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INTEROPERABILITY SOLUTIONS FOR  
EUROPEAN PUBLIC ADMINISTRATIONS  
MONITORING AND EVALUATION

D03.03. Perceived Quality and Perceived Utility  
Monitoring Report

ISA Action 3.1 Assessment of ICT implications of EU  
legislation

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Framework Contract n° DI/07173-00

6 April 2017

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## EXECUTIVE SUMMARY

The purpose of this section is to provide an overview of the key findings of the Perceived Quality and Perceived Utility assessment of **the ISA Action 3.1 – Assessment of ICT implications of EU legislation**. The objective of the survey is to measure the action’s Perceived Quality, which is defined as the extent to which the outputs of an ISA action are meeting its direct beneficiaries’ expectations<sup>1</sup>, and Perceived Utility, which is defined as the extent to which the effects (impact) of an ISA action correspond with the needs, problems and issues to be addressed by the ISA programme<sup>2</sup>.

The respondents were asked to evaluate the ICT Assessment method/service. The survey was designed in the EUSurvey tool and distributed by e-mail to 13 contacts. Over the duration of two weeks<sup>3</sup>, five stakeholders have responded.

It is important to take into account that only five respondents participated in the survey. This means that the results of this survey only represent the opinions of these five unique respondents and cannot be used as a statistically meaningful assessment of the entire action. The results of this survey perform more like indicators of the Perceived Quality and Perceived Utility without fully representing the opinions of all the users.

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

**TABLE 1 – ACTION 3.1 SURVEY PERCEIVED QUALITY MAIN RESULTS**

	Score	Explanation of the score scale
<b>Usefulness Score</b>	6.20	Average value on a scale from 1 (Not Useful at All) to 7 (Very Useful).
<b>Value Score</b>	4.44	Average value of all the statement means in the range from 1 (Disagree) to 5 (Agree).
<b>User Satisfaction Score</b>	85.16	User Satisfaction Score from 0 (none of the respondents are satisfied) to 100 (all respondents are satisfied with the work performed by the Action).
<b>Net Promoter Score</b>	100	Net Promoter Score from -100 (every customer is a Detractor) to 100 (every customer is a Promoter).
<b>OVERALL PERCEIVED QUALITY SCORE</b>	<b>4.58</b>	<b>The Overall Perceived Quality Score is the average value of the Usefulness Score, the Value Score, the User Satisfaction Score, and the Net Promoter Score reduced to a five-point scale in range from 1 (lowest score) to 5 (highest score).</b>

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

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

<sup>3</sup> The survey was launched on the 1<sup>st</sup> of December 2016 and was active until the 16<sup>th</sup> of December 2016.

**TABLE 2 – ACTION 3.1 SURVEY PERCEIVED UTILITY MAIN RESULTS**

	Score	Explanation of the score scale
<b>Usefulness Score</b>	6.20	Average value on a scale from 1 (Not Useful at All) to 7 (Very Useful).
<b>Value Score</b>	4.50	Average value of all the statement means in the range from 1 (Disagree) to 5 (Agree).
<b>User Satisfaction Score</b>	97.00	User Satisfaction Score from 0 (none of the respondents are satisfied) to 100 (all respondents are satisfied with the work performed by the Action).
<b>Net Promoter Score</b>	100	Net Promoter Score from -100 (every customer is a Detractor) to 100 (every customer is a Promoter).
<b>OVERALL PERCEIVED UTILITY SCORE</b>	<b>4.71</b>	<b>The Overall Perceived Utility Score is the average value of the Usefulness Score, the Value Score, the User Satisfaction Score, and the Net Promoter Score reduced to a five-point scale in range from 1 (lowest score) to 5 (highest score).</b>

Main findings:

- The survey results demonstrate that **Action 3.1 – Assessment of ICT implications of EU legislation complies with the ISA programme’s objectives, as well as the action’s specific objectives;**
- Overall, the ICT assessment method is useful to the respondents and they are satisfied and willing to promote it.

Main benefits according to respondents:

- Quick targeted information on ICT feasibility and costs;
- ICT is very important in the cases where legal assessment has to be combined with technical assessment;
- ICT helps when preparing the assessment.

Recommendations:

- To promote the usage of the ICT assessment method;
- To evaluate the communication with the users to ensure that respondents know how the data provided in the course of the service will be used;
- Respondents recommend:
  - To promote the ICT assessment to the European Commission;
  - To check the final outcome of the ICT assessment by a native English speaker.

## REVISION HISTORY

Date	Version	Description	Authors	Approved by
17/02/2017	0.10	Initial version	CGI - Accenture	
23/02/2017	1.00	Final version	CGI - Accenture	
06/03/2017	2.00	Final version	CGI - Accenture	

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# 1 INTRODUCTION

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CGI-Accenture has been requested to deliver Perceived Quality and Perceived Utility Monitoring and Evaluation Reports as part of the execution of the ISA programme monitoring (Technical Annex for Specific Contract SC 333 under Framework contract n° DI/07173-00).

Based on the scope of the Specific Contract, the Perceived Quality and the Perceived Utility is to be measured for three actions. This report covers the Perceived Quality and Perceived Utility measurements for Action 3.1 – Assessment of ICT implications of EU legislation.

This document is divided into the following sections:

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



## 2 OVERVIEW OF THE ACTION 3.1 – ASSESSMENT OF ICT IMPLICATIONS OF EU LEGISLATION

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The scope is to analyse and assess the ICT implications of the EU legislation in the frame of the Impact Assessment procedure and provide support to the planning for the introduction of IT systems supportive to such legislation. In this respect, a method has been developed under IDABC (Interoperable Delivery of European e-Government Services to Public Administrations, Businesses and Citizens) that takes into account both cross border and cross-sectorial implications of proposed EU legislation.

The legislative process in the European Commission includes an Impact Assessment procedure to better evaluate the options for new EU legislation and to judge what type of impact the future legislation could have. It looks into the potential economic, social, and environmental consequences of the proposed legislation. The Impact Assessment procedure should be expanded with a method that will also assess the implications of legislation on ICT. Once this is done, assistance will be offered to the DGs to incorporate the method in their Impact Assessment reports. During the elaboration of the legal act and the inter-institutional decision making procedure, these implications may evolve. The method will be further refined during this process.

The method should provide policy makers and IT specialists with guidance on the assessment of ICT implications, assist the Commission in consultation with the MSs, but also support the MSs in assessing the implications of proposed EU legislation for their own administrations.

### **Objective of the Action**

The objective is to ensure that ICT implications are well identified and assessed when EU legislation is prepared or evaluated and are properly and in due course taken into account to support the implementation of the concerned legislation effectively, timely and at reasonable cost. It is also to make available tools that could measure the value of interoperability and provide convincing arguments for its wide application.

The action is meant to support the Digital Single Market strategy by ensuring that EU legislation is digital minded, interoperable and fully exploits the benefits of ICT.

## 3 SURVEY METHODOLOGY

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

### 3.1 PERCEIVED QUALITY

**Perceived Quality** is defined as the extent to which the outputs of an ISA action are meeting its direct beneficiaries' expectations<sup>1</sup>.

Eight dimensions are used to measure the Perceived Quality criterion. These dimensions are derived from the main objectives of the ISA programme. Perceived Quality for information is measured using the Framework for Assessing Documentation Adequacy<sup>4</sup> and it covers the following four dimensions:

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

Perceived quality for tools and services is measured using an adaption of the eGovQual scale model<sup>5</sup> which covers the following four dimensions:

- **Usability (Us):** the ease of using or user friendliness of the service/tool and the quality of information it provides;
- **Trust (Privacy) (T):** the degree to which the user believes the service/tool is safe from intrusion and protects personal information;
- **Performance (P):** the feasibility and speed of accessing, using, and receiving services of the service/tool;
- **Support (S):** the ability to get help when needed and the level of service received.

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

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

Due to the non-applicability of the Expandability of the documentation dimension, it was excluded from the evaluation of Action 3.1 – Assessment of ICT implications of EU upon the request of the Project Officer.

