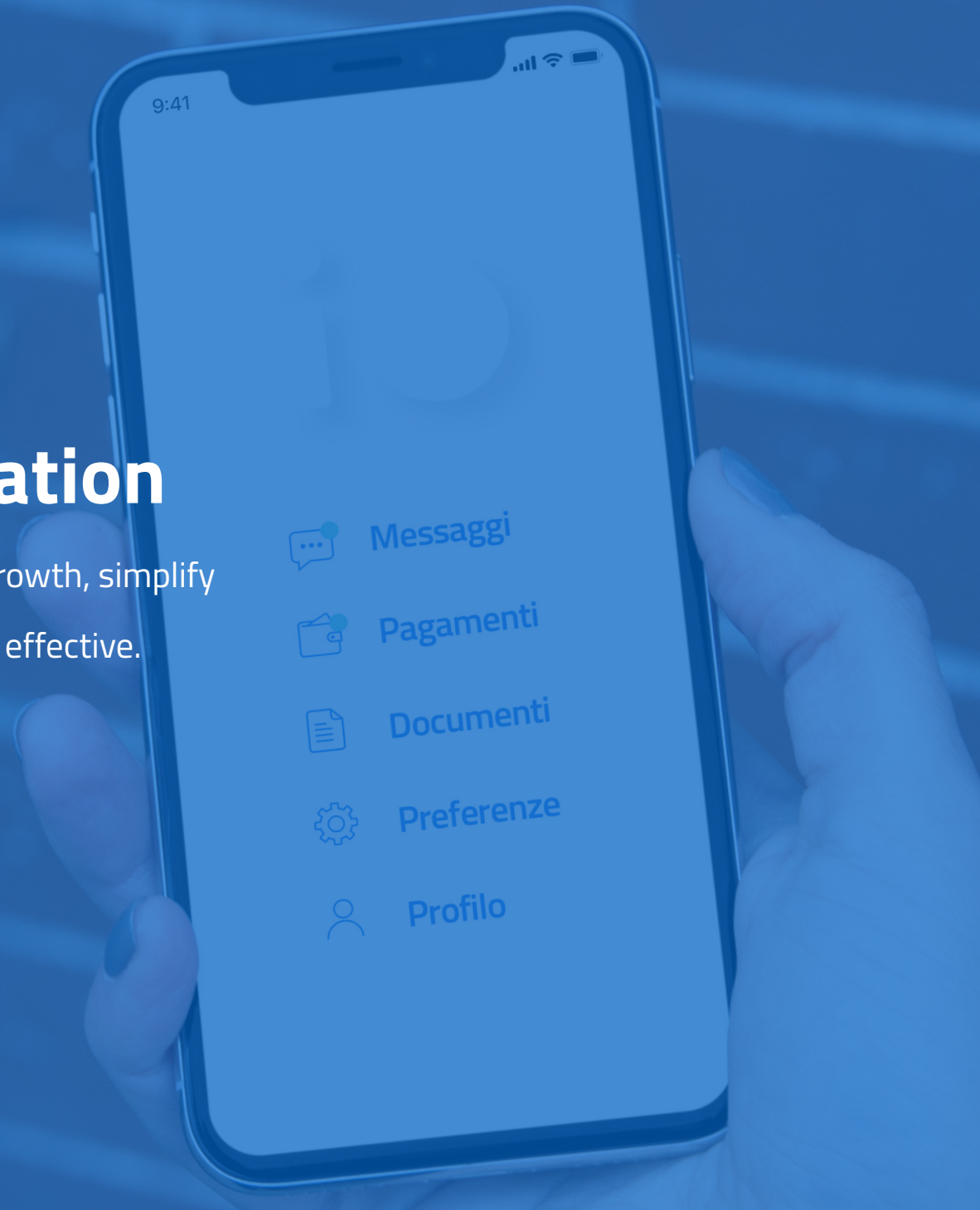# Digital Transformation of the public administration

is essential in order to create new opportunities for growth, simplify

bureaucracy and make policies more transparent and effective.

It's day one!

Recommendations for the Government

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Recommendations for the Italian Government

The Digital Transformation of the public administration in Italy started years later than in most European countries. All the more reason why this process of long-term transformation must involve strong political governance and technology skills, citizen-focused service design and process management. Now that we have a clear strategy set out by the Three-Year Plan, the Presidency of the Council of Ministers must lead the Digital Transformation, which, first and foremost, is a political, cultural and process-based transformation.
It's day one!

Based on the experience gained over the 24 months of operating, we suggest the following initiatives.

