

## 11. MANUFACTURED CAPITAL

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Sogei has always operated within a broad and differentiated reference framework. The constant development of new technological and management solutions, addressed to the Public Administration, is part of a defined, structured and constantly evolving context, which allows it to provide its stakeholders with the highest guarantees from the point of view of regulatory compliance and the quality of services.

Customers are fundamental interlocutors with whom Sogei collaborates, not only to meet their specific needs, but also to foster growth within the Company, in a climate of trust based on transparency, continuous dialogue and cooperation.

The Company is committed every day to ensuring its customers the best execution of the entrusted tasks and focuses constantly on proposing increasingly advanced and innovative solutions, with a view to integration, efficiency and cost-effectiveness.

### PROJECTS AND ACTIVITIES

Below is a summary of the main activities carried out in 2021 in relation to the different project areas. The new projects launched in 2021 and those that underwent significant updates or changes in the same period were reported. In any case, for further information on all the types of initiatives that fall within the various project areas, reference should be made to the institutional website.

#### 11.1 PUBLIC FINANCE

Public Finance includes all those activities with which the State, Regions and local authorities obtain the necessary funds to support the expenses for the provision of services intended for the community, such as health, school, transport, pensions, and contributions, also including public debt management.

The systems that Sogei has created for the governance of Public Finance have the objective of supporting the monitoring of the financial effects of the measures envisaged in the budget and of the main measures adopted during the year, as well as aiding the activities of control and consolidation of public accounts.

##### **11.1.1 RE-ENGINEERING OF SILEA - INFORMATION SYSTEM FOR THE CONTROL OF LEGITIMACY OF ACTS FOR THE COURT OF AUDITORS**

The Information System for the Control of Legitimacy of Acts (SILeA) was set up in 2015 as an experimental initiative to fill an IT gap in one of the core institutional tasks of the Court of Auditors: controlling the legitimacy of acts.

SILeA, therefore, digitises the process of legitimacy control that the Court of Auditors carries out on the acts of the State Administrations and supports, in particular, the Control Section by allowing the entire processing of the acts both for communications with the controlled Administrations and with the Central Budget Office (UCB) and for back office activities.

After the experimental phase, a project to re-engineer the system was launched in 2021. By confirming the innovative drivers chosen - *Cloud first, Platform as a Service, Mobile first, Micro-services architecture, Utility* - the re-engineering of SILeA will enable significant advantages to be achieved:

- for users, for a better 'user experience' by guaranteeing consolidated workflows and a high level of flexibility thanks to functions that can be customised by the individual office and the individual user in terms of views and layout in relation to the roles performed and functions exercised;
- for the system, in terms of performance, evolutions, maintainability, efficiency and security levels.

In particular, the functionalities already tested by users will be improved: the timeline, the management of the Preliminary Phase, the management of the Opinions and Findings.

The system will also feature a new graphical interface that optimises the space available on users' desks and makes it easier to access information and areas of the system.

Finally, the micro-services architecture of the system will allow greater agility in incorporating organisational and regulatory developments and changes.

In summary, the re-engineering will pay particular attention to the rationalisation of processes and the simplification of operational activities, usability and IT security, in line with the AgID guidelines.

In perspective, due to the institutional relevance of the Court of Auditors' control function, the re-engineered SILeA aims to become the "guiding project" of its Control.

Client: Court of Auditors

Material topics: Digitisation and Digital Inclusion, User & Customer eXperience, Security and Data Protection

### **11.1.2 REGIS**

Law no. 178 of 30 December 2020 - Budget of the State for the financial year 2021 and multi-year budget for the three-year period 2021-2023 - gives the State General Accounting Office (RGS) the task of developing a special IT system with the aim of supporting the management, monitoring and reporting activities of the various components of the Next Generation EU.

In line with this requirement, the Ministry of Economy and Finance - State General Accounting Office -, on the basis of the experience developed in the implementation and management of national monitoring information systems, has designed the new 'ReGiS' system as a national backbone of management, monitoring, control and reporting information on initiatives financed under the NRP and other public investment programmes.

"ReGiS", developed with SAP technology, aims to ensure:

- a single access point for MEF RGS services related to the monitoring of the NRP and European and national programmes related to cohesion policy;
- a centralised repository of all the information and evidence supporting the control and audit processes;
- timeliness of the information and updates (*near-real-time*);
- interoperability with major national and EU systems and databases.

Functional modules and components allow the acquisition of data and documents, offering the different players involved in the management, implementation and control of the National Recovery and Resilience Plan and of the Public Investment Programmes related to the Cohesion Policy, a tool for the management and control of the physical, procedural and financial progress of the funded projects.

In this way, "ReGIS" ensures the constant and timely monitoring of the individual projects and Programmes as a whole. The system will also contain reporting and monitoring tools, available to the competent authorities.

The "ReGIS" system is already in operation and, in the course of 2022, it will be fully operational thanks to the implementation of specific evolutions aimed at integrating the functionalities foreseen in the various modules.

Client: Ministry of Economy and Finance - State General Accounting Office (RGS)  
Material topics: Public administration transparency (data and administrative processes)

### **11.1.3 EVOLUTION CONTROL SYSTEM AND REPORTING TO THE COURT OF AUDITORS**

In light of the changes in terms of digital transformation taking place at the State General Accounting Office concerning the implementation of a new management information system - InIt - aimed at automating in a single ERP-type integrated modular system the systems currently used by the central administrations for the management of public accounts, and at the Bank of Italy which has started the re-engineering of the procedures of the State Treasury (Re.Tes.), it is necessary to proceed with the digital transformation of the current State Finance systems of

the Court of Auditors, which are integrated with the systems of the State General Accounting Office and the Bank of Italy.

The systems involved are the management system (SICR) and the knowledge system (ConosCo). Digital transformation will focus, in particular, on issues of usability, interoperability, IT security and data quality, in line with the AgID guidelines. In addition, one of the main objectives is to provide Court of Auditor users with advanced investigative tools (e.g. Data exploration, Self service BI).

In order to have all the elements to identify digital transformation theories, given the complexity of the systems involved, a Study called "Priority Task" was launched with the aim of analysing the above mentioned Court of Auditors' systems and gathering evidence for the definition of a target solution for the new State Finance ecosystem and a roadmap for the start-up of the activities.

A project path was therefore identified to accompany the Court of Auditors, during the three-year period 2022-2024, in meeting its needs to support the performance of the institutional activities and improve operations based on the following principles:

- simplification of the processes through the standardisation and streamlining of activities;
- specialisation of systems by type of use in order to avoid duplication and redundancy of functions and data;
- rationalisation of the database;
- user experience and simplifying user operations;
- greater user autonomy in carrying out analyses linked to institutional activities for the creation of new reports;
- introduction of advanced analysis functionalities (e.g. Data exploration, Self-service BI) and Data Science (e.g., Self-service BI). AI, Data Mining, Machine Learning) to complement the Enterprise BI functionalities;
- flexibility in integrating data with structured and unstructured formats(Big Data) from internal, external and personal sources.

Client: Court of Auditors

Material topics: User & Customer eXperience, Public administration transparency (data and administrative processes)

#### **11.1.4 GEDI - ITALIAN PUBLIC DEBT MANAGEMENT**

GEDI is a complex and integrated IT system to support Directorate II of the DT for the management of Public Debt with reference to forecasting, planning and money market operations, management of Treasury liquidity, issuance, management of securities transactions and hedging, payment management, analysis and monitoring, evaluation of Government Bond Specialists, management and monitoring of local debt and management of communications.

The GEDI platform is powered in real-time, through the Kondor+ suite, with market and finance data from the Refinitiv InfoProvider, and is integrated with the Account Availability and Sicoge systems of the State General Accounting Office and with SAPE, the tool used by the Treasury Department for portfolio simulations and analysis.

In 2020, action was taken on the Gedi system to modify some of the functionalities present and to implement new ones also as a result of the pandemic situation in our country (e.g.. Emissions Plan, Liquidity Plan, evolution of the pricing model, MTS buyback operation, new 5-year duration BTP Italia, new type of BTP Futura security, new calculation model of BKI Commissions, etc.).

Client: Ministry of Economy and Finance - Treasury Department (DT)  
Material topics: Digitisation and digital inclusion

#### **11.1.5 STATE GUARANTEES AND INTEGRATED STATE BUDGET RISK MANAGEMENT (ERM)**

The project is aimed at improving and enhancing the tools available to the Treasury Department, through the definition and implementation of governance, risk management and accounting management models, necessary to support policy makers in the management of State Guarantees, in particular following the pandemic outbreak.

The objectives of the project are different but can be traced back to a main objective of strengthening the administrative/accounting capacities of the State, in order to provide a centralised view of guarantee data and to keep under control the risk of guarantees being called and consequently the size of budget provisions and the need for financial coverage through recourse to the market.

These objectives will be achieved through:

- the development of an information system containing all the information relating to the State Guarantees, from the master and management components to the cognitive components of risk analysis and monitoring of the various funds. The system will be accessible to all interested Directorates and will support the Department's needs not only in operational but also in strategic terms. Structured access to information will also allow users to easily produce institutional reports dedicated to all stakeholders involved;

- the specialisation of the system in terms of business intelligence tools, which will allow the monitoring and analysis of the entire portfolio of guarantees, in terms of exposure, expected and unexpected loss, associated risks and related accounting impacts;
- the digitisation of the tools available to the Department for the entire life cycle of the guarantees, which leads to an increase in productivity, facilitates operational actions and meets the needs of control and monitoring of the individual tools, also offering the opportunity to expand the perimeter of the Treasury Department's operations to other funds not currently managed.

During 2021, the Treasury Department also launched, in collaboration with the Department of the State General Accounting Office, a project for the development of an integrated risk management system on the State Budget, which is methodologically framed in an Enterprise Risk Management (ERM) framework applied to the institutional context of the MEF, consistent with the best practices at national and international level.

The project starts from the systems already available to the Treasury Department for the management of financial, credit and market risks on Public Debt and State Guarantees and intends to broaden the perspective to non-financial risks, according to a logic that can be traced, for example, to the system of analytical methods developed by the International Monetary Fund for the analysis of the so-called "fiscal risk". A first module of the project is being developed in the area of catastrophic risks, with a focus on earthquake and flood risks.

Client: Ministry of Economy and Finance - Treasury Department (DT)

Material topics: Digitisation and Digital inclusion, Public administration transparency (data and administrative processes)

## 11.2 CADASTRAL SYSTEM AND STATE ASSETS

This includes management of the processes and of the database of the Land Registry, as well as the databases of Real Estate Advertising, represented by the Integrated Data Bank (BDI), which consists of a single centralised archive, containing all the data of Real Estate Advertising and of the land and buildings cadastral registry, and which has as its primary objective that of correctly identifying the holders of real rights on the buildings surveyed. The assets of the State and of the territorial public bodies (regions, provinces, metropolitan cities, municipalities) are characterised by the presence of two categories: state property (necessary and accessory), intended to meet the needs of the community, and assets, unavailable or available, whether or not they are intended for public purposes.

### **11.2.1 AVM - VIA MAESTRA APPLICATION**

In line with the strategy of the Territorial Cohesion Agency, the School Building Task Force 3.0 project pursues the objective of providing support for the implementation of EU and national programming for the upgrading of school buildings through accompanying actions to the central and regional administrations in charge of the programmes and to the beneficiaries of the funding. The scope of activities concerns executive planning for the construction of new schools and for the renovation of existing schools in line with current legislation, including increasing their energy efficiency, as well as the reconstruction of schools damaged by the earthquake.

The project strengthens the structure that oversees the activities currently based in Area 1 of the Verification and Control Unit (NUVEC) of the Territorial Cohesion Agency, and in the territories, guaranteeing also the technical-administrative support to the General Directorate for school building interventions, for the management of the structural funds for education and for digital innovation (DGEFID) of the Ministry of Education.

In detail, the action of the School Building Task Force (TFES) 3.0 is aimed at:

- operatively overseeing interventions financed by national and EC funds on a regional basis, detect any criticalities and contribute to overcoming them;
- assisting the implementing bodies, from the allocation of funding to the completion of the works, ensuring constant support in the territories concerned, and facilitating interaction between all the institutional players involved;
- providing specialised technical support to local authorities requesting assistance for accessing the funding assignment procedures and carrying out the works;
- assisting and supporting the Ministry of Education (DGEFID) in the managing and monitoring of the interventions and in accelerating expenditure.

To support the work of the local experts, a web-based service called AVM (Applicativo Via Maestra) has been set up, in which it is possible to record the information gathered during the inspections by filling in report cards. This is a technical application that allows users to access the reserved area in order to use the relevant functionalities that depend on the type of profile assigned to the user: national manager, regional contact person and expert.

The AVM was also designed in such a way as to highlight in colour, in the margins of the georeferenced map of assisted interventions, the situation in which the intervention for which the individual expert and his regional contact person is responsible is located, so as to alert the latter to situations requiring more intense and more assiduous accompaniment. Different risk classes, with increasing severity, are assigned depending on the type of criticality encountered and the expected time required to overcome them. Each georeferenced intervention is

associated with the ARES (Anagrafe Regionale Edilizia Scolastica) code of the building to which it refers and the CUP code identifying the project. These fields make the AVM application a system potentially capable of dialoguing with other databases and therefore of guaranteeing cooperation with other institutional subjects operating in various capacities on the subject of school buildings, with the aim of realising data flows and sharing of services.

Client: Territorial Cohesion Agency  
Material topics: Digitisation and digital inclusion

### **11.2.2 UPDATE - SOLUTION FOR BIM MANAGEMENT OF STATE ASSETS**

The State Property Agency is involved in sustainable urban regeneration for social purposes (such as university buildings, residences, buildings for research infrastructures, social housing, etc.), the redevelopment of buildings for justice and modern logistics for state administrations, energy efficiency and seismic risk prevention.

To support this new strong institutional mandate, the Agency has implemented BIM, *Building Information Modelling*, as an enabling methodology for the full digitisation of the building life cycle.

Sogei has created for the State Property Agency the *upDate* platform, which uses the BIM methodology to share data with sector operators involved in the digitisation of the State's real estate assets. The *upDate* platform is continually evolving, and will also cover the operational phases of construction work in the course of 2022, with the updating of the property's digital twin information. The experience of the State Property Agency could be made available to other PAs with the implementation of a SaaS service for the BIM management of buildings.

Client: State Property Agency  
Material topics: Digitisation and digital inclusion

### **11.2.1 SIT (INTEGRATED TERRITORY SYSTEM)**

The project stems from the need to centralise the cadastral information system now distributed on 101 independent provincial systems in which census information, land and buildings, and cartographic information are stored on separate and non-integrated databases.