### 3.2 PERCEIVED UTILITY

**Perceived Utility** is defined as the extent to which the effects (impact) of an ISA action correspond with the needs, problems and issues to be addressed by the ISA programme<sup>6</sup> and the action's specific objectives.

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

- **Potential Re-usability:** the degree to which the action's outcome(s) can be reused by Public Administrations (PAs);
- **Sustainability:** to what extent the financial, technical and operational sustainability of solutions is ensured<sup>7</sup>;
- **Collaboration:** the degree to which the action promotes/facilitates collaboration/cooperation between PAs<sup>8</sup>;
- **Interoperability:** the degree to which the action's outcome(s) support cross-border and cross-sector interaction between Public Administrations and between Public Administrations and businesses and citizens;
- **Supporting EU Policies:** the degree to which the action's outcome(s) can support implementation of EU policies and activities.

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

- The ISA programme's main objectives: "To support cooperation between European Public Administrations by facilitating the efficient and effective electronic cross-border and cross-sectorial interaction between such administrations, including bodies performing public functions on their behalf, enabling the delivery of electronic public services supporting the implementation of Community policies and activities<sup>9</sup> and actions' specific objectives." The Perceived Utility statements were tailored to reflect these objectives and were based on the ESOMAR<sup>10</sup> (World Association of Opinion and Marketing Research Professionals) standards.

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

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

<sup>8</sup> CRN (2015), Collaboration [http://research.crn.com/technology/knowledge\\_management/collaboration](http://research.crn.com/technology/knowledge_management/collaboration)

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

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

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

Due to the non-applicability of the Sustainability dimension, it was excluded from the evaluation of Action 3.1 – Assessment of ICT implications of EU upon the request of the Project Officer.

### 3.3 SURVEY MEASUREMENTS

In the data analysis, the core types of measurements which are performed include the Value Score, the User Satisfaction Score, the Net Promoter Score and the Overall Score for Perceived Quality and Perceived Utility. The survey measurements are divided into two groups: action level measurements and Perceived Quality and Perceived Utility level measurements.

Action level measurements:

- The Usefulness Score indicates the respondents' evaluation of how useful the action is. The Usefulness Score is calculated taking into account the mean value from a single question: *"5. Overall, how useful has the ICT assessment method been for your work?"*
- Action strengths, weaknesses, insignificance and complements: statements are located in quadrants based on the calculated mean values of the dimensions' conformity and dimensions' importance. The quadrants highlight the weak and strong aspects of the action, as well as threats and opportunities.
- Statements based on action objectives show the respondents' evaluation to what extent the action's objectives have been achieved.

Perceived Quality and Perceived Utility level measurements:

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

- The Overall Score is used to get a single score that describes the overall Perceived Quality and Perceived Utility of the action. In order to determine the Overall Score, the average value of the Usefulness Score, the Value Score, the User Satisfaction Score and the Net Promoter Score is calculated. To calculate the Overall Score, all measurements are reduced to a five-point scale.

### 3.4 SURVEY ARCHITECTURE

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

- The demographic profile: for the purpose of identifying the respondents' demographic profile, respondents are asked to answer several questions. The demographic profile illustrates the diversity of the respondents who have participated in the survey.
- Usage of Action: for the purpose of identifying the usage purpose of the action outputs.
- The action's Usefulness: for the measurement of the action's Usefulness, the respondents are asked to evaluate a single question using a 7-point Likert grading scale<sup>11</sup>.
- The Perceived Quality and Perceived Utility Measurement: in order to measure the Perceived Quality and Perceived Utility, the respondents are asked to grade dimensions and statements based on their level of importance and agreement using a 5-point Likert grading scale<sup>11</sup>. Responses to these questions are used to determine the Value Score, action strengths, weaknesses, threats and opportunities and the User Satisfaction Score.
- The Net Promoter Score: there is a single question that measures the Net Promoter Score. By answering this question, the respondents indicate their likelihood of recommending the action's outputs to colleagues or other PAs.
- Action strengths, weaknesses, insignificance and complements show the location of the action statements based on dimensions' conformity and dimensions' importance results.
- Statements based on action objectives: in order to evaluate the extent to which these objectives conform to the action, the respondents are asked to grade statements based on their level of agreement. A 5-point Likert scale<sup>11</sup> is used as a grading scale.
- The recommendations: the last section includes several open questions for recommendations and opinions regarding the action and the survey.

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

## 4 SURVEY DATA SUMMARY

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

**TABLE 3 – ACTION 3.1 SURVEY TECHNICAL INFORMATION ABOUT THE FIELDWORK**

<b>Start date:</b>	1/12/2016
<b>End date:</b>	16/12/2016
<b>The survey launch method:</b>	E-mail notification
<b>Reminders:</b>	E-mail reminders were sent out on 12/12/2016
<b>Target population:</b>	13
<b>Total number of respondents:</b>	5
<b>Number of suitable respondents for the survey:</b>	5

## 5 SURVEY RESULTS AND ANALYSIS

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

### 5.1 DEMOGRAPHIC PROFILE OF RESPONDENTS

The respondents' demographic profile illustrates the diversity of the respondents from the demographic point of view, thus ensuring that the opinions of different groups are included.

**TABLE 4 – ACTION 3.1 DEMOGRAPHIC PROFILE OF RESPONDENTS**

RESPONDENT PROFILE			
		Amount	Col %
<b>ALL RESPONDENTS</b>		5	100.0
<b>GROUP</b>	Policy related	5	100.0
<b>COMMISSION SERVICE</b>	DG JUST	2	40.0
	DG MOVE	1	20.0
	Secretariat General	1	20.0
	OLAF	1	20.0
<b>POSITION</b>	Officer	4	80.0
	Middle manager (deputy head of unit, head of unit)	1	20.0

*Base: all respondents, n=5*

## 5.2 USAGE OF THE ACTION

The usage profile provides an overview of the usage purpose of the Assessment of ICT implications of EU legislation.

**TABLE 5 – ACTION 3.1 USAGE OF ASSESSMENT OF ICT IMPLICATIONS OF EU LEGISLATION**

USAGE PROFILE			
		Amount	Col %
<b>ALL RESPONDENTS</b>		5	100.0
<b>CASE(S) FOR WHICH THE ICT ASSESSMENT METHOD/SERVICE WAS USED*</b>	ECRIS for Third Country Nationals – Impact Assessment (JUST)	2	40.0
	European Public Prosecutor’s Office case management system – Study (OLAF)	2	40.0
	Evaluation CBE Directive – Evaluation (MOVE)	1	20.0
	European Citizens Initiative – Study (SG)	1	20.0

*Base: all respondents, n=5*

*\*There were multiple choices possible for these questions. This explains why the percentage of responses can exceed 100%.*



### 5.3 USEFULNESS SCORE

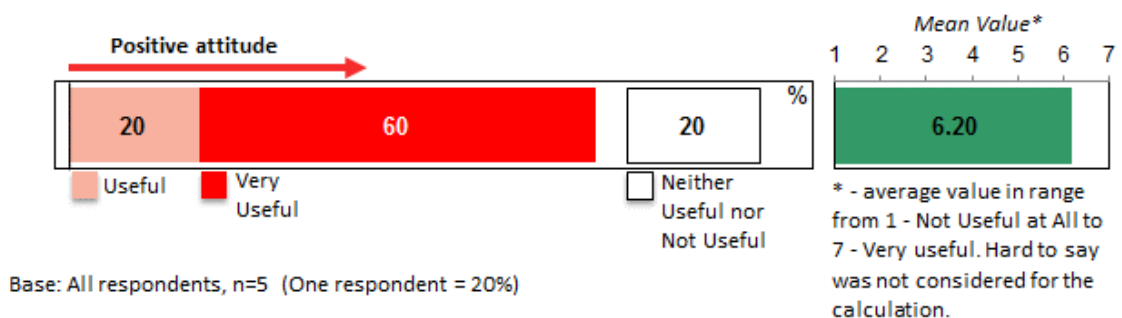
The Usefulness Score is calculated taking into account a single question: “Overall, how useful has the ICT assessment method been for your work?”.