UPDATING THE THREE-YEAR PLAN STRATEGY AND PROCEEDING WITH THE EXECUTION PHASES

➜ Continue on the path traced out in 2017 by the Three-Year Plan for Digital Transformation, ramping up and completing the implementation of the "operating system" components through:

- **the large-scale deployment of previously-launched programs - ANPR, pagoPA, SPID, CIE;**
- **the migration of data centers to the PA Cloud and a limited number of national data centers - Strategic National Hubs - that are to be identified and brought into service;**
- **the development of an API-based interoperability model to allow systems to communicate with each other;**
- **the creation of a national data enhancement strategy and the ongoing development of the National Digital Data Platform to conclude the trial phase;**

➜ **implement the large-scale adoption of the tools and methodologies needed for the development, design, collaboration and sharing of Developers Italia and Designers Italia, Docs Italia, Forum Italia and the National Digital Data Platform, in order to guarantee open government, open software and open data;**

➜ continue and accelerate the digital transformation of specific public services by:

- **completing the development and deployment of the platform io.italia.it** in order to allow the citizen to communicate digitally with the entire public administration, receive certificates and deadline notifications, and make and receive payments. Large-scale adoption will require investing resources in traditional and digital promotional campaigns, including innovative ones (e.g. pre-installation agreements with telephone operators). Installing the platform on citizens' smartphones and tablets will act as a driving force and will encourage the straightforward use of all services from a single access point (which can be further facilitated in the long term by AI-based "navigation agents").
- **introducing user research laboratories, metrics and KPIs to measure the efficiency and effectiveness of digital public services**, including indicators such as the frequency and ease of use (frequency of use of the ESF, etc.), the percentage of people who successfully complete a specific process (paying a fine, enrolling their child at a school, etc.), users' satisfaction with the service, costs incurred by the state for each transaction, and percentage of citizens who choose the digital service compared to the analog equivalent.
- **establishing a design structure dedicated** to the prioritization and continuous improvement of public administration services and processes and to the implementation of digitization programs organized along the lines of *flagship* services which have already been launched.

➜ **in consultation with the Italian Data Protection Authority, launch the use of the National Digital Data Platform to support the policy makers'** and public administrations' decision process through the selection of high-impact areas of application, e.g. mobility, energy consumption, education, health, labor market, combating tax evasion.

Recommendations for the Italian Government

— GOVERNANCE

➜ as set out by [Art. 63 of Legislative Decree no. 179/2016](#),[37] **extend the duration of the Commissioner and Digital Transformation Team by an additional year** (not necessarily with the same Commissioner) in order to continue the ongoing activities and implement the suggestions below, including the transition to a new permanent structure;

➜ **create a permanent body that sits within a Department of the Presidency of the Council of Ministers, headed by a Minister or an Undersecretary for the Digital Transformation and with a strong mandate[38] and a significant spending budget, in order to guide and supervise AgID. This Department must be digitized from the outset; it must be seen as the "digital jewel in the crown" of the public administration. It is also essential that it operates in modern and open spaces that facilitate collaboration and do not represent the typical "palaces" of Italian bureaucracy and politics. We also suggest assessing the option of a location far from Rome where the necessary human talent can be recruited. The Department should be able to train a team dedicated to the implementation of the digital transformation of the public administration and its nationwide execution, and to support central and local administrations as well as technology suppliers.** An initial estimate calls for 510 experts in technology, change management and operational processes (of whom roughly 115 in the central team, 105 assigned to the central PAs involved in managing the projects launched by the Team, and 290 nationwide alongside central and local administrations, and technology suppliers). This type of qualification is rarely found among PA employees. Just as the Commissioner was able to hire [30 experts](#) ([link to the published job descriptions here](#)) whose main objective is to help the country, the Minister or Undersecretary should be able to recruit experts from the private sector with contracts lasting from 1-3 years. The model can also be replicated for higher numbers provided that the resources are included within an organization with structured, repeatable and controllable processes and

frequent audits. Such a team will work on critical programs supporting local and central PAs through structured mechanisms and processes. The programs will eventually be relocated to the "owners" most suited to their management and continuous evolution. International examples are the [US Digital Service](#) under the White House and the [UK Government Digital Service](#) under the Cabinet Office of the British Government, which took on 200 and 500 experts respectively from the private sector in a flexible manner.
We suggest that the resources for this new body might come both from the reduction of AgID size and through the identification, in collaboration with the State General Accounting Office, of the PA's least useful technological projects (such as underused websites, portals and apps). The latter suggestion is inspired by the model which was adopted to create the UK GDS: the Cabinet Office identified and shut down 3 totally useless websites, allocating their development and maintenance costs to the creation of the new body.[39]

➜ **radically restructuring AgID**, by downscaling its goals - see table in Appendix -, introducing change management experts, introducing digital processes and tools and proportionally reducing the workforce in view of the creation of the Department of Digital Transformation. AgID has become an ineffective hotbed of circulars and an organizer of round tables that do not add any value to the public administration's transformation process. We have also noted that AgID acts contrary to normal business rules regarding the spending of European funds. Available funds are spent without using any tool to assess the projects usefulness; the spending is based purely on the need to demonstrate the ability to spend the funds available, regardless of whether they actually need to be spent;

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[37] [Art. 63 of Legislative Decree no. 179](#), 2016 sets out a term of up to 3 years for the commissarial body.

