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e-Rider Pilot Project

Final Evaluation Report

December 2008

Acknowledgements

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Executive Summary

This Final Report presents the findings of the surveys and interviews of clients and other stakeholders conducted since the Interim Report (available at http://www.e-rider.org.nz/drupal/?q=node/5) that was presented in May 2008. The goal for the year-long e-Rider Pilot Project was to provide support for community and volunteer organisations (CVOs) to help build their information and communication technology (ICT) capacity. Established by the Wellington Region 2020 Communications Trust (now Wellington ICT) the project commenced operations with the appointment of an e-Rider in October 2007. Throughout the Pilot year the Project was supported and guided by the strong governance of the Management Team and Steering Group. This has been critical to the success of this project. We believe that the changes to the Business Plan should ensure financial sustainability over the longer term.

Evaluation

Data gathering for this Report covered the period June to October 2008. Its main focus was a gap analysis, measuring the difference between initial expectations and reality perceptions. This was measured through the use of two questionnaires – one completed at the time of client sign up and the other over the period June to November. Interviews were also undertaken with a variety of stakeholders.

Findings

The findings for the one-year Pilot Project are that:

1. there is very little difference between clients' expectations for the Service and their perceptions of the Service delivered. The two-survey mean scores are positive indicating overall satisfaction.

2. the majority of clients believed the e-Rider service provided them with value for money and would continue to subscribe until this perception changes.

3. the e-Rider's commitment, good communications skills and understanding of CVOs' budgetary constraints that imbued them with confidence when requiring appropriate help and advice were appreciated by clients.

4. while some clients did not want to learn basic ICT maintenance skills, such learning was available to those who did.

5. lack of rigour in the accounting system resulted in some clients not receiving appropriate reports and account statements in a timely fashion.

It is recommended that:

1. marketing remains a high priority.

2. transparency of accounting is improved.

3. an additional e-Rider is appointed as soon as financially viable.

4. the e-Rider makes appointments with clients.
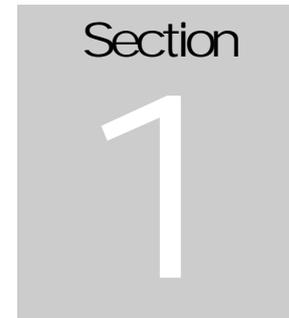
Introduction

In May 2008, just five months since the first client sign-up, the preliminary findings of Massey University's independent evaluation of the e-Rider Pilot Project were presented in the Interim Report. At the time of that report 15 organisations had subscribed to the e-Rider Service and at the time of writing this Final Report there are now 28 organisations signed for the Service.

The Interim Report includes a detailed evaluation based on the qualitative data collection. A full description of the early phases of the e-Rider Pilot Project, the services provided, the evaluation design and a schedule of activities involving the implementation of the e-Rider Service is also provided. The interim findings included high client satisfaction with the Service and strong administration and governance of the project. Recommendations were made that the Service continue and marketing afforded a stronger focus.

This Final Report concludes the evaluation and

- presents results for the Pre- and Post-service surveys

- presents an analysis of the Final Report interviews involving subscribers to the Service, Wellington City Council officers, the Implementation Manager and the e-Rider

- reflects on the plans for transitioning the e-Rider service from a pilot project to a service that will evolve to a sustainable service operating on a self-funding business model from 1 April 2011

The e-Rider Goal and Objectives

The goal of the e-Rider Service is to provide community and volunteer organisations (CVOs)[1] based in Wellington City, Hutt Valley, Wainuiomata, Paraparaumu, Porirua and Kapiti access to a mobile, affordable, unbiased, tailored advisory and technical support information and communications technology (ICT) service. A key tenet is

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[1] In this report we use the acronym CVOs to include the terms "not-for-profit community and voluntary organisations"

that the service should ultimately be financially sustainable whilst remaining financially viable and responsive to client needs.

The Project's objectives (detailed fully in the Interim Report) note the importance of the Service being well-organised, offering a satisfactory fee structure, provision of opportunities for personnel within the organisations to both learn and increase their knowledge, skills and confidence in managing their ICT infrastructure, and for the e-Rider to possess an effective communication style. The non-biased, independent advice and commitment to community organisations and a key objective of fostering self-reliance through transference of skills and knowledge differentiates the Service from its competitors.

The e-Rider Services and Fees

The e-Rider services are discussed in the Interim Report and are clearly detailed on the website http://www.e-rider.org.nz/drupal/?q=node/4 . The original annual packages were discontinued from 31 July 2008 in order to ensure that new subscribers were not left with incomplete contracts before the commencement of the new funding model to be introduced on 1 April 2009. Currently new organisations may sign on a Pay as You Go basis at $65 per hour (including GST) to receive on-call IT advice and support.

Section

2

Data Collection

The evaluation design is explained in detail in chapter 2 of the Interim Report with a Visual Model for the mixed methods design presented in Figure 2.2 of that report. Figure 2.2 shows the section coloured blue which provides details of this latter evaluation stage, covering the period June to November 2008 and which this Final Report addresses. The methodological tools used in this phase are:

- a Pre- and Post-service survey

- semi-structured, formal interviews

- review of the Business Plan

Two Surveys

Two client surveys (see Appendices A and B), one to be completed at the time of subscription and the second some months later, were developed in collaboration with members of the e-Rider Pilot Project Steering Group. The aim of the surveys was first, to establish subscribers' expectations for the Service (the Pre-service survey) and second, to measure the gap between expectations and actual experience of the Service (using results from the Pre- and Post-service survey). The Pre and Post-service surveys (see Appendix A Pre-service Survey and Appendix B Post-service Survey) therefore enabled a quantitative and structured measurement of the e-Rider subscribers' perceptions of the project's objectives.

Nine dimensions were identified as required to measure responses against the objectives for the e-Rider Service. They are: Communication, Encouragement, Confidence, Planning and advice, Quality, e-Rider website, Help and support, Security and Impact of e-Rider. A final section invited respondents to "add anything else you expect from the e-Rider Service". Each dimension had varying statement items, resulting in a total of 45 items with a five-point response format of Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree.

After cognitive testing the Pre-survey, with an Information Sheet, was mailed out to subscribers along with their contract and subscription pack. Responses were received in a pre-paid, self-addressed envelope and data entered into an Excel spreadsheet.

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During July and August the Post-service survey was sent to subscribers. They were asked to reflect on the service that they had actually received and respond appropriately.

Sample Description

The target population were clients of the e-Rider Service who had subscribed for a minimum of four weeks and therefore were in a position to have completed the Pre-survey and, after experiencing the Service, were able to comment on that experience in the Post- service survey.

Eighteen Pre-surveys were completed and returned from organisations that had signed for the e-Rider Service. However of that 18, two did not return their Post-service surveys, despite several reminders, resulting in a response rate of 89 percent.

The findings that are presented and discussed in the next chapter are based on results for the Pre- and Post-service surveys, the paired data of 16 e-Rider clients and the comments from the surveys' final question "Anything else?"

Interviews

Formal, in-depth, semi-structured interviews were undertaken with 12 people from nine participating organisations. These organisations were selected because they represented each of the different packages, including Pay as You Go. A particular effort was also made to interview members from those organisations who expressed a level of dissatisfaction in the post-service survey. As well interviews were undertaken with the e-Rider, the Implementation Manager and four Wellington City Council officials.

The purpose of the interviews was to gather more in-depth perceptions of the Service, and in the case of those who expressed some dissatisfaction, to identify reasons for this so that any issues may be addressed.

Business Plan

To meet the objective of not only delivering a successful, mobile advisory and technical support Service to CVOs, the financial sustainability of the project has been a specific focus. Over the pilot project year the Business Plan has undergone revision, based on discussion of alternative funding and pricing scenarios. A new Business Plan for the period 1 April 2009 to 31 March 2011 has been prepared to guide the continuation of the Service. This Plan aims to recover up to 80 percent of the costs of running the service from clients, with the remaining 20 percent obtained from grants and sponsorship.

The specific objectives being targeted are:

- Achieve an annual turn-over of $32,000 by 31 March 2010, and $85,000 by 31 March 2011.

- Increase signed up clients to 60, with an average of 100 hours service delivery per month.

- Expand the membership benefits therefore strengthening the capacity building role of the Service.