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

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

In order to have an overview of the positive (‘Rather Useful’, ‘Useful’ and ‘Very Useful’) and negative (‘Rather Not Useful’, ‘Not Useful’ and ‘Not Useful at All’) attitude proportions, the bars in blue represent the negative attitude (none of the respondents had a negative attitude that’s why there are no blue bars in the graph), whereas the bars in pink and red represent the positive one. In addition, a neutral attitude ‘Neither Useful nor Not Useful’ answer (the bar in white) is presented separately on the right. An explanatory legend with colour codes represents the data which is available. The average mean value is presented on the right side of the figure.

**FIGURE 1 – ACTION 3.1 USEFULNESS SCORE**



The survey results show that the ICT assessment method overall has been evaluated with a mean value of 6.20, which is between the values 6 – ‘Useful’ and 7 – ‘Very Useful’. The data shows that only one respondent has a neutral opinion, while three respondents consider that the ICT assessment method is very useful in their work and one other respondent considers it generally useful.

## 5.4 PERCEIVED QUALITY AND PERCEIVED UTILITY MEASUREMENTS

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

### 5.4.1 Value Score

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

#### 5.4.1.1 DIMENSIONS IMPORTANCE

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

Seven Perceived Quality dimensions (Usability, Trust (Privacy), Performance, Support, Accuracy of the documentation, Completeness of the documentation and Usability of the documentation) and four Perceived Utility dimensions (Potential Re-usability, Collaboration, Interoperability and Supporting EU Policies) are evaluated in the survey. This section describes the respondents' answers regarding the importance of the dimensions.

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

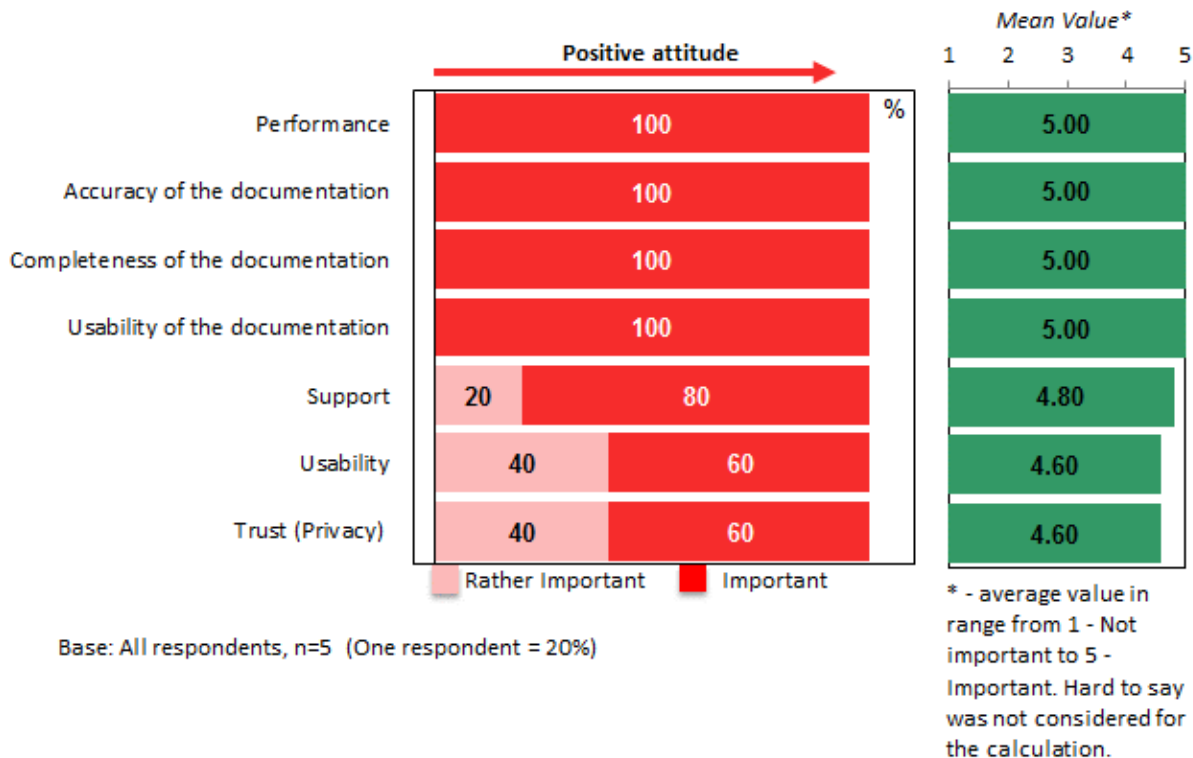
- 5 – Important;
- 4 – Rather Important;
- 3 – Neither Important nor Unimportant;
- 2 – Rather not Important;
- 1 – Not Important;
- 0 – Hard to Say/Not Applicable (*is not considered for the calculation*).

In order to have an overview of the positive and negative attitude proportions, the bars in blue represent the negative attitude (answers 'Not Important' and 'Rather not Important', yet none of the respondents had a negative attitude), whereas the bars in pink/red represent the positive attitude (answers 'Rather important' and 'Important'). In addition, a neutral opinion (the bars in white) and a 'Hard to say' answer (the bar in grey) are

presented separately on the right. An explanatory legend with colour codes represents the available data. The average mean value for each of the dimensions is presented on the right side of the figure.

**FIGURE 2 – ACTION 3.1 PERCEIVED QUALITY DIMENSIONS IMPORTANCE RESULTS**

*"How important are the factors below to you when using the ICT assessment method?"*

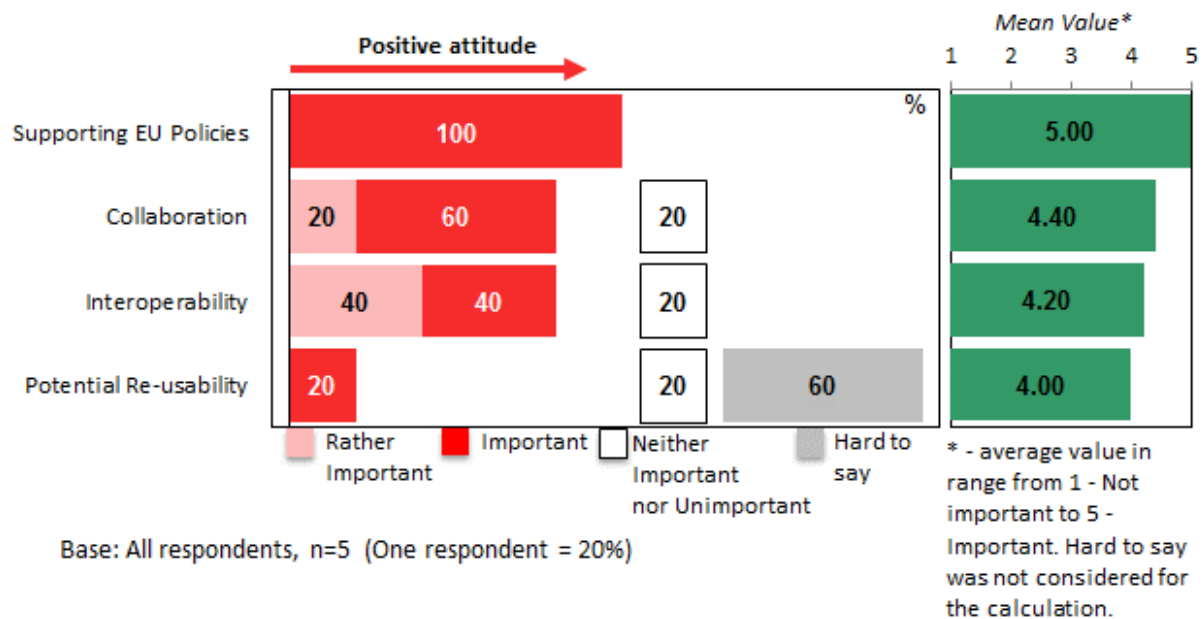


Base: All respondents, n=5 (One respondent = 20%)

The survey results show that all of the Perceived Quality dimensions are important to the respondents and are evaluated with a mean value between 4 – ‘Rather Important’ and 5 – ‘Important’. Four out of seven dimensions (Performance, Accuracy of documentation, Completeness of documentation and Usability of documentation) have the highest mean value possible, as all of the respondents have evaluated them as ‘Important’, while the Support, the Usability and the Trust (Privacy) dimensions have been evaluated as ‘Rather Important’ by at least one respondent. Due to the low number of respondents, mean values between dimensions cannot be compared because of the high standard error.

