

## Memorandum

# Ameren Illinois Company Smart Savers Initiative Process Evaluation

**To:** Angie Ostaszewski, Jenny George, and Fernando Morales, Ameren Illinois Company  
**From:** The Opinion Dynamics Evaluation Team  
**Date:** December 13, 2021  
**Re:** Smart Savers Initiative Process Evaluation Results

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This memo presents findings and results from Opinion Dynamics' process evaluation of the 2021 Ameren Illinois Company (AIC) Smart Savers Initiative. The primary objectives of this research were to fully document the implementation process, collect qualitative feedback from customers on their participation experience and how they use their smart thermostat, and to assess whether the Initiative is successfully acting as an entry point for other AIC Residential Program offerings. This evaluation consisted of Initiative staff and implementer interviews; a thorough review of Initiative materials, tracking data, and CLEARResult's post-participation customer satisfaction survey; the development of a process model; and in-depth interviews with 16 customers who participated in the Smart Savers Initiative between January and September 2021.

### Introduction to the Smart Savers Initiative

The Smart Savers Initiative provides smart thermostats at no-cost to income qualified customers. The overarching goals of the Initiative are to achieve energy savings through smart thermostat installation, reach customers who have not previously benefited from AIC's Residential Program, and act as an entry point into other AIC energy efficiency offerings.

CLEARResult implements this Initiative on behalf of AIC. Customers in target income qualified zip codes receive email invitations to apply online or by phone for a free Ecobee3 Lite or Google Nest E smart thermostat to install in their homes.<sup>1</sup> Most participating customers have the option of installing the thermostat themselves or selecting a Program Ally to install the device. Customers who live in rural areas in which there are no participating Program Allies only have the self-install option.<sup>2</sup> If participants choose to install the smart thermostat themselves, they receive a \$25 incentive once CLEARResult verifies that the thermostat is installed and activated. After participants complete their journey through the Smart Savers Initiative, CLEARResult passes their contact information to Leidos for additional marketing and recruitment for other AIC Residential Program offerings.

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<sup>1</sup> All product or company names that may be mentioned in this publication are tradenames, trademarks, or registered trademarks of their respective owners.

<sup>2</sup> The Smart Savers Initiative actively seeks to recruit contractors in rural areas to ensure that majority of customers have the option to have a Program Ally install their smart thermostat.

At the time of this memorandum, the Initiative had distributed approximately 6,000 thermostats to customers. Approximately 40% of these thermostats were the Ecobee3 Lite and 60% were the Google Nest E. Additionally, about half of these customers chose self-install and half chose Program Ally install.

We developed the process model embedded below based on interviews with AIC and CLEAResult staff. The map describes the flow of operations from the initial marketing and outreach activities through to smart thermostat installation and handoff to Leidos. The map also highlights the responsible stakeholders for each of the various tasks and the key customer touchpoints of the Initiative.



Smart Savers Process  
Model

## Summary of Key Findings

This research revealed the following key findings:

- The Smart Savers Initiative is providing a high-quality service to customers. Respondents provided positive feedback for the Initiative overall and were satisfied with the installation process and the smart thermostats. Many respondents (10 of 16) stated they had a more positive view of AIC after participating.
- Most respondents (10 of 16) reported that the Initiative inspired them to think about other ways that they could save energy and most (11 of 16) expressed interest in receiving more information about ways to achieve energy and bill savings. However, they were typically unaware of the additional AIC Residential Program offerings available to them. AIC currently sends e-mails about other offerings several times after customers participate, but few respondents (2 of 16) recalled seeing these e-mails. Taken together, these findings suggest that the Initiative successfully primes participants to continue their journey through AIC's offerings, but additional or more diverse marketing, education, and outreach tactics may help guide them to these other opportunities.
- There is an opportunity to help participants increase the energy savings and convenience benefits of their new thermostats by providing more detailed education on how to use the smart thermostat. Beyond manufacturer instructions, respondents reported they did not receive any physical information or instructions for their smart thermostats, and some respondents mentioned they would have liked additional materials left behind for reference. Most CLEAResult customer satisfaction survey respondents mentioned they expected to save money by installing a smart thermostat, but respondents reported using their smart thermostats in ways that do not take advantage of all the device's energy-saving features. As such, information explaining the advanced features of the smart thermostats and how to get more energy savings and convenience out of their thermostat could maintain customers' satisfaction with their device and decision to participate. Additional messaging to coach customer's energy use habits and keep energy savings at the top of mind may also encourage participation in other AIC Residential Program offerings.
- The majority of self-install participants we interviewed (6 of 8) said the \$25 incentive did not influence their decision to install the thermostat. Further, most self-install respondents (6 of 8) indicated they would have preferred additional energy-saving products to the \$25 incentive, suggesting more interest in additional energy bill savings than a one-time incentive. Further survey research is needed to