- Trial a division in tasks using a community IT technician, and consult on a new pricing structure in the last six months covered by this Business Plan.

- Restrict the number of hours devoted to business overheads by the e-rider to no more than 18-25 hours per month (on average).

To achieve these targets the following activities are being planned:

- Introduce annual membership

- Renewed marketing/networking focus: devote more resource to marketing, including regular appearances at sector forums, advertisements, etc.

- Transition for existing clients: honour commitments and ensure good communication about changes.

In December 2008 the e-Rider Implementation Manager invited clients and stakeholders to a workshop with the aim of gaining feedback on the Service and the proposed new pricing structure. The 11 attendees were positive about the service they had experienced and believed that the pricing model was reasonable and manageable, and capacity building-focused activities, such as lunch-time meetings with guest speakers were a good idea. A suggestion that e-Rider include a "wholesale" pricing structure that would cater to clients wishing to purchase a very large support package is currently being considered.

Survey Results

This section presents descriptive statistics based on the data from the Pre- and Post-service surveys (see Appendices A and B) for the respondent organisations. The number of responses is too low for further statistical analysis. At the time of the survey data collection 18 organisations were clients of the e-Rider. Since that time the number has increased to 28 but because of the survey cut-off time these results report on the 18 subscribed clients at the time.

Table 3.1 shows the means and standard deviations for the Pre-service survey based on the 18 client organisations' responses. The values of the means range from 1.54 to 2.31 out of a possible maximum mean score of 5.0.

The lowest mean score of 1.54 (1 = Strongly Agree, 2 = Agree, 3 = Neutral, 4 = Disagree, 5 = Strongly Disagree) for the Quality dimension indicates that clients have a high expectation that the e-Rider will be accessible and responsive, able to solve their ICT problems and have an empathy for the CVO sector. The highest score of 2.31 for the e-Rider Website indicates that referring to the Website for helping to solve ICT problems was not as high a priority.

Table 3.1: Means and Standard Deviations for Pre-service Survey for 18 Organisations

Dimension	Mean	SD
Communication	1.59	0.52
Encouragement	1.72	0.55
Confidence	1.78	0.61
Planning and Advice	1.63	0.61
Quality	1.54	0.46
e-Rider Website	2.31	0.60
Help and Support	2.21	0.48
Security	1.90	0.63
Impact of e-Rider	1.68	0.53

Table 3.2 reports mean item scores for the nine dimensions of the Post-service survey based on the total sample completing the instrument (16 respondents). The mean scores are positive, indicating that clients perceived all aspects of the service favourably with the highest agreement for the Communication dimension and the lowest agreement for the e-Rider Website (at 2.95 almost at the Neutral point of 3).

Table 3.2: Means and Standard Deviations for Post-service Survey for 16 Organisations

Dimension	Mean	SD
Communication	1.75	0.80
Encouragement	2.25	0.95
Confidence	2.78	0.80
Planning and Advice	2.17	0.66
Quality	2.02	0.58
e-Rider Website	2.95	1.14
Help and Support	2.77	0.66
Security	2.48	0.87
Impact of e-Rider	2.33	0.80

The standard deviations are smaller for most of the dimensions for the Pre-service survey indicating that clients are more homogeneous in their expectations for the Service (they completed the survey before actually experiencing Service delivery).

Comparison of Pre- and Post-service Survey Results

A comparison of respondents' expectations (at the time of sign-up) for the nine dimensions of the e-Rider Service and their perceptions of the Service they actually received is shown in Figure 3.1. The lower blue line in the chart represents Pre-service Survey data and the pink line the Post-service Survey data. For all dimensions expectations were high and there is a gap between perceptions and respondents' experience. However, although mean scores show less agreement, all nine dimensions remain positive, indicating that the majority of respondents selected either 2 (Agree) or 3 (Neutral).
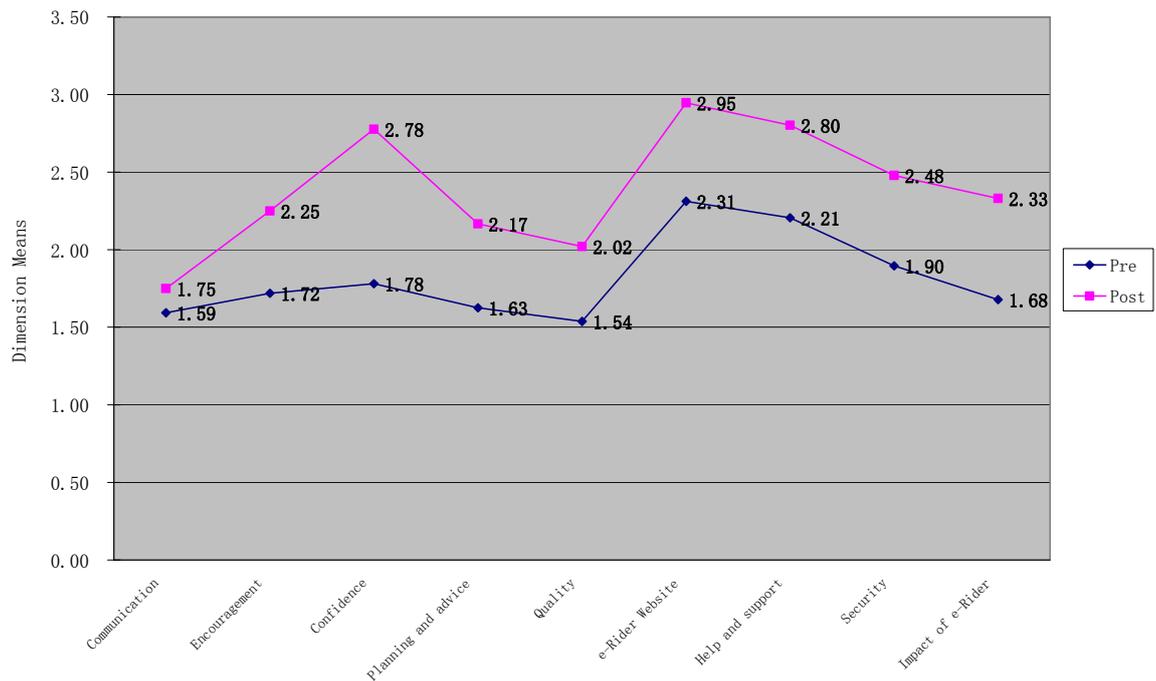
Figure 3.1: Comparison of Pre- and Post-service survey Dimension Means

The following section presents the results for both surveys for each of the nine dimensions. The final heading refers to the open-ended section of the surveys where clients are asked to discuss "anything else?"

Communication Dimension

Items 1-4 of this dimension focused on clients' confidence about asking questions of the e-Rider and his personal inter-relationship communication skills. Expectations for the Communication dimension were high (the second most important feature of the e-Rider Service for the respondents with a mean score of 1.59, between Agree and Strongly Agree). The service actually experienced was closest to that expectation of all nine dimensions with a difference score of just -0.16 (Pre 1.59 – Post 1.75). The results indicate that clients believed this dimension was important to them and that the majority considered their expectations were largely met.

Encouragement Dimension

Comparison of expectations for the Service with the service actually experienced shows a mean difference score of -0.53 (Figure 3.1). The Post-service survey result of 2.25 indicates that most respondents agreed that the e-Rider was sympathetic, supportive and encouraging. There were two statements for this dimension (numbers five and six). The Pre-service survey uses present tense and the Post-service survey uses past tense (as used in Table 3.3).