**FIGURE 3 – ACTION 3.1 PERCEIVED UTILITY DIMENSIONS IMPORTANCE RESULTS**

"How important are the factors below to you when using the ICT assessment method?"



All four Perceived Utility dimensions (Interoperability, Collaboration, Potential Re-Usability and Supporting EU Policies) have been evaluated with a mean value of 4 – ‘Rather Important’ or higher. All five respondents think that Supporting EU Policies is important and this dimension has the highest possible mean value. The Collaboration and the Interoperability dimensions were given a similar evaluation, with the only difference being that the Collaboration dimension is important to three respondents, while the Interoperability dimension is important to two respondents. Only two out of five respondents provided a specific evaluation regarding the Potential Re-usability dimension, out of whom one respondent considered Potential Re-usability important while for the others it was neither important nor unimportant.

#### 5.4.1.2 DIMENSIONS CONFORMITY

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

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

#### 5.4.1.2.1 STATEMENT MAPPING TO DIMENSIONS

In total, Action 3.1 has eleven Perceived Quality and five Perceived Utility statements regarding the dimensions' conformity. Table 6 gives an overview of the statements representing each dimension. The Usability, the Trust (Privacy), the Performance, the Support and the Potential Re-usability dimensions are represented by two statements each, while the Accuracy of the documentation, the Completeness of documentation, the Usability of the documentation, the Collaboration, the Interoperability and the Supporting EU Policies dimensions are represented by one statement each.

**TABLE 6 – ACTION 3.1 STATEMENT MAPPING TO DIMENSIONS**

	<b>Perceived Quality Statements</b>	<b>Dimension</b>
1	The structure of the provided service is clear and easy to follow	Usability
2	The service is well customised to individual users' needs	Usability
3	Data provided by users in this service are managed securely and data production rules are applied if needed	Trust (Privacy)
4	Users have been informed how the data provided in the course of the service will be used	Trust (Privacy)
5	The service is available and accessible whenever it is needed	Performance
6	The service performs within the pre-agreed response time	Performance
7	The support team provides prompt replies to the users' inquiries	Support
8	The support team has the knowledge to answer users' questions	Support
9	The documentation which was provided during the ICT assessment is complete, accurate and easy to understand	Accuracy of the documentation
10	The sources included in the documentation which was provided during the ICT assessment have been mentioned in an effective way	Completeness of the documentation
11	The documentation which was provided during the ICT assessment is appropriate/applicable to my business needs	Usability of the documentation
	<b>Perceived Utility Statements</b>	<b>Dimension</b>
1	The results of the action can be reused to save time	Potential Re-usability
2	The results of the action can be reused to save costs	Potential Re-usability
3	The service helps cooperate with other public administrations	Collaboration
4	Overall, the service contributes to other initiatives supporting effective electronic cross-border and cross-sector interaction	Interoperability
5	The service provided by the action supports the efficient and effective preparation of European Union legislation	Supporting EU Policies

#### 5.4.1.2.2 DIMENSIONS CONFORMITY RESULTS

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

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

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

In order to have an overview of the positive and negative attitude proportions, the bar in blue represents the negative attitude (answers 'Disagree' and 'Rather Disagree'), whereas the bars in pink/red represent the positive attitude (answers 'Agree' and 'Rather Agree'). In addition, a neutral opinion (the bars in white) and the answer 'Hard to say' (the bars in grey) are presented separately on the right. An explanatory legend with colour codes represents the available data. The average mean value for each of the dimensions is presented on the right side of the figure.

FIGURE 4 – ACTION 3.1 PERCEIVED QUALITY DIMENSIONS CONFORMITY RESULTS

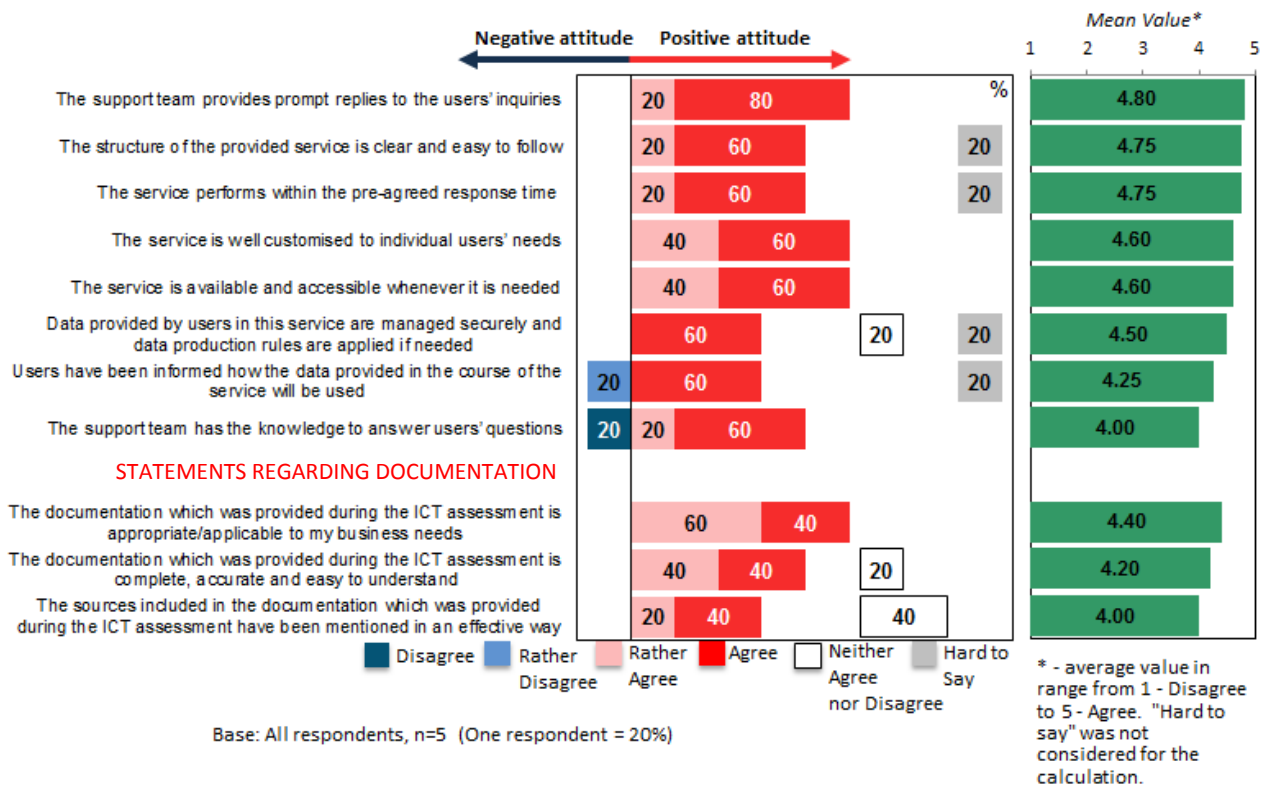


Figure 4 shows that all of the statements have been evaluated as conformable to the ICT assessment method, as the mean values are equal to or higher than the value 4 – ‘Rather Agree’. Only two statements have been evaluated with a negative value, in each case by only one respondent. One of the respondents disagrees that the support team has the knowledge to answer users’ questions, while the other would rather disagree with the statement that the users are informed of how the data provided in the course of the service is being used.

Regarding the documentation, all of the respondents would rather agree or completely agree that the documentation provided is appropriate/applicable to their business needs. One respondent neither agrees nor disagrees with the documentation being accurate and easy to understand and two respondents neither agree nor disagree that the sources in the ICT documentation are mentioned in an effective way.