confirm whether an incentive is necessary at all or if AIC should pursue alternative incentive strategies to encourage smart thermostat installation.

- CLEAResult’s customer satisfaction survey collected useful data to improve the Initiative; however, the survey itself would benefit from some changes to improve the clarity for respondents and subsequent quality of the data.

The remainder of this memorandum provides a summary of evaluation methods; detailed evaluation findings; and conclusions and recommendations for Initiative improvement.

## Evaluation Methods

Table 1 provides a brief description of each evaluation task we conducted to assess the performance of the Smart Savers Initiative.

**Table 1. Evaluation Activities**

Activity	Details
Initiative Staff Interviews	We conducted interviews with Initiative staff from AIC and the implementer, CLEAResult. These interviews collected information regarding Initiative design and implementation; successes and challenges in implementing the Initiative; and customer engagement tactics. The interview with Initiative staff also provided information regarding the Initiative objectives and helped to inform evaluation priorities. The interviews with the implementer provided additional details about day-to-day Initiative implementation, which informed the process model.
Initiative Material and Tracking Data Review	We requested marketing materials, implementation plans, CLEAResult post-participation customer survey data, and mid-year tracking data to understand Initiative implementation and inform the in-depth interview guide. We used this data to further our understanding of the Initiative and the customer journey; review feedback customers had already provided to AIC regarding the Smart Savers Initiative; and develop a sample for the participant in-depth interviews.
Process Model Development	We used Initiative staff interviews and our review of Initiative materials to develop a process model outlining the operations of the Initiative from start to finish, including responsible parties and key customer touchpoints.
Participant In-Depth Interviews	We conducted interviews with 16 participants in the 2021 Smart Savers Initiative, including eight who chose the self-install option and eight who chose the Program Ally install option. The purpose of the interview was to gather feedback on satisfaction with the thermostat, experience with Program Ally or self-install options, awareness and interest in other AIC offerings, and thermostat engagement behavior after installation. The respondents participated between January and September 2021, and we conducted interviews between August 31, 2021, and September 28, 2021.

## Detailed Evaluation Findings

This section summarizes our detailed findings from the process evaluation.

### Customer Feedback on the Participation Options and Incentive

Overall, respondents were satisfied with the smart thermostat installation experience, regardless of the option they chose.

All eight respondents who chose the Program Ally installation option rated their experience as either “satisfied” or “very satisfied”. Three respondents mentioned the installation process was easy, and two respondents said the Program Ally who installed their thermostat was patient when it came to answering their questions about it. As one respondent highlighted:

*“The installation went very smooth and very quick. [The Program Ally] provided me with a lot of information about my smart thermostat and they were very patient when answering all my questions.”*

Five of the eight respondents who chose the self-install option did the installation themselves and three had a friend or family member do the installation. Four of the five respondents who installed the thermostat themselves rated the installation as easy or very easy. The remaining respondent noted they were able to figure out how to install the thermostat themselves, but if the incentive hadn’t been available, they probably would have chosen the Program Ally installation option instead. This result is consistent with the CLEARResult customer satisfaction survey<sup>3</sup> results that reported 81% (i.e., four in five; n=327) of self-install respondents said it was easy or very easy to install their thermostat. One respondent who installed the thermostat themselves noted:

*“I knew nothing about installing thermostats before installing it and I did it in about 10 minutes. It was really easy to figure out.”*

All three respondents who had a friend or family member install the thermostat said that the installation process was easy for their family member or friend. One noted they were not aware of the Program Ally installation option, which is why they had a friend install the thermostat for them.