The SIT is a unified system retaining cadastral cartography and the entire national real estate portfolio, consisting of approximately 85 million parcels and 75 million urban real estate units.



The integration of cartographic and census information, allowing the correct localisation of each property on the territory, favours dialogue with the user in advanced mode and exploits the potential of the search through geographical navigation extended to the whole national territory and made possible by the use in the system of a web GIS (google-like).

From an architectural point of view it is a performing and scalable platform that is used to respond to increasing volumes of requests for services diversified by users and delivery channels (mobile, rich-client, etc.) and allows high performance of the system also in the navigation of the various cartographic layers. Thanks to the adoption of a mixed technology, raster-vector and cache management of the most navigated geographic data, it can be used to integrate other databases, relating them with census data through spatial relationships, thus being able to offer services to other bodies of the PA, as in the case of the Civil Protection for the management of calamitous events and for the geolocation of public assets.

The project, launched in 2015 with the aim of creating a single national database, had an initial phase in which the SIT system worked alongside the offices' information system as an additional tool to the traditional systems. At the same time, the migration process of the entire information system of the territory to the new platform was started, and it ended in 2019 with the remaking of all the redesigned applications both in the interface and in the access to the data.

In 2020, in order to allow an adequate period of training and instruction, preparatory to the commissioning of the SIT, a parallel system was set up with the availability of all the migrated applications and a national database, which allowed 8 selected offices to perform an intense testing activity.

In 2021, 56 offices migrated to the new system. Migration operations are expected to be completed by March 2022.

Client: Revenue Agency (AE)

Material topics: Digitisation and Digital inclusion, Public administration transparency (data and administrative processes)

### 11.3 DIGITAL JUSTICE

Information technology applied to law and digital justice represents a crucial node, not only for the lives of citizens, but also for the economy and development of the country. Judicial IT responds to a variety of needs, differentiated according to the audience of the subjects involved: management regarding the phases of the procedure, documentary and certification for the provision of useful information to operators, administrative for everything related to the functioning of the judicial and decision-making machine relative to the consultation of specialist databases.

#### ***11.3.1 ACCOUNTING JUSTICE***

The Accounting Justice System is the set of GiuDiCo, SIRECO and SoG applications aimed at the complete dematerialisation of the judgements made in the jurisdictional sections of the Court of Auditors, implemented in accordance with the Accounting Justice Code (Legislative Decree of 26 August 2016, no. 174 as amended).

Built entirely in the cloud, in accordance with the provisions of the Three-Year Plan for PA IT, as a Platform as a Service (PaaS), one of the strengths of this System is the possibility of accessing it from any Internet location. For the administrative staff of the Court of Auditors (726 active users) and magistrates (288 active users), access is via accreditation to the CoC Domain; this has enabled the CoC Jurisdiction to work seamlessly even during the current pandemic period. In the course of 2021, the Accounting Justice System expanded its user base by opening up some of its online services, after SPID authentication, not only to the State's lawyers but also to the parties involved in the trial and/or their legal representatives (2,883 active users).

Thanks to the Accounting Justice System, the Court of Auditors has been able to:

- issue Technical Rules for the conduct of hearings, council chambers and meetings by videoconference, as well as hearings, by remote connection, of the public prosecutor;
- suspending the obligation to file original, paper-based procedural documents with the clerk's office, which will be filed electronically from 2021.

During 2021, 2,737 hearings were handled through the system, almost all of them conducted by videoconference.

The Accounting Justice System also supports the management of the judicial accounts referred to in Article 137 of the Accounting Justice Code. In 2021, in addition to the telematic filing of active proceedings in the Court of Auditors, 97,815 judicial accounts were filed electronically, while 60,027 were settled, of which 6,699 were approved, 2,543 were settled in court and 55,785 were extinguished.

The development of the Judicial Knowledge System has made available more detailed and significant information, which is used annually to prepare material for the reports presented at the opening of the judicial year. Similarly, the system is used by the Presidents of the Regional Sections and the Attorneys General when making public speeches at local level.

Client: Court of Auditors

Material topics: Digitisation and Digital Inclusion, User & Customer eXperience, Development of ICT systems/services to combat illegality

### **11.3.2 PUBLIC SALES PORTAL**

The Ministry of Justice has made available the Public Sales Portal in which all the notices of sale relating to executive and insolvency proceedings as well as to other proceedings for which publication is required by law are published.

The Portal is a highly innovative technological tool, capable of ensuring transparency and greater efficiency in sales mechanisms by overcoming the localism and slowness of individual procedures. The advantages of the application are directed to the subjects authorised to make the sales or to the referents of the procedure (delegated professional, receiver, court liquidator, etc.) through the availability of specific functionalities for the publication of the advertisements and the processing of the offers received from the citizens and their addressing to the sale managers, guaranteeing the transparency and security of the transaction and ensuring the legality of the public auctions.

The total number of electronic auctions managed in 2021 was 151,735; in the same period 267,891 advertisements were published.

Client: Ministry of Justice

Material topics: Digitisation and Digital inclusion, Public administration transparency (data and administrative processes)

### **11.3.3 EQUITALIA GIUSTIZIA JU.M.BO INFORMATION SYSTEM**

The Ju.M.Bo. information system of Equitalia Giustizia was created to support the execution of the processes necessary for Equitalia Giustizia to manage the Single Justice Fund. It was then expanded with the automation of Credit Recovery.

The main business processes for the management of the Single Justice Fund and Credit Recovery relate to the acquisition of financial measures/"resources" and the management of

the "administered" resources, payments and reporting, financial resources, phases of the unified contribution and finally of the phases for the registration in the role of credit items.

During 2021, in addition to the usual evolutions of the information system supporting business activities, as part of the re-engineering and adaptation to the new technological standards of applications residing on various technological infrastructures, all existing applications (applications of the Ju.M.Bo., Treasury, Credit Recovery areas) were integrated into a new desk. With the aim of facilitating the payments of certain taxes linked to debt collection, the integration of the national portal for payments to the Public Administration has been completed and will become operational in the coming months. A web app accessible in SSO(Single Sign On) from users' workstations was also created, linked to the services offered by IAM(Identity & Access Management) to retrieve user profiling information, showing links to authorised applications only. The introduction of new technological standards laid the foundations for the planned extension of the information system to civil and bankruptcy proceedings.

Finally, a new infrastructure supporting internal activities was set up, the first implementation of which concerned the management of support tickets opened by internal users.

Client: Equitalia Giustizia (EG)

Material topics: Digitisation and Digital Inclusion, User & Customer eXperience, Security and Data Protection

#### **11.3.4** **CARTESIO**

Equitalia Giustizia manages, on the basis of a specific agreement with the Ministry of Justice, the quantification of debtor data and the quantification of receivables in the field of legal expenses.

- Thanks to the Cartesio solution, implemented in 2019, it has been possible to automate the extraction of the information contained in the paper documents (in pdf format) of the "Notes of transmission of the unified contribution" proposing them, in a specific "web app", to the Equitalia Giustizia operator who only has to validate them. This allows an increase in productivity in the processing phases, with considerable advantages in terms of accuracy of the data, time reduction and increase in the quality of work.

In 2021, Cartesio was enhanced with an additional tool that allows direct access to the analysed page so that the extraction results can be integrated/corrected by highlighting areas of the pdf and activating an automatic information extraction mechanism.

Client: Equitalia Giustizia (EG)

Material topics: Digitisation and digital inclusion

### **11.3.5 STATE ADVOCACY 2020**

The ADS 2020 Project has set up a platform of native cloud application services, enhanced with the help of Artificial Intelligence, to support the activities carried out by the State Advocacy for legal advice and defence of the Public Administrations it advises.

The activity required the re-engineering of the information system from a cloud first perspective with microservices architecture and the implementation, according to the latest technologies and security and privacy policies, of the website, Intranet, Extranet and tender portal. It was also necessary to operate with a view to simplifying IT interviews with the Administrations and with the judicial offices involved in the electronic processes with the aim of increasing the quality of data and improving access to information.

During 2021, the project entered its final testing phase, which will end in the first quarter of 2022 with the migration of data from the previous State Advocacy application system.

Client: State Advocacy  
Material topics: Digitisation and digital inclusion

### **11.3.6 INTEGRATED LITIGATION MANAGEMENT SYSTEM**

The purpose of the service is to manage and monitor the Customs and Monopolies Agency's legal practices and fulfilments in the civil, criminal, tax and administrative fields.

In particular, the Integrated Litigation Management System (SIGC) application provides the following functionalities:

- workflow management of central and territorial litigation;
- governance of deadlines and case-related events;
- control of legal costs;
- reporting.

SIGC is based on the concepts of 'case', 'cause', 'file'. These are three containers of information, one inside the other. The "case" is equivalent to the legal concept of "trial", the "cause" is essentially equivalent to the legal concept of "trial level" and the "file" is equivalent to the legal concept of "trial level phase".

The life cycle of cases, causes and files is managed by SIGC through the assignment of a "status" that changes according to circumstances.

In 2021, three SW releases were made: the first, in July 2021, concerned the release of functionalities relating to the management of civil litigation; the second, in October 2021,

concerned those relating to criminal, tax and administrative matters; and the third, in December 2021, concerned reporting and final balance functions.

Two different training courses were also provided in 2021, one on the subject of "Litigation Administration and Configuration" consisting of a single 1-day edition (on 22 October 2021), dedicated to Master users who will be in charge of managing the system's administration functionalities and the other on "Litigation Management and Monitoring" aimed at "Key Users" with the task of training the remaining users of the system.

By the year 2022, a number of enhancements to the application are planned with a view to integrating new functionalities (e.g. protocols, automatic calculation of deadlines, integration with the Telematic Civil Process, etc.).

Client: Customs and Monopolies Agency (ADM)  
Material topics: Digitisation and Digital inclusion, Public administration transparency (data and administrative processes)

#### 11.4 PUBLIC ACCOUNTING AND STATE BUDGET

The object of public accounting includes all those activities that fall within the sector of extended public finance, that is, the work of all those who collect and manage public resources; in addition to summary documents such as the Financial Statements and the financial and patrimonial management of state assets, it also includes checks - administrative and judicial - on the correct use of public resources.

##### ***11.4.1 OPENBDAP PORTAL***

OpenBDAP is the portal of the State General Accounting Office which makes public finance data available in the Public Administration Database (BDAP) in a clear, transparent and accessible way.

The OpenBDAP Project is part of a wide-ranging initiative of the State General Accounting Office, aimed at developing and updating, around its information systems, an ecosystem of means of using data and information that has access channels, articulated and well-harmonised presentation and processing methods, in which the different categories of users can find the most suitable tools to satisfy their information needs.

The OpenBDAP portal constitutes a single point of access to accounting and public finance data, available to all types of users: from citizens who want to know or learn more about the facts and dynamics of public finance that animate the public debate on a qualified source, to sector

specialists interested in the availability of certified analytical data to work on specific elaborations.

During 2021 the contents of the Portal were expanded to include:

- the introduction of a new thematic area dedicated to the Civil Service, through which it is possible to consult data in different ways (civil servants' salaries, educational qualifications, distribution among sectors, recruitment and turnover) and make comparisons with other EU countries. The main source of data is the 'Annual Account', the survey on the size and costs of the public administration workforce, carried out by the Ministry of Economy and Finance;
- the publication of two new issues of the series 'I Quaderni della OpenBDAP':
  - annual monitoring of gross fixed capital formation in the public sector;
  - indicators of payment times for commercial transactions by public administrations.

Client: Ministry of Economy and Finance - State General Accounting Office (RGS)  
Material topics: Public administration transparency (data and administrative processes)

#### **11.4.2 MANAGEMENT OF FINANCING LINES**

The Financing Line Management Project (GLF) is one of the initiatives implemented by the State General Accounting Office to simplify the administrative procedures of the Public Administration with a view to boosting public investment.

The solution, integrated into the Public Works Monitoring system (BDAP - Database of the Public Administrations) pursuant to Legislative Decree no. 229/2011, was created with the aim of:

- rapidly transforming the resources allocated to public bodies and administrations, starting with local authorities, into necessary and strategic interventions for the community, supporting and simplifying the process of their allocation, disbursement, monitoring and control;
- enriching the available information on public investments and on the needs expressed by the territory, in order to guarantee a precise ex-post evaluation of the effectiveness of the funding lines and to support policy choices on strategic lines and/or new investment policies in the medium-long term.

During 2021, the GLF IT platform supported the implementation of the Ministerial Decree of 2 April 2021 (Ministry of the Interior) in the management of the process for access, by

Municipalities with more than 15 thousand inhabitants, Provincial capitals and Metropolitan Cities, to the financing of investments in urban regeneration projects:

- maintenance for the reuse and re-functionalisation of public areas and existing public building structures for purposes of public interest, including the demolition of unauthorised works carried out by private individuals in the absence or total non-conformity with the building permit and the rehabilitation of the relevant areas;
- improvement of the quality of urban decorum and of the social and environmental fabric, including through the renovation of public buildings, with particular reference to the development of social and cultural, educational and didactic services, or the promotion of cultural and sporting activities;
- Sustainable mobility

Client: Ministry of Economy and Finance - State General Accounting Office (RGS)  
Material topics: Public administration transparency (data and administrative processes)

### ***11.4.3 PA ERP***

The Init Project, aimed at the creation of the new integrated management system to support the accounting processes of the Public Administration, started operating on 15 April 2021 with a first group of functionalities aimed at the management of economic and financial accounting. The second set of functionalities, relating to financial accounting and the management of movable, immovable and consumable assets, was developed in 2021.

The aim is to create a single IT system for the PA, based on the most modern and advanced technologies, which overcomes the current fragmentation and heterogeneity of management systems and is integrated with advanced analysis and business intelligence tools, in order to meet the user's operations and needs as much as possible and at the same time to ensure the timely collection of quality data for the monitoring and control of public finance.

Client: Ministry of Economy and Finance (MEF)  
Material topics: Digitisation and Digital Inclusion, User & Customer eXperience



#### **11.4.4 CENTRALE PARERI - OPINION CENTRE**

The Court of Auditors, in addition to its control functions for the proper management of public expenditure and its judicial functions in matters of public accounting, carries out a third activity of constitutional importance: that of providing advice.

This function is carried out by the Court of Auditors through the intermediary of the Council of Local Self-Governments and is aimed at providing the local self-government system with uniform interpretative guidelines in the application of the current rules on accounting and public finance.

