

# ICT Services Of A Provincial Municipality In Peru. A Case Study

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## Abstract

This research allows to have a better understanding of how ICT services are applied in the Provincial Municipality of Rodríguez de Mendoza (hereinafter MPRM), specifically from the perspective of workers. In order to analyze, implement and determine the type of virtual or remote attention that is needed to meet the needs of end users, several categories have been examined for their approach such as municipal resources, specifically its technological platform, the indicator of staff training in terms of knowledge and use of digital services, the indicator of initiation to the end user, taking into account the degree of acculturation. A documentary review, in-depth interviews with workers, end users and experts in the field were used in the research. With the data collected and analyzed, it was possible to conclude that, while the MPRM implemented software and hardware to support the use of Tics services in its internal and external processes during the pandemic in the period 2020-2021, a low level of use and satisfaction among the citizens of the province was identified due to the lack of training programs for staff and end-user caused by lack of inductive training programs for staff and end-user.

**Keywords:** Communication technology, Knowledge management, E-government, Telecommunication, Information transfer.

## INTRODUCTION

The interest in addressing the problem arises from the need to learn about the implementation of information and communication technology services (hereinafter ICT services), and to learn about the transfer of face-to-face (conventional or traditional) services to a modality of remote or semi-presential services through the support of digital systems or platforms. These have had to be implemented, as it has been perceived as users of the MPRM, due to the need to continue serving the citizen or taxpayer because it is an atypical situation due to the declaration of the state of sanitary emergency, decreed by the Peruvian Government at national level, on March 16, 2020.

In this sense, the general objective of this research work is to analyze the implementation of ict services in the MPRM, from the period of the pandemic period, which goes back from March 2020 to December 2021, since it will allow analyzing whether the implementation of digital services improved productivity in public administration.

The review of previous research determined the definition of quality of service, since it is directly related to end-user service, i.e., the service that the public entity must provide to the citizen. Attention is perceived through the human aspect, where it is conceived as the capacity of a service to meet the expectations of customers through a series of attributes that characterize the way in which a service is delivered<sup>2</sup>. Thus, the characteristics or dimensions considered were tangibility, reliability, guarantee and empathy. This makes it possible to understand that, in order to address the citizen service approach merged with the innovations of new technologies or new digital trends, and assuming the intervention of adequate training to the human factor, which makes direct use of these new tools, then it is possible to conceive in the full extent of the word on service quality.

For their part, they argue that each of the organizations dedicated to providing services are able to achieve a competitive advantage effectively, through the generation and maintenance of a good quality in the service delivered<sup>19</sup>. So it is possible to say that if public entities adopt tools with digital transformation to the services they provide, we could achieve better advantages by generating an added value to the type of traditional service that is being delivered to the citizen. Therefore, the success of digital services and to be able to perceive its great potential within the public administration of an entity, it is basic that first of all, the operators of the ict services must be properly trained, so they will give an efficient use of these resources and the digital strategic alliances of interoperability between local, regional and national government entities would be achieved, including articulated with other entities to systematize the information of citizens.

ICTs are currently an important tool for the development of organizations, and organizations such as municipalities, in order to respond to service needs, connect the population with the entity's activities. In this way, it allows an improvement in the development of projects, process improvement and structural reforms<sup>11</sup>. Likewise, reference is made to the importance of the use of information and communication technologies at the local government level, the importance of

modernizing management and improving its efficiency. As an example, they mention the migration of certain processes to a virtual environment, thus making them easily accessible to those administered<sup>12</sup>. For its part, it indicates that digital services are related to transparency in access to information; that is, the use of ICTs is influencing transparency in access to information<sup>16</sup>.