Table 3.3: Pre- and Post-service Mean Difference Scores for the Encouragement Dimension

Encouragement Dimension	Pre-Survey	Post-survey	Difference Pre and Post
Item 5: The e-Rider encouraged me to learn more about ICT	1.81	2.56	-0.75
Item 6: The e-Rider was sympathetic and supportive.	1.63	1.94	-0.31

This table shows that the more positive response of the two statements relates to the e-Rider's empathetic approach

Confidence Dimension

Confidence was the dimension with the biggest gap between expectations and the Service experienced. Therefore we examined individual statement means as shown in Figure 3.2. The statements are provided in Table 3.4

Table 3.4: Pre-service survey Statements for the Confidence Dimension

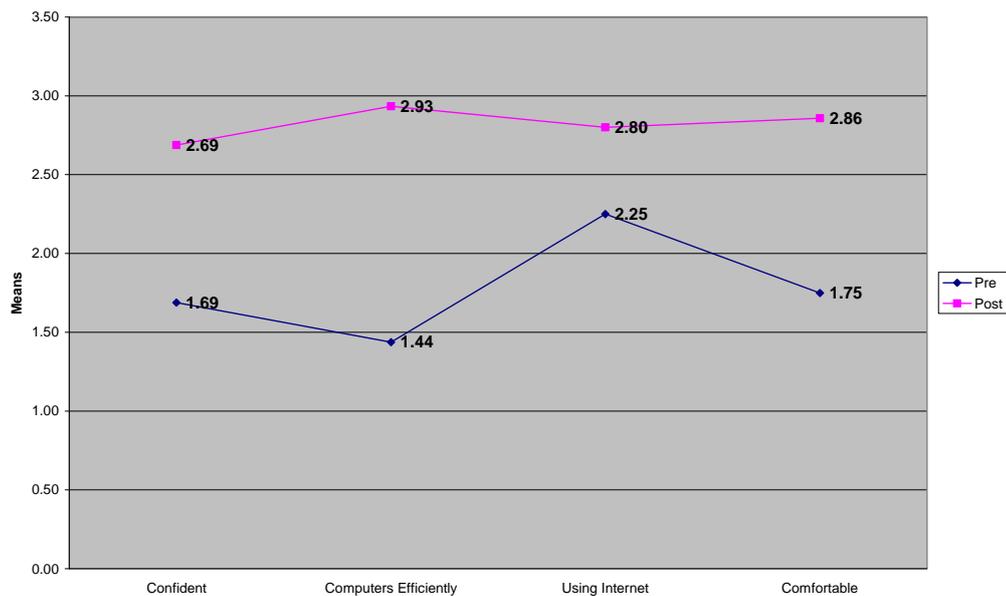| Item No.	Confidence Statements
7	I want to feel more confident with computers and other ICTs (such as modems, printers, routers, etc).
8	I want to be able to use computers more efficiently.
9	I want to know more about using the Internet.
10	I want to feel more comfortable using computers and other ICTs.

Figure 3.2: Means for Statements 7-10 of the Confidence Dimension

Means for the post-service survey responses are similar (2.69-2.86) for all four statements indicating that while clients are still positive in their perceptions, they have a lower level of agreement than for many of the other dimensions. Item 8: "I want to be able to use computers more efficiently" shows the largest gap, similar to that of Item 41 of the Impact dimension.

Although not a printed choice for the Confidence Dimension, one organisation wrote "N/A" for statements 8, 9 and 10 (I now use computers more efficiently, I now know more about using the Internet, I now feel more comfortable using computers and other ICTs). This result indicates that for this client he/she was already competent around ICTs.

Planning and Advice Dimension

A key objective of the Service is to provide advice and planning in managing the ICTs of a CVO. The three statements for this dimension are shown in Table 3.5.

Table 3.5: Pre-survey Statements for the Planning and Advice Dimension

Item No.	Planning and Advice Statements
11	I want the e-Rider to advise on planning for future ICT needs.
12	I want the e-Rider to advise on budgeting for future ICT needs.
13	I want the e-Rider to advise on purchasing or obtaining ICT hardware and software.

Figure 3.3 again shows positive mean scores with the largest gap for item 12 that relates to advice on budgeting.
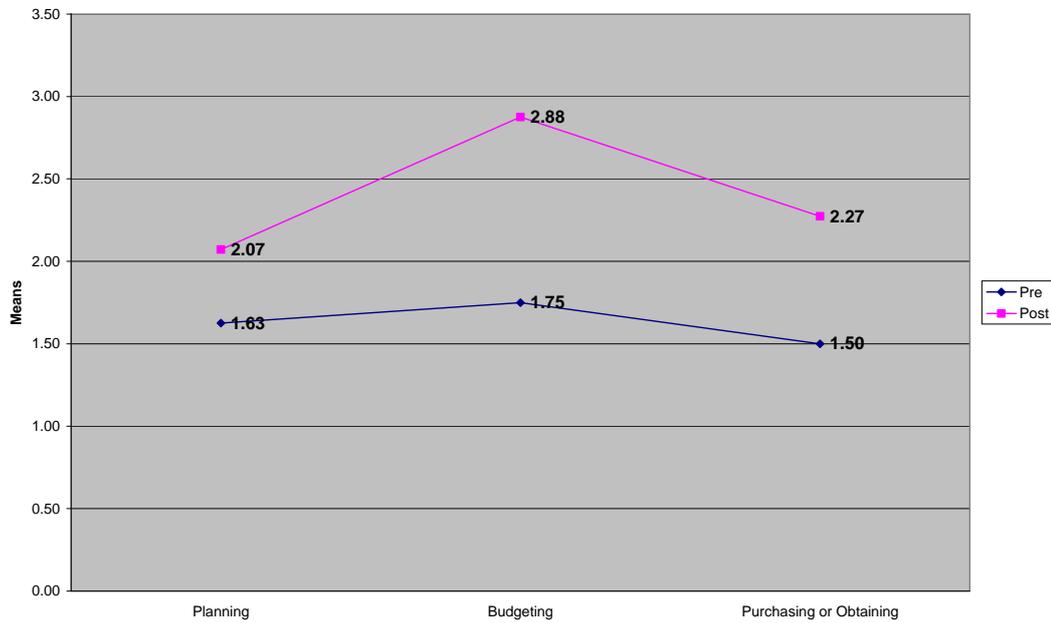

Figure 3.3: Means for Statements 11-13 of the Planning and Advice Dimension

In the Post-survey participants had the option of selecting "not applicable" (N/A) for some of the dimensions' statements (see Appendix B). All three statements for the Planning and Advice Dimension had N/A options. Eight organisations selected N/A for statement 12: "I am happy with the e-Rider's advice on budgeting for future ICT needs" and five organisations chose N/A for statement 13: "I am happy with the e-Rider's advice on purchasing or obtaining ICT hardware and software".

These results are difficult to interpret. They may indicate that at the time of the survey some organisations were not interested, or had the opportunity, to receive advice on budgeting. Alternatively the results could mean that clients were in fact neutral in their perception of the value of planning and advice. The Post-survey mean of 2.88 is very close to the neutral point of 3.

Quality Dimension

There were 10 statements (items 14-23) that related to the Quality dimension. Respondents were asked to rate how accessible, responsive, knowledgeable and empathetic the e-Rider was to the values of the voluntary sector. Table 3.6 shows the Pre-survey statements (the Post-service survey version is similar but statements are past tense; see Appendix B). The mean scores for each statement are shown in Figure 3.4

Table 3.6: Pre-service Survey Statements for the Quality Dimension

Item No.	Quality Dimension Statements
14	The e-Rider will be easily accessible
15	The e-Rider will be able to respond to my requests within agreed timeframes.
16	The e-Rider will be able to provide acceptable solutions to my problems that meet my needs and will be workable.
17	The e-Rider will be knowledgeable about hardware.
18	The e-Rider will be knowledgeable about software.
19	The e-Rider will be knowledgeable about networks.
20	The e-Rider will be able to implement solutions suitable for my organisation.
21	The e-Rider will share knowledge about new Internet/Web 2.0 tools and applications.
22	The e-Rider will make a positive contribution to our organisation.
23	The e-Rider will have an empathy for, and understand the values of the community and voluntary sector.