[38] The Undersecretary for the Digital Transformation needs to be endowed with the same powers of initiative and coordination set out for the Special Commissioner by [Art. 63 of Legislative Decree 179/2016 and the Prima Ministerial Decree of September 16, 2016](#)

[39] Among these sites there are [Directgov and Businesslink](#).

→ **create the role of** *Chief Technology Officer* **within each Ministry and main body of the central PA (or groups of administrations); the CTOs will be in charge** of the digital transformation and the implementation of the Three-Year Plan and will report directly to the Department for Digital Transformation. The **Chief Technology Officers** will be supported by a team of talented experts in technology and change management capable of operating complex systems. Our approach has so far worked with a limited number of collaborative administrations; however scaling up this approach to the whole public administration remains the challenge for the coming years.

→ **invest in central in-house (Sogei, InfoCamere, Aci Informatica, IPZS, etc.) and regional ones, and in public bodies (Agenzia delle Entrate, INPS, etc.) that have a critical role to play in the development of enabling technologies and in the provision of major public services (tax, labor, welfare),** including through the mass recruitment of talents and technology experts, starting from high-level employees of these companies. These in-house and public bodies must significantly modernize their technological and operational skills; currently, most of them are subcontracting centers with little added value. Some in-house, like Sogei, have just started this process of change, but they must step up their efforts. It will probably also be necessary to close in-house that did not show any added value as they currently appear to be nothing more than ineffective subcontracting stations.

— NEW AGID MODEL

In our opinion, it is necessary to restructure the Agency for Digital Italy, drastically reducing the tasks entrusted to it by the Digital Administration Code.[40]
The restructuring must involve divesting the Agency, which lacks technological and complex process management skills, of its strategic and planning responsibilities, and limiting its scope to accrediting qualified service providers, monitoring these services, and managing the office of the Digital Ombudsman.

The Agency should therefore focus on regulation and standardization, monitoring, advice and support for citizens and businesses in the implementation of digital citizenship rights.
Strategic and planning activities could be entrusted to the Digital Transformation Team and then to the Department for Digital Transformation and/or to Ministries and bodies that, due to their specific skills, are most suited to taking charge of them.

A list of activities currently managed by AgID and/or the Team, with notes concerning the reallocation of these activities to different bodies, is attached.

— SKILLS AND TRAINING

→ **create programs to attract talented young graduates with modern technological skills to the PA**, such as a "digital civil service" that attracts talents for a period of 12 months, working closely with high-level administration and public agency executives on digital transformation projects. An example at an international level is provided by the American program Coding it Forward;

→ **implement a large-scale initiative for the "digital" training of PA executives and officials**, introducing specific courses focusing on practical cases of public service redesign according to the guidelines and the *design system* set out in the Three-Year Plan. These courses should be mandatory for public employees in order to be promoted to executive level;

→ to involve students through work experience programs, with the dual objective of bringing them closer to the world of public administration and using them to explain digital services to citizens who, for example, are in line at a counter and are not familiar with the new tools.

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[40] Legislative Decree 82/2005

Recommendations for the Italian Government

BUDGETS, INCENTIVES AND SANCTIONS: NEW PRINCIPLES

➔ **make significant investments at both central and local level and step up the funding instruments made available to the public administration, reversing the principle by which the digital transformation must be implemented with no additional resources. Digitizing the public administration at no expense is a contradiction.** We need to spend more in the short term to spend much less in the long run, always bearing in mind that there must be processes in place capable of effectively using these funds, otherwise they will be wasted;

➔ streamline the use of European funds dedicated to the digital transformation, and step up the use of these funds to help central and local authorities to achieve the specific results envisaged by the Three-Year Plan (as in the case of the ANPR). We should concentrate on the purposes and results for which the money is spent instead of focusing on spending the available money, regardless of whether there is an actual need;

➔ **introduce a system of economic benefits and incentives for administrations that adopt digital processes and citizens who use digital services instead of analog ones.[41]**

➔ **penalise and/or reduce funding for administrations that do not implement the digital transformation**, in particular the use of enabling platforms. "Use" in this case does not equate to "signing an agreement" but extends to activating the service within their own systems according to the established guidelines.

DIGITIZATION OF THE LAW CREATION AND USAGE PROCESS

We suggest continuing with the Lex Datafication project which will transform the process of drafting, approving and publishing a law, taking it from analog to digital by default and thus guaranteeing the speed, transparency, and efficiency of the legislative process.

At the same time, it will be possible to work on the creation of the Citizen Assistant, which answers questions from citizens and professionals on the subject of legislation through *Machine Learning* (ML) and *Natural Language Processing* (NLP) algorithms.