**FIGURE 5 – ACTION 3.1 PERCEIVED UTILITY DIMENSIONS CONFORMITY RESULTS**

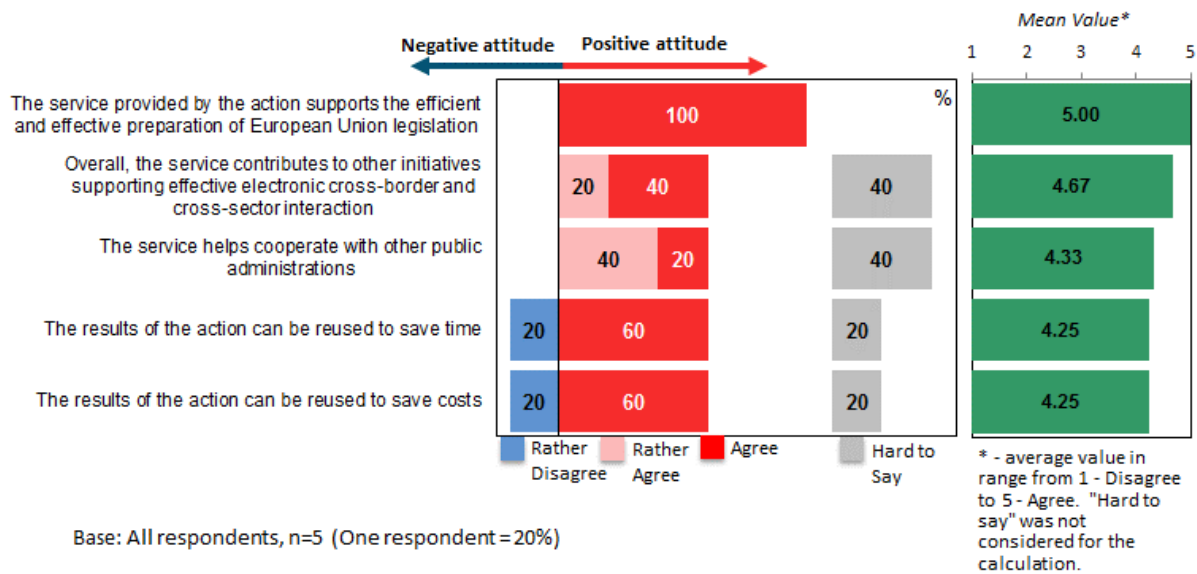


Figure 5 indicates that all Perceived Utility statements are evaluated as relevant to the ICT assessment method. The average value is higher than the value 4 – ‘Rather Agree’. One respondent would rather disagree that the ICT assessment method can be reused to save time and costs. However, due to the low number of respondents, the standard error<sup>12</sup> (error due to random fluctuations in sample) is very high and the mean value does not reflect any statistically meaningful differences.

Table 7 and Table 8 provide an overview of the statement conformity scores, which are summarised per dimension. To calculate these scores, the average values of all the conformable dimension statements are taken into account.

The additional statistical calculations<sup>12</sup> - mode, standard deviation and standard error are excluded from the data analysis due to a low number of respondents. With reference to the theory used in business research methods,<sup>13</sup> it is concluded that for statistically meaningful calculations the minimum respondent number should be equal to or greater than ten per statement. Two Perceived Quality and all four Perceived Utility dimensions were evaluated by only five respondents and the other three Perceived Quality dimensions have some respondents who did not provide an exact evaluation (they selected the answer ‘Hard to Say’).

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

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



**TABLE 7 – ACTION 3.1 AVERAGE RATING PER PERCEIVED QUALITY DIMENSION**

	Dimension	MEAN
Per dimension	Usability	4.67
	Performance	4.67
	Support	4.40
	Usability of the documentation	4.40
	Trust (Privacy)	4.38
	Accuracy of the documentation	4.20
	Completeness of the documentation	4.00
<b>Total Criterion Score</b>		<b>4.39</b>

The survey results show that all of the Perceived Quality dimensions (Usability, Performance, Support, Usability of the documentation, Trust (Privacy), Accuracy of the documentation and Completeness of the documentation) are evaluated as relevant to the ICT assessment method, as the mean values are equal to or higher than the value 4 – ‘Rather Agree’. Due to the low number of respondents who evaluated the ICT assessment method, the dimensions cannot be compared due to the high standard error.

**TABLE 8 – ACTION 3.1 AVERAGE RATING PER PERCEIVED UTILITY DIMENSION**

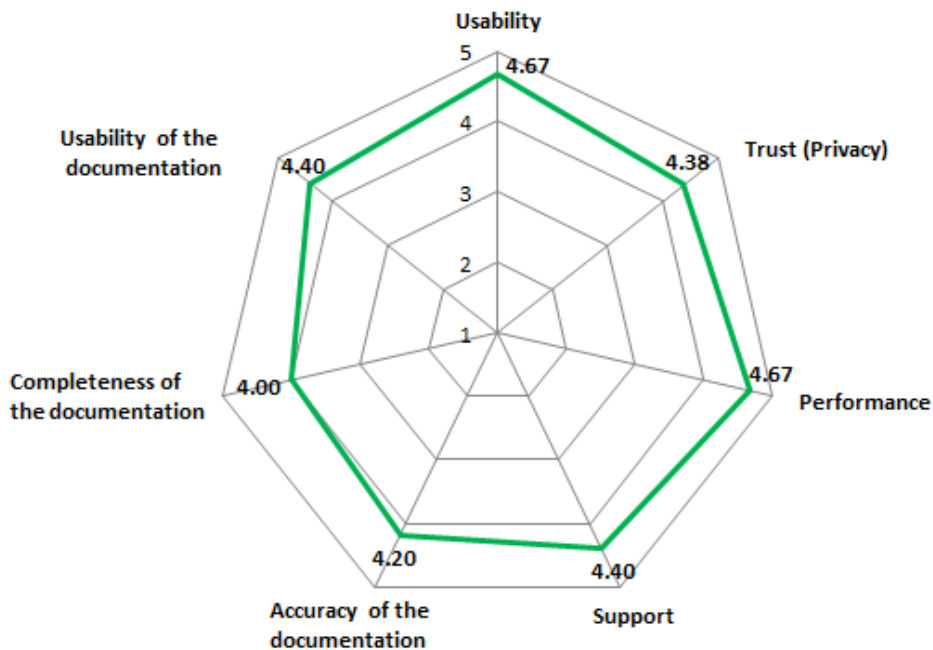
	Dimension	MEAN
Per dimension	Supporting EU Policies	5.00
	Interoperability	4.67
	Collaboration	4.34
	Potential Re-usability	4.25
<b>Total Criterion Score</b>		<b>4.57</b>

The survey results show that all four Perceived Utility dimensions (Potential Re-usability, Supporting EU Policies, Collaboration and Interoperability) are evaluated as relevant to the ICT assessment method as the mean values are higher than the value 4 – ‘Rather Agree’. Due to the low number of respondents who evaluated the ICT assessment method, the dimensions cannot be compared due to the high standard error.