**Some customers are unaware of installation options available to them, but this is not a major satisfaction issue.**

We probed respondents about their awareness of other installation options. Of the 16 respondents, nine were aware that another installation option existed. Seven were not aware of the other options available to them. Being unaware was slightly more common for those who did a Program Ally installation, which may reflect that the Program Allies are attempting to provide the customers with a turnkey service and are not mentioning the self-install option. Table 2 outlines respondent awareness of other installation options by installation type.

Table 2. Respondent Awareness of Installation Options

Installation Type	Aware of Other Option	Unaware of Other Option
Program Ally Installation	4	4
Self-Installation	5	3

The seven respondents who were unaware of another option were still satisfied with their choice when we described the other option to them, suggesting that this is not a critical issue for the Initiative. The four respondents who chose the self-install option specifically noted they would have most likely made the same decision if they were to participate again. Additionally, one self-install respondent was aware of the Program Ally installation option but was not aware it was free of charge.

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<sup>3</sup> After a customer participates in the Smart Savers Initiative, they receive a customer satisfaction survey which is fielded by CLEARResult.

**Most self-install option respondents said that the \$25 incentive did not play a role in their decision to install the thermostat themselves, suggesting the free smart thermostat itself was incentive enough. Most respondents said they would have preferred to receive other energy-saving products instead of a monetary incentive.**

We asked respondents who chose the self-install method what role the \$25 incentive played in their decision-making. Six of the eight respondents who chose this method said receiving the incentive did not play a role in their decision to install the thermostat. One of the two respondents who reported the incentive did play a role in their decision-making said they would have gone with the Program Ally install option if not for the monetary incentive for self-installation. When asked directly, six of the eight respondents said they would have preferred to receive additional energy-saving products rather than the \$25 incentive. This suggests that many participants are more motivated by ways to lower their energy bill, than by receiving a one-time incentive, which presents an opportunity to promote additional Residential Program offerings.

While these results suggest the incentive may not be necessary to encourage thermostat installation, additional research with participants is needed to understand whether this feedback is generalizable to the full participant population.

#### **Smart Savers Initiative participation improved most customers opinions of AIC.**

The majority of respondents (n=10) who participated in the Smart Savers Initiative reported that their opinion of Ameren Illinois improved after participating in the Initiative. The remaining six respondents reported that their opinion did not change due to their participation but generally still had positive experiences participating in the Initiative. One respondent who wished they hadn't participated in the Initiative said that their negative experience had no impact on their view of AIC. Another respondent who said that their view of AIC had not changed said that they really liked the program and AIC in general. One positive quote from a respondent is highlighted below:

*"I think it's a really cool idea; the smart thermostat is great and getting energy saving tips is good to get me involved and make me think about how I am using my energy."*

#### **Customer Feedback on the Smart Thermostat**

**Respondents are satisfied with their smart thermostat, regardless of model, with many mentioning they liked the remote-control feature on the smart phone app.**

The majority of respondents (n=13) said they are either "satisfied" or "very satisfied" with their new smart thermostat. This is consistent with the CLEAResult customer satisfaction survey results, which found that 94% of respondents were either satisfied or very satisfied with their smart thermostat (n=716). We asked respondents directly if anything in particular made them satisfied with their thermostats, and the most common thermostat feature respondents liked was the ability to control the thermostat remotely from their phone (n=8). Figure 1 shows respondent satisfaction with their new smart thermostat.