The pilot project called "Centrale Pareri" was launched in September 2021 to respond to the need of the Autonomies Section of the Court of Auditors to have a platform to support administrative users and magistrates in the management of opinions, from the stage of receipt of the request to the deliberation.

The Opinion Centre adopts innovative drivers - *Cloud first, Platform as a Service, Mobile first, Micro-service architecture, Utility* - and consists of two parts:

- (1) the Portal, open to external users, containing the functionalities for sending requests for opinions and consultation of the status of the proceedings relating to the requests for opinions sent;
- (2) the actual Application for internal users, which allows the entire handling of the procedure concerning requests for opinions and Matters of General Interest.

The Opinion Centre will serve a dual purpose:

- allow the sharing of the investigations carried out by the different regional control sections;
- avoid divergent rulings on the same issues.

The Opinion Centre, compliant with AgID guidelines, will pay particular attention to streamlining processes and simplifying operational activities, usability and IT security.

At the end of the pilot phase (February 2022), the Opinion Centre will be extended to all Regional Control Sections with additional operational and statistical functionalities.

Client: Court of Auditors

Material topics: Digitisation and Digital Inclusion, User & Customer eXperience, Public administration transparency (data and administrative processes)

## 11.5 NATIONAL APPLICATION PLATFORMS

The enabling platforms are solutions that offer fundamental, cross-cutting and reusable functions in individual projects, standardising the delivery methods. These relieve administrations from the need to purchase or implement functionalities that are common to multiple software systems, simplifying the design, reducing the time and costs of creating new services and ensuring greater IT security. Some examples are identification, invoicing and payment services for citizens and businesses. Other platforms are primarily aimed at the PA, but are equally enabling, such as the National Resident Population Registry (ANPR). In this way it will be easier for administrations to offer citizens and businesses a simpler, more uniform way of interacting and collaborating.

Some platforms are already operational but are not yet in use by all administrations while others are in the construction or planning phase, such as SIOPE+, NoiPA, National Administrative Procedures Management System and Storage Centres.

Intangible infrastructures represent one of the areas of intervention contained in the Three-Year Plan for IT in the Public Administration for the three-year period 2020-2022. By participating in the country's digital growth strategy, Sogei continues to develop national application platforms on which digital services for citizens and businesses are based.

### **11.5.1 NoiPA**

As is known, the NoiPA system represents the application component for the legal, economic and attendance management of central and local PA personnel, in relation to the specificities of the various sectors dealt with.

The NoiPA project is aimed at all public administrations in accordance with the provisions of the Ministerial Decree of 6 July 2012 "for the revision of public spending with invariance of services to citizens". The project was, in fact, set up with the aim of rationalising public spending by supporting the Public Administrations in the streamlining and optimisation of personnel management processes. Another expected benefit is the guarantee of a homogeneous application for the PA, in terms of both timing and application methods, of the regulations issued on personnel management.

Today, about a hundred administrations have signed up to the NoiPA services, all of which use the payroll processing functions, including the tax and social security obligations underlying personnel management (social security declarations, tax models and flows), and only a small proportion of attendance processes.

In numerical terms, the NoiPA system counts around 2 million personnel and produces, annually, approximately 26 million payslips.

In the course of 2021, the NoiPA platform was among those identified to support Public Administrations in the activities of daily and automated control on the possession of the Covid-19 Green Certificate and, later, in those of timely control on compliance with the vaccination obligation, through asynchronous dialogue with the National Digital Green Certificate Platform (PN-DGC).

In particular, on the basis of the Prime Ministerial Decree of 17 June 2021 (and subsequent amendments), the Green Pass Verification (October '21) and Vaccination Obligation Verification (December '21) functions were made available to the bodies managed through the NoiPA portal in a very short time, enabling authorised operators to check this fundamental information to protect personnel and contain the spread of the virus in the workplace.

Also during 2021, experimentation with the use of the 'virtual badge ' via the NoiPA app was launched. The initiative has been activated for the staff of some offices of the central offices of the MEF in which readers have been enabled to talk to smartphones via NFC TAG, but has the potential to be proposed, in the long run, to all institutions managed by NoiPA with obvious advantages in terms of costs and reduced environmental impact (potential elimination of physical badges ) and security (using biometric identification already present and managed in smartphones).

Client: MEF - Department of General Administration, Personnel and Services (DAG)  
Material topics: Digitisation and Digital inclusion), Public administration transparency (data and administrative processes), Security and Data Protection

### **11.5.2** **IMMUNI**

Immuni is the national contact tracing platform managed on behalf of the Extraordinary Commissioner for the implementation and coordination of the measures designed to contain and combat the Covid-19 epidemiological emergency.

On 16 May 2020, the Agreement for the management of the "Immuni" National Digital Contact Tracing System was signed between Sogei, the Extraordinary Commissioner, the Department for digital transformation of the Presidency of the Council of Ministers and the Ministry of Health.

Under this Agreement, Sogei undertook, pro bono, to make available, configure, manage, monitor, conduct and maintain secure the website of the "Immuni" exposure notification application.

The main steps of the Immuni initiative were: release in the stores on 1/06/2020, the start of the experimental phase in 4 pilot regions (Abruzzo, Liguria, Marche, Apulia) on 08/06/2020, the extension nationwide on 15/06/2020.

The activities concerned in particular taking charge of the various versions of the app (IOS Android and Huawei) selected by the Ministry and the support for back-ends and European interoperability.

In fact, since 19 October, the solution involved cooperating with the other European contact tracing apps, based on the GAEN framework, through the European gateway, the so-called EFGS.

The Immuni app has a double value: it serves as a contact tracing tool and a tool for aiding the epidemiological investigation for the Ministry of Health.

Immuni was a strong innovation from a methodological point of view, in terms of dissemination and experimentation involving new sharing and collaboration methodologies, open source code and platforms made available by Sogei for communication between stakeholders, from a technological point of view, such as the choice for the app of the decentralised model that follows the DP-3T (privacy preserving) protocol.

The Prime Ministerial Decree of 17 June 2021 identified the Immuni app as the national wallet app for the digital green certificate, constituting a founding element of the multichannel system for the recovery of the so-called Green Pass by citizens. Compared to other retrieval channels, as it does not require authentication for privacy reasons, the Immuni app can host the Green Passes of an entire household. It can also be used off-line, i.e. in conditions of limited or no connectivity.

This new functionality of the app has also benefited the digital contact tracing system, so it has also benefited the control of epidemiological spread and the detection of dangerous clusters.

Client: Presidency of the Council of Ministers (Pdc) - Ministry of Health (MdS)  
Material topics: Digitisation and Digital Inclusion), Security and Data Protection

### **11.5.3 PAGOPA INTEGRATION**

PagoPA is an efficient and innovative electronic payment management system which uses a platform to connect citizens, Public Administration and payment service providers (PSP), so that payments can be made to the Public Administration safely and easily. The project makes use of the "Sogei pagoPA Platform" created by Sogei, in its capacity as a "Certified pagoPA Technological Partner".

In the course of 2021, activities were carried out to integrate with the above-mentioned platform the additional service of Activation and renewal of utilities for Topping up the balance pertaining to the Land Registry and Real Estate Advertising area, operational in the authenticated area. In addition, in the area of Accounts Receivable towards the Revenue Agency, the Pago Sigma service has been integrated to allow Revenue Agency customers to pay via the pagoPA platform receivable documents issued in the Sigma management system. A series of functionalities for consulting payment transactions made through pagoPA have been implemented within the P.ris.m.a. portal. - Portal Riscossioni Monitoraggi e Applicazioni - of the Revenue Agency, aimed at monitoring, by the Directorate Offices within the context of the Unified Payment, the new payment method. Below is a table summarising the payments made in 2021, highlighting those with positive or negative Telematic Receipts (RT).

AE service integrated with the platform	Payment Status	Number of payments	Amount
Sister - Top up balance	transaction not completed by the user	95,214	27,379,932.13
	concluded with positive RT	895,564	254,222,186.57
	concluded with negative RT	546,694	126,398,433.20
	Total service	1,537,472	408,000,551.90
Sister - Activation and renewal of utilities	transaction not completed by the user	6,899	6,975,930.00
	concluded with positive RT	80,104	1,315,980.00
	concluded with negative RT	58,896	3,985,170.00
	Total service	145,899	12,277,080.00
Mortgage inspections	transaction not completed by the user	2,775	27,779.23
	concluded with positive RT	37,177	365,666.40
	concluded with negative RT	10,660	103,690.52
	Total service	50,612	497,136.15
Mortgage inquiries for Citizen	transaction not completed by the user	103,415	189,903.45
	concluded with positive RT	313,799	640,174.05
	concluded with negative RT	119,359	227,693.70
	Total service	536,573	1,057,771.20
Accounts Receivable - Pago Sigma	transaction not completed by the user	14	75,770.19
	concluded with positive RT	33	24,878.70
	concluded with negative RT	196	771,206.94
	Total service	243	871,855.83
	Total payments with positive RT	1,326,677	256,568,885.72
Total	Total	2,270,799	422,704,395.08

Starting from the second half of 2021, as planned in the next phase of the project, studies were launched for the next integrations in the service of multi-beneficiary payments and of the so-

Client: Revenue Agency (AE)  
Material topics: Digitisation and digital inclusion

called model 3 - payment via pagoPA platform of the amounts due in relation to payment notices.

#### **11.5.4 ANPR: NATIONAL REGISTER OF THE RESIDENT POPULATION**

The National Register of the Resident Population (ANPR), established at the Ministry of the Interior, is progressively replacing the registers of the 7,903 Italian Municipalities, becoming the single point of reference for the Public Administration, investee companies and public service managers.

ANPR is not just a database but an integrated system that allows municipalities to perform personal data services, to consult or extract data, to monitor activities and to carry out statistics.

The ANPR is used to:

- avoid duplication of communication with the Public Administrations;
- guarantee greater certainty and quality of the personal data;
- simplify the operations of change of residence, emigration, immigration, census, and much more besides.

Through ANPR, administrations can communicate efficiently with each other by having a single and certain source for citizens' data.

The participants in the project are: the Ministry of the Interior, AgID, Istat, the National Association of Italian Municipalities (Anci) representing the Municipalities, Interregional Centre for Information, Geographic and Statistical Systems (Cisis) for the Regions, Sogei as technological partner.

The following are involved in the project: the trade associations of ICT providers of demographic services, the National Association of Civil Status and Registry Officers (Anusca), the PAs most interested in using the data contained in ANPR such as the Revenue Agency, the Ministry of Foreign Affairs and International Cooperation, INPS, INAIL and the Civil Motorisation.

During 2021, a series of actions were launched to facilitate the completion of the inclusion of all the municipalities into ANPR. These actions, carried out in collaboration with the Department of Digital Transformation, concerned the organisation of specific meetings with software houses aimed at identifying any criticalities for the inclusion of some municipalities and sharing an inclusion plan and/or specific support initiatives for certain municipalities that encountered problems in resolving anomalies. At the end of 2020, 7,902 Municipalities with a population of over 67 million citizens entered the ANPR. Only 1 municipality has still to be included and the operation will be concluded by 31 January 2022.

The availability of ANPR, as a single register of the personal data of residents in Italy and of Italian citizens living abroad, has made it possible to implement several services for citizens in the course of 2021. In addition to the service for consulting one's own personal data, the 'Request for data correction' service and the service for requesting a personal data certificate have been added. These services can be accessed through the portal [www.anpr.interno.it](http://www.anpr.interno.it) using the Electronic Identity Card or the National Services Card or the Public Digital Identity Service.

As of July 2021, the platform called 'Usage Agreements' is available to some public administrations, allowing public administrations and public service providers to access ANPR according to the technical specifications that have been made available. The new platform, designed with the collaboration of AGID and the departmental structure, aims to proceduralise and simplify the methods of access to the ANPR in relation to the provisions of art. 50 of Legislative Decree no. 82/2005, in accordance with the security rules established by Prime Ministerial Decree 194/2014 and taking into account the new user guidelines currently being published and the assessment of the Italian Data Protection Authority.

As the project progresses, it is also necessary to remember the objectives that still have to be achieved for optimisation of the functions connected to a single national registry database. In particular, the developments that constitute a goal for 2022 are:

- the assignment of a unique identifier to all Citizens in ANPR;
- ensuring interoperability between databases and access methods to other Public Administrations and public service managers;
- making available to citizens a series of services that will allow them to request certificates and make the request for change of residence online.

Client: Ministry of the Interior

Material topics: Digitisation and Digital Inclusion), User & Customer eXperience, Public administration transparency (data and administrative processes), Security and Data Protection

### **11.5.5 NATIONAL CIVIL STATUS ARCHIVE**

The civil status is the collection of the individual juridical positions belonging to the person in the family, in the state and in the juridical community. Civil status records respond to the need to publicly document facts influencing the status of persons such as birth, marriage, civil union, death and citizenship.

These records are collected in dedicated paper-based registers, in which the declarations made to the officer are registered, as well as the transcription of the deeds transmitted by other public officials and the annotation of records subsequent to the first registration. These registers are kept in each municipality.

The purpose of the National Civil Status Archive (ANSC) is to centralise the civil status registers in a single national database available to all the municipalities and all competence bodies (consulates, courts, hospital districts, etc.) in a system fully integrated with the current ANPR system

with the aim of dematerialising documents and centralising information in order to streamline bureaucratic processes for the direct benefit of civil registrars and to ensure an immediate and error-free flow of information for the direct benefit of citizens.

During 2021, additional events such as citizenship, marriage and death were analysed. The digitisation of the civil status will bring benefits not only to civil and registry officers but above all to citizens.

Client: Ministry of the Interior

Material topics: Digitisation and Digital Inclusion, User & Customer eXperience, Public administration transparency (data and administrative processes)

#### **11.5.6 NATIONAL PLATFORM FOR THE DIGITAL GREEN CERTIFICATE**

As of 17 June 2021, the National Platform for the Digital Green Certificate (Green Pass) is operational. The Platform is responsible for generating, managing and making available the Digital Green Certificate, and for verifying it in the cases provided for by the regulations. The platform also takes care of receiving the data from which the Green Pass originates: vaccinations, antigen and molecular swab data, certificates of recovery.

The developments for 2022, some of which have already been implemented and others that are planned, will be:

- revocations of the Green Pass following a positive test;
- digital certificates of vaccine exemption;
- new verification methods for the VerificaC19 app (for school, for work, for visits to healthcare facilities, for entry into Italy);
- verification of compulsory vaccination for those over 50 and support in sanctioning activities in case of non-compliance.