PROCUREMENT OF TECHNOLOGICAL SERVICES

The process of procurement is one of the PA's most burdensome activities. Procurement procedures require a significant amount of time and resources; consequently, the procurement of digital products and services struggles to keep pace with the evolution of technological solutions. Attempts to facilitate the process of procuring digital products and services at a central level through central purchasing bodies have often led to the establishment of high-cost and long-term single-client contracts (very often won by large companies or temporary groupings of companies,[42] sometimes without specific market experience) to which all administrations are legally binded,[43] even the contracts entail higher costs in order for the administration to obtain the same service.

The most frequent causes of these problems may be summarized as the following:

1. *a lack of technological skills within the public administration*, with the consequence that it is often the supplier that suggests to the PA what it must buy, effectively replacing the PA in the planning phase. Proprietary solutions are therefore often chosen; these choices lead to vendor lock-in, do not guarantee interoperability with other PAs and are not designed to evolve over time;

2. *the inadequacy of the digital marketplace (MePA)*, which is still too complicated to use and lacks basic features such as a search engine that produces relevant results, easy registration for companies

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[41] For example, some municipalities are encouraging the payment of TARI (waste tax) through pagoPA with a €5-€10 discount and reallocating the work force dedicated to manual TARI collection to other activities offering higher added value.

[42] Temporary grouping of companies.

[43] Section 512 of Art. 1 of the 2016 Stability Law establishes that "in order to guarantee the optimization and streamlining of purchases of IT and connectivity goods and services, the PAs will undertake procurement exclusively through Consip SpA or aggregators".
Section 4, letter "c" of Agid Circular no. 2 of June 24, 2016 states that "to proceed with acquisitions of IT and connectivity goods and services, the public administrations must first check whether centralized acquisitions are required for the purchase in question; in particular, they must verify if they are obliged to use Consip conventions (as per Article 1, Section 449 of Law 296/2006)".

and detailed descriptions of the services and products;

3. *a lack of reference models and specific templates* to guide the public administration in carrying out tenders;

4. *a tendency to award the tender on the basis of lowest bid criteria,* even when the score relating to the economic proposal would theoretically be lower, a poor evaluation of the quality parameters leads to the award of unnaturally high scores;

5. *the complexity of the purchasing process and the lack of automation in the process of compliance with the law requirements;* such a complexity has the negative consequence of excessively long tender processes that must be planned very far in advance and are thus inevitably inaccurate;

6. *the absence of a system* that the PA can use to evaluate suppliers and services; this system would constitute a knowledge base of useful cases and help administration to make decisions in an informed manner on the basis of past choices;

7. *the use of misleading unit* costs linked to software measurement metrics (e.g. "function points") that measure aspects that are not representative of the actual quality of the service and the software, in particular with regard to non-functional requirements (such as user-friendliness), further leading to an unbalanced assessment in favor of lower bids. We must move from assessing the output to assessing the outcome;[44]

8. *the difficulty of intervening* on contracts that have had unexpected and unsatisfactory results, such as supply price and quality which are no longer in line with market levels and standards. Technology prices often fall over time and the standard quality level increases; instead, public administrations have to pay higher prices and tolerate lower quality levels awarded based on the standards of years gone by.

To allow administrations to purchase digital products and services simply and quickly, in line with the rapid evolution of technology and with real savings, we must:

➡ **reinforce Consip with technological skills; currently, Consip's resources are too unbalanced in favor of legal skills as opposed to technological/operational know-how;**

➡ **promote a dynamic procurement system that allows for multi-client supply, introduces mechanisms that can include SMEs and startups with high technological value, and favors renewable contracts for lower amounts so that we can continue to invest only where there is value;**

➡ **drastically change the processes of technology procurement**; support Consip in moving from individual, long-term single-supplier tenders worth hundreds of millions to short-term multi-supplier framework agreements that are worth less and can be renewed over time, providing easy access to small and medium-sized enterprises;

➡ **help MePA evolve into a dynamic digital marketplace** that would offer easy access for highly-innovative startups and SMEs and provide a simple and intuitive user experience;

➡ continue the work started by the team with Consip to **implement the *Code of Conduct for Technology Procurement***; the Code contains the principles to be adopted and included in each new contract or tender for technological services and products;

➡ **automate processes, in particular those related to the exclusion clauses set out by Art. 80 of the Procurement Code** and add the monitoring and analysis of average procurement procedure execution times to Consip's remit (with a particular focus on direct awards and below threshold tenders), with a clear objective to reduce these times;

➡ **establish** a certification program that allows Consip to speed up the procurement procedures for digital products and services purchased by central and local administrations. This program will include a list of clear and verifiable requirements and will allow the most organized bodies to manage their own procurement processes in a transparent manner and in compliance with these requirements, which can be checked through an audit process;

➡ **rethink the governance mechanisms** with regard to procurement procedures for digital services and products to ensure greater consistency with the digital transformation strategy set out in the Three-Year Plan. The system of AgID's "opinions" is inadequate,[45] since AgID is not equipped with the resources and skills needed to properly verify that what is being bought is what is needed.