Figure 1. Satisfaction with the Smart Thermostat (n=16)



Two respondents rated their satisfaction with their smart thermostat as a three out of five, one of whom noted their thermostat always reverts to a higher temperature while they are not home, which indicates they may not fully understand how to use the “Away” mode function (also known as “Eco” mode on the Nest).<sup>4</sup> The other respondent mentioned that they had expected to save money on their bill, and they have not yet. The one respondent who said they were “very dissatisfied” (i.e., a one out of five) with their smart thermostat stated they wished they had not participated in the Initiative because they do not understand how to use their new thermostat. While they noted that the Program Ally was patient and answered all their questions, they felt they did not receive enough information about how to use it. They indicated they would have liked to receive a pamphlet or booklet for the smart thermostat to read over after the Program Ally had left. The feedback from all three of these respondents indicates that additional education about how to use their thermostat may be helpful in ensuring that customers are not only satisfied with their thermostat but also understand all available features.

### Customer Behavior & Engagement

**Many respondents do not take advantage of all the features on their thermostats to maximize energy savings, such as scheduling, advanced features, or installing peripherals like temperature and occupancy sensors.**

We asked respondents how they use their smart thermostat to understand whether customers are using them in a way that increases energy savings. Almost all respondents said they have connected their thermostat to Wi-Fi (n=15) and use the app on their phone to control their thermostat (n=14). Respondents were satisfied with the app, often mentioning that it is easy to use (n=12) and that they like the app interface (n=8). One respondent mentioned that they do not understand how to use the app and said there was no information provided to teach them how to use it beyond the Program Ally explanation.

Almost all respondents (n=15) said they adjust their smart thermostats based on their comfort level, and half of the respondents said they set their thermostat on a schedule. Most of the respondents who received a Google Nest E use the built-in Eco (“away”) mode (seven of nine); however, most of those who received an Ecobee3 Lite do not have access to an “away” mode (“Smart Home/Smart Away”) because they have not installed a smart sensor (one in seven have done so). Across both devices, few respondents mentioned using other advanced features like system checks, performance reports, or Smart Recovery.

<sup>4</sup> Eco mode is a feature of the Google Nest E thermostat which, when turned on, will automatically lower or raise the temperature of the home once the resident leaves. It is also called “Away mode.” The Ecobee3 Lite has a similar mode, but it requires smart sensors.

Table 3 and Table 4 detail which features respondents reported they use for the Ecobee3 Lite and Google Nest E, respectively.

Table 3. Respondent's Use of Ecobee3 Lite Features (n=7)

Ecobee3 Lite Feature	Number of Respondents
<b>Connected to Wi-Fi</b>	6
<b>App Remote Control</b> (Remote control lets household members change the temperature on this smart thermostat from anywhere using a phone, laptop, or tablet)	5
<b>System Checks</b> (Actively monitors system operations and sends you reminders and service alerts)	4
<b>Home IQ Performance Report</b> (Monthly savings report and compares your results to other homes in the area)	3
<b>Connected to a Smart Speaker</b> (e.g., Amazon Alexa speaker, Google Nest speaker)	2
<b>Connected to a Smart Sensor</b> (Sold separately; uses additional occupancy and temperature sensors to automatically adjust the temperature for energy savings when you leave your home and restores it when you return)	1
<b>Smart Recovery</b> (A learning algorithm that anticipates your home's heating and cooling patterns and learns how long it takes to reach your desired temperature)	0

Table 4. Respondent's Use of Google Nest E Features (n=9)

Google Nest E Feature	Number of Respondents
<b>Connected to Wi-Fi</b>	9
<b>App Remote Control</b> (Remote control lets household members change the temperature on this smart thermostat from anywhere using a phone, laptop, or tablet)	9
<b>Away Mode</b> (Uses the GPS in your smartphone to tell when you are away from the house and automatically changes the temperature to a more ecofriendly setting)	7
<b>Energy History</b> (Shows thermostat temperature history and total energy savings over time)	5
<b>System Checks</b> (Actively monitors system operations and sends you reminders and service alerts)	4
<b>Connected to a Smart Speaker</b> (e.g., Amazon Alexa speaker, Google Nest speaker)	2

Respondents received little or no information on how to use their thermostat to save energy or the advanced features of their new thermostats.

