for each dimension. On one side, the importance of the dimension for the users is assessed. On the other side we measure if the action is compliant with the dimension. This section includes statement mapping to dimensions, dimensions conformity results, criterion score and aggregation.
- The User Satisfaction Score shows how satisfied the respondents are with the action. The User Satisfaction Score is assessed with reference to the results of the dimensions' importance and dimensions' conformity evaluation. The User Satisfaction Score is measured at the individual level for each of the survey respondents via the identification of the important dimensions for that particular respondent.
- The Net Promoter Score® (NPS) is a widely used management tool that helps evaluate the loyalty of a customer relationship. In order to evaluate the NPS, the question *"how likely the respondent would recommend the particular action's output to others"* is asked.
- The Overall Score is used to get a single score that describes the overall Perceived Quality and Perceived Utility of the action. In order to determine the Overall Score, the average value of the Usefulness Score, the Value Score, the User Satisfaction Score and the Net Promoter Score is calculated. To calculate the Overall Score, all measurements are reduced to a five point scale.

3.4 SURVEY ARCHITECTURE

The survey is divided into several sections which are outlined below:

- The demographic profile: for the purpose of identifying the respondents' demographic profile, respondents are asked to answer several questions. The demographic profile illustrates the diversity of the respondents who have participated in the survey.
- Usage of the action outputs: for the purpose of identifying the usage rate of the action outputs, the respondents are asked to answer a question regarding the usage of action outputs. This question also works as a filter, selecting the respondents who should evaluate the statements regarding the specific action output.
- The action's Usefulness: for the measurement of the action's usefulness, the respondents are asked to evaluate a single question using a 7-point Likert grading scale¹¹.
- The Perceived Quality and Perceived Utility Measurement: in order to measure the Perceived Quality and Perceived Utility, the respondents are asked to grade dimensions and statements based on their level of importance and agreement using a 5-point Likert grading scale¹¹. Responses to these questions are used to determine the Value Score, action strengths, weaknesses, threats and opportunities, and the User Satisfaction Score.
- The Net Promoter Score: there is a single question that measures the Net Promoter Score. By answering this question, the respondents indicate their likelihood of recommending the action's outputs to colleagues or other PAs.
- Action strengths, weaknesses, opportunities and threats show the location of the action statements based on dimensions' conformity and dimensions' importance results.
- Statements based on action objectives: in order to evaluate the extent to which these objectives conform to the action, the respondents are asked to grade statements based on their level of agreement using a 5-point Likert grading scale¹¹¹¹.
- The recommendations: the last section includes several open questions for recommendations and opinions regarding the action and the survey.

¹¹ A Likert Scale is a widely used scaling method developed by Rensis Likert. Likert scale refers to the use of an ordinal 4- or 5-point rating scale with each point anchored or labeled.

4 SURVEY DATA SUMMARY

This section aims to provide detailed information about the data gathering fieldwork. Table 3 gives an overview of the survey start and end dates, the number of respondents the survey was proposed to, the amount of responses collected, as well as the survey launching method.

TABLE 3 – ACTION 1.6 SURVEY TECHNICAL INFORMATION ABOUT THE FIELDWORK

Start date:	22/02/2015
End date:	13/05/2016
The survey launch method:	E-mail notification
Reminders:	E-mail reminders sent out on 7/03/2016, 14/03/2016, 23/03/2016, 11/04/2016 and 9/05/2016
Target population:	3
Total number of respondents:	2
Number of suitable respondents for the survey:	2

5 SURVEY RESULTS AND ANALYSIS

This section aims to provide the detailed survey analysis and to present the results.

5.1 DEMOGRAPHIC PROFILE OF THE RESPONDENTS

The respondents' demographic profile describes the action respondents from the demographic point of view.

TABLE 4 – ACTION 1.6 DEMOGRAPHIC PROFILE OF THE RESPONDENTS

RESPONDENT PROFILE			
		Amount	Col %
ALL RESPONDENTS		2	100.0
GROUP*	PEPPOL	2	100.0
POSITION LEVEL	Management level	2	100.0
LOCATION	Other (Norway)	2	100.0
ORGANISATION	Non-governmental or non-profit organisation	1	50.0
	Public Administration at national level	1	50.0

Base: all respondents, n=2

**There were multiple choices possible for these questions, yet none of the respondents chose more than one answer.*

5.2 USAGE OF THE ACTION

The usage profile provides an overview of the usage rate of the action. Table 5 shows how frequently the respondents use the CIPA Sustainability documentation.

TABLE 5 – ACTION 1.6 USAGE OF CIPA SUSTAINABILITY DOCUMENTATION

USAGE PROFILE			
		Amount	Col %
ALL RESPONDENTS		2	100.0
FREQUENCY OF USAGE	Occasionally	2	100.0

Base: all respondents, n=2

5.3 USEFULNESS SCORE

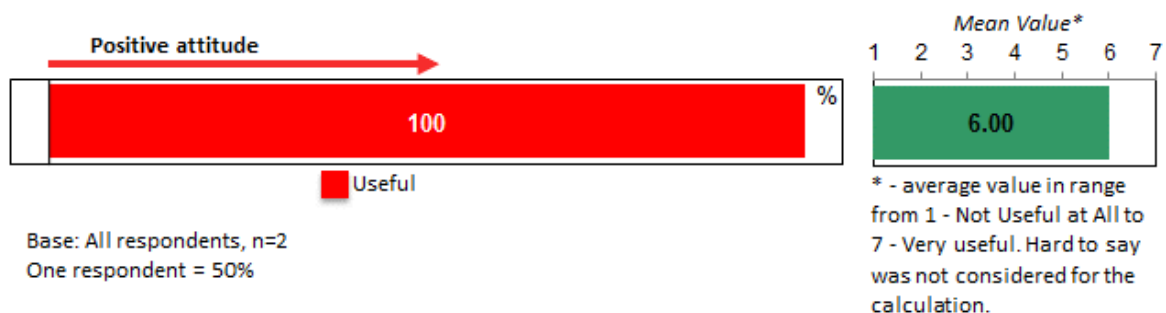
The Usefulness Score is calculated taking into account a single question: “Overall, how useful is the “Common Infrastructure for Public Administrations (CIPA) Sustainability” provided services/tools/documentation to your work?”

The survey respondent is asked to provide his/her opinion using the 7-point Likert grading scale. For the evaluation of Usefulness, a grading scale is used with values ranging from “Very Useful” to “Not Useful at All”. An additional “Hard to Say” option is provided, however this score is excluded from the score calculations. Before performing the survey data calculations, the 7-point Likert scale values are interpreted as numeric values:

- 7 – Very Useful;
- 6 – Useful;
- 5 – Rather Useful;
- 4 – Neither Useful nor Not Useful;
- 3 – Rather Not Useful;
- 2 – Not Useful;
- 1 – Not Useful at All;
- 0 – Hard to Say (*is not considered for the calculation*).

In Figure 1 the bar in red represents the positive answers. An explanatory legend with colour code represents the data which is available. The average mean value is presented on the right side of the figure.

FIGURE 1 – ACTION 1.6 USEFULNESS SCORE



The survey results show that both of the respondents evaluated the Usefulness of the CIPA Sustainability documentation and platforms ‘Useful’. The mean value is **6.00**, which is a very high score, meaning that the respondents have a very positive attitude about the Usefulness. However, the fact that the evaluation of the CIPA Sustainability documentation and platform was done by only two respondents should be noted. The presented data should be reviewed with caution as it is more like an indicator of the Perceived Quality and Perceived Utility.

5.4 PERCEIVED QUALITY AND PERCEIVED UTILITY MEASUREMENTS

This section aims to provide a detailed Perceived Quality and Perceived Utility measurement analysis and to present the results.