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[44] Fundamentals Unpacked: outcomes and outputs in the public sector

[45] Article 14-bis of the Digital Administration Code

APPENDIX I

Resources needed to continue Digital Transformation initiatives

In this appendix, we will present two tables containing our proposals concerning the resources needed to continue these initiatives (the estimates of the personnel needed for each individual initiative are to be considered as purely indicative; they require more in-depth evaluation).

➔ For each individual planning activity, the first table indicates the resources to be initially assigned to the Digital Transformation Team and then to the Department for Digital Transformation of the Presidency of the Council of Ministers (as described in the section Recommendations for the Government), the resources to be assigned to the central administration involved in the management of a specific project, and the resources to be assigned to local administrations to support the execution of projects nationwide;

➔ The second table indicates the activities and tasks envisaged by the DAC (Digital Administration Code), detailing whether they should remain with AgID or be reassigned to another administration.

We suggest that the resources for this new body might come both from the reduction of AgID size and through the identification (in collaboration with the State General Accounting Office) of the PA's least useful technological projects (such as underused websites, portals and apps). The latter suggestion is inspired by the model which was adopted to create the UK GDS: the Cabinet Office identified and shut down 3 totally useless websites, allocating their development and maintenance costs to the creation of the new body.[46]

Finally, we highlight that an organization of this size must be managed by leaders with strong complex process management skills, otherwise it risks transforming into the typical bureaucratic institution that becomes an ineffective and potentially harmful bottleneck over time.

PROJECT	DESCRIPTION	SUGGESTED OWNER	DEPARTMENT FOR DIGITAL TRANSFORMATION staff to be assigned	CENTRAL PAs staff to be assigned	LOCAL PAs staff to be assigned
The Cloud and Strategic National Hubs	Data center consolidation and migration to cloud or limited number of Strategic National Hubs	Department for Digital Transformation - Presidency of the Council of Ministers or Ministry of Economy and Finance - State General Accounting Office	25	/	100

[46] Among these sites there are Directgov and Businesslink.

Resources needed to continue Digital Transformation initiatives

PROJECT	DESCRIPTION	SUGGESTED OWNER	DEPARTMENT FOR DIGITAL TRANSFORMATION staff to be assigned	CENTRAL PAS staff to be assigned	LOCAL PAS staff to be assigned
ANPR	Program Office	Department for Digital Transformation - Presidency of the Council of Ministers or Ministry of the Interior	5	/	/
PagoPA	Management and evolution of the pagoPA platform	Ministry of Economy and Finance / Cassa Depositi e Prestiti (NewCo)	/	30 (MEF/CDP)	/
Spid	Development and evolution of the SPID digital identity program	Department for Digital Transformation - Presidency of the Council of Ministers	15	/	/
CIE	CIE development management	State Mint and Polygraphic Institute (IPZS)	/	15 (IPZS)	/
Open Government e Open Source	Management and evolution of the Developers Italia, Designers Italia, Docs Italia and Forum Italia platforms	Department for Digital Transformation - Presidency of the Council of Ministers	30	/	80 (service and process review designers)

Resources needed to continue Digital Transformation initiatives

PROJECT	DESCRIPTION	SUGGESTED OWNER	DEPARTMENT FOR DIGITAL TRANSFORMATION staff to be assigned	CENTRAL PAS staff to be assigned	LOCAL PAS staff to be assigned
Interoperability and API	Evolution and implementation of the interoperability model	Department for Digital Transformation - Presidency of the Council of Ministers	10	/	20
National Digital Data Platform	Management and evolution of the National Digital Data Platform and the Data & Analytics Framework	Creation of the Data Office within the Ministry of Economy and Finance - State General Accounting Office	/	40 (Data Office) + 5 (Italian Data Protection Authority)	
io.italia.it	Management and evolution of io.italia.it	Department for Digital Transformation - Presidency of the Council of Ministers	30	/	90
Electronic Health Record (FSE)[47]	Management of interoperability and improvement of the FSE user experience	Ministry of Economy and Finance - State General Accounting Office	/	15 (MEF/RGS)	/
		TOTAL	**115**	**105**	**290**
		GRAND TOTAL		**510**	

[47] For the sake of completeness, an indicative estimate was also provided for the Electronic Health Record project, on which the Digital Transformation Team did not work directly.