We asked respondents if they had received any information about how to use their smart thermostat. None of the self-install respondents reported receiving any information from AIC about how to use their smart

thermostat, and some did internet searches or used the manufacturers website (n=3) or asked family members or friends (n=2) for more information.

Of the eight respondents who chose a Program Ally installation, six mentioned their Program Ally told them how to use the thermostat but they did not receive any additional information about how to use it from other sources. The remaining two respondents said that they did not receive any information from their Program Ally at the time of installation or from any other sources. All six respondents who had received an explanation from their Program Ally said that it was very helpful. However, one respondent reported that they still did not understand how to use their thermostat even though the Program Ally explained how to use it as part of the installation. The respondent noted they wished the Program Ally had left behind an instruction manual or written material they could read if they had questions after the installation was completed. This respondent also said they wished they had not had it installed due to this issue.

Given that almost 90% of respondents in the CLEAResult customer satisfaction survey reported that they expect that their smart thermostat will save them money on their energy bill (n=661), customers may be interested in receiving more educational materials about the advanced features of their new thermostat and how to best use their thermostat to achieve energy and bill savings.

### Interest in Additional Energy Savings Opportunities

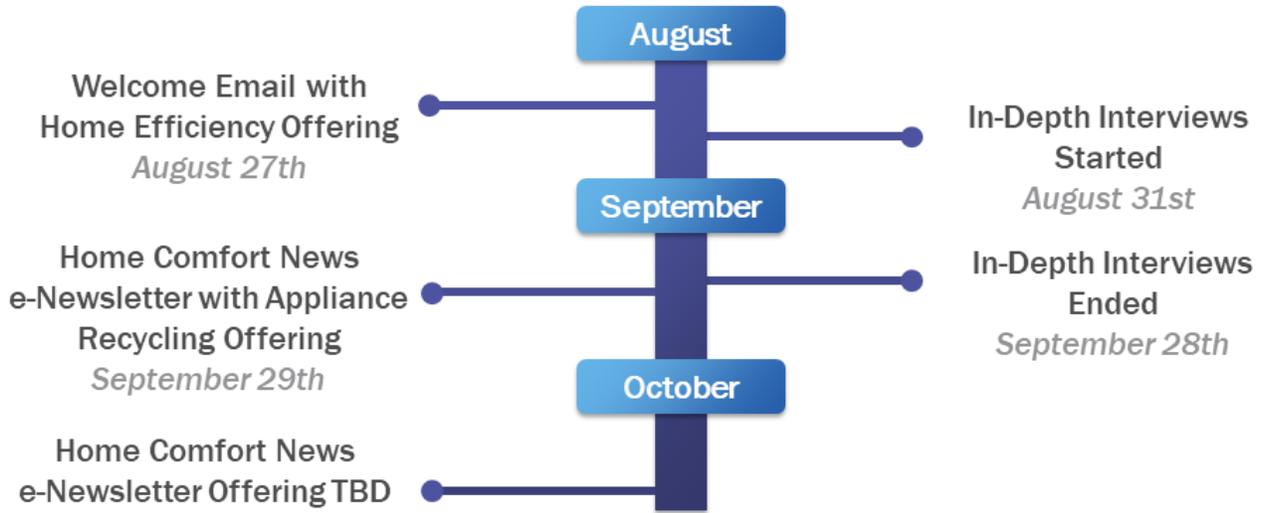
**Respondents were interested in pursuing additional energy savings opportunities in their home but were either unaware of what Initiative offerings are available to them or uncertain about which projects to pursue next.**

We asked respondents about any energy savings-related activities or decisions they made after they participated in the Smart Savers Initiative. Most respondents reported that the Initiative inspired them to think about other ways that they could save energy (n=10). Three respondents mentioned they were thinking about installing solar, two participants stated they planned on changing out their lighting, and one expressed they started to think about the timing of their energy use due to information that they had seen regarding time-of-use rates. Among these ten participants, however, half mentioned that they either did not know what energy-efficient project they could pursue next or had no plans to pursue any after participating in the Initiative. The majority of respondents were interested in receiving additional information about how to use their smart thermostat or other energy saving tips (n=11). This is consistent with the CLEAResult customer satisfaction survey results, where most respondents were interested in participating in additional AIC Residential Program offerings (85%, n=759).