There was agreement that the e-Rider met all ten quality aspects. Expectations met the perceptions of respondents' experiences for item 23, indicating that they agree the e-Rider had empathy and understanding of core values of the community and voluntary sector. A close fit between expectations and experience is also evident for item 14 that the e-Rider was easily accessible. The largest gap is for item 21, "The e-Rider will share knowledge about new Internet/Web 2.0 tools and applications". This result may reflect the lower participant interest noted for the learning in the Help and Support dimension, discussed later under that dimension heading, and the lower interest in accessing the e-Rider website.
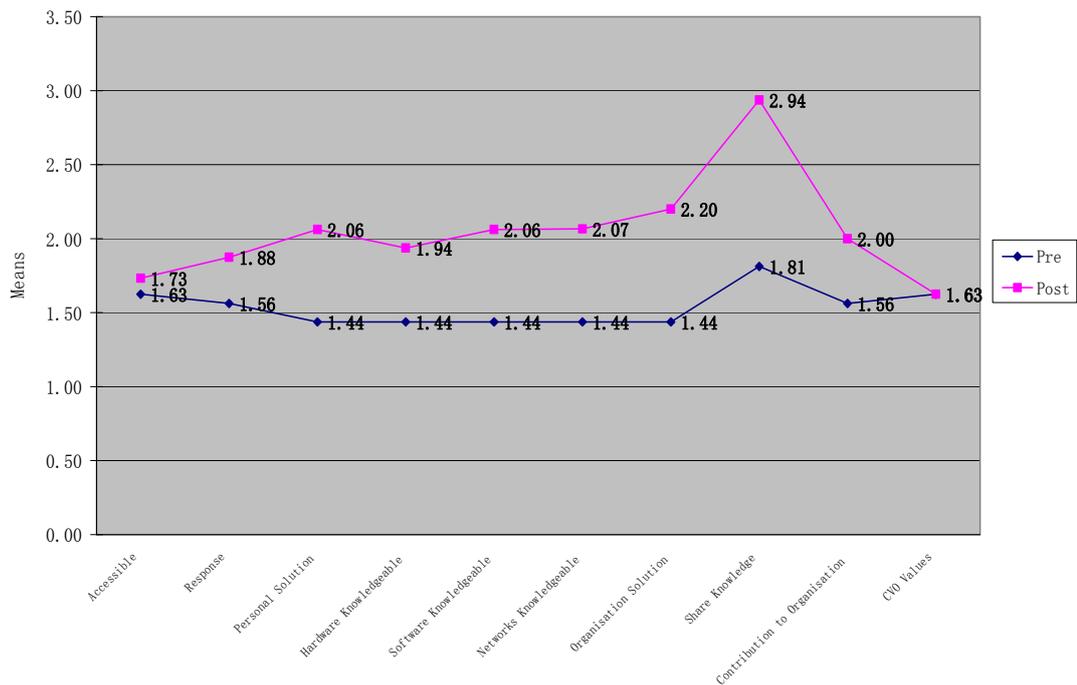
Figure 3.4: Means for Statements 14-23 of the Quality Dimension

e-Rider Website Dimension

The Website Dimension mean result of 2.31 for the Pre-service Survey (see Figure 3.1) shows that client expectations were closest to the Neutral mid-point of 3 than any other dimension. This mean indicates that the majority of respondents were inclined to the neutral perception, indicating their lack of interest in using the website and this finding is confirmed from analysis of the interviews.

Help and Support Dimension

The statements for the Help and Support dimension relate to another key objective of the Service; that of maximising the opportunities for personnel within CVOs to learn and increase their knowledge and skills. The statements are provided in Table 3.7

Table 3.7: Pre-service Survey Statements for the Help and Support Dimension

Item No.	Help and Support Statements
28	I would like to know more about software.
29	I would like to understand more about computer hardware.
30	I would like to learn how to fix IT problems by myself.
31	I would like to receive referrals for ICT specialists when required.
32	I would like regular, emailed news and tips that addresses my particular computing situation and problems.
33	I would like the e-Rider to advise me on website planning, design and hosting.
34	I would like the e-Rider to direct me to resources such as relevant newsletters, tips and frequently asked questions (FAQs).

The results for the two surveys (see Figure 3.5) show that clients had a mostly lower expectation for all statements in the Help and Support dimension than for most other dimensions. This indicates that respondents are less interested in self-learning relating to their computers (the means range from 2.06 to 2.31). For instance the highest mean, indicating less agreement about improving their learning (2.31) is for item 30: "I would like to learn how to fix ICT problems by myself". This item also shows the biggest gap between expectations and experience (-0.82) followed closely by item 34, interest in resources such as frequently asked questions (-0.81).
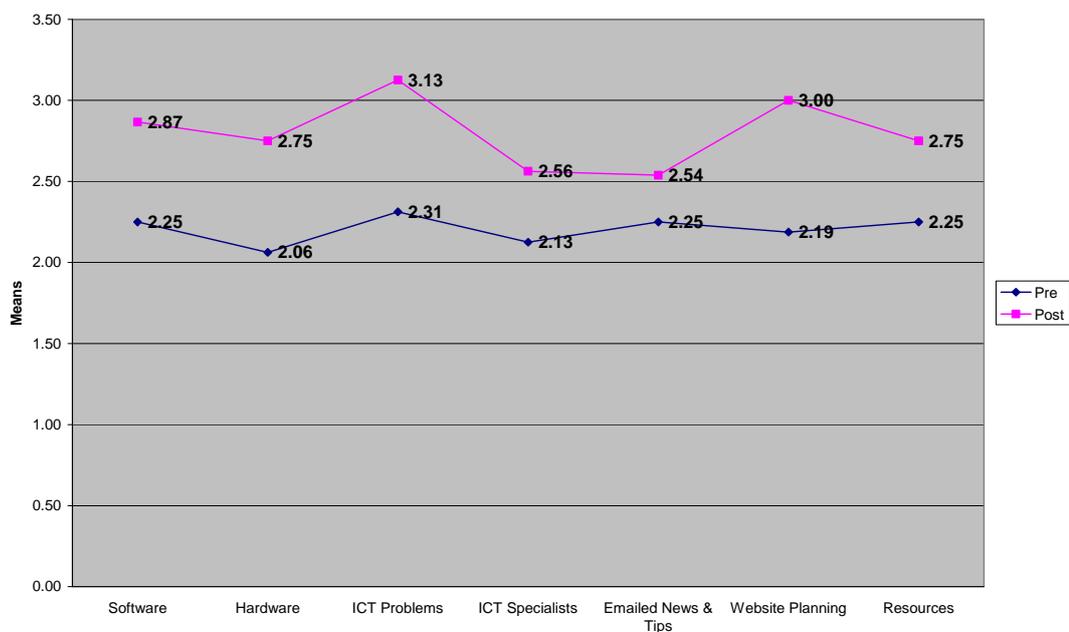

Figure 3.5: Means for Statements 28-34 of the Help and Support Dimension

Security Dimension

The three statements for security (items 35-37) referred to respondents' concerns regarding the safety of their computer and whether they wished to know about data protection, viruses and backup (see Table 3.8). The difference in means for the two surveys is -0.58 indicating that while expectations were not met, the majority agreed that they were less concerned about safety and had learned protection strategies.

Table 3.8: Pre-service Survey Statements for the Security Dimension

Item No.	Security Statements
35	I am now less concerned about the safety of my computer
36	I now know about data protection and backup
37	I have learnt about virus protection

Impact Dimension

The seven statements of the Impact dimension relate to attributes of the e-Rider Service such as value for money, contribution to the CVO's core activities, comparison of the benefits of the e-Rider Service compared with money spent in other areas, confidence with computers, facilitation of communication with other CVOs and whether subscription to the e-Rider Service was a high priority for the CVO (see Table 3.9).

Table 3.9: Pre-service Survey Statements for the Impact of e-Rider Dimension

Item No	Impact Statements
38	I expect the e-Rider service to provide value for money.
39	I expect the e-Rider service to significantly contribute to meeting our organisation's core activities.
40	I expect the benefits to the organisation of subscribing to the e-Rider service will compare favourably with money spent in other areas.
41	I, and (if appropriate) others, expect to find it easier to use ICTs for our work.
42	I expect I, and others, to feel confident around computers after the e-Rider service
43	I expect the e-Rider service will facilitate my communication with other nonprofit and voluntary organisations.
44	Subscribing to the e-Rider service is a high priority for our organisation.

As for the other dimensions the means indicate little disagreement on aspects of the Service. Figure 3.6 shows the pre and post responses for each of the items (38-44). Responses for the Pre- and Post-service survey for Item 44, Subscription Priority, are the closest fit indicating respondents' views that the service is important to them.