Client: MEF - State General Accounting Office (RGS)

Material topics: Digitisation and Digital Inclusion, User & Customer eXperience, Public administration transparency (data and administrative processes), Security and Data Protection



## 11.6 TAXATION

As part of the Tax Information System (SIF), Sogei supports the management and control of State revenues. In order to respond to the innovation needs of the Financial Administration, and in line with the indications provided by the regulatory context, the Company is constantly committed to ensuring the evolution of the system through the creation of new solutions and services, which allow the acceleration of fulfilments, the simplification of relations with taxpayers and of the relations that are of help for the fight against tax evasion.

### **11.6.1 NON-REPAYABLE CONTRIBUTIONS (RELAUNCH DECREE AND RISTORI AND HISTORIC CENTRES DECREES)**

Following the Covid -19 emergency, the Government adopted the following measures to support work and the economy:

- Non-repayable grant (Law Decree No 34 of 19 May 2020);
- " Ristori" Decree (Italian Law Decree no. 137 of 28 October 2020);
- "Ristori bis" Decree (Italian Law Decree no. 149 of 9 November 2020);
- Christmas Decree (Italian Law Decree No. 172/2020).
- Historical centres (includes religious sanctuaries) (Article 59 Law Decree no. 104 of 2020);
- Mountain municipalities (Article 60 paragraph 7-sexies Law Decree no. 104 of 2020);
- Sostegni 1 Decree (Article 1 Law Decree No. 41 of 2021);
- Sostegni 1 Decree (start ups) (Article 1-ter Law Decree no. 41 of 2021);
- Sostegni bis Decree (automatic) (Article 1 paragraph 1 Law Decree no. 73 of 2021);
- Sostegni bis Decree (closed activities) (Article 2 Law Decree No. 73 of 2021 and Article 11 Law Decree No. 105 of 2021);
- Sostegni bis Decree (seasonal workers) (Article 1 paragraph 5 Law Decree no. 73 of 2021);
- "Sostegni bis" Decree (equalisation) (Article 1 paragraph 16 Law Decree no. 73 of 2021);
- Sostegni bis Decree (10-15 million) (Article 1 paragraph 30-bis Law Decree no. 73 of 2021);
- Ministry of Tourism (Article 6 Ministry of Tourism Decree of 24/08/2021).

The non-repayable contribution, provided for by the "Relaunch decree" (Italian Law Decree no. 34 of 19 May 2020), consists of the disbursement of a sum of money with no obligation to repay it. The contribution is due to the holders of VAT numbers who carry out business and self-employment activities or who are holders of agricultural income, and is commensurate with the decrease in turnover suffered due to the epidemiological emergency.

The non-repayable contributions provided for by the "Ristori" decree (Italian Law Decree no. 137 of 28 October 2020) and "Ristori bis" (Italian Law Decree no. 149 of November 9, 2020) consist of the disbursement of a sum of money paid by the Revenue Agency to the holders of VAT numbers who carry out their main business in one of the economic sectors identified respectively in tables 1 and 2 annexed to the two decrees. In particular, the Ristori bis contribution is intended for taxpayers who have their fiscal domicile or operational headquarters in areas characterised by a scenario of maximum severity (so-called "red" regions).

A further contribution was foreseen, following the decline in tourism, for the commercial activities located in the historic centres of the cities of art. In addition, further contributions were foreseen in view of the continuing economic crisis and the failure to restart commercial activities for specific categories of businesses.

The contributions were paid directly by crediting the IBAN provided by the taxpayers.

Below is a summary table of the payments made.

Non-repayable contributions granted by the Revenue Agency by means of subsidies and tax credit (years 2020 and 2021)	No. of transfers and credits	Average (millions of Euro)	Amount (in Euro)
Relaunch Decree	2,416,773	6,736.85	2,788
Historical centres (includes religious sanctuaries)	63,335	137.75	2,175
Mountain municipalities	15,659	3.33	213
"Ristori" Decree	721,459	2,890.99	4,007
Christmas Decree	226,721	649.04	2,863
Sostegni 1 Decree	1,830,742	5,312.69	2,902
Sostegni 1 Decree (start-ups)	2,394	2.39	1,000
Sostegni bis Decree (automatic)	1,818,460	5,266.73	2,896
Sostegni bis Decree (closed activities)	16,721	80.08	4,789
Sostegni bis Decree (seasonal workers)	178,837	643.24	3,597
"Sostegni bis" Decree (equalisation)	509,880	2,863.23	5,615
Decree bis Decree (10-15 million)	1,589	162.83	102,473
Ministry of Tourism	40,615	155.20	3,821
Relaunch Decree	2,416,773	6,736.85	2,788
<b>Total</b>	<b>7,843,185</b>	<b>24,904.35</b>	<b>3,175</b>

Client: Revenue Agency (AE)  
Material topics: Digitisation and digital inclusion

### **11.6.2 ELECTRONIC INVOICING**

The project was created to introduce the obligation to issue and receive electronic invoices referring to the operations of sales of goods and services performed between subjects resident, established or identified in Italy, as well as the electronic transmission of data relating to goods selling operations and to the provision of services offered to and received from subjects not established in the territory of the State.

The operators are public and private. The provision was initially made mandatory only for invoices issued to public administrations; in particular from June 2014 for Ministries, Tax Agencies and National Social Security and Welfare Institutions and from April 2015 for all other public administrations, central and local. The provision has been mandatory since July 2018 for operators who have to carry out transactions regarding fuel and subcontracts within public procurement contracts, and from 1 January 2019 for all private subjects liable to payment of VAT, with the exception of certain categories.

The process of issuing and receiving electronic invoices uses a predefined file format (XML) and transmission/receipt takes place via the Interchange System, established by the 2008 Finance Act.

Compared to the technical rules provided for the process of e-Invoicing to public administrations (B2G), the process of e-Invoicing between private parties (both to VAT registered entities, B2B, and to final consumers, B2C) introduced some simplifications in the delivery flow and, in order to cope with the expansion of the type of users and the diversification of the types of commercial transactions that are subject to e-Invoicing, led to the evolution of the layout and the related controls.

Services to economic operators have also been extended to make the preparation, transmission and storage of electronic invoices easy, efficient and inexpensive.

The project also includes a series of adaptation and re-engineering interventions of the processes and of the hardware and software infrastructure of the Electronic Invoicing system and of the Exchange System, to take into account the expected increase in the volumes of data exchanged.

In the period 1 January - 31 December 2021, the Interchange System (Sdl) did not encounter any problems in acquiring invoices on the 4 channels provided for invoice transmission (SFTP, WS,

PEC and Portal). The same applies to the services made available (electronic invoice creation, consultation, proxies, etc.).

Contacts with stakeholders continued to identify points for improvement or to remedy particular situations.

Again in the period 1 January - 31 December 2021, the invoices sent numbered over 2.09 billion by over 4.1 million operators. The number of rejected invoices was equal to 1.4% of those sent, and these were mainly due to the indication of incorrect tax identification numbers, incorrect recipient codes, duplicate invoices or files with the same name. The number of B2B invoices is equal to 53.37% of the total, B2C invoices are at 45.17% while PA invoices are 1.47% of those sent. The percentage of use of the various channels was 52.15% for SFTP, 45.36% for WS, 1.91% for certified email and 0.58% for the Portal.

During 2021, subjects liable to payment of VAT continued to use services in support of electronic invoicing.

In total, as of 31 December 2021, 12.4 million proxies were issued for the services of the Invoice and Payment system, of which over 3.5 million through the Revenue Agency offices and over 8.8 million through other methods (reserved area of the Revenue Agency website, certified e-mail address).

Instead, the registrations of the electronic address reached a total of 5.4 million: this is the service that allows users to register the certified e-mail address or the recipient code to which the SDI automatically directs all electronic invoices.

Just under 2.6 million subjects liable to payment of VAT requested the generation of the QR code to be shown to the supplier, via smartphone, tablet or on paper, for the automatic acquisition of customer data

Client: Revenue Agency (AE)

Material topics: Digitisation and Digital inclusion, Public administration transparency (data and administrative processes), Security and Data protection, Development of ICT systems/services to combat illegality

### **11.6.3 INTERNATIONAL TAXATION**

The mutual assistance exchanged between the competent authorities of foreign countries is increasingly achieved through the exchange of fiscal, patrimonial and, in recent years, also financial information. IT interventions concerned the main macro areas of activity of International Cooperation:

- the automatic exchange of fiscal, economic, patrimonial and financial data between European and non-European states adhering to the OECD (AEOI);
- tax systems for VAT management in Europe and the resulting exchange of data.

In 2021, in the European context, the exchange of information to combat the global phenomenon of tax evasion in the financial field was enriched with another important tool, which made it possible to identify cross-border mechanisms of aggressive tax planning (Directive 2018/822/UE - Directive Administrative Cooperation - DAC6). In fact, a mechanism has been created which will make it possible to exchange, between the member States the information that operators such as intermediaries, professionals and tax payers are obliged by law to provide. The information will concern the functioning of aggressive tax planning and asset concealment mechanisms, aimed at reducing the taxes payable and transferring the taxable profits to more favourable tax systems.

The data on Italian taxpayers with activities abroad obtained following the afore-mentioned exchanges are stored in the international tax database, INDACO. In 2021 this contained data relating to approximately three million Italian taxpayers, with information concerning: income from pensions paid by EU member States and/or income from employment or remuneration for activities carried out with European or OECD operators, and/or income from real estate held in EU countries, insurance instruments stipulated in other EU states, as well as information on bank accounts and other financial assets held in financial institutions based in the EU or OECD. The afore-mentioned number also includes multinational companies, whose economic and tax information has been communicated to us from abroad, as well as information relating to tax rulings exchanged internationally on the basis of Directive 2015/2376/EU (DAC - Directive Administrative Cooperation - DAC3) and agreements in the OECD (ETR - Exchange Tax Rulings - BEPS Action 5).

The bureaucratic simplification introduced with electronic invoicing also convinced the Republic of San Marino. Starting from 1 October 2021, it too will adopt it for sales operations with Italian operators. During 2021, the activities aiming to integrate the IT systems continued. The exchange also included the creation of a flow of information, managed by the international taxation project, which supports the control processes of the Revenue Agency, operated through a special software developed in 2021 for use by the competent peripheral offices of the Agency.

Regarding the tax systems for the management of VAT in Europe and the data exchange that derives from it, starting from the second half of 2021 the European VAT system for the digital economy was activated, which in fact facilitates compliance for the taxpayer and the collection of value added tax from the EU member State of consumption, when final consumers purchase goods and/or services online. The system, called *One Stop Shop* (OSS), will include services and all goods traded within the European Community and intended for the final consumer, as well

as imports of goods of a modest value from non-EU countries (not exceeding 150 Euro). In 2021, just under 10,000 Italian operators will be registered in the special OSS/IOSS scheme.

Client: Revenue Agency (AE)

Material topics: Development of ICT systems/services to combat illegality

#### **11.6.4 PRE-FILLED VAT RETURN**

The 'Pre-filled VAT return' project was started in July 2021, with the preparation of the VAT registers of sales and purchases for the 2021 tax year, and the pre-filling of the statement for the quarterly periodic settlement (LIPE) of the third quarter. Following the preparation of the quarterly periodic settlement statements in 2022, the annual VAT return available from 2023 will also be prepared.

As a general criterion, the Revenue Agency, based on the data of the transactions acquired with the electronic invoices and with the communications of cross-border transactions as well as with the data of the receipts acquired electronically, makes the drafts of the following documents available to the VAT taxable persons resident and established in Italy in the reference group selected for the start-up phase, in a specific section of the Invoices and Payments portal:

- VAT registers, as referred to in Articles 23 and 25 of Presidential Decree no. 633 of 26 October 1972;
- statements of periodic VAT settlements;
- annual VAT return, prepared from VAT transactions 2022 onwards;

Users (or a duly authorised intermediary) can consult and, if necessary, change the information on the pre-filled documents and proceed to validate the data.

In 2021, registers were prepared for a total of 4,034,824 entities, of which 2,070,490 have the characteristics established to be included in the reference population and therefore to have access to the pre-filled registers (quarterly by option and absence of causes of exclusion, e.g. special regimes).

Client: Revenue Agency (AE)

Material topics: Digitisation and Digital inclusion), Public administration transparency (data and administrative processes), Security and Data Protection

#### **11.6.5 EVOLUTION OF THE TAX LITIGATION – REMOTE HEARING**

The adoption of the remote tax hearing was regulated by Decree of the Director of Finance No. 46 of 11 November 2020 and, during the pandemic period, allowed the continuation of the hearings with the trial parties outside the courtroom.

Remote hearings take place via remote connections using the Microsoft Skype for Business 2015 (Enterprise Edition) product, implemented in on-premises mode, in the Sogei Data Centre in order to guarantee its operation within the infrastructure of the tax information system (SIF).

The procedures for summoning the parties are managed by Sigit - Information System of Tax Justice - appropriately modified to communicate to the trial parties, by certified e-mail, the decision of the President to call them remotely.

Not only the trial parties but also the judges and secretaries of chambers can benefit from the remote hearing by being present at their place of work or at home.

Within the Sigit, in support of the remote hearing, functionalities for drafting the digital hearing report signed with a qualified electronic signature or digital signature by the President or by the single judge and by the secretary of the hearing were made available.

During 2021, the infrastructure, training and user support were enhanced, including through the publication of short multimedia training videos. Moreover, it became possible for the parties to request participation in the hearing by remote means both at the time of entering the proceedings and by an act subsequent to entering the proceedings. In other words, the full-scale solution was implemented, going beyond the emergency mode.

From 4 January 2021 to 31 December 2021, 7,297 remote hearings were held, including 7,214 in public hearing and 3,282 in chambers. In these hearings, 73,150 appeals were dealt with, of which 60,890 in open court and 12,260 in chambers.

The evolution of the system towards a cloud solution is being considered for the year 2022.

Client: MEF - Department of Finance (DF)  
Material topics: Digitisation and digital inclusion

#### **11.7 CUSTOMS SYSTEM**

The exponential growth of international trade, the growing globalism of trade, the new criteria of competitiveness based on an increasingly stringent timing and the dictates of the new EU Customs Code are the primary elements of development of the customs system.

Economic operators need to move goods easily and in the shortest time possible, with low costs for customs procedures. The port authorities, for their part, need to speed up customs

clearance and control operations in order to limit the permanence of goods inside the port areas, which have always complained of a lack of space.

Sogei supports the Customs and Monopolies Agency in processes aimed at contributing to internal taxation and the protection of the financial interests of the country and of the European Union, through the development of solutions and services aimed at the collection of specific taxes, the fight against tax evasion and fraud, and the activity of preventing and combating offences of an extra-tax nature (e.g. illegal trafficking in counterfeit products, weapons, drugs, cultural heritage assets, etc.).