5.4.1 Value Score

This section includes the analysis and results of Perceived Quality and Perceived Utility Value Scores. It is structured into two main sections: the dimensions' importance and conformity via statements.

5.4.1.1 DIMENSIONS IMPORTANCE

Prior to the evaluation of the dimensions' conformity to the outputs of the action, it is essential to initially ascertain whether these dimensions are important to the respondents while working with the action. If a specific dimension is important to the respondents, then it is essential that its conformity assessment is positive. However, if a dimension is not important to the respondents, then it should not be considered as the action's weakness because of non-compliance with the outputs of the action.

Eight Perceived Quality dimensions (Usability (services/tools), Trust (Privacy), Performance, Expandability, Usability (documentation), Support, Accuracy and Completeness) and three Perceived Utility dimensions (Sustainability, Potential Re-usability and Collaboration) are evaluated in the survey. This section describes the respondents' answers regarding the importance of the dimensions.

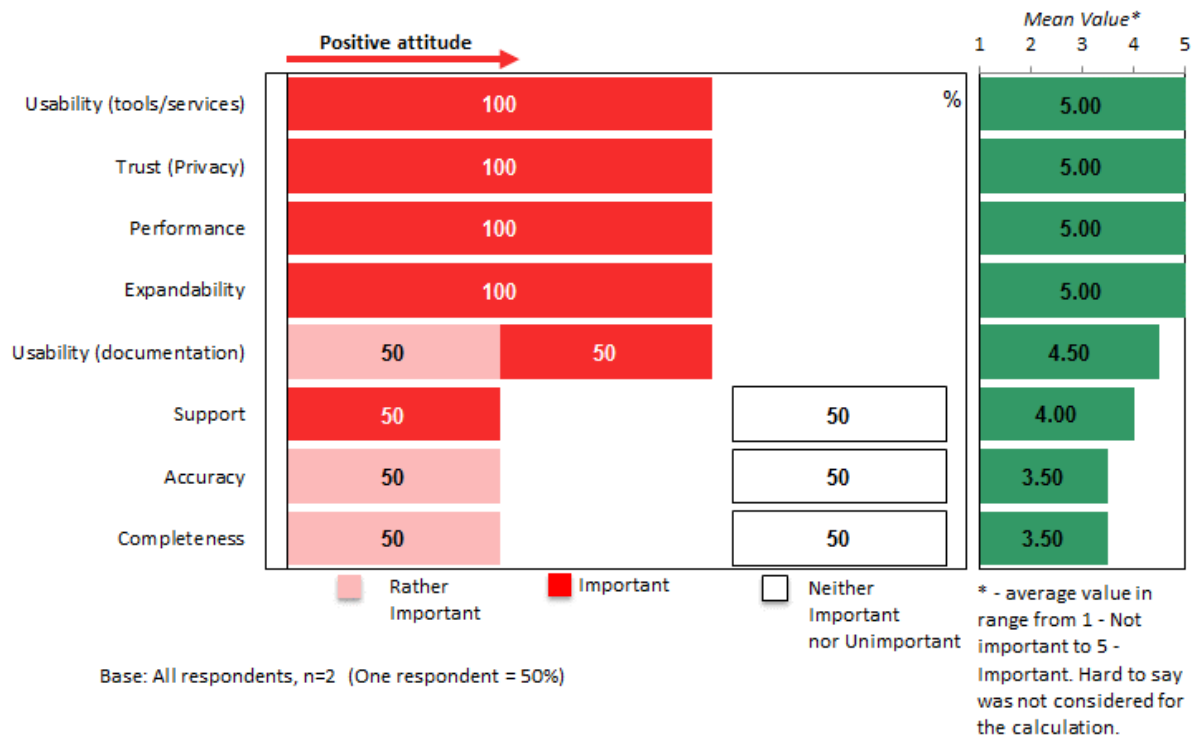
Each respondent is requested to provide his/her opinion using the 5-point Likert grading scale. For the dimensions' importance evaluation, a grading scale with values ranging from 'Important' to 'Not important' is used. An additional 'Hard to Say/Not Applicable' option is provided, however this choice is excluded from the score calculations. Before performing the survey data calculations, the 5-point Likert scale values are interpreted as numeric values:

- 5 – Important;
- 4 – Rather Important;
- 3 – Neither Important nor Unimportant;
- 2 – Rather not Important;
- 1 – Not Important;
- 0 – Hard to Say/Not Applicable (*is not considered for the calculation*).

In Figure 2 and Figure 3 the bars in pink/red represent the positive attitude (answers 'Rather important' and 'Important'). In addition, a neutral opinion (the bars in white) is presented separately on the right. An explanatory legend with colour codes represents the available data. The average mean value for each of the dimensions is presented on the right side of the figure.

FIGURE 2 – ACTION 1.6 PERCEIVED QUALITY DIMENSIONS IMPORTANCE RESULTS

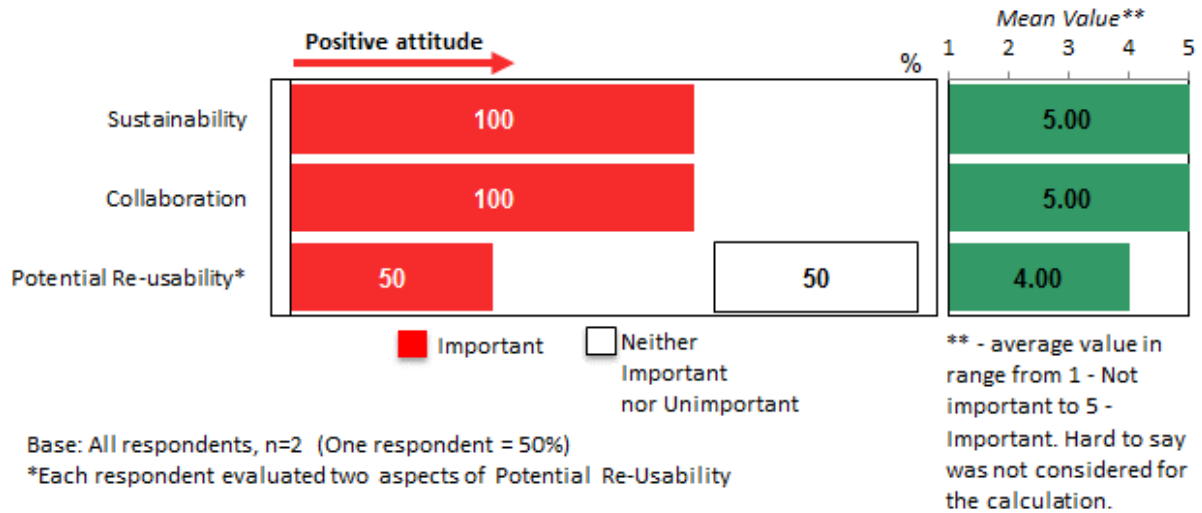
"How important to you are these factors when using the "Common Infrastructure for Public Administrations (CIPA) Sustainability", taking into consideration the project as a whole with all its outputs - services/tools/documentation?"



The survey results show that none of the dimensions were evaluated with a negative answer. All of them have mean values which are higher than the neutral value 3 – 'Neither Important nor Unimportant'. Both respondents evaluated the Usability (tools/services), Trust (Privacy), Performance and Expandability dimensions as 'Important'.

FIGURE 3 – ACTION 1.6 PERCEIVED UTILITY DIMENSIONS IMPORTANCE RESULTS

"How important to you are these factors when using the "Common Infrastructure for Public Administrations (CIPA) Sustainability", taking into consideration the project as a whole with all its outputs - services/tools/documentation?"



