Annex 3 – Additional details of the scenario development methodology

1 List of value criteria

Criteria	Definition	Scoring
Business Case Sensitivity	Evaluates the value imbedded in the business case through the quality of financial modelling, proper risk and cost-benefit analysis, and overall degree of research of outstanding assumptions. As the action matures and previous assumptions become confirmed, the action value will increase.	5 = Business case modelling stands the test of scrutiny and all inherent assumptions appear valid. 3 = Business case modelling stands the test of scrutiny and some inherent assumptions appear valid. 1 = Business case modelling does not stand the test of scrutiny.
Financial Benefits Created	Evaluates the projected ROI on investment of the initiative.	5 = Generates a return on investment greater than 20%. 3 = Generates a return on investment between 0 and 20%. 1 = A return on investment as not been identified.
Time to Benefits Creation	Evaluates the speed with which the action generates benefits, both financial and non-financial. Counted from the start of spending to the when benefits are first realized.	5 = Majority of action benefits are realized in 8 months or less AND/OR payback period less than 12 months. 3 = Majority of action benefits are realized in 24 months or less AND/OR payback period less than 24 months. 1 = Majority of action benefits are realized after 24 months AND/OR payback period more than 24 months.
Impacts the Objectives	Evaluates the strategic alignment of the action. The impact of the action is measured by aligning it to the EIS objectives.	5 = Action benefit fully aligned to objectives. 3 = Action benefit partially aligned to objectives. 1 = Action benefit NOT aligned to objectives.
Impacts on Citizens/Business Satisfaction	Evaluates the impacts on citizens/business satisfaction. The impact of a action is measured by identifying and assigning impacts on citizens/business satisfaction.	5 = Successful action execution directly contributes to measurable improvement in citizens/business satisfaction. 3 = Successful action execution directly contributes to un-measurable improvement in citizens/business satisfaction. 1 = Successful action execution indirectly contributes to improvement in citizens/business satisfaction OR no bearing on citizens/business satisfaction.
Value at Risk	Evaluates the potential loss that would result in the non-realization of the action. Only the costs incurred by the status quo should be taken into	5 = Protects an important financial value or regulatory / legal requirements. 3 = Protects a minor financial value

	account.	or intangible value. 1 = Does not protect any value (but can create value).
Foundation-builder	Evaluates the investments in infrastructure required by other investments to deliver their intended outcomes. Other investments or outcome improvements that will be enabled by critical foundational elements are easily identifiable.	5 = Enables the execution of actions that are expected to create important value. 3 = Enables the execution of actions that are expected to create a moderate value. 1 = Does not enables any other action.
Window of Opportunity	Evaluates the timeframe within which the action must be realized to capture its value.	5 = Action needs to start in < 3 months to capture an immediate opportunity that justify >50% of his benefits. 3 = Action needs to start < than 12 months to capture an opportunity that justify +-30% of his benefits. 1 = Action can start in > 12 months with marginal effect on his estimated benefits (< 10%).
Environment and Social Value	Evaluates the environmental and social impacts of the action (broader reuse of the action outcome at local level, industry, etc.).	5 = Creates a positive impact on the environment. 3 = Has no impact or a neutral impact on the environment. 1 = Creates a negative impact on the environment.
Alignment with Cultural and European Values and Contribution to European Reputation	Evaluates the alignment with cultural and European values, as well as contribution to overall European reputation.	5 = Positively supports the values or the reputation of Europe. 3 = Has limited impact or a neutral impact on the values or the reputation of Europe. 1 = Has no impact or a neutral impact on the values or the reputation of Europe.
Compliance with Regulatory Requirements	Evaluates the necessity of the action to help Member States comply with current or future regulatory requirements.	5 = Required to comply with current regulatory requirements. 3 = Required to comply with impending regulatory requirements. 1 = Required to operate in accordance with industry best practices.
Impacts on the Critical Administrative Processes	Evaluates the impact on the critical administrative processes. The impact of a action is measured by identifying and assigning impacts to the sub-process of the administrative process framework.	5 = Contributes to the improvement of the core administrative processes. 3 = Contributes to the improvement of the main infrastructure processes of the administrations. 1 = Contributes to the improvement of other processes.