### **11.7.1 UUM & DS**

UUM & DS - acronym for *Uniform User Management and Digital Signatures* - is a project of the European Commission - Directorate General TAXUD (Taxation and Customs Union).

Italy, as a member State of the European Union, has created, according to the procedures defined and shared at European level, an infrastructure that allows the integration between the national IAM (Identity Access Management) and the European Community authentication services (ECAS: *European Commission Authentication Service*) that oversee access to the Central Services offered.

In this way, Italian customs operators and their representatives can access the services offered by the Commission at a central level, using the credentials already in their possession and registered for the national systems, while ensuring transparency.

The verification of the digital identity takes place in the U2S (User To System) scenario, which involves the use of personal credentials (SPID, CNS, CIE) to access the Central Services interactively, with web browsing. During 2020, the S2S (System To System) scenario was also created, allowing the recognition and authorisation of users through their digital signature applied to documents and messages exchanged between systems (National and Central).

In the year 2021, the *X-Border Delegation* was implemented according to the requirements of the European Commission. This implementation allows an operator to delegate (and be delegated by) a representative of another Member State.

Italy was the first to implement this new functionality and has been used as a reference by other countries to share its know-how.

In 2021, the number of operators authorised to access the European portals reached approximately 8,348.



Client: Customs and Monopolies Agency (ADM)  
Material topics: Digitisation and Digital Inclusion), Development of ICT systems/services to combat illegality

### **11.7.2 RE-ENGINEERING OF THE CUSTOMS SYSTEM**

The project carried out for the Customs and Monopolies Agency (ADM) concerned the re-engineering of the import system. This system has undergone a thorough technical and functional review with the dual aim, on the one hand, of being more technologically up-to-date and, on the other, of complying with the new EU import regulations. Several messages (H1,....,H7) have been developed following the criteria dictated by the technical services of the European Commission as set out in the *European Customs Data Model* (EUCDM). The most important ones are message H1 for declarations of release for free circulation with a value above 150 Euro and message H7 for declarations of release for free circulation with a value below 150 Euro. The H7 message went live on 1 July 2021 and in the first six months has already registered just over 10 million declarations. These declarations are numerically important because they mainly concern low-value shipments and postal packages, and therefore the world of e-commerce, which has undergone a considerable boost and acceleration due to the pandemic. H1, on the other hand, also started on 1 July 2021 but with a "softer" operation than H7, i.e. a few operators for a selected number of declarations. This message is gradually increasing in volume and will definitively replace the old "IM" import message in the short to medium term.

Another key project in the import chain is ICS2.0. Under the EU Customs Code (UCC), all goods brought into the customs territory of the Union are subject to a Summary Entry Declaration (ENS), which is lodged at the customs office of first entry within a specified time limit before the goods are brought into the EU territory. The declaration must include the information necessary to identify the characteristics of the consignment and to expedite risk analysis for security purposes. Currently, these declarations are acquired through the Telematic Customs Service, but with ICS2.0 the logic of acquisition of ENS declarations changes radically, as it will be submitted on the Community platform provided, which will validate the data received and manage the entire life cycle of the ENS, forwarding the data received to the Member States involved and responsible, in order to allow the competent entity to perform risk analysis on it...

In the excise sector, the Customs and Monopolies Agency, on the basis of Article 12(1) of the Decree-Law of 26 October 2019, has defined new methods for preparing and sending monthly declarations of electricity and natural gas consumption, effective from the 2020 financial year.

The new modalities provide only for the use of the new web service platform through two distinct alternative channels, via the PUDM portal of the Customs Agency with User to System (U 2 S) SPID/CNS authentication of the legal representative or through the use of a System to System (S 2 S) software.

The entities obliged to make monthly communications are both the distributors, who supply electricity to PODs (Points Of Delivery) or natural gas to PDRs (Points Of Redelivery) located at end consumers, and who communicate on a monthly basis the total quantities of electricity (in kWh) or natural gas (in standard cubic metres) supplied in the territory of the State for each distribution user to whom the electricity or gas is delivered, and the sellers, who invoice the end consumers for the electricity or natural gas, and report on a monthly basis the total quantities of electricity (in kWh) or natural gas (in standard cubic metres) invoiced, broken down by destination of use

Client: Customs and Monopolies Agency (ADM)

Material topics: Digitisation and Digital Inclusion), Development of ICT systems/services to combat illegality

## 11.8 REGULATED GAMBLING

The Customs and Monopolies Agency - Monopolies Section is the guarantor of legality and safety, which must characterise the entire public gambling sector, with the dual purpose of making the gambling products authorised by the State recognisable and strengthening the action that combats irregular gambling. Clear rules, maximum transparency, safety for all, this is the message that can be summarised with the brand "Legal and responsible gambling".

Sogei creates advanced technological solutions that allow the Customs and Monopolies Agency to carry out the control and management activities of the public gambling sector, guaranteeing safety and transparency to all the operators involved. These contribute, on the one hand to combating illegal gambling and guaranteeing that the State is able to collect the taxes due, and on the other hand ensuring players have a regulated and constantly monitored environment and operators have a safe and reliable service.

### **11.8.1 RECEIPTS LOTTERY**

The 2017 Budget Law established a national lottery called "Lotteria dei Corrispettivi" (Payments lottery), commonly known as the "Lotteria degli scontrini" (Receipts Lottery) which will start in 2021 as required by Article 141 of Law Decree no. 34 of 19/05/2020 (Relaunch Decree).

Subsequently, the 2021 budget law then limited participation in the lottery to purchases made in cashless mode only.

In order to guarantee citizens' anonymity, in accordance with the recommendations of the Italian Data Protection Authority, Italian Law Decree 24/2019, again in art. 20, introduced the "lottery code", replacing the tax code initially indicated by the institutive regulation, to be associated with the single receipt, with the explicit consent of the consumer.

Citizens in possession of the lottery code can go to any operator present nationwide and, in the event of a purchase of good or service, express their willingness to participate in the lottery by communicating their code to the operator. Tickets are automatically generated from the receipts, which compete in the various draws foreseen during each year by the lottery regulations in force. The draw operations take place, in an automated manner, under the responsibility of the Customs and Monopolies Agency.

The objective of the project is therefore the evolution of the administrative/accounting system for the electronic management of the related operational flows and controls. This system will have the purpose of encouraging consumers to request the issuing of tax certification in order to combat tax evasion (VAT and income taxes) by "concealing the fees" on sales and "retail" services.

The system set up consists of: a system for collecting and processing the transmitted data; a prize draw system; a web portal for citizens with access authentication and a monitoring and assistance system.

In 2020, the portal dedicated to the lottery was activated, which allows consumers to obtain general information about the lottery as well as that related to their commercial documents available. From 1 December 2020, in agreement with the MEF, Customs and Monopolies Agency and the Revenue Agency, the lottery code issue functionality useful for participation in the game was opened to all citizens.

On 1 February 2021, the Receipts Lottery system was activated, allowing purchasers to participate in the lottery by purchasing goods and services worth at least one Euro, from merchants who telematically transmit their receipts and, by paying with electronic means (credit and debit cards, ATMs, prepaid cards and payment apps ), produce "virtual tickets" and automatically entitle the holder to participate in the lottery: one virtual ticket for every Euro spent (up to a maximum of 1,000 for each receipt of an amount equal to or greater than 1,000 Euro).

The first monthly draw took place on Thursday 11 March 2021 and distributed prizes of €100,000 to 10 shoppers and prizes of €20,000 to 10 merchants.

Since June, weekly draws have been taking place, distributing 15 prizes of €25,000 for shoppers and 15 prizes of €5,000 for merchants.

Moreover, in Interdirectorial Measure no. 168441 of 28/05/2021 of the Director of the Customs and Monopolies Agency in agreement with the Director of the Revenue Agency, additional weekly lottery prizes were introduced: no. 25 additional weekly prizes amounting to 10,000 Euro for purchasers and no. 25 additional weekly prizes amounting to 2,000 Euro for operators. For each of the weekly draws on 12 August 2021 and 30 December 2021, 5 additional maxi prizes of €150,000 for shoppers and 5 maxi Prizes of €30,000 each for merchants were also provided.

Client: Customs and Monopolies Agency (ADM)  
Material topics: Digitisation and Digital Inclusion, User & Customer eXperience

#### **11.8.2 MANAGEMENT AND CONTROL SYSTEM OF REMOTE GAMBLING REVENUES**

The aim of the project is to support the Customs and Monopolies Agency in its activity of verifying the operations of concessionaires and in the fight against illegal remote gambling.

The system allows greater control and monitoring of remote gambling by highlighting abnormal behaviour by concessionaires in the conduct of gambling and in the use of the communication protocols.

To this end, modifications to the batch procedures and functionalities of the GAD intranet make it possible to identify skill game sessions that have not yet been completed after the time limits set by the regulations have been exceeded, to report these anomalies to the concessionaire by automatic e-mail and to follow up on the report.

Similarly, concessionaires are notified by automatic e-mail of the negative outcome of the software integrity check, and it is also possible to query the debt position of concessionaires to identify those with accounting situations featuring a failure or omission to pay taxes and allow them to be queried by the Customs and Monopolies Agency.

Through the data recorded on the ACG system (Register of Gambling Accounts) it is possible to monitor the performance of each individual gambling account with the aim of combating money laundering and preventing compulsive behaviour that causes gambling addiction. The Customs and Monopolies Agency possesses information of interest to other agencies, so with a view to collaboration and telematic interaction between public administrations and law enforcement, an application was developed in 2021 that can allow the Financial Police to directly monitor the

Gambling Accounts Registry database, speeding up investigation activities and streamlining the Agency's activities of providing data to law enforcement. The gaming accounts and, in particular, the movements (top-ups and withdrawals) may be made available to the Revenue Agency as part of the activities for analysing the risk of evasion and control for tax purposes.

Client: Customs and Monopolies Agency (ADM)

Material topics: Development of ICT systems/services to combat illegality

### **11.8.3** *NEW TOTOCALCIO*

The Customs and Monopolies Agency launched, in 2021, the new way of playing Totocalcio, the historic betting competition that for years, with its simple formula based on 1X2 and winning a "13", has been the only form of football betting in Italy.

The game has been losing popularity for years due to the success of fixed-odds sports betting, with the many possibilities of combining the most disparate bets, and was in need of a restyling that, while maintaining the historic brand, which appeals to more mature players and is a source of funding for all Italian sport, would at the same time allow it to attract a younger audience, less tied to tradition.

To this end, the classic formula of the game, with "13" as the number of results to be predicted, was flanked by other more streamlined formulas, more similar to the menu of choices offered by fixed-odds sports betting, while attempts were made to stay away from the insidiousness of the possible gambling implications that any game may conceal.

The new playing possibilities, therefore, allow the player to predict even only 3, 5, 7, 9 or 11 football results, always with the formula of 1X2. The only constraint is the need to choose from two groups of matches, in turn proposed, for each competition, from those of the major continental championships considered more difficult to predict or of greater importance (the so-called "cartel" matches).

The matches on the coupon are now identified by an algorithm developed by Sogei, which considers three basic criteria:

- difficulty of the prediction,
- attractiveness of the championship at European level,
- significance of the match.

The new features introduced by the automated algorithm make the competitions more attractive from both a sporting and a remuneration point of view. It will be possible to play the coupon in the physical points of sale of authorised dealers and also remotely.

Part of the Totocalcio revenue will also be allocated to the development of sport, supporting a sector that in this period, together with other sectors of the Italian economy, has certainly been put to the test.

Client: Customs and Monopolies Agency (ADM)

Material topics: Development of ICT systems/services to combat illegality

#### **11.8.4 GIOCO LEGALE APP**

The *Gioco Legale* (or Legal Gambling) app was created in 2021 as a means of combating illegal gaming, providing citizens with a tool to promptly verify the legality of the gambling offer on Italian territory.

Citizens can check via the 'Legal Gaming' app:

- the legal gaming offer in the territory and possibly report establishments that may be unauthorised because they are not displayed on the app;
- whether the bets placed appear in the Customs and Monopolies Agency's gaming and control systems and whether they match the data relating to the placing, the amount of the bet, etc. in order to ascertain the regularity of the game;
- the gambling hours authorised by the local administrations that have enacted legislation to this effect, for gambling machines with cash winnings, and which have been communicated to the Customs and Monopolies Agency through the SMART application; in this way, citizens can find out at what times they can gamble in the municipalities concerned and report any irregularities in establishments that do not comply with the regulations.

Client: Customs and Monopolies Agency (ADM)

Material topics: Development of ICT systems/services for combating illegality, Transparency in public administration (administrative data and processes)

## 11.9 INTELLIGENCE AND CONTROLS

Business Intelligence consists of the set of models, methods, processes, people and tools that make it possible to collect organised data generated inside or outside an organisation. The subsequent processing and analysis of the data allows them to be transformed into "information" which normally constitute a support for making decisions and developing strategies.

Sogei has developed control methodologies and tools to give greater effectiveness to the actions to prevent and combat tax evasion, offences, fraud, tax and extra-tax crimes, improving the quality of the controls and verifications carried out by the various agencies.

These tools, based on big data technology, allow, through the application of clustering algorithms, artificial intelligence, and the use of *graphDB*, the performing - in incredibly rapid times - processing on large amounts of data, both structured and non-structured.

Over time, Sogei has developed 90 advanced tools that combat illegal phenomena, of which 34 directly and 56 indirectly.

### **11.9.1 FRAUD - EXCISE AND CUSTOMS SECTOR**

#### Excise Database

The Integrated Excise Database (BDAI) was created with the aim of providing some users of the Customs and Monopolies Agency with a 'new generation' tool allowing them to quickly navigate between various sectors of the excise world, also for the purpose of analysis related to the detection of suspicious or fraudulent behaviour.

The application presents a series of functionalities developed since 2018, which allow a "focus" on phenomena of particular interest to the Agency, related to master data or declarative data. From each analysis it is possible to access the graph of the Integrated Excise Database, which is therefore navigable both directly and from other analyses.

In particular, various analyses were included in 2021: in the "Intelligence Analysis" branch, an in-depth analysis of the movements of alcoholic products was included (aimed at identifying consignees who failed to register incoming goods and consignors who failed to register outgoing orders ); in the "Statistical Analysis" branch, data on processing by offices were introduced, while in the "Movement Analysis" branch, e-DAS and LUB movements were taken into account alongside e-ADs. In 'Tax Surveillance Tools', forecasting models related to e-DAS were introduced, and finally in the relational model of the Integrated Excise Database, e-DAS were introduced.