Resources needed to continue Digital Transformation initiatives

Italian Government - Digital Transformation Team's report
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Redistribution of AgID responsibilities

FIELD	SPECIFIC ACTIVITY MANAGED BY AGID	SUGGESTED OWNER
Digital payments	Managing and providing the digital platform pagoPA and defining the related technical specifications and guidelines for managing payments (art. 5 of the DAC)	Ministry of Economy and Finance / Cassa Depositi e Prestiti
Communication between companies and public administrations	Verifying that requests, declarations, data and information are exchanged between companies and PAs using only information and communication technology according to the procedures set out by the relevant Prime Ministerial Decree (Art. 5-bis of the DAC)	AgID
Digital Address	Supporting the Ministry of Economic Development in the creation and management of the INI-PEC (certified email) register (Art. 6-bis of the DAC) Guidelines and means of extracting digital addresses from the lists, as per Articles 6-bis, 6-ter and 6-quater of the DAC (Art. 6-quinquies of the DAC)	AgID
Digital Address	Creating and managing the Index of digital addresses of the public administration, of the entities that manage public services and of natural persons (Art. 6-ter, 6-quater of the DAC)	AgID
The right to simple and integrated online services	Periodically defining standards and quality levels (taking into account the evolution of technology) that the PA must comply with when reorganizing and updating the services provided, based on a prior analysis of the actual needs of users, and making these available online (art. 7 of the DAC)	Department for Digital Transformation / Presidency of the Council of Ministers

Resources needed to continue Digital Transformation initiatives

FIELD	SPECIFIC ACTIVITY MANAGED BY AGID	SUGGESTED OWNER
Internet connection in offices and public places	Defining security standards and guidelines for the provision of the portion of bandwidth not used in offices and public places ([art. 8-bis of the DAC](#))	Ministry of Economic Development
Relations between the State and Local Authorities and Bodies	Coordinating the IT facilities of national, regional and local administration with the aim of planning and monitoring the strategic evolution of the public administration's information system ([art. 14 of the DAC](#))	Department for Digital Transformation / Presidency of the Council of Ministers
AgID	([art. 14-bis of the DAC](#)) • Achieving the objectives of the Italian Digital Agenda • Promoting digital innovation in Italy and the use of digital technologies in the organization of public administration and in the relationship between the PA, citizens and businesses • Carrying out the required tasks in order to fulfill international obligations • Issuing the guidelines containing the rules, standards and technical guides of the digital agenda • Planning and coordinating administration initiatives for the use of information technology and for drafting the [Three-Year Plan](#) • Organizing, implementing and managing innovation initiatives and projects (either implementing and managing them directly or using third parties), specific innovation projects assigned to the agency as well as planning and coordinating strategic initiatives of major national interest, including cross-sector projects • Promoting digital culture and research, including through regional digital communities	Department for Digital Transformation / Presidency of the Council of Ministers **(we suggest reviewing some of these duties, as they are generic and, in some cases, not measurable)**
AgID	([art. 14-bis of the DAC](#)) Verifying the results achieved by individual administrations with a particular focus on the costs and benefits of IT systems	Ministry of Economy and Finance / State General Accounting Office

Resources needed to continue Digital Transformation initiatives

FIELD	SPECIFIC ACTIVITY MANAGED BY AGID	SUGGESTED OWNER
AgID	([art. 14-bis of the DAC](#)) ▪ Defining criteria and methods to monitor the execution of contracts by a specific administration ▪ Overseeing trust service providers, certified email management entities, accredited digital document storage providers, and public and private bodies that are part of [SPID](#) in the exercise of these roles ▪ Any other role attributed to the agency by specific legal provisions and by its Charter ▪ AgID performs all other roles required by laws and regulations and already attributed to DigitPA, the Agency for the Diffusion of Innovation Technology, and the Department for Technological Innovation of the Presidency of the Council of Ministers	AgID **(we suggest reviewing some of these duties, as they are generic and, in some cases, not measurable)**
AgID (Procurement)	([art. 14-bis of the DAC](#)) ▪ Monitoring the activities carried out by administrations, including investments made in relation to their alignment with the [Three-Year Plan](#) ▪ Issuing technical advice on the contract outlines and framework agreements of central public administrations and on the essential elements of the strategic tender procedures for the [Three-Year Plan](#) launched by Consip and aggregating bodies	Department for Digital Transformation / Presidency of the Council of Ministers
Digitalization and reorganization	Identifying criteria and procedures so that each public administration can report annually on the streamlining of administrative procedure management and on the savings made thanks to technology ([Art. 15 of the DAC](#))	Ministry of Economy and Finance / State General Accounting Office
Digital Ombudsman	Establishing the Digital Ombudsman ([Art. 17 of the DAC](#))	AgID