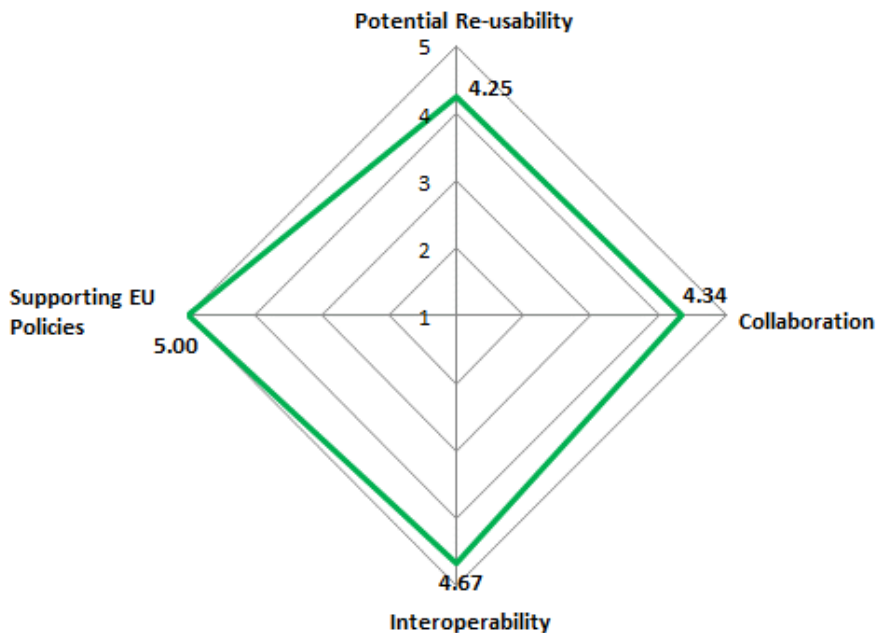
5.4.1.2.3 CRITERION SCORE AGGREGATION

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

**FIGURE 6 – ACTION 3.1 PERCEIVED QUALITY CRITERION SCORE AGGREGATION**



**FIGURE 7 – ACTION 3.1 PERCEIVED UTILITY CRITERION SCORE AGGREGATION**



### 5.4.2 User Satisfaction Score

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

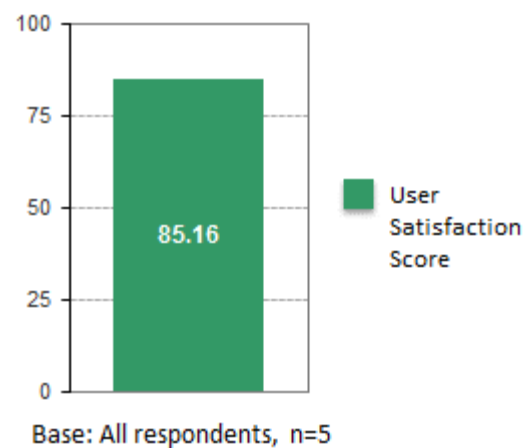
The User Satisfaction Score is assessed with reference to the results of the dimensions' importance and dimensions' conformity evaluation. The User Satisfaction Score is measured at the individual level for each of the survey respondents via identification of the important dimensions for that particular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

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

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

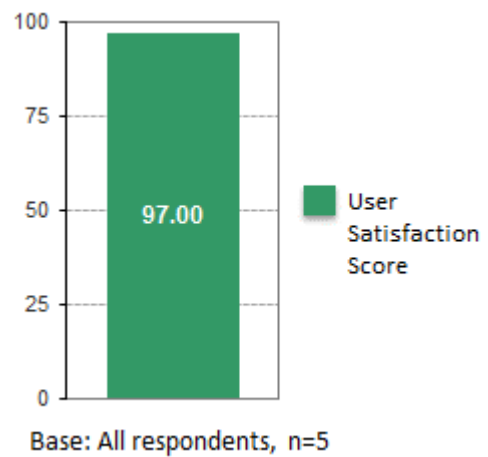
**FIGURE 8 – ACTION 3.1 PERCEIVED QUALITY USER SATISFACTION SCORE**

Figure 8 shows that the User Satisfaction Score is **85.16**. The result indicates a high level of respondent satisfaction with the Perceived Quality of the ICT assessment method, meaning that those Perceived Quality dimensions which are important to the respondents are also relevant to the ICT assessment method.



**FIGURE 9 – ACTION 3.1 PERCEIVED UTILITY USER SATISFACTION SCORE**

Figure 9 shows that the User Satisfaction Score is **97.00**. The result indicates a very high level of respondent satisfaction with the Perceived Quality of the ICT assessment method, meaning that those Perceived Quality dimensions which are important to the respondents are also relevant to the ICT assessment method.



### 5.4.3 Net Promoter Score

The Net Promoter Score® (NPS) is a widely used management tool that helps evaluate the loyalty of a customer relationship<sup>14</sup>. This management tool has been adapted to suit the ISA programme’s Evaluation and Monitoring activities and measures the overall respondents’/stakeholders’ experience and loyalty to a specific ISA action.

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

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

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

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

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

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

<sup>15</sup> Markey, R. and Reichheld, F. (2011), “The Ultimate Question 2.0: How Net Promoter Companies Thrive in a Customer-Driven World”

**FIGURE 10 – ACTION 3.1 NET PROMOTER SCORE**

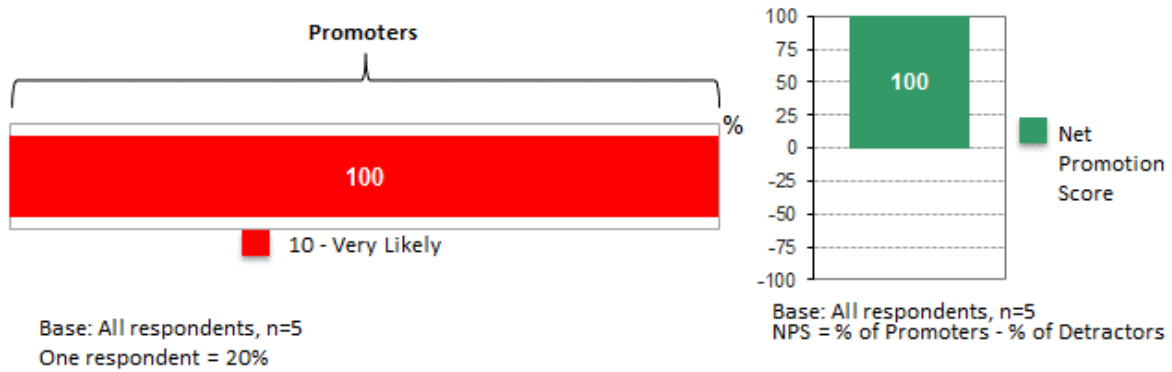


Figure 10 shows that all of the respondents are satisfied with the ICT assessment method, meaning that they would recommend it to colleagues or other PAs. The Net Promoter Score value is calculated as the percentage difference between Promoters and Detractors. The NPS is **100** (NPS is expressed in whole numbers), which is the highest possible value, meaning that all of the respondents are promoters.

#### 5.4.4 Overall Score

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

To calculate the Overall Perceived Utility Score, all measurements are reduced to a five-point scale (the statements used to calculate the Value Score are already expressed using a scale from 1 to 5, the Usefulness Score had values from 1 to 7, NPS - from -100 to +100, and the User Satisfaction Score - from 0 to 100). In order to determine the Overall Perceived Utility score, the average value of these four measurements is calculated. To reduce any linear scale to a different linear scale the following formula<sup>16</sup> is used:

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

- Y = Value after reducing to a five-point scale
- x = Value in the initial scale
- B = The highest value of the new scale (in this case it is 5, as we are reducing other scales to a five-point scale)
- A = The lowest value of the new scale (in this case it is 1, as we are reducing other scales to a five-point scale)

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

- b = The highest value of the original scale (for Net Promoter Score and User Satisfaction Score it is +100, for Usefulness Score it is 7)
- a = The lowest value of the original scale (for the Net Promoter Score it is 100, for the User Satisfaction Score it is 0 and for the Usefulness Score it is 1)

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

$$(5-1) * ((100) - (-100)) / (100 - (-100)) + 1 = 4 * 200 / 200 + 1 = 800 / 200 + 1 = 4.00 + 1 = 5.00$$

**TABLE 9 – ACTION 3.1 OVERALL PERCEIVED QUALITY SCORE CALCULATION**

NAME OF THE SCORE	ORIGINAL VALUE	VALUE AFTER REDUCING TO A FIVE POINT SCALE
Usefulness Score	6.20	4.47
Value Score	4.44	4.44
User Satisfaction Score	85.16	4.41
Net Promoter Score	100	5.00
<b>OVERALL PERCEIVED QUALITY SCORE</b>		<b>4.58</b>

The survey results show that, on a 5-point scale, the Net Promoter Score (**5.00**), the Usefulness Score (**4.47**), the Value Score (**4.44**) and the User Satisfaction Score (**4.41**) are above the value – 4, meaning that the ICT assessment method is beneficial to users overall, and that they are satisfied and willing to promote it.