**Most respondents do not recall receiving follow-up communications about other AIC Residential Program offerings.**

AIC intends the Smart Savers Initiative to be an entry point for getting customers interested in pursuing additional energy efficiency offerings. After a customer participates in the Smart Savers Initiative, CLEAResult passes their information to Leidos to continue the participant's journey through other Residential Program offerings. The timeline for Leidos' planned outreach to participants at the time we conducted interviews is in Figure 2 .

Figure 2. Smart Savers Initiative Follow-up Communications Timeline



Based on this timeline, interview respondents should have received an email related to the Home Efficiency offering (which includes the Income Qualified Initiative) prior to the interview. However, most respondents had not recalled seeing or receiving any information from AIC about other offerings since participating in the Smart Savers Initiative (n=14). It is possible that respondents had not recently checked their email (from a few days up to a month after the email went out). However, this finding suggests there may be an opportunity to increase the frequency of advertisements or change marketing tactics to customers (e.g., use a mixture of text reminders, letters, and email) to ensure that customers see information about other AIC Residential Program offerings after they participate in the Smart Savers Initiative.

### CLEAResult’s Customer Satisfaction Survey

Finally, in our review of the CLEAResult customer satisfaction survey data, we found that the survey provides many beneficial data points for the Initiative but there are some opportunities to improve survey design and associated data quality. Table 5 outlines the challenges or issues we found in the survey and our recommendations to address them.

Table 5. Opportunities for Improving the CLEAResult Customer Satisfaction Survey

Survey Question(s)	Challenges or Issues	Recommended Changes
Q7. Where did you hear about Ameren Illinois Smart Savers?	Almost 30% of respondents answered “Other” to this question. The most common answers provided under the “Other” category were Mail (13%), AIC Website (7%), and Bill (2%). This creates a burden for the respondent to type in their response and additional analysis time for AIC.	We recommend adding additional response options to this question in line with the most common answers under “Other.”
Q13. How has/do you expect your smart thermostat could benefit you? Check all that apply.	The response option “All of the above” is not mutually exclusive of the other response options (i.e., a customer can	We recommend making the response option “All of the above” mutually

Survey Question(s)	Challenges or Issues	Recommended Changes
	select this option and several others). This creates a need for data cleaning to remove duplicative responses and an opportunity for analysis error. Additionally, this question is grammatically incorrect.	exclusive with the rest of the response options.  Additionally, the question should be reworded. We recommend: “How has your smart thermostat benefited you, or how do you expect it to benefit you?”
Q10. Were you able to download the app for your Smart Thermostat? Q17. Is your Smart Thermostat installed?	The question order of the survey may be confusing for respondents because they are asked several questions about how they use their smart thermostat and the app (i.e., Q10 through Q14) prior to being asked about installation.	We recommend moving the installation-focused group of questions to the beginning of the survey and using them to inform the questions asked in the remainder of the survey.
Q21. For what reason have you chosen to not install your smart thermostat?	Over 50% of respondents answered “Other” to this question. The most common answers received in the Other section were, “haven’t had time to install/will install it soon” (19%) and “thermostat wasn’t compatible with my system” (11%). This creates a burden for the respondent to type in their response and additional analysis time for AIC.	We recommend adding additional response options to this question in line with the most common answers under “Other.”
Q18. Who installed your smart thermostat? Q26. Did you choose to self-install your new smart thermostat or have it professionally installed?	These questions are very similar in nature and may be seen as repetitive to respondents.	We recommend removing Q26 and asking Q27 and Q28 after Q18 as follow-up questions, depending on which response the respondent provides in Q18.
Q24. Would you recommend the Ameren Illinois Smart Savers Initiative to family or friends? Q29. If you would not recommend the Ameren Illinois Smart Savers Initiative to family or friends, please specify why.	These questions are connected, but there are several questions asked between Q24 and Q29, which may be confusing to a respondent.	We recommend moving Q29 to directly follow Q24 for respondents who answered “No” or “Maybe.”  Additionally, we recommend rephrasing Q29 to the following: “Why would you not recommend the Ameren Illinois Smart Savers Initiative to family or friends?”