The results in Colombia indicate a serious lack of digital empowerment on the part of government workers, showing that they rarely use the advantages and potential of ICTs to meet the needs of citizens in terms of the products and services provided by the government<sup>10</sup>. Contrary to what some have claimed, ICTs allow both organizations and citizens to have a reference point for maximizing the benefits of ICTs, overcoming limitations, brakes and dangers; assessing their incorporation into the workforce; assimilating their use and naming them; and driving important initiatives related to their governance, through the IT4+ model<sup>14</sup>.

Research conducted in Denmark states that, among the different government modernization and digitization strategies carried out in this country, the one implemented in 2011 is one of the most important, as it strengthens the collaboration between public authorities, businesses and citizens by making online self-service solutions mandatory for businesses and individuals<sup>18</sup>. Having laid a good solid foundation for the digitization of the public sector, the most recent agendas focus attention on cybersecurity and welfare services, as well as ICT management within public administration.

Digital services are defined as the set of communication-oriented technologies that seek to improve, unify and integrate communication, thus allowing to improve and even solve everyday problems that arise<sup>5</sup>. And when talking about digital services within the public sector, others argue that smart technologies have the potential to promote the co-creation of public services and the generation of public value in management processes, based on the collaborative, social and horizontal nature of these smart technologies<sup>2</sup>. Similarly, they explain that one of the central functions of ICTs in public offices is to manage knowledge and that under a digital environment knowledge can be managed in an innovative way in public sector organizations<sup>9</sup>.

They mention that the implementation of digital services is seen globally as a means for efficient and effective execution of business and organizational mandates. Governments, in their quest to serve citizens, take advantage of ICTs to streamline their service delivery processes<sup>7</sup>. E-Government transforms administrations into "smart governments" improving the social, political and economic inclusion and quality of life of their citizens. For others, digitization processes are bringing about unprecedented changes in public services, the ways in which governments and citizens interact and how knowledge and information are produced, shared, interpreted and used; they are also being used to support decision-making and accountability processes, while posing new challenges for accountants, policy makers, managers and citizens<sup>1</sup>.

In Peru, Legislative Decree 1412, 2018, contemplates the Digital Government Law, which states that "the implementation of digital services, aims to standardize the correct use of virtual platforms, digital services, interoperability, security of digital information and data in digital format, as well as the transversal use of digital technologies in internal processes and services provided by State agencies".

The implementation in a public entity for administrative management and citizen services, online services or remote processes generate a number of benefits, among the most notable are the reduction of costs and efficiency gains, increased government capacity, allowing to generate a greater capacity for attention, transparency, anti-corruption and accountability, improvements in the quality of services provided.

Next, the theory that is aligned to the present research concerning the object of the study. For which, according to the present research, it is based on a set of categories, supported by the regulations of the Secretariat of Government and Digital Transformation, where Normative, on Digital Transformation, which allows us to address the following categories:

**Hardware:** the hardware is configured as a physical platform that supports the infrastructure for the integrated information systems, within them, the components are communication devices, secondary storage devices, input devices (known as input), output devices (known as output), as well as a central processing and main storage unit (known as RAM-ROM)<sup>15</sup>.

**Software:** they mention that the software is constituted as a group of instructions, together with the data in binary format that are stored and indicate to the computer what and how it must be programmed to work, in conclusion, the software is the one that directs the hardware<sup>3</sup>.

In addition, in order to achieve the objective of this qualitative research and to address the problem posed, for convenience and taking as a reference authors such as Santisteban, Luna and others, the other two categories comprise in: Staff training: in view of the new situation of the implementation of ICT services in the public and private sectors, it is necessary to constantly train the staff in charge of meeting the needs of citizens in matters of public interest, asserting that it is essential

to acquire knowledge about ICTs adjusted to the new social realities in order to improve the level of quality in the provision of services to end users<sup>17</sup>.

According to the new work environments, it is important that, as digital services evolve, it is required that the staff of the organization has basic knowledge in the management of office packages and Internet browsing, to carry out their functions within the framework of organizational objectives and that this impacts positively on the capacity and quality of service to the end user. Since they do not have prior knowledge, it would be convenient to have an office and internet package training program provided by the entity.