The survey results indicate that Collaboration and Sustainability are more important to respondents than the Potential Re-usability of the CIPA Sustainability documentation and platform. The mean value of the Collaboration and the Sustainability dimensions is 5.00, while the mean value of the Potential Re-usability dimension is 4.00.

5.4.1.2 DIMENSIONS CONFORMITY

In order to measure the Perceived Quality dimensions' conformity to the action, a set of descriptive statements was developed for each dimension. By evaluating the statement conformity to the action, the extent to which the dimensions correspond to the ISA programme's objectives is measured.

This section provides an analysis of the statements. It starts with statement mapping to dimensions, which is followed by the analysis of the Perceived Quality and Perceived Utility dimension conformity statements. Finally, the last section provides an overview of the statement conformity scores, which are summarised in groups according to the dimensions.

5.4.1.2.1 STATEMENT MAPPING TO DIMENSIONS

In total, Action 1.6 has nineteen Perceived Quality and eight Perceived Utility statements regarding the dimensions' conformity. Table 6 gives an overview of the statements representing each dimension. The Support, the Accuracy, the Usability (documentation), the Sustainability and the Collaboration dimensions are represented by three statements each, while the Usability (tools/services), the Trust (Privacy), the

Performance, the Completeness, the Expandability and the Potential Re-usability dimensions are represented by two statements each.

TABLE 6 – ACTION 1.6 STATEMENT MAPPING TO DIMENSIONS

	Perceived Quality Statements	Dimension
1	The structure of the services and/or tools provided by CIPA is clear and easy to use	Usability (tools/services)
2	The CIPA services and/or tools are well customized to individual users' needs	Usability (tools/services)
3	The data provided by users in this service and/or tools are archived securely	Trust (Privacy)
4	The data provided in the CIPA service and/or tools are used only for the reason submitted	Trust (Privacy)
5	The CIPA services and/or tools are available and accessible whenever it is needed	Performance
6	The CIPA services and/or tools perform the service successfully upon the first request	Performance
7	The support team showed a sincere interest in solving users' problems	Support
8	The support team provided prompt replies to the users' inquiries	Support
9	The support team has sufficient knowledge to answer users' questions	Support
10	The CIPA documentation is accurate	Accuracy
11	The sources listed in the CIPA documentation are verifiable	Accuracy
12	The CIPA documentation is free from grammar/style errors	Accuracy
13	The reference links work and are accessible	Completeness
14	The CIPA documentation is complete and does not require additions	Completeness
15	The CIPA documentation is applicable to my business needs	Usability (documentation)
16	The guidelines are easy to understand	Usability (documentation)
17	The structure of the CIPA documentation is clear and the systematic design remains consistent	Usability (documentation)
18	The CIPA documentation is applicable to other sectors	Expandability
19	The CIPA documentation format is transferrable to other applications	Expandability
	Perceived Utility Statements	Dimension
1	Overall, the results of the CIPA activities help save costs	Potential Re-usability
2	Overall, the results of the CIPA activities help save time	Potential Re-usability
3	You plan to use the services/tool/documentation provided by CIPA in the future	Sustainability
4	The services/tool/documentation provided by CIPA offer sustainable solutions that will also be relevant in the future	Sustainability
5	Overall, the services/tool/documentation provided by CIPA support the effective reuse of tools/services/documentation	Sustainability
6	The services/tool/documentation provided by CIPA allow successful cooperate with other public administrations/departments	Collaboration
7	Overall, the services/tool/documentation provided by CIPA support effective electronic cross-border and cross-sector interactions	Collaboration
8	The services/tool/documentation provided by CIPA support the implementation of European community policies and activities	Collaboration

5.4.1.2.2 DIMENSIONS CONFORMITY RESULTS

For the purpose of describing dimensions' conformity to the action, nineteen Perceived Quality and eight Perceived Utility statements were designed for this survey. The respondents are asked to evaluate the extent to which these statements conform to this particular action.

Each respondent is requested to provide his/her opinion using the 5-point Likert grading scale. For the dimensions' conformity evaluation, a grading scale with values ranging from 'Agree' to 'Disagree' is applied. An additional 'Hard to Say/Not Applicable' option is provided, however this score is excluded from the score calculations. Before performing the survey data calculations, the 5-point Likert scale values are interpreted as numeric values:

- 5 – Agree;
- 4 – Rather Agree;
- 3 – Neither Agree nor Disagree;
- 2 – Rather Disagree;
- 1 – Disagree;
- 0 – Hard to Say/Not Applicable (*is not considered for the calculation*).

The bars in pink/red represent the positive attitude (answers 'Agree' and 'Rather Agree') of the respondents. In addition, a neutral opinion (the bars in white) is presented separately on the right. An explanatory legend with colour codes represents the available data. The average mean value for each of the dimensions is presented on the right side of the figure.