#### Excise tax supervision tools

The project, which has been running since 2018, aims to bring to light, through quantitative analysis, anomalous situations in the field of products under suspension of excise duty (e-AD). To this end, forecasting models were developed, even in 2021 and a graph was created. The analysis of e-DAS documents and the creation of related decision-making models is planned for 2022.

#### Adm Search

The application responds to the Agency's users' need to identify in which documents certain subjects are involved, or vehicle number plates or descriptions of goods are mentioned, etc. Therefore, over the years, vertical solutions have been implemented in the Customs and Monopolies Agency's data warehouse to meet specific needs. ADM Search, going beyond this logic, proposes itself as a single search engine for the many types of documents in the world of Customs and Excise. The application in fact allows, through a simple and intuitive (Google-like) search page, the entry of a string (search key) to locate documents in the databases. The results of the search are presented in boxes, one for each area, showing the salient information about the customs documents found. This information can be extended to the whole document detected or used to investigate further in other applications available to users.

The search can be useful for both anti-fraud and control activities by allowing easy discovery of connections between different customs documents with respect to the same search pattern.

#### Customs fiscal supervision tools

The application was created in 2019 as an aid in the activities related to the Customs Declarations Control Circuit, allowing simulations and analyses. In particular, the information processed relates to the customs operations of Imports registered by the customs offices in the last 2 years. The interface makes it possible to automate the calculation and resetting of minimum thresholds that are used for credibility profile checks (under-billing).

In 2021, a new functionality was implemented that allows the massive upload of data from an Excel table in which the customs items and countries of origin are indicated against each profile. In addition, a link has been added to AIDA for the display of the Declaration statement, the details of which are displayed in the application *Vigilanza Fiscale Dogane* (Customs Tax Surveillance)

Client: Customs and Monopolies Agency (ADM)

Material topics: Digitisation and Digital Inclusion), Development of ICT systems/services to combat illegality



### **11.9.2 FRAUD - GAMBLING SECTOR**

The betting and gambling market in general, especially in recent years, has undergone a very rapid expansion. The sector is highly critical, not least because of the growing interest of organised crime, for which the gambling industry is a fertile ground for profitable money laundering activities.

It therefore appeared necessary, in order to improve the action against the above phenomenon, on the one hand, in the virtual world, to identify those web resources that project, without the prescribed authorisations, the offer of gambling/gaming also to users connected from Italy, and on the other hand, in the physical world, to effectively monitor the flow of gambling and identify fraudulent behaviour.

In order to achieve these operational goals, it is quite clear that it is important to have technologically advanced tools available that allow for a methodical and effective monitoring of the Network, as well as a rapid analysis of the findings thus collected.

The solution, developed over the last three years, brings together various forms of the project to expand and innovate the tools to aid in the analysis and detection of illegal behaviour; the features listed below are the topics handled.

#### **FRAUD Online Poker**

With reference to *Online Poker* (cash), a series of innovations were introduced in 2021 relating to the preparation of a database containing information on players and their activities for a period of four months, on the basis of which various indicators were designed and implemented, which seek at different levels to uncover anomalous trends in the behaviour of players at the *Poker Cashtables*. By analysing all the *Poker Cash* games played, it is possible to explore pairs of players with more simultaneous appearances at the same table in order to identify suspicious recurrences in online play and to analyse those players who take part in poker tables with more than one poker account in their name in order to identify possible conflicts. Finally, additional data analysis functionalities and advanced filters were introduced, aimed at classifying players and assigning them a risk coefficient to provide the basis for further analysis. The representation of the results through the use of a graph DB allows the analysts of the Customs and Monopolies Agency to freely explore the links and behaviours, including recursive ones, between the different players.

#### **Fraud - Analysis by Subject**

The Analysis by Subject project was launched as an aid to the control and monitoring activities of all the subjects present in the Monopoly supply chain, in relation to gambling and tobacco systems. Dashboards are available but also guided searches and through the creation of the *graphDB* it is possible to explore the connections and relationships between the various subjects and points of sale.

The application provides risk indices and alerts on gambling and tobacco, as well as a simulation area in which it is possible to vary the weights of the individual elements making up certain indices in order to verify whether they have varied.

The relations part is constantly being strengthened, also in 2021, with new structured and unstructured information, and new subjects. The risk indices are enhanced in order to provide more support for control and investigation activities.

#### Anti-Money Laundering Platform

In 2019, the development of a new tool for the Customs and Monopolies Agency began which will contribute to the monitoring of control procedures and systems aimed at mitigating and managing the risks of money laundering and terrorist financing relating to the bingo and betting sectors and entertainment machines as well as to remote gaming agents.

In 2020, the platform was divided into different sections for the specific analysis of certain games allowing different and specific functionalities.

**BETTING:** monitoring of sports betting with regard to the trend of the individual room in relation to the average of the predefined geographical areas (provinces) and the early closure of odds.

**BINGO:** monitoring of the Bingo Hall with regard to the analysis of anomalous situations: ratio between average Played and Won per card and assignment of Additional Prizes in time slots with low frequency of players in the hall.

**VLT:** monitoring of the VLT segment with regard to the identification of abnormal situations in the ratio between the amount played and the amount inserted into the gambling machines.

**REMOTE GAMBLING:** analysis of pairs of subjects for which there is a high frequency of participation at the same gaming table in the "*poker cash*" segment ("co-presence") and of the anomalies linked to the activities of topping up and withdrawing amounts in the gambling account.

In 2021, a new indicator was added to the platform to identify split and repeated bets in order to circumvent anti-money laundering regulations.

In order to meet this need, a new analysis section called "Repeat Bets" has been created, which allows monitoring of the phenomenon of repeat bets for fixed-odds sports betting in relation to the territorial distribution of the point of sale and the time slots.

Client: Customs and Monopolies Agency (ADM)

Material topics: Digitisation and Digital Inclusion), Development of ICT systems/services to combat illegality

### **11.9.3 LuDAM**

The LuDAM application (Customs, Excise and Monopoly Places) arises from the need to identify, on a map, the places of interest of the Customs and Monopolies Agency and to enter places not listed in the registry using mobile technology.

In 2021, an application access service that can be called up by external applications was implemented, allowing a search to be performed on a map of places recorded in the register by calling up a subject or company code.

The implementation of new interview services, the introduction of new locations and the connection with some AIDA applications are planned.

Client: Customs and Monopolies Agency (ADM)  
Material topics: Digitisation and Digital Inclusion, Development of ICT systems/services to combat illegality

### **11.9.4 NUI (NATURAL USER INTERFACE) APPLICATIONS**

Solutions developed with the NUI paradigm are equipped with a representation engine that offers powerful tools for navigating maps and territories and especially for representing static and moving data on them. NUI technology is able to provide a continuous navigation experience that exceeds and enhances current standards in terms of map exploration and geo-referenced data. The goal is to allow the end user to reach information more quickly and intuitively without losing information or in terms of general functionalities. The interface created is in fact used to select the objects and filters of interest and to use zoom functionality on the details of the information with the classic gestures of touch devices.

In the context of the projects for the Customs and Monopolies Agency, the Customs "Goods flow" application represents the first industrialised project based on the NUI paradigm. The application allows an interactive analysis of the flow of import and export goods passing through Italian customs in the form of a visual representation.

In 2021, in addition to completing the industrialisation of the infrastructure on the basis of Sogei's architectural patterns, new methods of analysing the volumes of imports and exports recorded by Italy to individual foreign countries and new anomaly reporting functionalities were implemented.

Client: Customs and Monopolies Agency (ADM)  
Material topics: Digitisation and Digital Inclusion, User & Customer eXperience, Development of ICT systems/services to combat illegality

### **11.9.5 SMART EVOLUTION**

The Monitoring and Analysis System of the Territorial Gaming Collection offered through points of sale provides the Customs and Monopolies Agency with information relating to data on game volumes and the number of devices divided into national, provincial, regional and municipal levels, concluded for the last 3 years and, updated to the last two months, for the current year; the data are provided in an overall form and divided by type of game. The application is of considerable support to the Monopolies and the local authorities for the verification activities on all types of gaming, in order to combat illegal gaming.

All the information collected is used for the calculation of appropriate statistical indexes in cartographic format by means of map representations, articulated for the representation of the distribution of the physical game offer differentiated by type, both with reference to the data spent, played, won and to the tax authorities, and referring to the number of game distribution points (VLT, AWP, Bingo, Betting, numeric games, lotto and lotteries) and the relative location of the shops and machines.

The application was made available in 2019 to the Central Directorate of the Customs and Monopolies Agency, to the Territorial Offices of the Customs and Monopolies Agency, to the Finance Police (General Command and Provincial Departments) and to the Municipalities. During 2020 it was also extended to the Regions and a re-engineering of the user interface was started with the aim of making the product fully usable in mobile mode.

In 2021, the activities carried out were aimed at supporting the Agency in the drafting of measures and documentation and in presentations to institutional bodies and local authorities (e.g., presentation of the SMART application to the Director General and the Commander of the Fire Service of Roma Capitale), as well as in the management of requests to enable municipal users to access the monitoring application.

Client: Customs and Monopolies Agency (ADM)

Material topics: Digitisation and Digital Inclusion, Public administration transparency (data and administrative processes), Development of ICT systems/services to combat illegality

### **11.9.6 PIAF - INTEGRATED ANTI-FRAUD PLATFORM**

PIAF-IT is a Consultation Platform that interacts, collects and reconciles data from heterogeneous external sources at national and European level, helping to consolidate and strengthen the fight against fraud and other illegal activities detrimental to the EU budget by providing technical and operational support to national and transnational investigations.

The platform was established following the approval of the proposal SEP-210594505 submitted as a response to the call for tenders HERCULE-TA-AG-2019 launched on 15/03/2019 by the European Commission and co-financed by the European Anti-Fraud Office (OLAF).

In particular, PIAF provides a useful evaluation support for possible frauds and to prevent illegal situations through the generation of an information sheet concerning a physical or legal subject, appropriately selected using search functions.

PIAF acquires information from the Tax Registry (Tax Code and VAT verification), the Infocamere database, the European Commission direct funding database, the Court of Auditors and the RGS-IGRUE Unified Database (data on projects financed with Structural Funds).

By querying these information sources, PIAF builds the "Information Sheet" of the person for whom the request has been made.

PIAF is mainly addressed to the Managing Authorities and, as supervisors, to all Administrations that control and monitor funding (COLAF, IGRUE and Audit Authorities).

Client: Ministry of Economy and Finance - State General Accounting Office (RGS)  
Material topics: Development of ICT systems/services to combat illegality

#### **11.9.7 DORSALE INFORMATICA (IT BACKBONE)**

The Guardia di Finanza, or Italian Financial Police consult numerous databases for institutional purposes, the use of which entails the use of the relevant applications.

The "Dorsale Informatica" project stems from the need expressed by the Guardia di Finanza to offer its users a single access point for the use of the IT applications it uses and to have an innovative product, designed and created to make the use of applications or the consultation of data simpler and more spontaneous, thus eliminating users' operational difficulties.

It is therefore a multi-functional facilitation tool that aims to simplify access to data in order to prevent users from proceeding 'at random' as they search for the information needed for their investigations. The effect of this is to optimise search times and to provide targeted and precise information describing as complete a situational picture as possible according to the different operational areas.

The system, which is aimed at all Guardia di Finanza officers previously enabled as users and appropriately profiled, supports the activities of the force in the rapid and accurate search for information on the subjects under investigation in the databases of organisations and administrations.

A platform was created that allows the use, in a simple and intuitive way, of a complex set of functionalities aimed both at identifying all the available information on the subject under investigation and analysing the relationships with other entities (companies, societies, etc.), and at monitoring the behaviour of the platform users.

Compared to the normal methods of accessing and using the various databases used by the Guardia di Finanza, "IT Dorsale" has brought advantages in terms of information retrieval time and data quality, allowing the user to focus the analysis exclusively on the subject under investigation; with a single input, users can follow a reasoned path on the overall position of a given subject.

Through "IT Dorsale", the process of homogenisation and standardisation of information is consolidated, allowing users to use the same 'investigative language'.

The project envisages a series of new interventions in order to increasingly accommodate and meet the new investigative needs of the Guardia di Finanza. In particular, interventions are planned to enrich the queried databases, to produce new Operational Forms, documents necessary for querying activities, to improve the section dedicated to the relations between the various entities involved in an investigation and to introduce a section dedicated exclusively to analysis.

Client: Guardia di Finanza - Finance Police (GDF)  
Material topics: Development of ICT systems/services to combat illegality

#### **11.9.8** **EXPRESSIONS OF INTEREST IN SEIZED VEHICLES**

During 2021, a service was developed, distributed over three separate applications, which allows the Customs and Monopolies Agency to give new life to vehicles seized as part of territorial policing operations, giving the possibility of free use to non-profit organisations and PAs, including the Agency itself.

In particular, the two separate applications for the census of vehicles and for the management (publication and assignment) of advertisements are reserved for specially qualified Customs and Monopolies Agency officials and can be accessed from the intranet portal. They allow them to: take a census of seized vehicles in order to access the most timely, accurate and up-to-date information on the vehicle specifications; decide which seized vehicles should be among those for which it is possible to submit an expression of interest; and grant the visibility of vehicles to other PAs.

The third application, also accessible from the reserved area of the Single Customs Monopoly Portal, allows the collection of expressions of interest

Client: Customs and Monopolies Agency (ADM)

Material topics: Digitisation and Digital inclusion, Public administration transparency (data and administrative processes)

### **11.9.9 CORA AND CUSTOMS AND MONOPOLIES AGENCY DATA LAKE**

CORA - Augmented analytics platform

CORA is an *Augmented Analytics* platform that enables high value-added data analysis and decision support through natural language interactions.

The architecture of the system is designed to be extended very easily, both at functional level, with the possible addition of modules for new methods of analysis, and at performance management level, with the scalability typical of microservice systems and the use of a data lake.

The CORA system has also been designed to be fed with data and metadata from any type of domain and is therefore a neutral basic platform that allows the most diverse specialisations in terms of data domain.

In 2021, the solution was deployed on Customs and Monopolies Agency data analysis projects in the context of Games.

Customs and Monopolies Agency Data Lake

As part of the activities to set up the Agency's Data Lake, the infrastructure and integration framework was designed during 2021 through the consolidation of technological aspects, data storage and the survey of information sources.