## Conclusions and Recommendations

Overall, our process evaluation found that the Smart Savers Initiative provides customers with an excellent service, while simultaneously piquing their interest in additional energy-saving opportunities. The customers we interviewed spoke highly of the Initiative overall and were generally very satisfied with either participation option or thermostat model. We did find, however, that AIC could help customers get the most out of their smart thermostats by providing more information detailing how to use a smart thermostat and the available advanced features. Further, while respondents expressed interest in pursuing more energy efficiency opportunities and receiving additional energy-saving products, they did not know where to start or what their options were; and most did not recall seeing AIC’s follow-up emails to this effect. As such, a few strategic adjustments to post-participation marketing may help push customers along to the next step in their journey through the Residential Program offerings.

Based on these findings, we offer several recommendations to improve implementation, marketing, and customer education; and thereby encourage customers to participate in additional AIC Residential Program offerings.

- **Finding 1:** Most respondents (10 of 16) reported that the Initiative inspired them to think about other ways that they could save energy and most respondents (11 of 16) expressed interest in receiving more information about ways to achieve energy and bill savings. However, they were typically unaware of the additional AIC Residential Program offerings available to them.
  - **Recommendation:** Provide Program Allies with information about other AIC Residential Program offerings to leave behind with to customers at the time of installation. For customers who opt for self-installation, we recommend sending information about other Initiative offerings to customers along with their new smart thermostat.
  - **Recommendation:** Consider using a mixture of tactics for providing follow-up information on other offerings, such as emails, text messaging, paper letters, and phone calls.
  - **Recommendation:** Use the Smart Savers Initiative as an opportunity to encourage customer interest in and awareness of their energy use generally. Both smart thermostats include an energy usage history and energy savings performance report (the Home IQ Performance Report for the Google Nest E and the Energy History Report for the Ecobee3 Lite). Consider informing customers about these features either through Program Allies or additional educational materials.
- **Finding 2:** There is an opportunity to help participants increase the energy savings and convenience benefits of their new thermostats by providing more detailed education on how to use the smart thermostat. Beyond manufacturer instructions, respondents reported they did not receive any physical information or instructions for their smart thermostats, and some respondents mentioned they would have liked additional materials left behind for reference.
  - **Recommendation:** Provide information at the time of installation about how to install the smart thermostat and all the advanced features compared to a manual or programmable thermostat; as well as best practices for getting the most energy savings and convenience from their new device.
  - **Recommendation:** Consider opportunities to coach customers and keep energy savings top-of-mind by providing more consistent, quick messages or tips to customers (e.g., in the form of text messages or emails) about smart thermostat usage. Additional messaging may also encourage participation in other AIC Residential Program offerings.
- **Finding 3:** The majority of self-install respondents (6 of 8) said that the \$25 incentive did not play a role in their decision to install the thermostat. When asked directly, most of these respondents said that they would have preferred other energy-saving products instead.
  - **Recommendation:** Conduct evaluation research via survey with a larger sample of customers to confirm whether this finding is generalizable to the larger participant population. If so, consider whether an incentive is necessary at all, or whether an alternative of energy-savings products might be enough encouragement for customers. For example, AIC could offer several options to customers, such as a coupon for the Online Marketplace, an additional kit of energy-saving products, a smart speaker (which can control the thermostat through voice commands), or a pair of smart sensors (which would unlock the Smart Home/Smart Away feature for the Ecobee3 Lite).

- **Finding 4:** The CLEAResult customer satisfaction survey collected useful data to improve the Initiative; however, it could benefit from changes to improve the clarity of the questions and quality of the data.
- **Recommendation:** AIC should make changes to question wording and questionnaire structure as outlined by the evaluation team in Table 5.