Induction to the end user: it comprises the process of training the citizen in the use of ICT tools, as well as the level of knowledge to be able to access and interact in web platforms and manipulate hardware equipment. The purpose of this category is to identify the user's level of knowledge regarding the use of ICT services, for which, with the objective of the research, three levels of knowledge have been determined: basic, intermediate and advanced.

It is important to implement new procedures that include the use of information and communication technology services in order to manage and attend to public management issues, so that these international governments can address the social, economic and political problems of the States, as well as create a series of strategies to achieve an articulated work regardless of geographical borders and political limitations<sup>13</sup>.

## **MATERIAL AND METHOD**

The research is of the naturalistic type, since its purpose was to study the expressions in their natural contexts or environments, as well as in their own everyday life, since the events analyzed were analyzed as they occurred in their natural state; thus, there is no alteration due to manipulation of reality<sup>8</sup>. They also emphasize that the research in no way allows the deliberate manipulation of the study variables, which prevents the information from being intentionally conditioned towards a particular result of interest<sup>20</sup>.

Finally, it should be noted that the study addressed four categories of study and the research was conducted through the use of two instruments, the first one, the documentary review, allowing to collect evidence and with this information, the documentary analysis was performed and the second instrument, the in-depth interview, which allowed to collect data to analyze the indicators of the research, thus assessing how the implementation of digital services was perceived in the Provincial Municipality of Rodríguez de Mendoza.

### **Study scenario**

The MPRM is a government body whose objective is the development of the province through the efficient management and promotion of local economic development, citizen participation, boosting competitiveness, environmental protection and providing quality service to citizens. MPRM's legal address is Jr. Matiaza Rimachi N° 510, and it is located in the District of San Nicolás, capital of the Province of Rodríguez de Mendoza, Department of Amazonas. It has 80 officially registered workers, who provide services for 34,169 registered inhabitants who come from urban and rural areas<sup>21-41</sup>.

The following participants were identified for the research: MPRM workers: mayor, managers, deputy managers and administrative staff. Eleven (11) participants were selected, those who temporarily were before and during the pandemic in the entity (2018-2021), where they had to migrate from face-to-face attention to citizens to remote attention, as well as from the internal processes themselves, due to the health crisis; therefore, this type of informants belong to different areas and hierarchical levels of the organization with the purpose of having answers integrating a variety of areas and jobs within the institution, being able to extract homogeneous and/or different perspectives and opinions about the object of study and end user (citizens) who are those who receive direct attention from the entity indicating that the province has 12 districts, registering 34,169 inhabitants who require access to the services of the MPRM, of which most are located in rural areas, where users were interviewed with basic level knowledge of digital services, intermediate level and advanced levels.

To achieve the objective of this research, two (02) experts were interviewed. Considering those who meet the profile of having worked in the entity in the Communications Office and / or the Institutional Image Area, since they are those who were involved in the implementation of digital services in order to have reliable information and can express their opinions according to their specialty and experience having been part of that area, therefore, it is essential to emphasize that this type of participants, continues online from the perspective of workers, but with the characteristic of specialists in the subject of study.

The research was supported by the following techniques: documentary analysis where the documentary review of the MPRM, reports and regulations aligned to the study and in-depth interviews: for the present research, use was made of the in-depth interview instrument (a total of 16 interviews), directed to workers, experts and users.

In order to guarantee ethics in research, it is based on the principles of transparency, probity, non-maleficence and justice. Therefore, firstly, by means of the content analysis method, of the documentary review instrument, we will proceed to

disaggregate the information of the objectives 1 and 2, this description is carried out based on the inventory provided by the institution, virtually in photographic content of the software and hardware, where the characteristics of such digital platforms can be appreciated and be able to present them in the chapter of results and discussion. Therefore, it should be noted that these evidences will be presented in the annexes of this work.