The cost benefit of the e-Rider service is also a close fit at an expectation of 1.50 (between Strongly Agree and Agree) and the clients' perceptions of the Service at 1.94. The result for item 42: regarding confidence shows the widest gap between expectation and experience (1) perhaps indicating a need for ICT training.
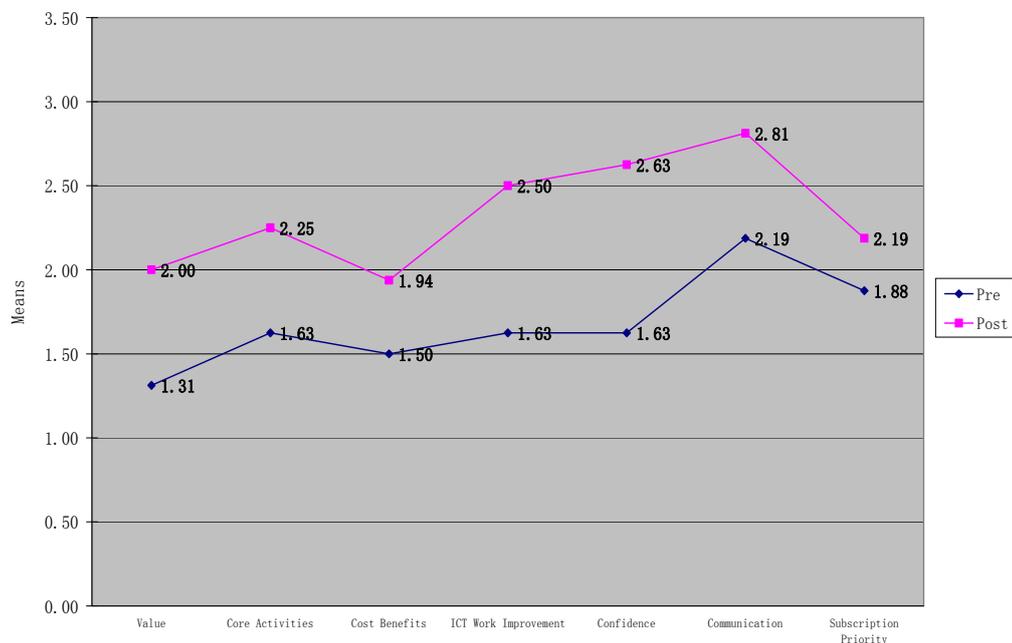
Figure 3.6: Means for Statements 38-44 of the Impact Dimension

Anything Else?

The final section of the surveys, item 45, invited clients to suggest anything else that they expected from the e-Rider Service (Pre-service survey) and to "add anything else about your experience with the e-Rider Service" (Post-service survey).

Pre-service Survey

Six of the 18 respondents to the Pre-service survey commented on their expectations for access, attributes of the Service and personal skills of the e-Rider. They are:

Our main concern is to have someone we can access easily and promptly for troubleshooting issues and for professional and neutral service.

I expect e-Rider to be superman (or woman!) Seriously, I expect a reliable, easy to understand and access service that I know I can call for help at any time.

Timely responses to requests for visits.

Patience with people who know almost nothing about computers.

Be respectful of our women only space and ringing buzzer when arriving for pre arranged meetings (so far Lindsay has been great at this!)

I am looking forward to getting this under way – it has been an area requiring work for some time.

Post-service Survey

Nine clients responded to the Post-service survey as follows:

An excellent service and much needed in this sector.

Very satisfied with the service.

A great service thank you.

Some found difficulty in evaluating after only a short time and also found some of the statements were not relevant to them:

It's difficult to judge when not that knowledgeable about computers in the first place, eg I don't know whether he was knowledgeable about hard/software/networks if I don't know much about them to begin with. Looked over computer system, advised of any needs, eg virus protection, health check, back-up systems and put in place. Did that but all problems not solved.

We have not used the e-Rider Service for quite some time – I may have answered some questions differently if we had used the service more often or recently.

It is too early to have opinions on some questions above, as the issues involved haven't come up. However, in the areas we requested help, the assistance was thorough and invaluable.

Our request was more about a few particular hardware issues plus backing up procedure; questions 24-34 not so relevant to us.

One client was specific in his/her criticisms:

We asked for advice in three specific areas and received advice on only one of them despite the fact that the e-Rider spent many hours 'assessing' our PCs. The e-Rider was pushy and did not listen to our answers when they were not what he wanted to hear. He insisted on providing advice on topics we were not concerned with and did not help us with the issues we brought up. We hoped to have software installed and the e-Rider never completed this task. Despite the fact that we still have some hours of service remaining, we have hesitated in calling the e-Rider back because of our lack of confidence in the usefulness of his services

Clearer communication and checking with the client before remedying problems were recommendations for an improved service from another client. He/she described numerous technical problems that were resolved *"reasonably satisfactorily"* and that had introduced further problems which were *"not the e-Rider's fault but unfortunately time consuming to explore"*. The client requested clearer communication re resolution of problems and suggested that *"before embarking on remedies that the agreed scope be clarified"*.

Summary

The statistical results for the client evaluation of the e-Rider Service show that while expectations have mostly not been met, there is general satisfaction with the Service on all nine dimensions. The final comment section of the surveys, although answered by a smaller number of respondents, confirm the statistical results and raise some areas of concern. The following section presents an analysis of the interviews which contribute to a fuller understanding of how clients perceived the e-Rider Service. The final section of this report synthesises the results of the survey and interviews which give rise to the recommendations.

Section

4

Results of Interviews

As mentioned earlier formal, semi-structured interviews were undertaken with a variety of stakeholders. A schedule of questions was developed and except for the telephone interviews both members of the evaluation team were in attendance. Interviews were audiotaped, transcribed and referred to the participant for confirmation as a true record.

Rating of the Service

Interviewees from the member organisations were asked to rate the service from 1-5, whereby 1 was total dissatisfaction and 5 was total satisfaction. The following shows the ratings:

Table 4.1: Satisfaction Rating of Service by Number of Respondents

n Respondents	Rating
3	5
1	4-5
2	4
1	3-4
1	3.5
1	2

As can be seen, there was only one organisation that was below the mid point of 2.5 indicating that even though some expressed dissatisfaction on some aspects (in the survey and interviews) they were generally satisfied with the service. One interviewee explained that nothing was perfect and that was why she rated the service as a 4.

Service Fees and Affordability

As described in the Interim Report, potential clients initially had a choice of three Annual Fee Packages based on size. These were later increased to five options which included a Starter package and a Pay as You Go option. In August, because the one year pilot period was ending in October, the Annual Fee Packages and the Starter Package were dropped and only the Pay as You Go was retained.

Most organisations were satisfied with their package selection, with two stating they had used up their hours and were now using Pay as You Go. Concern was expressed by two participants as to whether they would actually use all the hours they had paid for in their particular package. Obviously, the different problems and their seriousness reflected on the length of time spent and as the e-Rider observed "some are using many fewer hours and some many more". Furthermore he said he was aware of their anguish over the cost when they ran out of hours and had to continue with the service to get their ICTs up to standard. One interviewee commented that she had not agreed with the inflexibility of the Annual Fee Package structure for the CVO sector and for this reason that organisation had delayed subscribing. In the end they had been forced to subscribe because they desperately needed proper, timely, professional help at a reasonable price. However, the interviewee was firmly of the opinion that Pay as You Go is the only appropriate way for the Service to charge CVOs.

A variety of responses was received to the question asking interviewees whether they would continue subscribing to the service if the fees increased. Most would continue with e-Rider rather than go to a private provider so long as they perceived they were continuing to receive value for money and that they could afford the service. Many commented that private providers were too costly and often did not give a satisfactory service. Others had relied on friends, relatives and volunteers but were finding that fewer volunteers with suitable computing skills were available. The following are some comments made by participants.

If price increased it would be questionable as to whether we would stay. Would consider Pay as You Go. Don't think we need a contract. Have had value for money	*At the moment (if the cost went up) we'd still go with it because it's a good service – they are there and you can contact them.*	*Although [the cost] is reasonable, it is quite beyond the ability of most community centres. If price goes up next year it will be beyond our reach.*	*Cost is always a concern but with the fact that we would be gaining knowledge then that would not be such an issue.*

The e-Rider Service

A wide variety of services were undertaken by the e-Rider. After initial discussion of the subscriber needs a "Health Check" (a review of the organisation's technology) was undertaken. Based on that, recommendations were made for improving the ICT system. Some organisations had allowed their systems to fall into serious disrepair, due to a reluctance, or inability, to pay commercial prices, and had been suffering ongoing problems. For example, one organisation had problems with their server crashing, network failing, document incompatibility between Macs and PCs and poor printer connectivity. All these problems had been fixed by the e-Rider and the client reported that the system continues to function smoothly. Another interviewee said: *"As the e-Rider went around the real hotch potch of computers, he found they went very slowly and one didn't have a CD drive and those sorts of things".*

There was some concern expressed by several organisations about the Service being dependent on one person only, and the question arose as to whether one person could be expected to know everything.