In addition, three pilot processes were identified, namely, Excise Records-Accounting-Verification, Fraud Database (BDA) and Unit Valuation Data Sheets (SUV), for which the upload flows were implemented.

Client: Customs and Monopolies Agency (ADM)

Material topics: Digitisation and digital inclusion

### **11.10 HEALTH EXPENDITURE MONITORING**

The Health Card (TS) system, established pursuant to art. 50 of Law no. 326/2003, is aimed at the national electronic survey of medical and pharmaceutical prescriptions and specialist outpatient services provided by the NHS, in order to enhance the monitoring of both public

spending in the health sector and initiatives to promote the appropriateness of prescriptions. It is also used for the allocation and verification of budgets, pharmacovigilance and epidemiological surveillance.

**11.10.1 ELECTRONIC HEALTH RECORD**

The Electronic Health Record (FSE) is the tool through which the citizen can consult the entire history of their health life, sharing it, if they so wish, with health professionals to ensure a more effective and efficient service.

In the field of online health, the creation of the Electronic Health Record represents a cultural leap of considerable importance whose key element lies in considering the ESF not only as a necessary tool to manage and support operational processes, but also as an enabling factor for improvement of the quality of services and significant cost containment.

The subject to which the Electronic Health Record refers is always a single citizen and the reference time horizon is their entire life. Furthermore, within the FSE, it is essential that a summary of the patient's clinical history is contained, the Patient Summary, in order to make the necessary information usable in an optimal manner.

FSE [Electronic Health Record] data	
Active Regions	21
Active Records	57.7 million
Electronic Receipts uploaded	2.4 billion
Document Requests	208 million
Index Requests	192 million
Indexing of documents in the FSE [Electronic Health Record]	2.9 billion
Deletion of indexing documents	16 million
Patient Summaries	2 Million
Laboratory reports	106 million

Alongside the FSE system, it should be remembered that it is necessary to implement the registry systems (of doctors and patients) and other supporting IT systems. The synergy of all the components, in fact, makes it possible to exploit the potential of online healthcare by creating a range of services that can significantly affect the effectiveness of assistance in terms of clinical and organisational appropriateness as well as the efficiency of processes. An important aspect to consider then concerns the respect for privacy and the protection of the citizen's personal data.



In the year 2021, the ESF was an important tool for fighting the pandemic, as it made available the documents related to the rapid antigenic swab tests carried out by MMG/PLS, indexed on the files by the TS System, and the *Green Passes*, indexed by the PN-DGC National Platform.

By 2022, numerous developments in the infrastructure, use and dissemination of the ESF among citizens and health professionals are expected, implementing the operational plans set out in the NRP concerning Digital Health.

Client: Ministry of Economy and Finance - State General Accounting Office (RGS)

Material topics: Digitisation and Digital Inclusion, User & Customer eXperience, Security and Data Protection

#### **11.10.2 CROSS-BORDER HEALTH CARE NCPeH**

The project involves the construction of an IT network capable of ensuring the interoperability of e-health services through the European *Connecting Europe Facility* (CEF) program. The first services to be activated will be those in support of Community interoperability such as:

- *Patient Summary*, that is the summary health profile of the patient present in the Electronic Health Record of each region;
- *ePrescription - eDispensation* of pharmaceutical recipes, i.e. the prescription and dispensing by electronic prescription already in use in Italy since 2012.

The main objective of the project is to prepare, test and distribute the cross-border patient summary and e-prescription and to manage the national contact point for eHealth (NCPeH), taking into account the already existing national health record interoperability infrastructure Electronic and that of the Health Card project.

In 2021, the infrastructure for *Patient Summary* and *ePrescription* was completed in Country A mode (service provider to other EU countries). Sogei participated, as a partner of the Administrations involved, in a Pre-Production Test event organised by the European Community where connectivity with the European node was established, and interoperability was achieved by exchanging documents with other European countries.

In 2022, administrations are considering participating in the NCPeH project extension call, in order to continue with the activities of extending the service offering and moving into production.

Client: Ministry of Economy and Finance - State General Accounting Office (RGS)

Material topics: Digitisation and Digital Inclusion, Security and Data Protection

### **11.10.3 ONLINE NOTICE FOR RURAL PHARMACIES**

The service is intended to provide resources for the consolidation of rural pharmacies. This initiative is included in Mission No. 5 Inclusion and Cohesion, of the National Recovery and Resilience Plan (NRP) with the objective of supporting rural pharmacies in towns with less than 3,000 inhabitants to expand the availability of "proximity" health services in the territory, ensuring a better offer to the population of the most marginalised areas. The funds will be used for the reorganisation and implementation of the drug dispensing and storage area, participation in the care of chronic patients, including home care projects, and the enhancement of telemedicine services.

Thanks to the interventions financed by the call, rural pharmacies will be able to:

- participate in the integrated home care service, sharing the care of the chronic patient, increasing the rate of patient adherence to drug therapies and monitoring the correct use of drugs;
- provide second-level services, through diagnostic and therapeutic pathways designed for specific pathologies;
- dispense medicines that the patient is currently forced to collect from hospital;
- monitor patients with the electronic medical record and the pharmaceutical dossier.

The service started on 29 December 2021, and will be expanded to a digital platform for the management of notices for the Agency, with a view to simplifying the application process and speeding up the disbursement of the allocated funds.

Client: Territorial Cohesion Agency  
Material topics: Digitisation and digital inclusion

### **11.10.4 PRESCRIPTION NOT CHARGED TO THE NHS (WHITE PRESCRIPTION)**

The TS system allows the data of prescriptions not charged to the NHS to be sent, thus achieving the dematerialisation of white paper pharmaceutical prescriptions. The related players are prescribing doctors and pharmacies. The requirements and technical specifications were finalised in 2021 with the participation of the administrations and stakeholders involved (RGS, Ministry of Health, AIFA, trade associations of doctors and pharmacists, regions). The development of the system was completed in 2021 and its start-up in a real production environment took place in January 2022.

Client: Ministry of Economy and Finance - State General Accounting Office (RGS)  
Material topics: Digitisation and Digital Inclusion, User & Customer eXperience

## 11.11 FORECASTING MODELS AND STATISTICAL ANALYSIS

The development of Forecasting Models and Statistical Analysis is aimed at supporting customers (RGS, DT, DF and Court of Auditors) in the development and management of quantitative tools useful for the analyses conducted by the MEF for the production of programmatic documents, for activities related to the European surveillance of the public budget and macroeconomic imbalances (implementation of reforms) and in general for the definition of the government's fiscal policy.

Due to the negative effects on the country's economy produced by the Covid-19 epidemiological emergency, which are still ongoing, the activities performed to support the Administration continued with great intensity and with the development of new quantitative tools for the Administration.

In the various collaborative contexts, the Department of Finance, the Department of the Treasury and the State General Accounting Office, numerous simulations were carried out to define and estimate the financial effects of the urgent measures to support credit and liquidity in favour of households and businesses, both from the point of view of public finance and from a macroeconomic perspective.

In this economic context, the monitoring of policy interventions to assess their effectiveness has become particularly important. In addition, significant efforts were made to support the definition and assessment of tax reform proposals compatible with budget allocations and changes to pension legislation (overcoming the quota 100).

The need to produce different policy scenarios aimed at the requirements induced by the continuation of the pandemic, reinforces the use of quantitative tools, represented by a set of statistical, econometric and machine learning models as a valid technical support to the action of policy makers and a further incentive to strengthen and expand the available tools.

The main tools used to produce forecasts, scenarios, simulations and sensitivity analyses, as a technical contribution to economic policy decisions, are as follows:

- macro-econometric models of the Italian economy, potential GDP and Output Gap;
- GDP Nowcasting models;
- stock-flow econometric model relating to the functioning of the banking, money and financial markets;
- general economic equilibrium models DSGE;
- Fair and Sustainable Well-being (BES) indicators;
- disaggregated model of public finance;
- long-term models of social spending (pensions, health, long-term care and education);

- micro-simulation models relating to the main direct and indirect taxes (IRES, IRAP, IRPEF, Excise, VAT, property taxation);
- models relating to income types of specific categories of taxpayers (Corporate Income);
- models relating to the distribution of income (taxable and non-taxable) and wealth (real estate and movable) of Italian families;
- tax-benefit model;
- sample surveys for the purposes of auditing the state budget and regional budgets.
- actuarial models estimating expected loss and resource requirements on the main state guarantee funds;
- construction of a Computational General Equilibrium (CGE) model for assessing the macroeconomic effects of tax policies.

On the fiscal side, considerable efforts were made to support the definition and evaluation of proposals for revising the tax system to improve its fairness, efficiency and transparency.

As part of the preparation of the budget law, various analyses and estimates were performed with the aim of reducing the tax burden on productive factors, particularly IRPEF and IRAP. In addition, during the year, support activities to the administration concerned:

- support relating to the measures aimed at countering the current economic situation through the support for the definition and estimation of the financial effects of the numerous extraordinary measures, which have been adopted to deal with the Coronavirus emergency and aimed at preventing and limiting its expansion and the effects on the economic system;
- assessment of the effects of revenue recorded or estimated based on actual results for the individual revenue measures in order to provide information to the Court of Auditors for the general revenue statement;
- analysis and quantifications for the report on Tax expenditures;
- assessment as part of the budget manoeuvre for 2022;
- estimate of the regional manoeuvres relating to the additional IRPEF and the determination of the IRAP composition and weight of labour costs by size of company;
- analysis and evaluation of the effects resulting from international agreements affecting Italy's direct relationship with foreign countries in the context of double taxation;
- monitoring, within the NRP, of the effects of taxpayers' use of the 110% deduction for energy requalification and the credit for Industry 4.0 measures.

As far as macroeconomic and financial aspects are concerned, the availability of a large set of forecasting models has been instrumental in gaining a better understanding of recent economic trends. In fact, in addition to the traditional support and the considerable increase in the number of model simulations carried out to update the macroeconomic scenarios and estimate the impacts of the additional economic support measures introduced by the Government, the use of GDP nowcasting models has been intensified and refined in order to adjust the macroeconomic forecasts to the various stages of evolution of the pandemic.

In addition, the first out-of-sample simulation and forecasting exercises were carried out on the new stock-flow econometric model of the Italian economy, which specialises in the functioning of the banking, money and financial markets and is able to produce counterfactual scenarios under different fiscal and monetary policy assumptions and alternative pandemic impact scenarios.

During 2021, the development of models for estimating credit risk applied to portfolios of financial instruments guaranteed by the State also continued, through the refinement of the models already in use for the Guarantee for SMEs, Garanzia Italia and Export funds and the implementation of the new stochastic model of expected loss on securitisation of non-performing bank portfolios (GACS).

As regards the public finance aspects, during 2021 the construction and monitoring of the forecasts of the PA profit and loss account had to take into account both the measures mentioned above and, above all, the interventions financed through the NRP. This required careful analysis to ensure their correct quantification and their real effect on budget balances. Scenarios were also constructed and simulations carried out on pension reform theories aiming at a socially sustainable overcoming of the Fornero reform, in particular with regard to the gradual exit with quota 100.

Client: MEF - Department of the Treasury (DT), MEF - State General Accounting Office (RGS), MEF - Court of Auditors (Cdc), MEF - Department of Finance (DF)  
Material topics: Public administration transparency (data and administrative processes),

## 11.12 CROSS-CUTTING SERVICES AND SOLUTIONS

This type of services and solutions refers to management information systems, administrative procedures, assistance services and CRM (Customer Relationship Management), web services and cross-cutting and organisational support processes adopted by customers to achieve their institutional mission. Within this context, Sogei's objective is to enrich the offer and the quality of the information produced, by rationalising and standardising processes, improving the

approach based on independent silos, upgrading the methods of collecting, processing and integrating data also through the identification of new features, services and products.

### **11.12.1 DOCUMENT MANAGEMENT AND RETENTION PLATFORMS**

The Document Management and Retention Platforms area consists of protocol applications and services, document management and retention for all the departments of the MEF, the tax agencies, MEF Legal Audit, Equitalia Giustizia, Finance Police, Sogei and Consip. Following the specificities of each entity and in compliance with the AgID guidelines, the applications created provide the necessary support for the completion of administrative procedures, ensuring compliance with the reference regulatory context.

The applications currently in use offer advanced workflow functions, capable of providing routing and process management rules both in relation to registration, signature and application cooperation services, as well as document archiving functionalities also in support of third party applications.

On the one hand, the dematerialisation process for the replacement of paper flows with IT documentation continued throughout 2021, and on the other, so did the rationalisation of the service offering. During the year, the integration of services into Sogei's Digital Ecosystem (DES) for the documentation and governance of the offer began; this was also enhanced by Machine Learning services for the automation of the classification of incoming documents. The expansion of the offer contributes to the recovery of efficiency, cost reduction, time to market and environmental protection, in line with the strategic objective of complete dematerialisation and digitisation of work processes.

Below, the indicative data of the volumes managed in 2021 for certain customers are reported.

Client	Protocols		Documents				
	Incoming	Outgoing	Received	Transmitted	Archived	Signed	Retained and being retained
Revenue Agency	10,728,731	20,408,694	45,504,496	39,291,857	128,236,335	16,282,421	1,935,265,571
State Property Agency	214,578	120,739	1,139,810	323,362	2,066,162	103,847	27,028
Customs and Monopolies Agency	4,242,994	1,929,390	16,585,843	4,593,132	23,502,961	5,952,527	111,466
Sogei	35,445	18,367	105,042	39,054	507,720	46,665	54,992
Consip	23,539	22,643	137,416	59,444	1,212,396	21,861	217
MEF - DdF	3,055,973	2,024,225	3,867,430	3,796,501	13,983,288	6,069,327	85,631
MEF - DT	83,697	17,167	225,616	40,854	266,470	19,984	26,641
MEF - DAG	214,860	139,647	1,154,470	667,123	1,821,593	121,033	306,193
MEF - RGS	3,319,106	1,511,582	12,775,174	2,113,991	14,996,122	1,417,628	3,341,827
<b>Total</b>	<b>21,918,923</b>	<b>26,192,454</b>	<b>81,495,297</b>	<b>50,925,318</b>	<b>186,593,047</b>	<b>30,035,293</b>	<b>1,939,219,566</b>

### **11.12.2 E-LEARNING PLATFORMS (STATUTORY AUDITORS, CAMPUS RGS, CAMPUS INIT)**

#### Statutory Auditors

The remote training portal for Statutory Auditors was created to respond to the regulatory requirement for which, starting from 1 January 2017, all Statutory Auditors registered in the register pursuant to art. 2 of Italian Legislative Decree. no. 39 of January 27, 2010, are required to comply with continuing training obligations.