FIGURE 4 – ACTION 1.6 PERCEIVED QUALITY DIMENSIONS CONFORMITY RESULTS

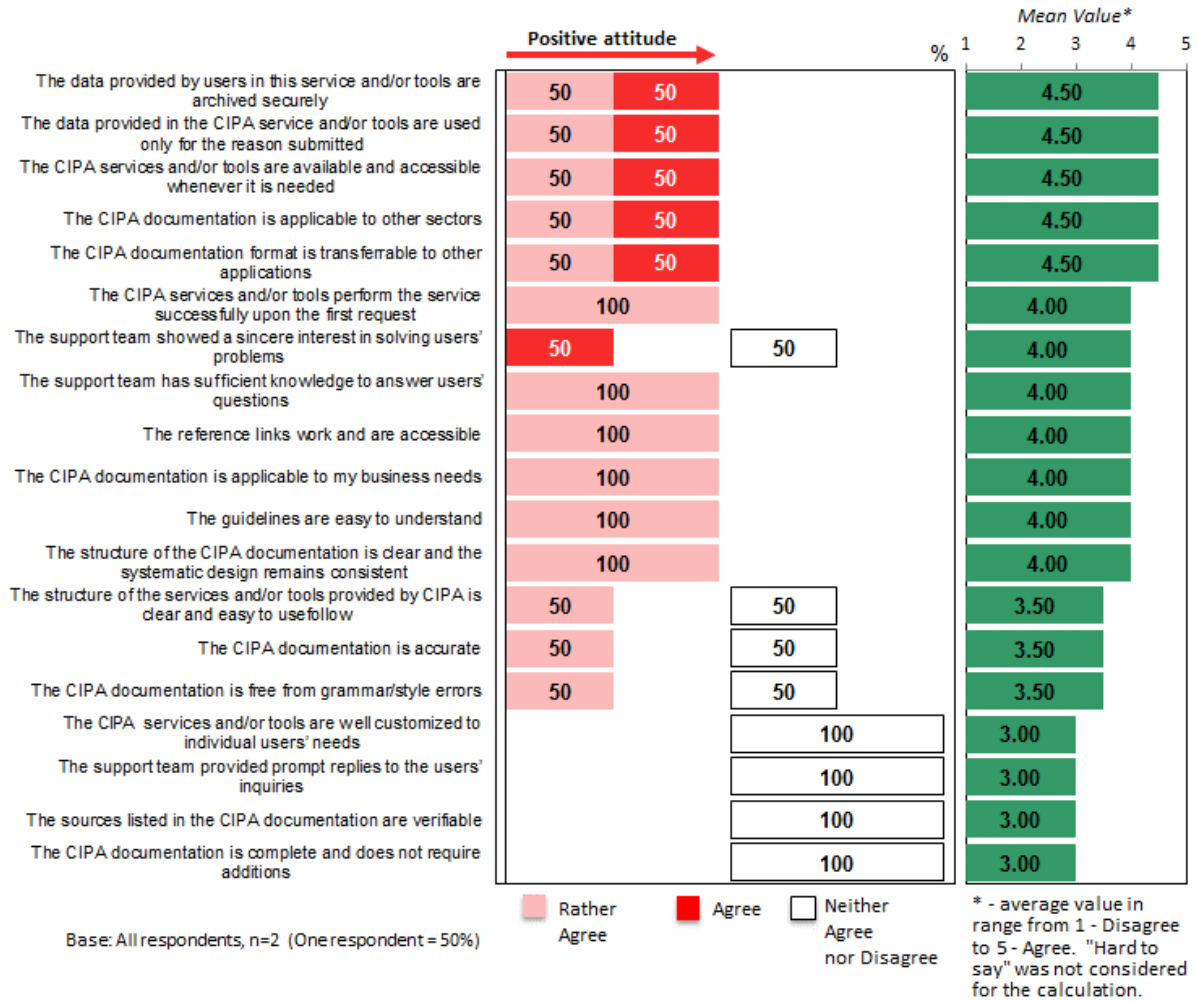


Figure 4 shows that 15 out of 19 Perceived Quality statements regarding the CIPA Sustainability documentation and platform have been evaluated as conformable, as the mean values are higher than the neutral value 3 – 'Neither Agree nor Disagree'. Four Perceived Quality statements were evaluated with the neutral value – 3. These statements indicate the aspects of the CIPA Sustainability documentation and platform which require additional work.

FIGURE 5 – ACTION 1.6 PERCEIVED UTILITY DIMENSIONS CONFORMITY RESULTS

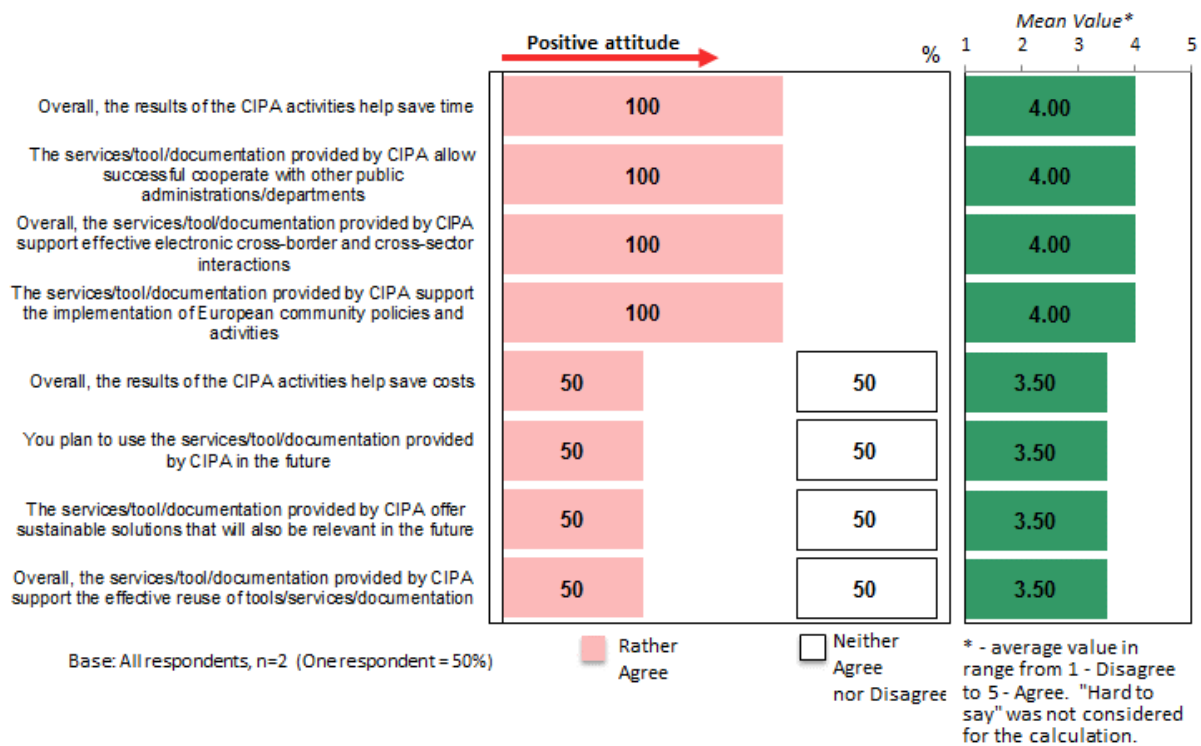


Figure 5 shows that all of the Perceived Utility statements regarding the CIPA Sustainability documentation and platform have been evaluated as conformable, as the mean values are higher than the neutral value 3 – ‘Neither Agree nor Disagree’. Also, none of the statements was evaluated with a negative answer.

Table 7 and Table 8 provide an overview of the statements’ conformity scores, which are summarised by dimensions. To calculate these scores, the average values of all the relevant dimension statements are taken into account.

The additional statistical calculations¹² - mode, standard deviation and standard error are excluded from the data analysis due to a low number of respondents. With reference to the theory used in business research methods,¹³ it is concluded that for statistically meaningful calculations the minimum respondent number should be equal to or greater than ten per statement, thus they are not calculated for the Perceived Quality and Perceived Utility statements.

¹² Dictionary of statistics & methodology: a nontechnical guide for the social sciences (page 226).

¹³ Cooper D. R., Schindler P. S. (2013), Business Research Methods, 12th Edition

TABLE 7 – ACTION 1.6 AVERAGE RATING PER PERCEIVED QUALITY DIMENSION

	Dimension	MEAN
Per dimension	Trust (Privacy)	4.50
	Expandability	4.50
	Performance	4.25
	Usability (documentation)	4.00
	Support	3.67
	Completeness	3.50
	Accuracy	3.34
	Usability (tools/services)	3.25
Total Criterion Score		3.88

The survey results show that, regarding the CIPA Sustainability documentation and platform, respondents evaluated all of the Perceived Quality dimensions (Trust (Privacy) Expandability, Performance, Usability (documentation), Support, Completeness, Accuracy and Usability (tools/services)) as conformable, the mean values for these dimensions are higher than the neutral value 3. However, the fact that the evaluation was done by only two respondents should be noted, meaning that the data should be reviewed with caution, as the difference between the mean values of each dimension is highly influenced by every respondent.

TABLE 8 – ACTION 1.6 AVERAGE RATING PER PERCEIVED UTILITY DIMENSION

	Dimension	MEAN
Per dimension	Collaboration	4.00
	Potential Re-Usability	3.75
	Sustainability	3.50
Total Criterion Score		3.75

The survey results show that, regarding the CIPA Sustainability documentation and platform, respondents evaluated all of the Perceived Utility dimensions (Sustainability, Potential Re-usability and Collaboration) as conformable, the mean values for these dimensions are higher than the neutral value 3. However, as stated previously about the Perceived Quality dimensions, the data should be reviewed with caution.

5.4.1.2.3 PERCEIVED QUALITY CRITERION SCORE AGGREGATION

Figure 6 and Figure 7 provide a visual overview of the dimensions' conformity scores.