Reasons for Subscribing

The major factors for most organisations deciding to join the e-Rider service was the perception that the e-Rider would understand the not-for-profit sector and the cheaper price. They felt that having someone who understood the special needs of the CVO sector would mean they would get a more practical and focused service and someone who they could trust not to "rip them off". Very often they have felt "captured" by private providers, making them uncertain about the accuracy of their recommendations. It was obvious that they trusted the e-Rider to provide solutions that were suitable for their needs and budget constraints. Among other things he was helpful to them in terms of directing them to free services and advising them of websites where they could obtain free downloads.

Many of the subscribers heard about the service from the Volunteer Wellington bi-monthly lunches and/or newsletter. Others had received a flyer, generally putting it aside until a reason to subscribe occurred or the problems became time-consuming or overwhelming.

Management Philosophy

The project's objectives include the e-Rider giving advice and technical support and maximising opportunities for personnel within the organisations to both learn and increase their knowledge, skills and confidence in managing their ICT infrastructure. This remains a critical area with a strong focus on education and encouraging people to think about being pro-active about maintenance as well as repairs. The e-Rider stated that his focus was *"rather more on helping the organisations manage their IT – the bits about fixing it and replacing is subsidiary to helping them manage the processes themselves and giving advice and information on technical issues".* For some, this was definitely a beneficial process with one saying *"he has helped us with the purchasing plan for TechSoup and setting us up with the networking so that we can expand if we need to".*

Comments such as these indicate that this focus remains important. However, there were others who were not interested in anything other than the technical support.

Transfer of Knowledge and Learning

There was a mixed reaction as to whether or not the e-Rider provided an avenue for gaining a better understanding of ICTs and learning how to deal with basic problems themselves. Four of the interviewees were very positive about how much their knowledge about ICT was increasing with one commenting on how she had gained confidence as well. The following are some statements from those who were keen to learn. *"I pick things up all the time. You get more confident over time"; "He taught me how to do it as well, (updating Microsoft patches), so now I can do it myself".* For two interviewees it was a fundamental reason for joining, saying that *"The fact that we would be gaining knowledge [about their ICT systems] was the main attraction and that we would be empowered".*

The others felt they had not learnt anything and the reasons given were varied. Two believed they were relatively technologically knowledgeable and therefore did not feel the e-Rider could teach them much, while the others were either not interested or their knowledge level was so poor they did not take it in. For example, one interviewee was quite clearly not interested, stating *"I'm a DIY disaster ... I am not looking for hints on how to fix; I'm looking for people to fix"*. His colleague was in agreement with this statement and a different client became frustrated because *"they were talking about stuff I didn't know – routers and little boxes, switches. I just wanted things to happen"*.

Nevertheless, representatives from the City Council made the observation that an environmental scan they had recently undertaken disclosed a need for members of the CVO sector to be able to *"troubleshoot software applications and hardware; simple re-boot things"*. The same scan indicated that many were asking for training in order to be able to troubleshoot for themselves.

With reference to use of the Web site there was general consensus that they would not use it or refer to it, with two stating they were too busy to check the Internet – *"I have never looked at it. I am well aware that the Internet is a wonderful resource but I don't sit and look at it"*. A similar attitude appeared towards Bytes, the newsletter that is emailed to clients. Some did tend to glance through it but none read it properly, largely because they considered it either too basic or they were not interested in extending their knowledge. However they did acknowledge that it served a purpose and most filed it in case they needed to refer to it at a later date. For example, one interviewee who was very interested in online communities said *"I just have a flick through it. Not especially useful to me but I understand why [it could be to others]"*.

Commitment

Several comments were made regarding the commitment of the e-Rider himself with one interviewee stating she was impressed that advice had been given prior to the signing of the contract and payment being made. Another interviewee who needed to purchase an additional computer for her organisation expressed her appreciation that the e-Rider had met her at the shop and walked around with her explaining the differences in specifications.

A further attraction for some was the ability to get answers to questions via the telephone. Yet another was impressed with the fact that he organised everything and *"turned up with the gear we needed and got on to it promptly"*. The fact that he came back to check that everything was working satisfactorily impressed others. Overall, there was general consensus that the e-Rider was committed and their expectations were met as far as the service was concerned.

Communication

Most interviewees were more than happy with their communications with the e-Rider with one interviewee, who had some issues of dissatisfaction with the service, saying *"What has been nice is that we can pick up the phone and ask the e-Rider questions"* and another noting: *"I also got the sense that he liked to help people"*. A further interviewee found that his explanations as to why he was doing, or advising, a particular activity were clear and

helpful in understanding the purposes for his recommendations. The e-Rider himself said that he tried to avoid jargon and use plain English, as well as to *"re-focus their thinking on the management for their information systems"*.

Areas for Improvement

Two organisations were seriously dissatisfied with the service, with one intending to revert back to the private sector for their technical support. Of these one admitted that she *"could have managed it better. I could have been more committed to what we were trying to achieve"* and that the e-Rider could not have put in more effort. Another two clients indicated dissatisfaction in the Post-service survey, but during the interviews expressed overall satisfaction with the service. As indicated earlier, it was a conscious decision to interview these organisations to identify why their surveys had been so negative. Others, while not unhappy pointed out some areas where the service had not quite met their expectations.

Where there was dissatisfaction (and bearing in mind there were only two seriously dissatisfied) it was expressed in terms of the following:

- Having to ask to receive a report of work undertaken by the e-Rider.
- Waiting too long to receive such a report.
- Not knowing what the e-Rider had done and what they were paying for.
- Lack of accurate tracking/transparency of hours worked, meaning clients were not cognizant of the hours used and the hours they had remaining in their particular package.
- A perception that the e-Rider wasted time and money by undertaking what they considered to be an unnecessary health check when they had specific needs they wished to have addressed.
- A perception that the service is set up for people who are not very technologically savvy and that the e-Rider under-estimates the ICT knowledge of some clients.
- A perception that the client was being *"talked down to"*.
- Not happy about the e-Rider *"just popping in"* without an appointment.
- A perception that the service did not help the client plan for the future taking into account their budgetary constraints.
- Having only one e-Rider which is an "at risk" factor because if the e-Rider is sick or otherwise unavailable there is no service
- Limited expertise of one e-Rider in a specific area may be offset by expert knowledge of the other e-Rider (although the e-Rider believed that this had not occurred as he was able to find out through contacts and a variety of Internet services, anything he did not already know)
- If a personality clash occurs then there is a second person to rely on.

Summary

To summarise, all except two interviewees, (including those from Wellington City Council) agreed that the Service and the e-Rider was value for money and met the specific needs of the CVO sector. Most clients said they would renew their subscription if the Service maintained the level of support and empathy they had enjoyed to date. The interviews identified some areas for improvement such as the provision of timely reports that would give feedback to clients. Adoption of a system that would address this would improve the Service and, consequently, client satisfaction.
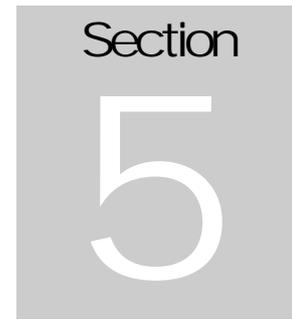
Synthesis of Results and Recommendations

Due to the nature of the CVO sector, initial take-up of the e-Rider service was slow. Over the past months there has been a positive client uptake and this, together with the Service receiving a mostly favourable evaluation and implementation of the strategy detailed in the new Business Plan (October 2008) it is anticipated that a sustainable Service will operate on a self-funding business model from 1 April 2011.

The Surveys and Interviews

The Pre- and Post-service data set comparisons show a close agreement, even though in all dimensions the reality was a little below the initial expectations. The interviews illuminated some of the quantitative findings and in particular explained reasons for the dissatisfaction indicated on two Post-service surveys. The following synthesis of results is discussed under headings which relate mostly to the objectives set for the e-Rider Pilot Project.