Resources needed to continue Digital Transformation initiatives

FIELD	SPECIFIC ACTIVITY MANAGED BY AGID	SUGGESTED OWNER
National Platform for Governance of the Digital Transformation	Implementing and managing the National Platform for Governance of the Digital Transformation (Art. 18 of the DAC)	Department for Digital Transformation / Presidency of the Council of Ministers
Validity and evidential effectiveness of electronic documents	Technical training rules for the transmission, storage, copying, duplication, reproduction and validation of electronic documents (Art. 20 of the DAC)	AgID
Trust services and digital identity	Certification and accreditation of bodies wishing to provide certified trust services, electronic document storage and digital identity management, as well as the related duties and sanctions (Art. 29, 32, 32-bis, 35 e 37 of the DAC)	AgID
Proceedings and electronic dossiers	Guidelines for the establishment, identification, accessibility through the aforementioned services and use of dossiers (art. 41 of the DAC)	AgID
Data	Defining guidelines for public administrations to analyze their data, including in combination with data held by other bodies (Art. 50 of the DAC)	Creation of the Data Office within the Ministry of Economy and Finance / State General Accounting Office
Data	Managing the National Digital Data Platform (Art. 50-ter of the DAC)	Creation of the Data Office within the Ministry of Economy and Finance / State General Accounting Office

Resources needed to continue Digital Transformation initiatives

FIELD	SPECIFIC ACTIVITY MANAGED BY AGID	SUGGESTED OWNER
Security	▪ Implementing, insofar as it falls within the agency's competence and in conjunction with the other competent authorities, the National Strategic Framework for Cybersecurity and the National Cybersecurity and Information Security Plan, and promoting agreements with similar international bodies as well as issuing guidelines promoting cybersecurity ▪ Coordinating, through the Computer Emergency Response Team of the Public Administration (CERT-PA), IT security incident prevention and management initiatives ([Art. 51 of the DAC](#))	Information and Security Department
Territorial data	Creating the National Directory of Territorial Data ([Art. 59 of the DAC](#))	Creation of the Data Office within the Ministry of Economy and Finance / State General Accounting Office
Databases of national interest	Identifying and publishing the list of databases of national interest ([Art. 60 of the DAC](#))	Creation of the Data Office within the Ministry of Economy and Finance - State General Accounting Office
ANPR	▪ Coordinating with the Presidency, the ministries and the bodies in charge with regard to the time frames and means of implementing the provisions concerning the [ANPR](#): security guarantees and measures, the interoperability of the ANPR with other databases and the provision of other services made available by the ANPR ([Art. 62 of the DAC](#))	Department for Digital Transformation / Ministry of the Interior

Resources needed to continue Digital Transformation initiatives

FIELD	SPECIFIC ACTIVITY MANAGED BY AGID	SUGGESTED OWNER
SPID	Creating and managing the public system for the digital identity management of citizens and businesses (SPID) and (Art. 64 of the DAC)	Department for Digital Transformation / Presidency of the Council of Ministers
Online access to public administration services	Defining guidelines for the analysis tools to be used to verify the standards and quality levels of services supplied by digital identity providers and trust service providers aArt. 64-bis of the DAC)	Department for Digital Transformation / Presidency of the Council of Ministers
Open source and reuse	• Defining criteria and methods for the comparative technical and economic assessment of solutions already available within the public administration or from free software or open source code, suited to the needed requirements (Art. 68 of the DAC) • identifying one or more platforms for the publication of source code, documentation and the related technical/functional descriptions of all the IT solutions developed by the public administration (Art. 69 of the DAC)	Department for Digital Transformation / Presidency of the Council of Ministers
Public Connectivity System (SPC) and interoperability	Publishing, free of charge, the specifications of the technological interfaces, the guidelines, the cooperation rules and any other information needed to guarantee the interoperability of the SPC with any other IT solution developed independently by private individuals or other administrations (Art. 75 of the DAC)	Department for Digital Transformation / Presidency of the Council of Ministers
Technical regulations	Adopting guidelines and technical regulations for the implementation of strategic and planning principles related to the Digital Agenda (Art. 71 of the DAC)	Department for Digital Transformation / Presidency of the Council of Ministers

APPENDIX II

Some key numbers

The benefits brought about by a well-executed digital transformation are reflected in the improvement of services for citizens and in the increased efficiency of the public administration. Although the benefits are indisputable, quantifying the financial savings and calculating the increase in productivity is complex and often relies on uncertain estimates. This table attempts to summarize some key numbers that give a sense of the impact resulting from the digital transformation.

	KEY NUMBERS	DESCRIPTION
POTENTIAL SAVINGS ON EXPENDITURE AND IMPACT ON EFFICIENCY	€35 Bln / year, of which:	Benefits for the PA in terms of higher revenue or savings on expenditure thanks to the PA's digital transformation[48]
	€15 Bln / year	Savings thanks to the digitalization of PA processes[48]
	€10 Bln / year	Money recovered in taxes in the event that all companies adopt the electronic storage of fiscal documents[48]
	€5 Bln / year	Money recovered in taxes in the event that the percentage of payments made electronically by consumers rises from 20% to 30%[48]
	€5 Bln / year	Savings on negotiations in the event that the use of eProcurement in the PA rises from the current 5% to 30%[48]

[48] The published estimates include the September 2013 report on egovernment produced by the Digital Agenda Observatory of Politecnico di Milano's School of Management in 2013.
The analysis is based on the progress status of public projects within the Italian digital transformation in 2013 and previous years. Even though carried out in 2013, Politecnico di Milano's study on eGovernment defines a significant still-valid qualitative framework covering the potential impacts that the digital transformation can have on the public administration and businesses.