FIGURE 6 – ACTION 1.6 PERCEIVED QUALITY CRITERION SCORE AGGREGATION

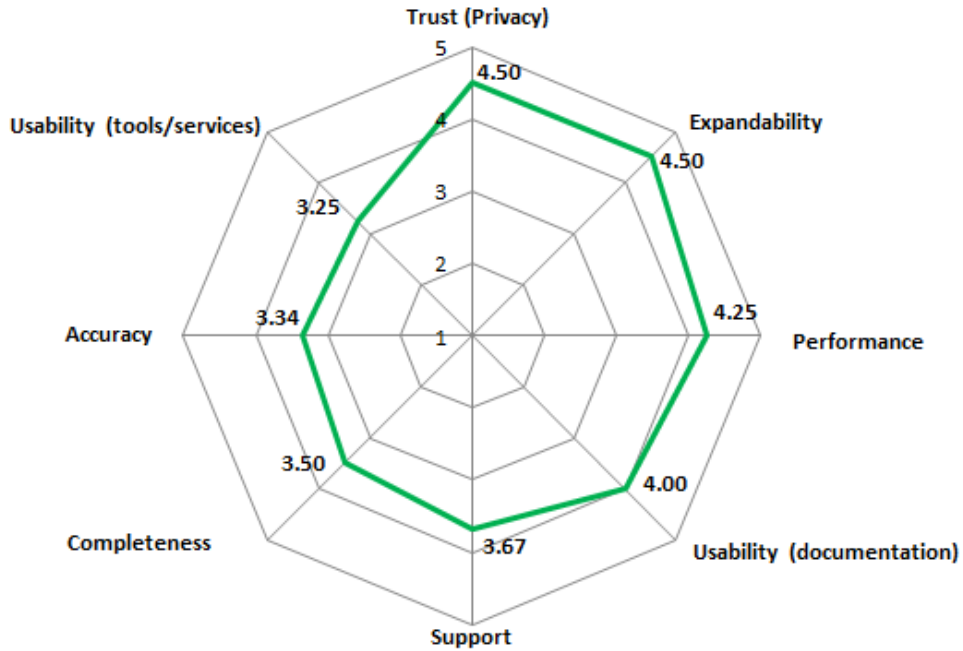
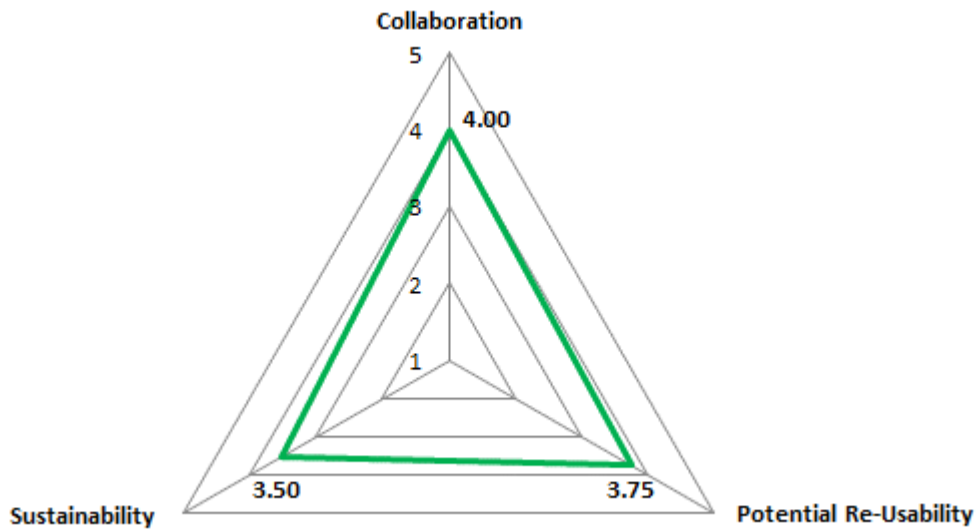


FIGURE 7 – ACTION 1.6 PERCEIVED UTILITY CRITERION SCORE AGGREGATION



5.4.2 User Satisfaction Score

The User Satisfaction Score shows how satisfied and happy the respondents are with the performance of a specific action. The User Satisfaction Score is expressed as a percentage from 0 to 100, where 0 signifies that there are no satisfied and happy respondents, whereas 100 signifies all respondents are satisfied and happy with the work performed by the action.

The User Satisfaction Score is assessed with reference to the results of the dimensions' importance and dimensions' conformity evaluation. The User Satisfaction Score is measured at the individual level for each of the survey respondents via identification of the important dimensions for that particular respondent.

To increase the accuracy of the calculation, a specific weight coefficient is applied to the dimensions. To those dimensions which were evaluated as "Important" a weight coefficient of 1 was applied, while a coefficient of 0.5 was applied to the dimensions which were evaluated as "Rather Important". A coefficient of 0 is applied to all the other dimensions. Finally, all the individual values are summed.

As the next step, an analysis of the statements which represent these identified dimensions is performed. If a respondent claimed that a particular statement fully corresponded to the specific dimension (value 5 – 'Agree'), then a coefficient of 100 (100% eligibility) is assigned. If evaluated with 4 – 'Rather Agree', a coefficient of 75 applies, if evaluated with 3 – 'Neither Agree nor Disagree', a coefficient of 50 applies, if evaluated with 2 – 'Rather Disagree', a coefficient of 25 applies, and in the case it was evaluated with 1 – 'Disagree', the coefficient is 0.

FIGURE 8 – ACTION 1.6 PERCEIVED QUALITY USER SATISFACTION SCORE

Figure 8 shows that the **Perceived Quality User Satisfaction Score is 74.13**. The result indicates a good level of respondent satisfaction with the CIPA Sustainability documentation and platform. However, this value is only indicative due to it only representing the opinions of two respondents.

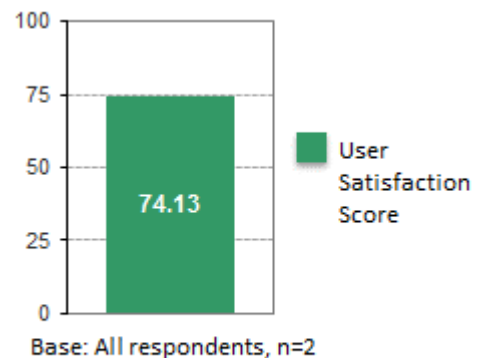
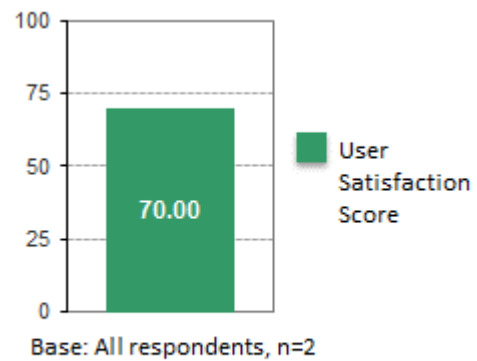


FIGURE 9 – ACTION 1.6 PERCEIVED UTILITY USER SATISFACTION SCORE

Figure 9 shows that the **Perceived Utility User Satisfaction Score is 70.00**. The result indicates a good level of respondent satisfaction with the CIPA Sustainability documentation and platform. However, this value is only indicative due to it only representing the opinions of two respondents.



5.4.3 Net Promoter Score

The Net Promoter Score® (NPS) is a widely used management tool that helps evaluate the loyalty of a customer relationship¹⁴. This management tool has been adapted to suit the ISA programmes' Evaluation and Monitoring activities and measures the overall respondents'/stakeholders' experience and loyalty to a specific ISA action.

In order to evaluate the NPS, the question "how likely the respondent would recommend the particular action's output to others" is asked. The assessment is done on a scale from 0 to 10, where 0 represents the answer "Not likely at all" and 10 – "Extremely likely"¹⁵. After the data analysis, the respondents are classified as follows:

- **Promoters** (numeric values from 9 - 10) - loyal users who will keep using the action's final outcome and refer others, promoting the usage of the action's outcomes;
- **Passives** (numeric values from 7 - 8) - satisfied but unenthusiastic users who will most probably not recommend the action's outcomes to others;
- **Detractors** (numeric values from 0 - 6) - unhappy users who can damage the image and decrease the usage of the action's outcomes.