Likewise, the present research has the consent to interview the employees of the entity and to publish their identities in the results of the research, with the authorization of the legal representative.

## RESULTS AND DISCUSSION

The results of the research, according to the order of the objectives, present the following characteristics of the MPRM: On hardware: various work equipment has been found, including PCs and laptops, with different characteristics, most of which are low-end, from basic Pentium to high-end i7 laptops, located in various management, systems and collections departments, a total of eight; there is also a server, Intel (R) Xeon (R) CPU e5-2407 v2 - 2.4 GHz - RAM 24.00 GB and with network access.

In relation to software, in the various areas whose operating system is Windows and office automation, in addition to SIGMU and SIAF, AUTOCAD, S10, SAP 2000, REVIT, Winvox, Network Administrator), SUT, SmartPSS (Security Camera Administrator), ArcGIS 10.8 and Adobe. Most of them are used in high-end processors. The Server area has installed and uses Windows Server 2012 r2 Standard, SIAF, SIGA, WiFi Controller (Omada) and Data Storage.

The website is operational and the provider in charge of its development, maintenance and content is "Desing-NetKhal" and it is also included in the content of the "Single Digital Platform of the Peruvian State"<sup>6</sup>. It has permanent informative content and constant updates for the publication of news and communiqués concerning the different areas of the entity. Regarding permanent information, there is multiple content, where the following informative items can be identified: the main menu, with information broken down into submenus.

According to the opinion of the workers, with reference to the web page, most of them mentioned that it is a page with an accessible and easy to understand type of content to carry out internal and external procedures in a simple and uncomplicated way. For the users, it is not useful or viable in solving their requirements; only one user with a basic level stated that he had been successful, but for a simple procedure.

On the other hand, the experts, after having reviewed it, stated that the page presents a good design work, organization of the graphic line and photography; whose contents they qualified as a good work by the developer, highlighting that the investment in improving this platform, which initially was in a simple WordPress format, is justified.

Regarding the staff training process, in general, when asked about whether or not the staff is trained, or if they received an induction to meet the needs of users via the web platform according to their functions, for which they were hired, most workers agree that they did not receive training as part of an official program of the MPRM, but they did receive brief training at some point, for example, when they implemented the platform or document processing system; At that time, all areas received a training modality, since the work was going to be linked in the context of digital government in collaboration with the regional coordinators, by the IT area or systems personnel.

Most of the personnel maintain that there is no official training program aimed at the induction of the functions of the personnel, for the correct and objective delivery of a quality service to the citizen, making use of the virtual platform that is available. This analysis can be reached because, during the interviews, the surveyed officials never mentioned or specified that the municipality has informative material, training programs, physical or virtual manuals, although they did state that, in virtual issues, they usually rely on both the computer technical support staff and the systems engineer to answer any doubts that arise during the use of their digital platforms.

Regarding the end-user induction process, most of the workers highlight the fact that the platform is accessible, agile, user-friendly and intuitive, and that it contains a form in which it is possible to enter information about the person using the platform (such as, for example, his/her telephone number), and that, as feedback, it allows you to evaluate whether the process has been successful. However, for some workers, according to their experience in user service, the services provided by the MPRM through the platform do not match the reality, referring to the fact that the administered, although they can interact on a simple platform for their basic procedures, they do not use it and the factor that they prefer to attend in person at the MPRM facilities predominates.

It is possible to infer that the user prefers to go to the facilities of the entity, when not having success in the attention of their requirements via digital services, it is possible to relate it to the fact that there is not an adequate level of knowledge about the use of digital services, by the administered or end user, to perform their online procedures autonomously. Also, the profile of the user with basic level knowledge of ict services has been considered, where the interviewees and end users, affirm that it does not adjust to the reality of the users' needs, since they could not carry out the management of a basic procedure.