Value for money

There was congruence between qualitative and quantitative results showing that clients perceived the e-Rider Service as being value for money with the majority of clients indicating that continuing to subscribe to the Service is a high priority.

The interviews indicated that while most subscribers were satisfied with their package, they would prefer the Pay as You Go option as outlined in the new Business Plan. This is to be expected considering the budgetary constraints from which most of them suffer.

Focus on CVO sector

Clients valued the e-Rider Service because of its focus on the CVO sector with congruence evident between the quantitative and qualitative findings. The means for the Pre- and Post-Service Survey Quality statement re the e-Rider having empathy and understanding the values of the CVO sector were the same, indicating that expectations for this aspect of the Service met the reality that the clients had experienced.

Maximising opportunities for learning and increasing knowledge, skill and confidence

Respondents to the statements in the Help and Support dimension of the surveys show lower agreement than for seven other dimensions. This indicates that clients perceive knowing more about software, hardware, websites and fixing ICT problems by themselves as of less importance than other aspects of the Service. Survey results for statement 8 of the Confidence dimension (Pre: "I want to be able to use computers more efficiently" and Post: "I now use computers more efficiently") showed the largest gap. As discussed earlier the results are difficult to interpret but some clients noted in the interviews that they simply were not interested in going beyond their present skill level.

The interviews confirmed this view for some clients. However other clients indicated that they would appreciate an opportunity to learn more about not only operating the ICTs but also maintaining and fixing them at an elementary level, suggesting that an extension of the e-Rider service to teaching may be a possibility.

Clients have a variety of knowledge levels and interest and for those who wish to improve their ICT knowledge, specific training opportunities (such as that delivered via the e-Engage Conference for CVOs hosted by Massey University, Wellington on 4 September 2008) are possibly more appropriate. Massey's evaluation of that conference showed over 90 percent of the 73 survey respondents rated the conference as either "good" or "excellent". Further, 90 percent expressed interest in attending further workshops at a later date.

Commitment and communication

These aspects of the service received very favourable ratings in both the qualitative and quantitative data. The Service has clearly met its objective of providing advice and technical support to CVOs in such a way that workers can relate to and be comfortable in receiving. The two data sets indicate that for most clients their perception is that the Service is responsive and flexible to their needs.

The e-Rider dealt with a wide variety of problems, most of them associated with poorly maintained systems. The e-Rider has obviously displayed a good knowledge of ICTs and is usually able to communicate clearly to his clientele. There is no doubt that he is committed and that his understanding of the sector contributes to their satisfaction.

Sole e-Rider

The interviews were useful in clarifying the four situations where the surveys displayed what appeared to be quite strong dissatisfaction. The interviews revealed that in fact only two clients were very unhappy and only one would not re-subscribe. Unfortunately such situations provide an opportunity for denigration of the service, especially when clients are often clustered with other CVOs and so recommendations have been made to address the perceived problems.

Second, in a very few situations there was a perception that the e-Rider was "*talking down*" to the clients. This may have simply been a matter of personality differences, and of these particular subscribers having a better understanding of the technology than most people in the sector. The appointment of a second technical e-Rider (as suggested in the new Business Plan) would provide an alternative that would ameliorate such a situation.

Transparency of accountability

Both the surveys and interviews identified a lack of rigour in the accounting system whereby clients are given timely reports with a breakdown of tasks completed and necessary follow-up work. Some clients were unaware that their hours had been exhausted and were faced with paying the deficit. Our recommendation addresses these concerns.

Business Plan

We believe that the adoption of the new Business Plan is appropriate and should successfully progress the service forward into the future. Changes that are being made in this Plan (such as hiring an extra technical person, using Pay as You Go only) were very often highlighted in the interviews. While we feel very positive about the new Business Plan we would like to mention that vis-à-vis the quarterly lunches time may be a problem for CVO workers and this may result in poor attendance. Success may require considerable advertising and encouragement. Regarding the ListServe, we feel that while this is an excellent idea, and no doubt will be picked up by some, most clients reported that they had not visited the Website and therefore similar behaviour may apply to the ListServe. Here again advertising, encouragement and maybe demonstrations at the lunches, will be essential elements of success.

Summary

The Pilot Project objectives have mostly been met. The Service meets the needs of the CVO sector and the Business Plan strategy for financial sustainability is practical and feasible. Clients identified areas where improvements can be made and addressing their concerns will improve the Service.

The strong and capable governance through Wellington ICT, the Management Team, the Implementation Manager and the Steering Group, have been critical factors in the success of this project.

Final Recommendations

The following recommendations reflect the areas identified by clients who expressed some dissatisfaction with the Service:

1. **Transparency of accounting is improved**.
   This relates to detailing either in a monthly report or invoice (as appropriate) the dates of the e-Rider visit, a description of individual tasks undertaken and time involved, details of follow-up work (if necessary), hours used to date and balance of hours remaining. Such a system would be an effective "sign-off" of tasks and has the advantage of improving communication lines and facilitating client awareness of the e-Rider's activities and hours remaining in the client account.

2. **An additional e-Rider be appointed as soon as financially viable**
   The March 2007 Business Plan recognised the risk of employing just one e-Rider. However the Steering Group adopted a prudent financial approach while client numbers were small and relied on the sole e-Rider. A contingency plan for a "locum" e-Rider to assume duties when the e-Rider took leave during September worked well (several clients reported satisfaction with the locum e-Rider). The October 2008 Business Plan reports that a new position of community technician to undertake level one and two support tasks will be explored. This approach will be trialled for six months.

3. **Marketing remains a high priority**
    Achieving client critical mass is essential for meeting the objective of financial sustainability. The October 2008 Business Plan's aim of recovering 80 percent of the costs of running the service from clients with the remaining 20 percent obtained from grants and sponsorship will be achievable if the targeted client mass is realised. A strong marketing campaign is a major factor to meeting this aim.

4. **The e-Rider make client appointments**.
    To minimise client inconvenience when a computer may be undergoing maintenance by the e-Rider resulting in the client not being able to continue work, appointments be made. Alternatively, come to a mutual agreement that unscheduled visits are acceptable.

Pre-service Survey of the e-Rider Pilot Service

This *Pre*-service survey contains statements about the new e-Rider service. When compared with the *Post-service* survey your responses will help with decisions on the
future of the e-Rider service in the Wellington region and whether it should be made more widely available.

Tell us whether you

Strongly Agree, Agree, Disagree, Strongly Disagree or are *Neutral*

to each of the statements.

Please tick in the appropriate column.

Be sure to give an answer for all statements. If you change your mind about an answer just cross it out and tick another.

Some statements in this survey are fairly similar to other statements. Don't worry about this. Simply give your opinion about all statements.

Statistical Information

1. Organisation Name: _____   2. My Name: _____

Please circle a choice in questions 3, 4, 5, 7 and 8

3. Male   or   Female

4. I am the Designated Contact for the e-Rider Service.   Yes   No

5. I am the main person who knows the IT systems of this organisation, provides support, planning, and manages activities.   Yes   No

6. If you answered "No" to question 5, please state what your role is in this organisation
   _____

7. I have read the documents relating to the e-Rider Service and its terms and conditions.   Yes   No

8. My age range is: Under 21   21-30   31-40   41-50   51-60   61+

9. How many office computers do you have?   _____

10. How many people use the computers in this office?   _____

11. What type of work is done on your organisation's computer(s)? *(Please tick as many as relevant)*

a) □ Creating a record of what we do	h) □ Communication with people *outside* our organisation	o) □ Communication with people *inside* our organisation
b) □ Internal information sharing	i) Compliance & accountability reporting	p) □ Accessing government information
c) □ Researching funding sources	j) □ Improving the image of our organization	q) □ Accessing online databases
d) □ Applying for govt. & private funding	k) □ Encouraging involvement in our programme	r) □ Purchasing products or services for our organization
e) □ External information sharing	l) □ Delivering services to clients	s) □ Selling our organisation's products or services
f) □ Recruiting staff and volunteers	m) □ Acquiring training from others	t) □ Making computer technologies available to clients or members
g) □ Providing training to others	n) □ Conducting fund-raising by accepting or soliciting online donations	u) □ Conducting advocacy campaigns

v) Other …………………………..