**TABLE 10 – ACTION 3.1 OVERALL PERCEIVED UTILITY SCORE CALCULATION**

NAME OF THE SCORE	ORIGINAL VALUE	VALUE AFTER REDUCING TO A FIVE POINT SCALE
Usefulness Score	6.20	4.47
Value Score	4.50	4.50
User Satisfaction Score	97.00	4.88
Net Promoter Score	100	5.00
<b>OVERALL PERCEIVED UTILITY SCORE</b>		<b>4.71</b>

The survey results show that, in terms of Perceived Utility, respondents are very satisfied overall and consider the ICT assessment method useful, and that they are willing to promote it. All the individual scores have received a high evaluation - the Net Promoter Score (**5.00**), the User Satisfaction Score (**4.88**), the Value Score (**4.50**) and the Usefulness Score (**4.47**).

## 5.5 ACTION STRENGTHS, WEAKNESSES, INSIGNIFICANCE AND COMPLEMENTS

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

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

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

- Strengths – Essential to respondents and relevant to the action (1<sup>st</sup> quadrant);
- Weaknesses – Essential to respondents but not relevant to the action (2<sup>nd</sup> quadrant);
- Insignificance – Not essential to respondents and not relevant to the action (3<sup>rd</sup> quadrant);
- Complements – Not essential to respondents but relevant to the action (4<sup>th</sup> quadrant).

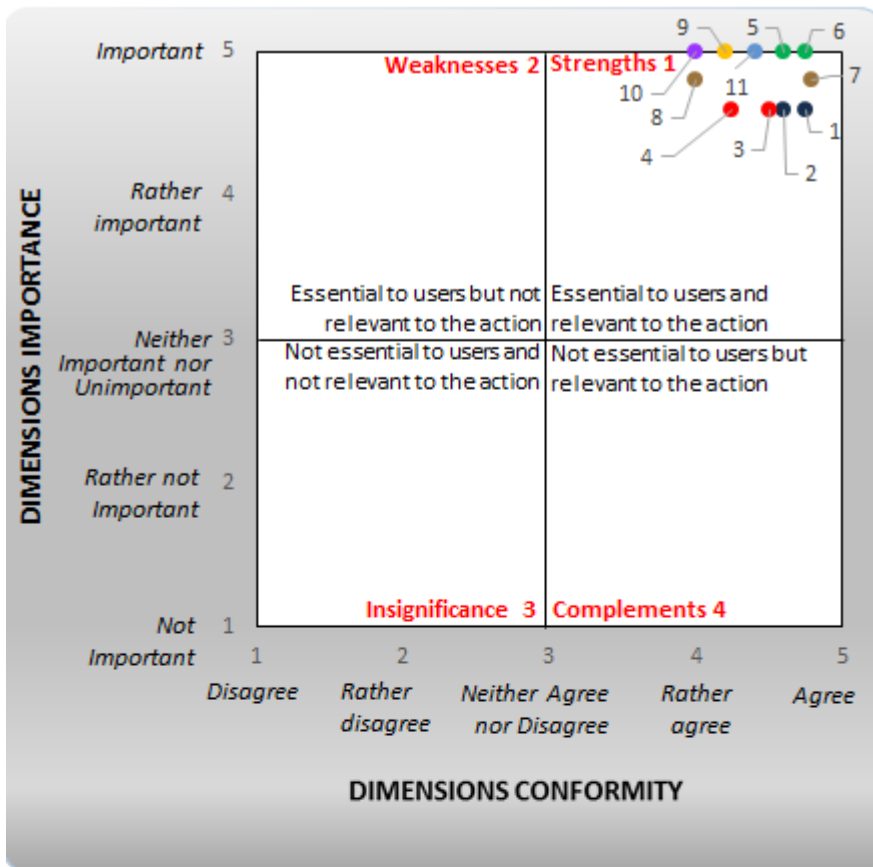
Seven colours are used to identify Perceived Quality dimensions in Figure 11:

- Dark blue: Usability;
- Red: Trust (Privacy);
- Green: Performance;
- Brown: Support;
- Orange: Accuracy of the documentation;
- Purple: Completeness of the documentation;
- Light blue: Usability of the documentation.

Four colours are used to identify Perceived Utility dimensions in Figure 12:

- Dark blue: Potential Re-usability;
- Red: Collaboration;
- Green: Interoperability;
- Brown: Supporting EU Policies.

FIGURE 11 – ACTION 3.1 PERCEIVED QUALITY ACTION STRENGTHS, WEAKNESSES, INSIGNIFICANCE AND COMPLEMENTS



**I. Usability:**

- 1 - The structure of the provided service is clear and easy to follow
- 2 - The service is well customised to individual users' needs

**II. Trust (Privacy):**

- 3 - Data provided by users in this service are managed securely and data production rules are applied if needed
- 4 - Users have been informed how the data provided in the course of the service will be used

**III. Performance:**

- 5 - The service is available and accessible whenever it is needed
- 6 - The service performs within the pre-agreed response time

**IV. Support:**

- 7 - The support team provides prompt replies to the users' inquiries
- 8 - The support team has the knowledge to answer users' questions

**V. Accuracy of the documentation:**

- 9 - The documentation which was provided during the ICT assessment is complete, accurate and easy to understand

**VI. Completeness of the documentation:**

- 10 - The sources included in the documentation which was provided during the ICT assessment have been mentioned in an effective way

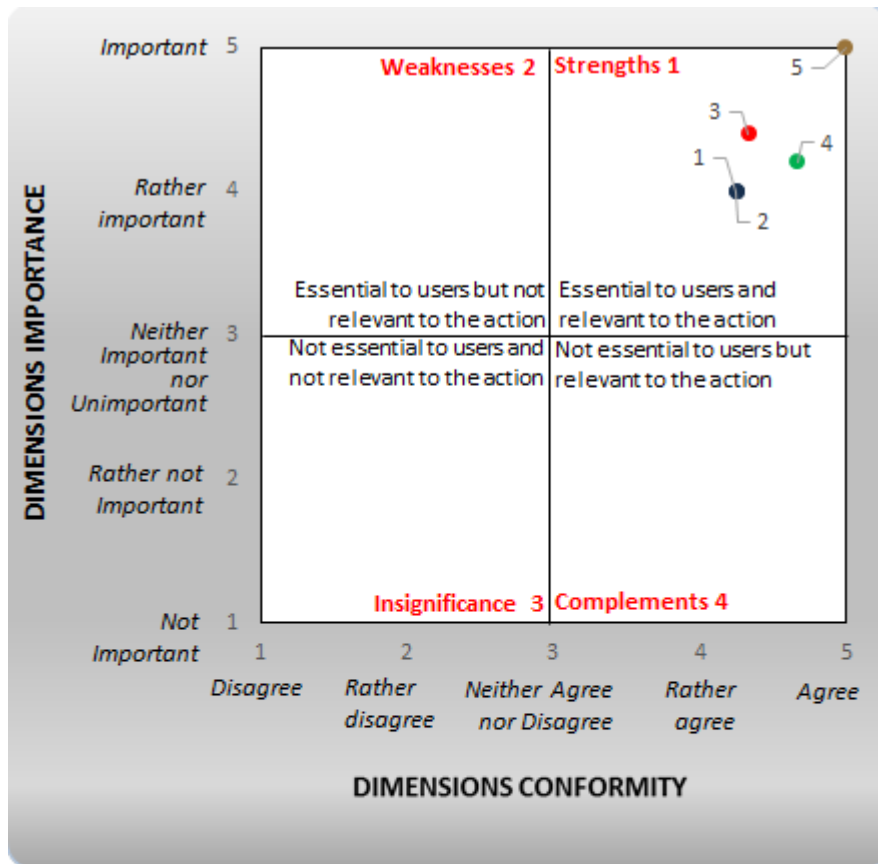
**VII. Usability of the documentation:**

- 11 - The documentation which was provided during the ICT assessment is appropriate/applicable to my business needs



As seen in Figure 11, all eleven statements are evaluated as essential to the respondents and relevant to the action - all of them are placed in the 1<sup>st</sup> quadrant and are identified as strengths of the ICT assessment method.