According to the interviewed end users, most of them agree that, despite the existence of the web platform, they have had to go to the municipality's facilities to receive guidance and submit their requests. Therefore, it can be concluded that, despite the available resources, most of the end users interviewed mentioned that they never received any advice through the web platform and that, on the contrary, all their doubts were answered in person, thus showing the disuse of digital resources.

For the expert informants, they agree that the services implemented through the platform are still at an incipient level, since they do not reach the end user, arguing that the MPRM lacks training plans so that users can work in a network, transfer files or a more coordinated database, so that the majority of people who need this information can be aware of it and use it to their own satisfaction. Likewise, both experts agree in suggesting that, in parallel, staff and users should be trained to make good use of the web page.

It is then established that, according to the opinion of the experts, the MPRM does not provide training to users and the general population regarding the digital services that have been implemented, therefore, by having a higher rate of face-to-face visits, and by not having a counter report of the number of visits on the website with the report of the procedures successfully completed, it could be deduced that there is a high level of ignorance about the digital services implemented by the municipality, and this can be reflected in the dissatisfaction of users.

On the other hand, it can be determined that the ICT services implemented in the MPRM have failed to meet the needs of users to a significant extent so they relate that this is due to the lack of user training to achieve optimal and adequate levels in the degree of knowledge of the use of digital services by end users and thus automate their attention, is synthesis could be asserted that there is no process of induction to the end user by the MPRM as to the implemented ICT services.

With the theory proposed by O'Brien & Marakas<sup>15</sup>, it can be understood that most workers perceive that having an updated hardware improves the processes of administration in public management and citizen service, but that, in the MPRM in the temporality of the study, despite having ICT equipment and materials, it was not able to fully meet the needs of citizens. Hence the experts, in terms of equipment and materials of ICTs in the MPRM, more tools are required for audiovisual production that supports digital services and with the current ones are not yet optimal and efficient.

The importance of the work of the person<sup>3</sup> in charge of the software is highlighted, as well as other attributes and characteristics of the software, but from the perspective of the workers, they do not have different software installed and the platform is only adjusted to meet the needs of users, but only for basic requirements. But, for the experts interviewed, they assert that it is very good, but that, in some way, it still needs to improve the quality of the service.

In relation to personnel training, according to Santisteban (2019) who infers that this is the process of preparation and reinforcement of the individual's capabilities and competencies in relation to the activities and requirements of the job. According to the findings, workers are not trained with a periodic training plan, and citizens have not received induction processes for the use of platforms. Therefore, experts agree that the lack of training does not guarantee that the employee is performing his/her functions efficiently and that he/she is able to solve the end user's problems with a high level of effectiveness.

The end-user induction process establishes the importance of the possibility of effectively managing and attending to public management issues<sup>13</sup> at the social, economic and political levels. For this, the degree of knowledge that the end user has about the ICT services implemented by the MPRM was fragmented in the indicators, for this purpose, in the first instance, of the selected informants, as for the workers it was evaluated if they consider that if the digital services are adjusted to the reality of the users' needs and also from their perspective, to what extent they consider that the ICT services implemented what kind of procedures have been successfully attended and if not, to what extent they consider that the ICT services implemented have been successfully attended and if not, This would allow us to know if the user has a level of knowledge in terms of these new modalities of remote attention to meet their requirements, requests, claims or needs and to identify if there is an induction process to the end user.

According to the workers, they do consider that they meet the user's needs; However, it is important to understand that the effectiveness rate in the use of the platform and the degree of user satisfaction for having been successful in their procedures, are not reported in any evaluation or report, since the interviewees, at no time, made reference to this significant factor, to evaluate whether the platform is related to the degree of knowledge of its online services, since, proportionally to have greater capacity and quantity of attention by this means, it could be deduced that the degree of knowledge of digital services by the user is of an average level from basic to intermediate, or even advanced; However, there is no evidence that the MPRM, for the attention to its administrators, programs an induction plan of navigation in its platform.