12. I would categorise myself in the use of software applications as follows:
(please tick under the appropriate column)

Applications	Never Used	Beginner	Intermediate	Expert
Email				
Word Processing				
Spreadsheet (eg Excel)				
Internet searching				
Database (eg Access)				
Other: 1:				
2.				
3.				

13. Overall, I would rate my level of computer competence as: *(please circle)*

Never Used   Beginner   Intermediate   Expert

Please give us your opinion by ticking under the appropriate column.

	Communication	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	I expect the e-Rider will give me confidence about asking questions regarding our ICT problems.					
2	The e-Rider will be friendly and approachable.					
3	The e-Rider will be interested in solving my ICT problems.					
4	The e-Rider will explain things to me in a way that makes it easy for me to understand.					
	Encouragement					
5	The e-Rider will encourage me to learn more about ICT.					
6	The e-Rider will be sympathetic and supportive.					
	Confidence					
7	I want to feel more confident with computers and other ICTs (such as modems, printers, routers, etc).					
8	I want to be able to use computers more efficiently.					
9	I want to know more about using the Internet.					
10	I want to feel more comfortable using computers and other ICTs.					
	Planning and advice					
11	I want the e-Rider to advise on planning for future ICT needs.					
12	I want the e-Rider to advise on budgeting for future ICT needs.					
13	I want the e-Rider to advise on purchasing or obtaining ICT hardware and software.					
	Quality					
14	The e-Rider will be easily accessible.					
15	The e-Rider will be able to respond to my requests within agreed timeframes.					
16	The e-Rider will be able to provide acceptable solutions to my problems that meet my needs and will be workable.					
17	The e-Rider will be knowledgeable about hardware.					
18	The e-Rider will be knowledgeable about software.					
19	The e-Rider will be knowledgeable about networks.					
20	The e-Rider will be able to implement solutions suitable for my organisation.					
21	The e-Rider will share knowledge about new Internet/ Web 2.0 tools and applications.					
22	The e-Rider will make a positive contribution to our organisation.					
23	The e-Rider will have an empathy for, and understand the values of the community and voluntary sector.					

	e-Rider Website	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
24	The website will publish information and resources to help me diagnose and solve simple problems.					
25	The website will help me make decisions on using different ICTs.					
26	I expect to use the web site frequently.					
27	The website will contain up-to-date information.					
	Help and support					
28	I would like to know more about software.					
29	I would like to understand more about computer hardware.					
30	I would like to learn how to fix IT problems by myself.					
31	I would like to receive referrals for ICT specialists when required.					
32	I would like regular, emailed news and tips that addresses my particular computing situation and problems.					
33	I would like the e-Rider to advise me on website planning, design and hosting.					
34	I would like the e-Rider to direct me to resources such as relevant newsletters, tips and frequently asked questions (FAQs).					
	Security					
35	I am concerned about the safety of my computer.					
36	I would like to know about data protection and backup.					
37	I would like to learn about virus protection.					
	Impact of e-Rider					
38	I expect the e-Rider service to provide value for money.					
39	I expect the e-Rider service to significantly contribute to meeting our organisation's core activities.					
40	I expect the benefits to the organisation of subscribing to the e-Rider service will compare favourably with money spent in other areas.					
41	I expect I, and others, will find it easier to use ICTs for our work.					
42	I expect I, and others, to feel confident around computers after the e-Rider service					
43	I expect the e-Rider service will facilitate my communication with other nonprofit and voluntary organizations.					
44	Subscribing to the e-Rider service is a high priority for our organisation.					
	Anything else?					
45	Please add anything else you expect from the e-Rider service.					

Thank you

Post-service Survey of the e-Rider Pilot Service

This *Post*-service survey contains statements about the Pilot e-Rider service to which you have subscribed for some months. This survey is similar to the *Pre*-service survey that you completed when you signed up to the Pilot service. Your responses to this final survey will help us see what worked, what didn't and contribute to decisions on the e-Rider service.

Tell us whether you

Strongly Agree, Agree, Disagree, Strongly Disagree or are *Neutral*

to each of the statements.

Please tick in the appropriate column.

Be sure to give an answer for all statements. If you change your mind about an answer just cross it out and tick another.

Some statements in this survey are fairly similar to other statements. Don't worry about this. Simply give your opinion about all statements.

Statistical Information

1. Organisation Name: _____

2. My Name: _____.

3. Male ☐   Female ☐

4. I am the person who completed the *Pre*-service survey   Yes ☐ No   ☐

If you answered "No" to question 4 please complete the next two questions: otherwise go to question 7

5. What is your role is in this organization?
_____

6. My age range is: Under 21   21-30   31-40   41-50   51-60   61+

7. I would categorise myself in the use of software applications as follows:

(please tick under the appropriate column)

Applications	Never Used	Beginner	Intermediate	Expert
Email				
Word Processing				
Spreadsheet (eg Excel)				
Internet searching				
Database (eg Access)				
Other: 1.				
2:				
3:				

8. Overall, I would now rate my level of computer competence as: *(please tick)*

Never Used ☐   Beginner ☐   Intermediate ☐   Expert ☐

POST SURVEY
Please give us your opinion by ticking under the appropriate column.

	Communication	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The e-Rider gave me confidence about asking questions regarding our ICT problems.					
2	The e-Rider was friendly and approachable.					
3	The e-Rider was interested in solving my ICT problems.					
4	The e-Rider explained things to me in a way that made it easy for me to understand.					
	Encouragement					
5	The e-Rider encouraged me to learn more about ICT.					
6	The e-Rider was sympathetic and supportive.					
	Confidence					
7	I now feel more confident with computers and other ICTs (such as modems, printers, routers, etc)..					
8	I now use computers more efficiently.					
9	I now know more about using the Internet.					
10	I now feel more comfortable using computers and other ICTs.					
	Planning and advice					
11	I am happy with the e-Rider's advice on planning for future ICT needs. □ *Not applicable*					
12	I am happy with the e-Rider's advice on budgeting for future ICT needs. □ *Not applicable*					
13	I am happy with the e-Rider's advice on purchasing or obtaining ICT hardware and software. □ *Not applicable*					
	Quality					
14	The e-Rider was easily accessible.					
15	The e-Rider responded to my requests within agreed timeframes.					
16	The e-Rider provided acceptable solutions to my problems that met my needs and were workable.					
17	The e-Rider was knowledgeable about hardware.					
18	The e-Rider was knowledgeable about software.					
19	The e-Rider was knowledgeable about networks.					
20	The e-Rider implemented solutions suitable for my organisation.					
21	The e-Rider shared knowledge about new Internet/ Web 2.0 tools and applications.					
22	The e-Rider made a positive contribution to our organisation.					
23	The e-Rider had empathy for, and understood the values of, the community and voluntary sector.					

	e-Rider Website	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
24	The website published information and resources that helped me diagnose and solve simple problems.					
25	The website helped me make decisions on using different ICTs.					
26	I now go to the web site when I need ICT information..					
27	The website contains up-to-date information.					
	Help and support					
28	I now know more about software.					
29	I now understand more about computer hardware.					
30	I now know how to fix many ICT problems by myself.					
31	I received appropriate referrals for ICT specialists when required.					
32	I received regular, emailed news and tips that addressed my particular computing situation and problems □ *Not applicable*					
33	The e-Rider advised me on website planning, design and hosting. □ *Not applicable*					
34	The e-Rider directed me to resources such as relevant newsletters, tips and frequently answered questions (FAQs).					
	Security					
35	I am now less concerned about the safety of my computer.					
36	I now know about data protection and backup.					
37	I have learnt about virus protection.					
	Impact of e-Rider					
38	The e-Rider service provided value for money.					
39	The e-Rider service significantly contributed to meeting our organisation's core activities.					
40	The benefits to the organisation of subscribing to the e-Rider service compare favourably with money spent in other areas.					
41	I, and (if appropriate) others, now find it easier to use ICTs for my/our work.					
42	I, and (if appropriate) others, now feel confident around computers after the e-Rider service.					
43	The e-Rider service facilitated my communication with other nonprofit and voluntary organizations.					
44	Subscribing to the e-Rider service remains a high priority for our organisation.					
	Anything else?					
45	Please add anything else about your experience with the e-Rider service.					

Thank you