The NPS final score calculation is done based on the following formula:

$$\text{NPS} = \% \text{ of Promoters} - \% \text{ of Detractors}^{15}$$

The result can range from a low of -100 (every customer is a Detractor) to a high of +100 (every customer is a Promoter).

¹⁴ Official webpage of Net Promoter Score® community <http://www.netpromoter.com/home>.

¹⁵ Markey, R. and Reichheld, F. (2011), "The Ultimate Question 2.0: How Net Promoter Companies Thrive in a Customer-Driven World"

FIGURE 10 – ACTION 1.6 PERCEIVED QUALITY NET PROMOTER SCORE

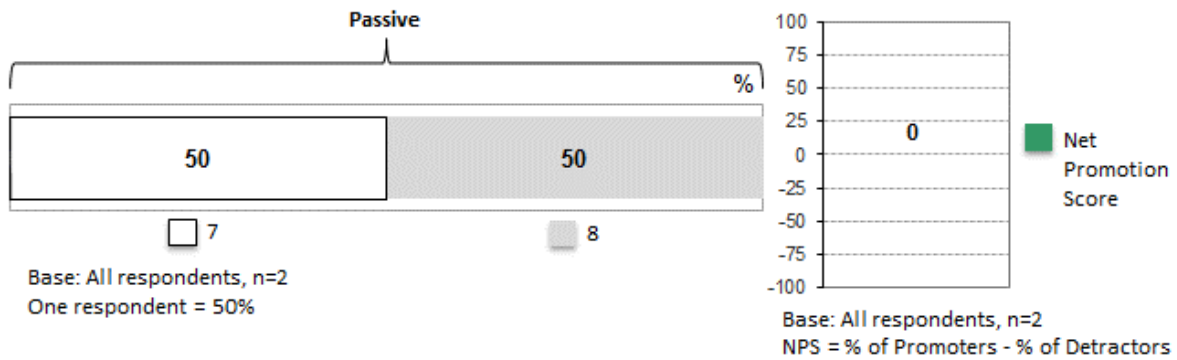


Figure 10 shows that, both of the respondents considering the Perceived Quality of the CIPA Sustainability documentation and platform are Passive users according to the Net Promoter Score classification. Both of them can be described as satisfied but unenthusiastic users who will most probably not recommend the action's outcomes to others. As there are no Promoters and no Detractors, the Net Promoter Score is 0.

FIGURE 11 – ACTION 1.6 PERCEIVED UTILITY NET PROMOTER SCORE

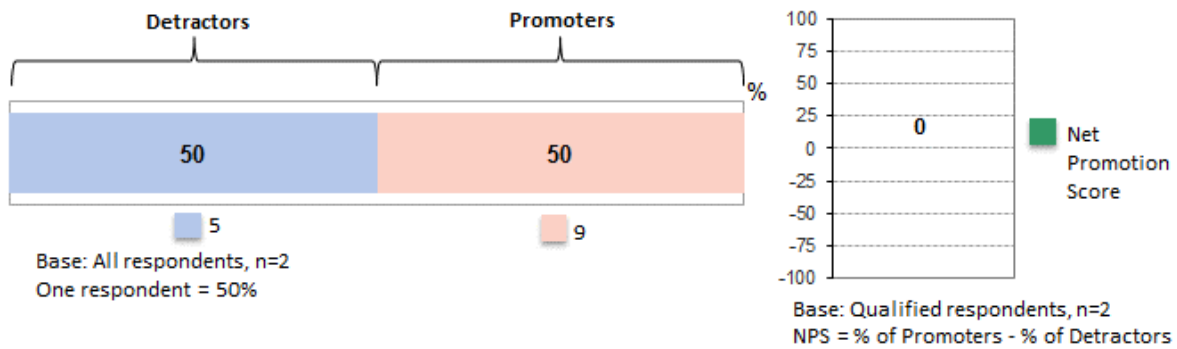


Figure 11 shows that, based on the Net Promoter Score classification, one respondent is a Promoter of the CIPA Sustainability documentation and platform and would recommend it to colleagues or other PAs. The other respondent is a Detractor who would not recommend these CIPA Sustainability outputs to colleagues or other PAs. The Net Promoter Score is 0, yet it is based only on the opinions of two respondents.

5.4.4 Overall Score

Referring to the performed measurements described earlier, namely, the Usefulness Score, the Value Score, the User Satisfaction Score and the NPS, an Overall Perceived Quality Score and Perceived Utility Score is calculated.

To calculate the Overall Perceived Quality and Perceived Utility Scores, all measurements are reduced to a five point scale (the statements used to calculate the Value Score are already expressed using a scale from 1 to 5, the Usefulness Score had values from 1 to 7, NPS - from -100 to +100, and the User Satisfaction Score - from 0 to 100). In order to determine the Overall Perceived Quality and Perceived Utility Scores, the average value of these four measurements is calculated. To reduce any linear scale to a different linear scale the following formula¹⁶ is used:

$$Y = (B - A) * (x - a) / (b - a) + A$$

- Y = Value after reducing to a five point scale
- x = Value in the initial scale
- B = The highest value of the new scale (in this case it is 5, as we are reducing other scales to a five point scale)
- A = The lowest value of the new scale (in this case it is 1, as we are reducing other scales to a five point scale)
- b = The highest value of the original scale (for Net Promoter Score and User Satisfaction Score it is + 100, for Usefulness Score it is 7)
- a = The lowest value of the original scale (for the Net Promoter Score it is 100, for the User Satisfaction Score it is 0 and for the Usefulness Score it is 1)

Example of reducing Net Promoter Score to a five point scale:

$$(5-1) * ((0) - (-100)) / (100 - (-100)) + 1 = 4 * 100 / 200 + 1 = 400 / 200 + 1 = 2.00 + 1 = 3.00$$

TABLE 9 – ACTION 1.6 OVERALL PERCEIVED QUALITY SCORE CALCULATION

NAME OF THE SCORE	ORIGINAL VALUE	VALUE AFTER REDUCING TO A FIVE POINT SCALE
Usefulness Score	6.00	4.33
Value Score	3.84	3.84
User Satisfaction Score	74.13	3.97
Net Promoter Score	0	3.00

¹⁶ Transforming different Likert scales to a common scale. IBM. Retrieved February 04. 2016., from <http://www-01.ibm.com/support/docview.wss?uid=swg21482329>

OVERALL PERCEIVED QUALITY SCORE	3.79
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The survey results show that on a 5-point scale all of the results have an evaluation which is higher than the neutral value - 3. The Usefulness Score has the highest evaluation – **4.33**, indicating that both respondents find the Usefulness of the CIPA Sustainability documentation and platform as the main benefit. However, since only two respondents participated in the evaluation, the influence of each respondent on the results is very high.

TABLE 10 – ACTION 1.6 OVERALL PERCEIVED UTILITY SCORE CALCULATION

NAME OF THE SCORE	ORIGINAL VALUE	VALUE AFTER REDUCING TO A FIVE POINT SCALE
Usefulness Score	6.00	4.33
Value Score	3.75	3.75
User Satisfaction Score	70.00	3.80
Net Promoter Score	0	3.00
OVERALL PERCEIVED UTILITY SCORE		3.72

The survey results show that on a 5-point scale three out of four scores have an evaluation that is higher than the neutral value - 3. The Net Promoter Score has a score that is equal to the neutral value – 3, however, since only two respondents participated in the evaluation of the CIPA Sustainability documentation and platform, the influence of each respondent on the results is very high.

5.5 ACTION STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

When analysing the data results of the dimensions' conformity versus the dimensions' importance, the action's strengths, weaknesses, opportunities and threats can be identified.