In line with what was argued in the previous paragraph, during the interviews, workers did not make reference to the existence of basic or practical brochures, such as guides, or physical or virtual manuals, for the user, and in parallel to the

other questions, alternative answers to this item were obtained, which refer that the MPRM has not made any campaign or official launching of the website and the services it has.

From the above, it is possible to deduce that no training talks have been given to the user, nor has there been any work in the promotion and dissemination of the services of the digital platform, nor delivery of printed or digital material to the citizen, therefore, there is no positive impact on the degree of knowledge of the end user regarding the use of digital services of the entity, to successfully meet their needs through virtual procedures.

Based on the documentary review and the in-depth interviews, the following statements can be made as part of the consolidated results and the discussions that could be obtained from the cross-checking of the information collected. It could be argued that the MPRM does have the software to give rise to the attention through digital services, thus, they could run the programs used by officials of the entity, for the type of functions they perform. Only, as a comment, it could be mentioned that, if you want to evaluate the performance, then it could lead to a future research, where, you could measure the performance based on the use they give to these technological platforms, and from that evaluation, it could be established, for what purpose it would have to acquire or implement computers of greater capacity or power, and would merit further research, even more if it is concluded that the user area or areas do not require or demand it according to their tasks to be executed; This aspect is important to consider, since, otherwise, with an erroneous evaluation, an inadequate use of resources would be made. To highlight that as a research, this reflection is mentioned with the objective of incentive to future research, which contribute to the sustainable development of the correct use of the technological platforms suggested by the Secretariat of Government and Digital Platform.

For the success or better productivity indexes based on the optimal use of digital services, it is necessary for the entity to analyze the reality of the province, evaluating socioeconomic indicators and quality in education both in the degree of knowledge of the technological platforms by its public officials, as well as its administrators and population in general, to formulate strategies based on what can be achieved in a given time frame according to its institutional strategic objectives and its institutional operational plans; Even more so if an evaluation is made for a future investment to improve the implementation of ICT services to meet the needs of those administered.

In addition, if the Municipality has the technological platforms (hardware and software), and in case of opting to acquire new ones, in the first place, it could be considered that the Systems area, preliminarily, should issue an inventory with a technical report of the operational status of such hardware and software by areas, In this way, public managers, in this case the provincial mayor, could make assertive decisions regarding the use of the allocated budget, so that taxpayers consider that the budget is being executed correctly, and that the relevant needs of the province are being addressed in order of priority. Reiterating that, to carry out this research, we had the support of an inventory of the technological platforms of the MPRM to 2021, which allows us to know the process of implementation of ICT services in this entity.

It could be inferred that it would be possible to achieve higher rates of productivity and performance of human resources with an adequate use of the ICT services implemented, as well as the use of broadband and, if it is a matter of optimization, it could be implemented that the network or Internet connection is implemented only as an integrated local network between areas for synchronized work with restrictions on access to social networks, lucrative purposes and/or pages that violate the work of public management.

## CONCLUSIONS

It is concluded that, in terms of hardware, the MPRM does have software to serve through digital services (equipment of computers, laptops, cameras, printers, telephones and microphones, for the production of the web platform and remote service through the virtual part table); but it is only a basic level service and not to meet more complex procedures.

Regarding the Software, it does have software for the support of digital services and internal works in local network, however, from the information extracted it is felt that, regarding the web platform of the MPRM, it has not been given a correct utility, for the period from 2020 to 2021 (pandemic), it did not increase satisfaction, Neither the capacity of attention to citizens, because they could not systematize the information and internal procedures in all areas, through the part table created for the entry of requests, therefore, they have not had an optimal performance or significant productivity aligned to their strategic objectives in the framework of digital government.

Regarding personnel training, it does not have an official internal tool such as a methodological design of an induction and periodic training program for its workers and employees, regarding the use of digital services for its internal and external procedures, only sporadic training was provided, but not in accordance with the procedures of its TUPA and the regulations of Law No. 1412.