The fulfilment, by those enrolled in the register, of these obligations is guaranteed through participation in professional updating programs defined annually by the MEF and aimed at improving and maintaining theoretical knowledge and professional skills.

The portal is part of one of the activities of the MEF - State General Accounting Office - General Inspectorate of Public Finance which has, by law, the obligation to train the Statutory Auditors listed in the register (approximately 156,000 users, distributed throughout the country and further afield).

A technological architecture of the e-learning platform was created based on the open source application component "Moodle" and on the acquisition of cloud computing services for the technological infrastructure.

Since the launch of the platform in October 2017, 3,564,861 training hours have been provided to 92,095 professionals in the sector. Overall, an equivalent of 3,763,011 courses were consulted and 2,204,908 quizzes were carried out.

The first three-year training period ended on 31 December 2019 and the courses relating to the three-year period 2020-2022 are currently being provided, with a constant increase in use of the portal due to the concomitant pandemic which saw a significant reduction in the traditional classroom training contributions provided by other official channels.

Starting from October 2021 and expiring on 17 January 2022, in accordance with the provisions of Article 14 of Decree 135 of 8 July 2021 "Regulation on the procedure for the adoption of sanctions in the event of violation of the provisions on statutory auditors and audit firms, pursuant to Article 25, paragraph 3-bis, of Legislative Decree No. 39 of 27 January 2010", training for the three-year period 2017-2019 was reopened to users.

#### Campus RGS

The Campus RGS distance learning portal is the historical e-learning platform of the State General Accounting Office, with 6,500 total users and hundreds of courses in the catalogue. Established in 2005 on a proprietary platform, in recent years, following a joint Sogei-Ministry push, a total transition to open systems was made. The portal is in fact based on Moodle open source LMS, as is the BigBlueButton virtual classroom component.

Thanks to the complete accessibility on the Internet, the last year has been particularly rich in training activities, in particular in support of users working from home. The training course for all MEF users, already involved in 2018, on the subject of safety was also completed, in collaboration with INAIL, and coordinated by the Department of General Affairs.

#### Campus INIT

As part of the program aimed at implementing the new accounting system, the State General Accounting Office identified a remote user training project with the aim of managing the change process, and within it, the topic related to Training.

With this assumption, in December 2020 the new Campus Init portal was placed in the production environment.

The goal of the portal, using tools such as training courses, virtual classrooms, digital library, is to train a user base of almost 35,000 employees of all the public administrations who use the accounting systems of the State General Accounting Office, from home as well as from the office, of their own Public Administration.

During 2021, users from 22 different administrations used the 24 training courses made available, with peaks of around 3,600 users connected per day.

#### **11.12.3 WEB PLATFORMS**

The activities aimed at disseminating information and services through web communication channels have as a fundamental prerequisite the creation and management of Internet sites and portals, Intranets and mobile solutions for institutional customers, as well as the preparation and coordination of the related publishing processes, also including the definition of development methodologies and guidelines and for the execution of usability and accessibility checks.

All the sites and portals created, characterised by a high information content, are of an institutional type and represent an effective communication system through which the Administration promotes initiatives, discloses information of an economic, financial, social and administrative nature and provides useful or essential services to carry out the duties of competence.

Through in-depth knowledge of the regulations in force, such as the Guidelines for the PA websites, the new Digital Administration Code (CAD) and the law 9 January 2004, no. 4 (Provisions to facilitate the access of disabled people to IT tools), we have created new generation web solutions, capable of fully responding to the expectations of the reference customers.



During the period characterised by the Covid-19 emergency, many sites and portals were the subject of numerous adaptation activities in relation to contingent information needs.

The 2020 activities focused on the following areas:

- Receipts Lottery website: The Receipts Lottery was launched on 1 February 2021 and the first monthly draw took place on 11 March. Throughout the year, the information site made available news, information, the calendar and results of the monthly and weekly draws as well as the possibility of accessing the reserved area dedicated to citizens;
- Revenue Agency website: during 2021, ad hoc profiles were implemented for each region to consult the analytics data of the regional directorates' pages only. A version of the cookie bar which complies with the new guidelines of the Italian Data Protection Authority has been created;
- MEF Portal: The MEF Portal constitutes the access point for citizens, businesses, the public administration and the media for information and services of the economic and financial administration, including agencies and in-house companies. During 2021, within the MEF portal, a section dedicated to the G20, led for the first time by Italy, was developed in collaboration with the Minister's staff. The Presidency programme was structured around the triple theme *People, Planet, Prosperity*. The main objectives pursued by the Italian Presidency in the *Finance Track* and the related achievements were shared in the specific section;
- Revenue Agency-Collection portal: with regard to the internet portal, an online guide has been created with the Newired product. Since 1 September the Riscossione Sicilia website has been integrated;
- Customs and Monopolies Portal: during 2021, the Agency's institutional portal was migrated to the new version of the infrastructure and its graphics and layout were revised to facilitate the use of content and make it compliant with AgID directives;
- Tax Justice Portal: in September 2021, the new graphic layout was released in order to make the user experience consistent with that of the other MEF departmental websites;
- Territorial Cohesion Agency Intranet website: at the end of June 2021, the new intranet portal of the Territorial Cohesion Agency was released for production, built on a Microsoft SharePoint 2016 platform, using a new graphic design and a navigation mode that allows Agency users to more easily find content and documents useful for their work;
- Revenue Agency WebApp: at the end of 2021, a web application was created and released, authenticated and usable also from mobile phones, to allow Revenue Agency employees to access certain work information, not from the internet;

- Sogei's corporate website: during 2021, work began on revising the 'Work with us' application;
- DAG portal: in early 2021, the so-called *Whistleblowing* solution provided for in anti-corruption legislation was made available. This function enables employees and external users to send anonymous reports of offences;
- State Property Agency and DVP institutional websites: in the course of 2021, both the graphics and the information architecture were revised to make it adhere to AgID guidelines.
- Presidency of the Council of Ministers Department of Instrumental tools and services intranet: during 2021 a joint round table was set up with the client to collect and analyse all the requirements of the various departments and structures of the PCM, also with a view to providing the intranet with an innovative and intuitive interface that better responds to the experience of all end users;
- Presidency of the Council of Ministers - Equal Opportunities Department website: In July 2021, the new website and back-office application for managing cases of assistance to victims of discrimination was released for production.

Below, for certain customers, the data on the use of the main portals in 2021.

Client	Visits	Pages Visited
MEF - Institutional Communication Director (DAG)/Minister's spokesperson	3,023,021	5,584,238
MEF - Department of General Administration, Personnel and Services	274,038	501,955
MEF - Treasury Department	1,467,849	3,085,334
MEF - State General Accounting Office	3,078,804	5,935,002
MEF - Department of Finance	3,101,616	20,437,549
Customs and Monopolies Agency	17,832,660	121,087,782
Revenue Agency	194,432,966	814,892,545
Revenue Agency-Collection	11,077,194	33,911,707
Court of Auditors	1,380,078	3,694,992
Financial Education	912,307	1,732,717
Electronic Invoicing	58,994,344	574,672,798

#### **11.12.4 CRM**

In the context of Digital Transformation, Sogei has equipped itself with increasingly innovative tools to meet the information and operational needs of citizens.

With regard to CRM - *Customer Relationship Management* - a technological platform in cloud mode was introduced, which enables the offer of new services for customers. The modular and scalable platform allows integrated management of multiple customer journeys, contact points and channels to offer innovative services to citizens in a deeply interconnected ecosystem.

The transformation project initiated allowed, during 2021, the achievement of multiple objectives in the various project areas:

- new self-service assistance models: chatbots implemented, or for which substantial evolutionary work has been carried out, for Revenue Agency - Invoices and Payments, Customs and Monopolies Agency- Receipts Lottery, Department of the State General Accounting Office - ERP INIT and Legit. Through these tools it is possible to improve relations with end users, transforming the relationship between citizen and PA from reactive to proactive; helping citizens to make the "best" choices with respect to their situation, simplifying and normalising, requesting and providing only the necessary information (once only);
- proactive communication: Campaign Management for Revenue Agency - Delivery of documents and applications, Department of the State General Accounting Office - AREA RGS portal. The goal is to collect feedback from the users on the services provided and to safeguard the continuity of operation of the operating machine through start-up plans that govern the transition from the old to the new with coexistence, experimentation, migration, evolution operations (*digital by default*);
- servicewith operator for the digital transformation of the multi-channel assistanceservice: services offered to users of the Finance Department, Presidency of the Council of Ministers - UNAR, Customs and Monopolies Agency - Receipts Lottery, Health, Ministry of Education - DAD, Revenue Agency - Electronic Invoicing and Payments, Department of the State General Accounting Office. Through these tools it is possible to enhance the dialogue with the interlocutors in a user-centred perspective (citizens, professionals, sector operators) through the standardisation of the services offered and the technological revision of the IT support tools, adopting methods that facilitate dialogue and the sharing of information.

#### **11.12.5 MANAGEMENT SYSTEMS**

Staff

The personnel management system is made up of applications integrated with each other that make it possible to represent the organisation of the agency and to support the offices in the

management of legal/administrative, economic and personnel development aspects for the Revenue Agency, the Customs and Monopolies Agency, the State Property Agency and Equitalia Giustizia.

In 2021, the Customs and Monopolies Agency was provided with a function allowing the control of the Green Pass for employees present in the office.

Below, the indicative data of the volumes managed in 2021 for certain customers are reported.

Main dimensions	Revenue Agency	Customs and Monopolies Agency (ADM)	State Property Agency	Equitalia Giustizia
Organisations	current 3,731	current 638	current 175	current 37
	closed 11,894	closed 3,565	closed 921	closed 71
Employees	in service 29,780	in service 9,249	in service 1,167	in service 324
	terminated 36,692	terminated 14,313	terminated 2,489	terminated 52
Supporting documents	4,896,545	1,436,016	185,881	--
Stamping	8,555,914	3,969,856	534,133	--
Average daily P/A processing	27,113	10,839	--	--
Incidental duties	190,666	253,374	--	--
Non-NoiPA payslips	--	1,189	--	--
Transfers	--	--	8,860	--
FUA Bonuses	33,949	--	--	--
Evaluation forms	3,177	13,387	1,125	324
Courses	37	15	--	--
Course enrolments	65,758	14,685	--	--
Assigned activities	206,953	--	--	--

#### Accounting, purchasing and sales

For the three Tax Agencies, numerous administrative and accounting processes are managed using the Oracle eBusiness Suite platform and other integrative applications

The accounting systems allow:

- the management of the purchasing cycle process with the related inventory phase of the assets identified by the Agencies themselves, in order to allow their logistical handling;
- the management of the accounting phase from the registration of the accounting document to its payment with the detection of the Agency's accounting events in the different supply sources;
- the fulfilment of tax obligations under current legislation;

- verification of the use of the budget allocated to the offices of the administration.
- the dialogue with the bank through the transmission of payment flows to suppliers and employees and the receipt of revenues (from 2021, also through the PagoPA system).
- the reception and processing of invoices payable in electronic format or, for sending to third parties, of invoices receivable.

To complement the accounting systems, there is a dedicated Business Intelligence for the control and monitoring of the administrative/accounting events.

Indicative data of the volumes managed in 2021 for certain Clients are provided below.

Main dimensions covered	Revenue Agency	Customs and Monopolies Agency (ADM)	State Property Agency
Payable documents	82,619	48,007	20,314
Payments	31,660	24,921	8,118
Salaries paid	397,496	128,485	14,946
Purchase Orders	10,732	7,951	4,634
Receivable documents	2,033	15,706	1,583
Sales orders	0	16,820	0
Revenues	1,956	58,228	987
Bursar's Office	4,042	4,678	1,587
Assets	1,279,159	573,806	38,747

### Management control

The mission of the CoG area is to design and implement tools to support the Agencies' Management in carrying out planning, programming and corporate control activities, with the aim of making information available in the most suitable form for the user and enabling the Management to make decisions aimed at improving corporate operations

In particular, the budget/forecast systems are the tool used to support the processes of forming and negotiating the budget at the beginning of the year, revising it during the course of the year and determining the final forecast, in economic (supplies and expenses) and technical/physical (human resources and work production volumes) terms;

The Reporting system is the tool used to collect, from company systems, and organise economic and technical-physical information (such as analytical accounting, industrial accounting, budgets/forecasts, production, etc.) and to disseminate it to the various company levels in order to monitor the company's performance in a timely and punctual manner, through an accurate analysis of all those elements that are decisive for the achievement of its strategies.

The company's Planning and Control model is a cyclical and iterative process used by management to carry out the activities of:

- planning of long-term strategic objectives and related lines of action
- operational programming to translate strategic objectives into medium- to short-term operational plans, consistent with the actual capacities of the structures and the available resources, both human and financial
- preparation of the economic and financial budget to translate operational planning and programming into numerical terms
- performance measurement, monitoring and analysis of deviations to compare final and budget data in order to assess the performance of management against objectives and to identify necessary corrective actions.

The Management Control systems have reached a degree of maturity that has made it possible, in the course of the 2021 financial year, to characterise the interventions according to two main trends:

- interconnection with third party systems, managed both by the customer and by Sogei, in order to eliminate as much as possible the exchange of data (both master/dimensional and measures/metrics typical of planning) in off-line mode according to non-automated procedures; this has been implemented by favouring the adoption of web services and microservice technologies;
- re-engineering of some applications with the aim of making the user process smoother and adopting more up-to-date technological frameworks in order to improve performances.

The customers who will use the system in 2021 are listed below.

Applications	Client	# Users
Economic Forecast and Budget, Real Estate and Staff Programmes	State Property Agency	50
Strategic management reporting	State Property Agency	50
Economic and Technical-Physical Budget	Customs and Monopolies Agency (ADM)	300
Analytical Accounting	Customs and Monopolies Agency (ADM)	300
Annual account according to R.G.S. circulars	Customs and Monopolies Agency (ADM)	50
Accounting for work on business processes	Customs and Monopolies Agency (ADM)	300

Applications	Client	# Users
PA.RI.DE. - Survey and distribution of work on business processes	Revenue Agency	100

#### Governance of the planning and control process - SISP

The service concerns the management of the planning and programming of MEF objectives and includes functionalities available both to the MEF's Centres of Responsibility (CRA) and the SSEF, for the fulfilments related to the reporting of objectives and resources contained in the General Directive, and to the Independent Performance Evaluation Body (O.I.V.), for the analyses on the achievement of strategic objectives necessary for the monitoring and evaluation of the results achieved by each CRA.

There were 248 targets managed in 2021.