Statements are located in quadrants, based on the dimensions' conformity statements and dimensions' importance calculated mean values. The quadrants highlight the weak and strong aspects of the action, as well as threats and opportunities.

In general, all the statements that are attributed to the action can be grouped into four categories:

- Strengths – Essential to respondents and relevant to the action (1st quadrant);
- Weaknesses – Essential to respondents but not relevant to the action (2nd quadrant);
- Threats – Not essential to respondents and not relevant to the action (3rd quadrant);
- Opportunities – Not essential to respondents but relevant to the action (4th quadrant).

Eight colours are used to identify Perceived Quality dimensions in Figure 12:

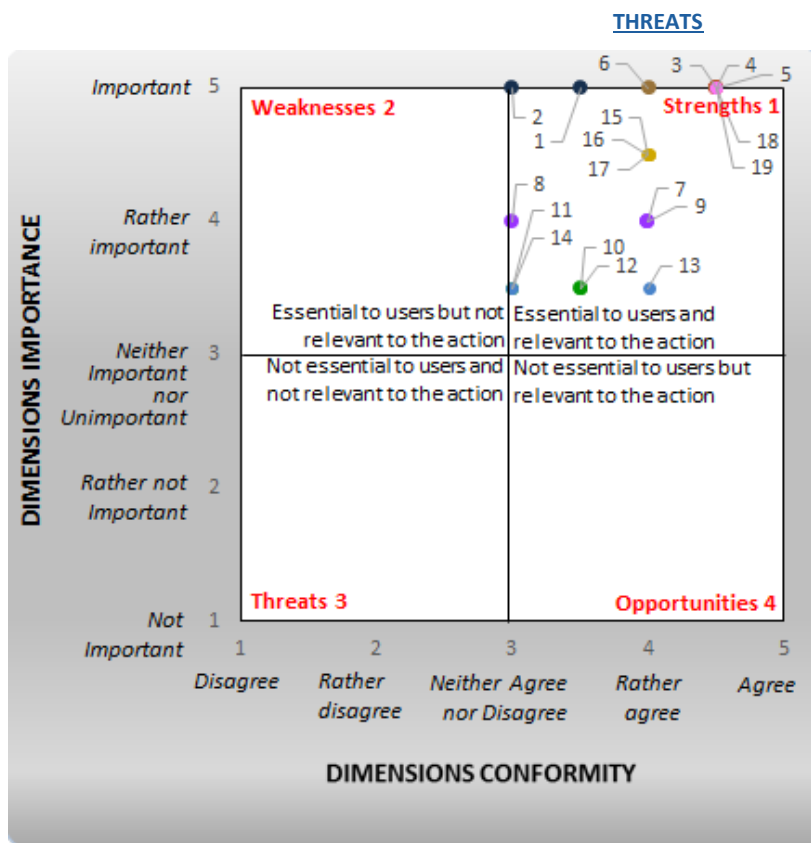
- Dark blue: Usability (tools/services);
- Red: Trust (Privacy);
- Brown: Performance;
- Purple: Support;
- Green: Accuracy;
- Light Blue: Completeness;
- Orange: Usability (documentation);
- Pink: Expandability

Two colours are used to identify Perceived Utility dimensions in Figure 13:

- Dark blue: Potential Re-usability;
- Brown: Collaboration;
- Red: Sustainability.

As seen in Figure 12, all nineteen Perceived Quality statements are evaluated as essential to the respondents and relevant to the action - all of them are located in the 1st quadrant and are identified as strengths of the CIPA Sustainability documentation and platform.

FIGURE 12 – ACTION 1.6 PERCEIVED QUALITY ACTION STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS



I. Usability (tools/services)

- 1 - The structure of the services and/or tools provided by CIPA is clear and easy to use/follow
- 2 - The CIPA services and/or tools are well customized to individual users' needs

II. Trust (Privacy):

- 3 - The data provided by users in this service and/or tools are archived securely
- 4 - The data provided in the CIPA service and/or tools are used only for the reason submitted

III. Performance:

- 5 - The CIPA services and/or tools are available and accessible whenever it is needed
- 6 - The CIPA services and/or tools perform the service successfully upon the first request

IV. Support:

- 7 - The support team showed a sincere interest in solving users' problems
- 8 - The support team provided prompt replies to the users' inquiries
- 9 - The support team has sufficient knowledge to answer users' questions

V. Accuracy:

- 10 - The CIPA documentation is accurate
- 11 - The sources listed in the CIPA documentation are verifiable
- 12 - The CIPA documentation is free from grammar/style errors

VI. Completeness:

- 13 - The reference links work and are accessible
- 14 - The CIPA documentation is complete and does not require additions

VII. Usability (documentation):

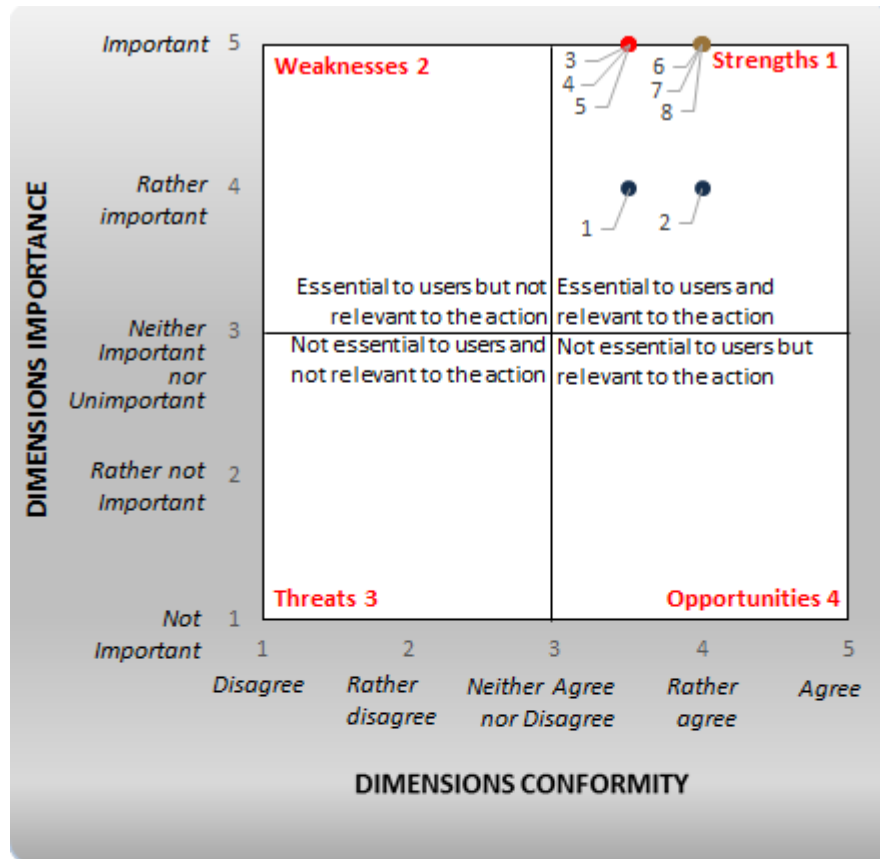
- 15 - The CIPA documentation is applicable to my business needs
- 16 - The guidelines are easy to understand
- 17 - The structure of the CIPA documentation is clear and the systematic design remains consistent

VIII. Expandability:

- 18 - The CIPA documentation is applicable to other sectors
- 19 - The CIPA documentation format is transferrable to other applications

As seen in Figure 13, all eight Perceived Utility statements are evaluated as essential to the respondents and relevant to the action - all of them are located in the 1st quadrant and are identified as strengths of the CIPA Sustainability documentation and platform.