**FIGURE 12 – ACTION 3.1 PERCEIVED UTILITY ACTION STRENGTHS, WEAKNESSES INSIGNIFICANCE AND COMPLEMENTS**



**I. Potential Re-usability**

- 1 - The results of the action can be reused to save time
- 2 - The results of the action can be reused to save costs

**II. Collaboration:**

- 3 - The service helps cooperate with other public administrations

**III. Interoperability:**

- 4 - Overall, the service contributes to other initiatives supporting effective electronic cross-border and cross-sector interaction

**IV. Supporting EU Policies:**

- 5 - The service provided by the action supports the efficient and effective preparation of European Union legislation

As seen in Figure 12, all the statements are evaluated as essential to the respondents and relevant to the action - all of them are placed in the 1<sup>st</sup> quadrant and are identified as strengths of the ICT assessment method.

When comparing different statements, it is evident that for the respondents the fact that the service provided by the action supports the efficient and effective preparation of European Union legislation is the most important and most relevant aspect.

## 5.6 STATEMENTS BASED ON ACTION OBJECTIVES

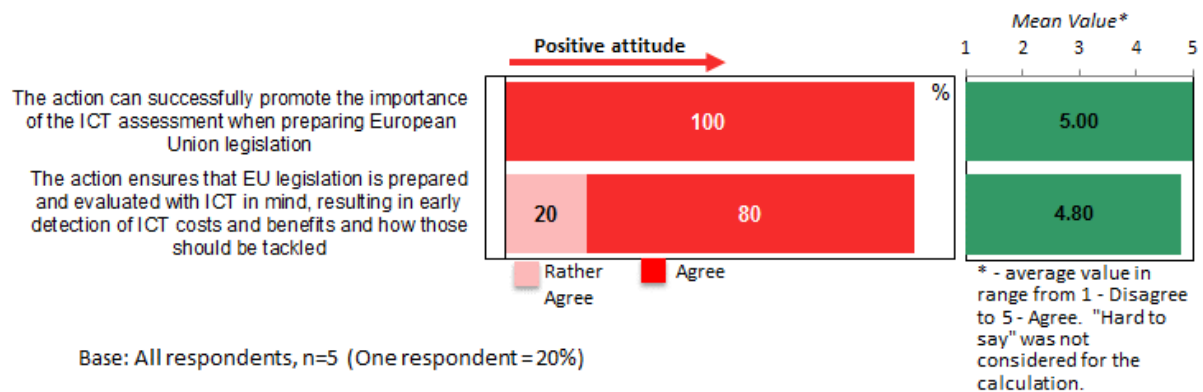
For the purpose of describing the action’s objectives, statements based on action objectives were designed for this survey. The respondents are asked to evaluate the extent to which these statements conform to the particular action, namely, if the action’s objectives have been achieved.

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

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

In Figure 13 the bars in pink/red represent the positive attitude (answers ‘Rather Agree’ and ‘Agree’). In addition, the answer ‘Hard to Say’ (the bar in grey) is presented separately on the right. An explanatory legend with colour codes represents the available data. The average mean value for each of the dimensions is presented on the right side of the figure.

**FIGURE 13 – ACTION 3.1 STATEMENTS BASED ON ACTION OBJECTIVES**



The survey results demonstrate that both of the statements based on action objectives (i.e., statements which describe the action’s objectives) have been evaluated as relevant to the action, meaning that the ICT assessment method according to the respondents complies with the action objectives.

## 5.7 RESPONDENT RECOMMENDATIONS AND OPINIONS

This section provides an overview of the feedback received on the ICT assessment method. It should be noted that each response is given by a single survey respondent, which means that the number of different answers to each question is the same as the number of respondents who had an opinion or a recommendation for the specific question.

**TABLE 11 – ACTION 3.1 RECOMMENDATIONS AND BENEFITS**

<b>"Do you have any recommendations to improve the action?"</b>
Proof-reading of final product by EN native speaker or equivalent
People in the Commission normally do not know that such action exists.
"In our case (ECI) the study has been undertaken when the legislation was already in place (instead of the usual ex ante ""impact assessment"" approach it was rather the ""ex post evaluation"" approach). The methodology was not fully adapted for this purpose. However the service was flexible enough to accommodate our needs and the final product was very useful.
<b>"What are the main benefits or the most valuable things about the action?"</b>
Quick targeted information on ICT feasibility and costs
Very important in the cases where legal assessment has to be combined with technical assessment.
It helped a lot for preparing the assessment
<b>"Do you have any other recommendations to share with us?"</b>
DG DIGIT should better explain the action and get more involved in the assessments.

## 6 SURVEY CONCLUSION AND RECOMMENDATIONS

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The objective of the survey was to evaluate the Perceived Quality and the Perceived Utility of Action 3.1 – Assessment of ICT implications of EU legislation. It is important to take into account that only five respondents participated in the survey. This means that the results of this survey only represent the opinions of these five unique respondents and cannot be used as a statistically meaningful assessment of the entire action. The results of this survey perform more like indicators of the Perceived Quality and Perceived Utility without fully representing the opinions of all the users.

The following conclusions have been drawn based on the analysis performed:

- The ISA Action 3.1 – Assessment of ICT implications of EU legislation received a **very high Perceived Quality and Perceived Utility assessment with an Overall Perceived Quality Score of 4.58 out of 5 and Overall Utility Score of 4.71 out of 5**. The Overall Perceived Quality and Perceived Utility Scores and the high values of the individual parameters indicate that, overall, the respondents consider the ICT assessment method beneficial.
- Action 3.1 – Assessment of ICT implications of EU legislation, according to the respondents, complies with action specific objectives, meaning that it successfully promotes the importance of the ICT assessment when preparing European Union legislation and ensures that EU legislation is prepared and evaluated with ICT in mind, resulting in early detection of ICT costs and benefits and how those should be tackled.
- Overall, the respondents are satisfied with the ICT assessment method and are willing to promote it to colleagues or other PAs.
- Main benefits according to the respondents:
  - Quick targeted information on ICT feasibility and costs;
  - ICT is very important in the cases where legal assessment has to be combined with technical assessment;
  - ICT helps when preparing the assessment.
- Respondents recommend:
  - To promote the ICT assessment to the European Commission;
  - To check the final outcome of the ICT assessment by a native English speaker.

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

- To promote the usage of the ICT assessment method because of the high usefulness and user satisfaction;
- To evaluate the communication with the users to ensure that the respondents know how the data provided in the course of the service is being used.

## 7 APPENDIX

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### 7.1 RAW DATA EXPORT

The attached file contains the survey result export.



Raw Data.xls

## 7.2 GLOSSARY

- A Likert Scale is a widely used scaling method developed by Rensis Likert. Likert scale refers to the use of an ordinal 4- or 5- point rating scale with each point anchored or labelled.
- The mean<sup>12</sup> (average) is the most popular measure of location or central tendency; has the desirable mathematical property of minimizing the variance. To get the mean, you add up the values<sup>12</sup> for each case and divide that sum by the total number of cases;
- Mode<sup>12</sup> refers to the most frequent, repeated or common value in the quantitative or qualitative data. In some cases it is possible that there are several modes or none;
- The Net Promoter Score® (NPS) is a widely used management tool that helps evaluate the loyalty of a customer relationship. Customers are classified as Promoters, Passive and Detractors.
- ‘Perceived Quality’ is defined as the extent to which the outputs of an ISA action are meeting its direct beneficiaries’ expectations;
- Standard deviation<sup>12</sup> shows the spread, variability or dispersion of scores in a distribution of scores. It is a measure of the average amount the scores in a distribution deviate from the mean. The more widely the scores are spread out, the larger the standard deviation;
- Standard error<sup>12</sup> is the standard deviation of the sampling distribution of a statistic. It is a measure of sampling error; it refers to error in estimates due to random fluctuations in samples. It goes down as the number of cases goes up. The smaller the standard error, the better the sample statistic is as an estimate of the population parameter – at least under most conditions;
- ‘Perceived Utility’ is defined as the extent to which the effects (impact) of an ISA action correspond with the needs, problems and issues to be addressed by the ISA programme;