Some key numbers

KEY NUMBERS	DESCRIPTION
€25 Bln / year, of which:	Benefits for companies in terms of higher revenue or savings on expenditure thanks to the PA's digital transformation[48]
€23 Bln / year	Increased productivity thanks to the digitalization of the interface processes between the PA and companies[48]
€2 Bln / year	Savings on financial charges thanks to the PA's electronic payments, which allow suppliers to be paid within the time frame set out by Directive 2011/7/EU[48]
€5 Bln / year	Estimated savings at European level thanks to the adoption of the once-only, principle, which is based on the implementation of the interoperability model[49]
€681 Mln	Estimated total expenditure for the launch of physical infrastructure projects by central administrations in 2013-2015, which can be drastically reduced if the guidelines of the Three-Year Plan are followed[50]
€621 Mln	Estimated total expenditure for the launch of software development projects by central administrations in 2013-2015, which can be drastically reduced if the guidelines of the Three-Year Plan are followed[51]

[49] Study on eGovernment and the reduction of administrative burden: final report / EY, Danish Technology Institute, European Commission, 2014, p. VI

[50] The estimate concerns the aggregate of the multi-year costs sustained by 21 Central public administrations for the projects surveyed in the "Physical Infrastructures" category contained in Annex 3 - Overview of ICT expenditure of the Three Year Plan for Information Technology in the public administration 2017-2019.

[51] The estimate concerns the consolidated multi-year costs incurred for the projects surveyed in the "Intangible Infrastructure" and "Ecosystems" typologies, which refer to projects relating to the "software" sphere contained within Appendix 3 - Synoptic ICT Spending Framework. Three-Year Plan for IT in public administration 2017-2019.

Some key numbers

KEY NUMBERS	DESCRIPTION
3.5 Mln hours/year	Annual saving in working hours by municipalities due to the automatic management of changes of address thanks to ANPR[52]
€1.1 Bln / year	Estimated annual saving on expenditure for the PA with the adoption of pagoPA thanks to the automation of accounting processes, the reconciliation of payments, and the replacement of payment alert letters with electronic messages[53]
€110 / year for each citizen	Estimated annual saving for each citizen with the adoption of pagoPA, resulting from lower fees on payments made and the time saved by paying for public services electronically rather than in person[54]

	KEY NUMBERS	DESCRIPTION
ANPR (Data updated at September 30, 2018)	715 municipalities	Municipalities migrated
	9.8 Mln people	Population migrated
	1737 municipalities	Municipalities in the pre-migration phase
	10.7 Mln people	Population in the pre-migration phase

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[52] Estimated by the Digital Transformation Team in collaboration with the Ministry of the Interior.

[53] Data processed as part of a study carried out with CDP.

[54] See note 53.

Some key numbers

	KEY NUMBERS	DESCRIPTION
PAGOPA (Data updated at September 30, 2018)	5.3 Mln (+240%)	Transactions made using pagoPA in the first half of 2018 and the respective increase compared to the same period in 2017[55].
	€685 Mln (+358%)	Value of transactions made using pagoPA in the first half of 2018 and respective increase compared to the same period in 2017[56].
	€197[57]	Average payment in the third quarter of 2018
	€175 Mln (890K) / per month	Value (number) of transactions made using the platform per month in the third quarter of 2018
	2500	Operational member bodies (with at least one payment received via pagoPA in the last month), of which 67% are municipalities
SPID (Data updated at September 30, 2018)	2.85 Mln	Digital identities released since the launch of the program (March 2016)
	27.000 / week (+50%)	Digital identities released on average per week in the second quarter of 2018, with the respective increase compared to the first quarter of 2018 (18.200 / week)

[55] 8.6M total transactions made on pagoPA in 2018, upadted at September 30, 2018

[56] 1.28 billion total value of payments made on pagoPA in 2018, updated at September 30, 2018

[57] Average value calculated taking into account the percentage of successful transactions, which was 81% of the transactions carried out for the third quarter of 2018. Unsuccessful transactions correspond mainly to the user having insufficient funds or not completing the payment phase.

Some key numbers

	KEY NUMBERS	DESCRIPTION
CIE (Data updated at September 30, 2018)	7.500 (94%)	Municipalities authorized to issue the CIE, with the relative percentage of the population covered
	5.5 Mln	CIEs issued in total since the launch of the program
	122.000 / week	CIEs issued

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