FIGURE 13 – ACTION 1.6 PERCEIVED UTILITY ACTION STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS



I. Potential Re-usability

- 1 - Overall, the results of the CIPA activities help save costs
- 2 - Overall, the results of the CIPA activities help save time

II. Sustainability:

- 3 - You plan to use the services/tool/documentation provided by CIPA in the future
- 4 - The services/tool/documentation provided by CIPA offer sustainable solutions that will also be relevant in the future
- 5 - Overall, the services/tool/documentation provided by CIPA support the effective reuse of tools/services/documentation

III. Collaboration:

- 6 - The services/tool/documentation provided by CIPA allow successful cooperate with other public administrations/departments
- 7 - Overall, the services/tool/documentation provided by CIPA support effective electronic cross-border and cross-sector interactions
- 8 - The services/tool/documentation provided by CIPA support the implementation of European community policies and activities

5.6 STATEMENTS BASED ON ACTION OBJECTIVES

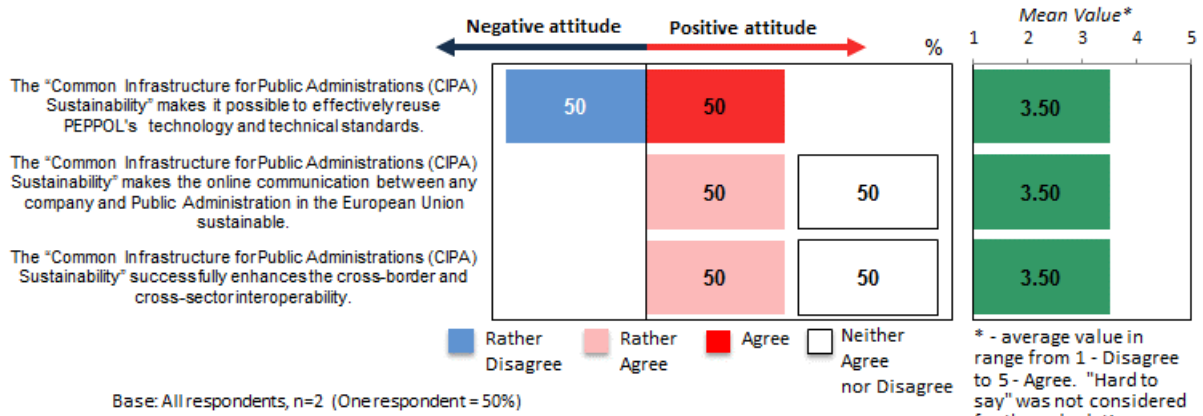
For the purpose of describing the action's objectives, statements based on action objectives were designed for this survey. The respondents are asked to evaluate the extent to which these statements conform to the particular action, namely, if the action's objectives have been achieved.

The respondent is asked to provide his/her opinion using the 5-point Likert grading scale. For the dimension conformity evaluation, a grading scale with values ranging from 'Agree' to 'Disagree' is applied. An additional 'Hard to Say/Not Applicable' option is provided, however this score is excluded from the score calculations. Before performing the survey data calculations, the 5-point Likert scale values are interpreted as numeric values:

- 5 – Agree;
- 4 – Rather Agree;
- 3 – Neither Agree nor Disagree;
- 2 – Rather Disagree;
- 1 – Disagree;
- 0 – Hard to Say/Not Applicable (*is not considered for the calculation*).

In order to have an overview of the positive and negative attitude proportions, the bars in blue represent the negative attitude (answers 'Disagree' and 'Rather Disagree'), whereas the bars in pink/red represent the positive one (answers 'Agree' and 'Rather Agree'). In addition, a neutral opinion (the bars in white) are presented separately on the right. The average mean value for each of the dimensions is presented on the right side of the figure.

FIGURE 14 – ACTION 1.6 STATEMENTS BASED ON ACTION OBJECTIVES



The survey results demonstrate that the respondents evaluated the statements based on action objectives as relevant to the CIPA Sustainability documentation and to the platform. The mean values of all the statements are higher than the neutral value 3 – ‘Neither Agree nor Disagree’. However, as stated previously, due to the fact that the evaluation was done by only two respondents, the results should be reviewed with caution.

5.7 RESPONDENT RECOMMENDATIONS AND OPINIONS

This section provides an overview of the feedback received on the CIPA Sustainability documentation and platform. Only one respondent provided a recommendation and none of the respondents named a benefit or the most valuable aspect of the CIPA Sustainability.

TABLE 11 – ACTION 1.6 RECOMMENDATIONS

"Do you have any recommendations to improve the "Common Infrastructure for Public Administrations (CIPA) Sustainability?"

The document should be updated, taking recent developments into consideration.

6 SURVEY CONCLUSION AND RECOMMENDATIONS

This survey included the evaluation of the documentation and the platform which are developed in the context of **the ISA Action 1.6 – Common Infrastructure for Public Administrations (CIPA) Sustainability**. It is important to take into account that only two respondents evaluated the Perceived Quality and Perceived Utility. This means that the results of this action are more like indicators and that they do not fully represent the opinions of all the users. The following conclusions have been drawn based on the analysis performed:

- The CIPA Sustainability documentation and platform received a **positive Perceived Quality (3.79) and Perceived Utility (3.72) assessment**.
- Both respondents evaluated the Usefulness of the CIPA Sustainability documentation and platform as the main benefit.
- The CIPA Sustainability documentation and the platform is conformable to all of the Perceived Quality dimensions (Trust (Privacy), Expandability, Usefulness (documentation), Support, Completeness, Usability (tools/services), Accuracy and Performance) and Perceived Utility dimensions (Collaboration, Potential Re-usability and Sustainability).
- One of the two respondents admitted that the documentation of the CIPA Sustainability should be updated, taking the recent developments into consideration.

Based on the conclusions drawn, CGI-Accenture advises the following recommendations:

- The CIPA Sustainability documentation and platform could be better customised to the individual users' needs.
- Improvements should be made on the accuracy of the documentation to exclude grammar/ style mistakes and to verify the sources that are listed in the CIPA Sustainability documentation.

7 APPENDIX

7.1 RAW DATA EXPORT

The attached file contains the survey result export.



Raw_data.xls

7.2 GLOSSARY

- A Likert Scale is a widely used scaling method developed by Rensis Likert. Likert scale refers to the use of an ordinal 4- or 5- point rating scale with each point anchored or labelled.
- The mean¹² (average) is the most popular measure of location or central tendency; has the desirable mathematical property of minimizing the variance. To get the mean, you add up the values for each case and divide that sum by the total number of cases;
- Mode¹² refers to the most frequent, repeated or common value in the quantitative or qualitative data. In some cases it is possible that there are several modes or none;
- The Net Promoter Score® (NPS) is a widely used management tool that helps evaluate the loyalty of a customer relationship. Customers are classified as Promoters, Passive and Detractors.
- 'Perceived Quality' is defined as the extent to which the outputs of an ISA action are meeting its direct beneficiaries' expectations;
- Standard deviation¹² shows the spread, variability or dispersion of scores in a distribution of scores. It is a measure of the average amount the scores in a distribution deviate from the mean. The more widely the scores are spread out, the larger the standard deviation;
- Standard error¹² is the standard deviation of the sampling distribution of a statistic. It is a measure of sampling error; it refers to error in estimates due to random fluctuations in samples. It goes down as the number of cases goes up. The smaller the standard error, the better the sample statistic is as an estimate of the population parameter – at least under most conditions;
- 'Perceived Utility' is defined as the extent to which the effects (impact) of an ISA action correspond with the needs, problems and issues to be addressed by the ISA programme;