Regarding end-user induction, it does not develop a program to disseminate the digital services available to the MPRM, therefore, it does not implement a periodic training program for users to automate and simplify their procedures successfully and improve the quality of the service capacity by means of induction to the administered.

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## Categorization Matrix

Scope	General Problem	General Objective	Specific Objective	Category	Indicators	Evidence	Questions to staff	Questions to the expert
Provincial Municipality of Rodríguez de Mendoza (MPRM)	The implementation of ICT services in the Provincial Municipality of Rodríguez de Mendoza has little information, it is general and not specific for public knowledge.	To analyze the process of implementation of ICT services in the Provincial Municipality of Rodríguez de Mendoza.	Describe the characteristics of the Hardware	Hardware	<ul style="list-style-type: none"> <li>ICT equipment and materials</li> </ul>	<ul style="list-style-type: none"> <li>Hardware Technical Report.</li> <li>Characteristics of computer equipment.                             <ul style="list-style-type: none"> <li>Network cabling characteristics</li> <li>Electrical connection characteristics</li> <li>Optimum furnishings</li> </ul> </li> </ul>	<ol style="list-style-type: none"> <li>In your opinion, what is the importance of having updated hardware (electronic equipment for digital services)?</li> <li>To what extent do you believe that you have been able to implement ICT equipment to meet the needs of citizens?</li> </ol>	<ul style="list-style-type: none"> <li>To what extent do you consider that the MPRM's ICT equipment is efficient and optimal to serve users?</li> </ul>
			Describe the features of the Software	Software	<ul style="list-style-type: none"> <li>Ability to provide the service through</li> <li>Web platform</li> </ul>	<ul style="list-style-type: none"> <li>Network speed characteristics, high speed internet, high end and/or broadband (weak, slow, fast)</li> <li>Web platform designer and/or programmer</li> <li>Features of cloud storage for information backup</li> <li>Remote technical support</li> </ul>	<ol style="list-style-type: none"> <li>To what extent do you consider that the network speed with which the platform works and allows to attend the users' procedures in a fast and simplified way?</li> <li>To what extent do you consider that the web platform meets the reality to efficiently meet the needs of users?</li> </ol>	<ul style="list-style-type: none"> <li>What is your opinion about the platform interface and the services provided to the end user by the MPRM?</li> </ul>
			Explain the training process to staff	Staff training	<ul style="list-style-type: none"> <li>Level of specialization of staff members</li> <li>Level of knowledge for efficient service to citizens</li> </ul>	<ul style="list-style-type: none"> <li>Basic staff training brochures</li> <li>Physical or virtual manuals for personnel training</li> <li>Specialized personnel: Computer or Systems Engineer.</li> <li>Technical support personnel</li> </ul>	<ol style="list-style-type: none"> <li>In order to assume your functions, were you trained and/or did you receive an induction to be able to meet the needs of the users via the web platform?</li> <li>How often are the trainings on ICTs and the MPRM's web platform carried out?</li> </ol>	<ul style="list-style-type: none"> <li>To what extent do you think that the management of the Tics services implemented in the MPRM, by the personnel, is being adequate to solve the end user's problems?</li> </ul>
			Explain the end-user induction process.	End-user induction	<ul style="list-style-type: none"> <li>Degree of end-user knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Basic brochure or simplified guides or user manual for navigating the web platform                             <ul style="list-style-type: none"> <li>User training talks</li> </ul> </li> <li>Mass dissemination of web platform services through local media and social networks.</li> </ul>	<ol style="list-style-type: none"> <li>Do you consider that the services provided by the MPRM on the web platform meet the reality of users' needs and what type of procedures have been successfully completed?</li> <li>If the procedures have not been successfully handled through the web platform, have you received advice or technical support via telephone, if so, how would you evaluate the service capacity?</li> </ol>	<ul style="list-style-type: none"> <li>To what extent do you consider that the ICT services implemented in the MPRM have satisfied the needs of the users?</li> </ul>