List of risk criteria

Criteria	Definition	Scoring
Action Owner	Evaluates the risk associated with the absence of an action owner.	1 = Action owner is identified and engaged. 3 = Action owner is identified. 5 = No action owner has been identified.
Stakeholders Alignment and Support	Evaluates any perceived risks associated with the alignment of stakeholders, such as misalignment of objectives, working styles, political opinions, etc. and support to the action.	1 = The action has the support of key stakeholders. 3 = The action has moderate support of stakeholders OR key stakeholders are indifferent to the action success. 5 = Key stakeholders are non-supportive of the action.
Action Complexity	Evaluates the complexity of the action in terms of planning, execution and control. This relates to the various governance processes (scope, time, cost, quality, resource, communication, procurement).	1 = Action planning, execution and control are straightforward. 3 = Action planning, execution and control are moderately difficult. 5 = Action planning, execution and control are complicated.
Degree of Change	Evaluates the risk associated with the degree of change required with respect to work methods, processes, procedures and training upon completion of the action.	1 = Little change which will be easily implemented and accepted by the MS administrations. 3 = Moderate change that will be challenging to implement and components of the change will be accepted by the MS administrations. 5 = High degree of change that will be difficult to implement and not easily accepted by the MS administrations.
Availability of Skilled Resources	Evaluates the risk associated with the competence, experience or availability of the resources required by the action. Also evaluates the availability of resources who are not constrained by dose capacity.	1 = Resource demand can be fully met by internal resource supply. 3 = Resource demand can be met >80% by internal resource supply AND external resources are available. 5 = Resource demand can NOT met >80% by internal resource supply AND external resources are scarce.
Organizational Stability	Evaluates any risk that may result from other organizational changes that could concurrently occur (ex.: structural adjustments, management changes…etc.). These changes are not consequences of the under-study action.	1 = The actual organizational climate is stable AND the projected climate will remain stable. 3 = The actual organizational climate is stable BUT the projected climate won't be.

		5 = The actual organizational climate is unstable AND the projected climate will remain unstable.
Limited Financial Resources and/or Schedules	Evaluates the risk associated with a lack of financial resources and/or too tight schedule.	1 = There is sufficient financial resources that can be allocated to the action AND the time that can be allocated is realist. 3 = There is sufficient financial resources that can be allocated to the action BUT not enough time can be allocated. 5 = Financial resources are insufficient AND not enough time can be allocated.
Novelty	Evaluates the risk associated with the experience related to this type of action and/or technology.	1 = Similar actions/technology have previously been realized/implemented. 3 = Certain similar elements have been realized/implemented in previous actions. 5 = No similar actions/technology have been realized/implemented in the past.
Dependencies and Inter-relationships	Evaluates the risk associated with the interdependencies with other actions and/or external parties (ex. other department, other organization…etc). For example, a phase of the under-study action may see it success being dependent of the success of another action.	1 = There is no external dependency for the action. 3 = There are weak dependencies or other actions are dependent on the successful realization of this action. 5 = Depends on the successful realization of other external actions.
Duration	Evaluates the risk associated with the duration of the action.	1 = Less than 4 months. 3 = Between 4 and 12 months. 5 = More than 12 months.
Regulatory, Legal and Political Risk	Evaluates the regulatory, legal and political risk associated with the implementation of the action. This includes the different laws, operational regulations and the political context (elections, high-visibility subjects, etc.)	1 = Has no regulatory, legal or political risk. 3 = Has a regulatory and/or legal and/or political risk, but extensive analysis has been performed and a mitigation plan has been developed. 5 = Has significant regulatory/legal/political risks that are difficult to mitigate.
Technology Complexity	Evaluates the technical complexity of the action realization.	1 = No technical system modification is required to realize the action. 3 = Technical system modification is required AND/OR software AND/OR hardware AND/OR network are complex to implement.

		5 = Technical system modification is required AND software, hardware and network are complex to implement.

2 Fine-tuning the Scenario Methodology with Criteria Weights

Objectives are defined per layer of the EIS Target Operating Model. This implies that the scenarios to reach the objectives are related to one layer of the Target Operating Model. Not all value and risk criteria are as important for each Target Operating Model layer. This is why the Scenario Methodology supports the use of weights.

The sum of the weight of all value criteria for one layer is 100%. This percentage can be divided by all value criteria, implying that only the relevant value criteria are taken into account. Some value criteria can be weighted more easily than others, implying that the most relevant value criteria have the most influence. The same approach is used for defining the respective weights of the risk criteria. An overview is provided in the Figure below.

Figure - Fine-tuning the scenario methodology with criteria weights

	Politics and Legal	Information Exchange	Processes & Organisation	Service Offerings
	Scenarios focused on the 'Politics & Legal' Target Operating Model layer	Scenarios focused on the 'Information Exchange' Target Operating Model layer	Scenarios focused on the 'Processes & Organisation' Target Operating Model layer	Scenarios focused on the 'Service Offerings' Target Operating Model layer
Value Criteria				
Business Case Sensitivity	XX%	XX%	XX%	XX%
Financial Benefits Created	XX%	XX%	XX%	XX%
Etc.	XX%	XX%	XX%	XX%
	100%	100%	100%	100%

	Politics and Legal	Information Exchange	Processes & Organisation	Service Offerings
	Scenarios focused on the 'Politics & Legal' Target Operating Model layer	Scenarios focused on the 'Information Exchange' Target Operating Model layer	Scenarios focused on the 'Processes & Organisation' Target Operating Model layer	Scenarios focused on the 'Service Offerings' Target Operating Model layer
Risk Criteria				
Scenario Owner	XX%	XX%	XX%	XX%
Stakeholders Alignment and Support	XX%	XX%	XX%	XX%
Etc.	XX%	XX%	XX%	XX%
	100%	100%	100%	100%

Source: Deloitte

Once the weights of each criterion have been defined, the value and risk thresholds must be identified. Scenarios with a total value lower than the value threshold will be omitted. Scenarios with a risk that is higher than the risk threshold must also be taken out of the considered set of scenarios.