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ABSTRACT

This thesis aims to analyze the digital services of the public administration in the Veneto region in order to understand what the strengths and weaknesses of this important part of the management of the Italian regions are. My focus is the Veneto region and the analysis of the relative municipalities: in particular, their website and how the municipalities manage their activities and online services.

In order to achieve this goal, the initial part of the elaborate discusses a general overview of standardization, e-government and the current Italian situation. In particular, in the first chapter will be defined what is the process of standardization and the various types of e-government with an excursus on the literature. The paper continues with the second chapter concerning an analysis of the general European, with related directives, and Italian framework. The objective of this document is to verify whether the public administrations are in line with European and Italian regulations and how to improve the municipalities and which services to offer.

In the next chapter we will enter the central theme of the analysis with the definition of the instances and procedures, similarities and differences. There will be a part about AGID. It will be defined what AGID is and with a focus on the guidelines of this agency for Italian municipalities. Subsequently, I will illustrate the three-year plan programmed by AGID in order to improve the management of the municipalities and their website. In this section, it will be important to understand and explain what the online portal "MyPortal" is and how it works or, in many cases, how it should work.

Defining the AGID guidelines and what MyPortal is, will lead to the thesis topic that concerns the digital services of municipalities for citizens.

The fourth chapter will explain in detail the methodology used to identify the online services provided by the websites of the Veneto municipalities. In this section, we will illustrate, with evidence taken from the websites of the municipalities, how the main online services work with concrete examples.

Using the descriptive statistics, we will explain the various results achieved in the various municipalities. The objective in this section is to clearly explain the real situation in Veneto.

In chapter five, there is a complete definition of what an online service is, with related examples and in-depth explanations. Then, the three main online services provided by the websites of the Veneto municipalities will be analyzed: MyPagoPA, SUAP and IMU Calculation online. The final part of the understanding deals with particular cases in which it is not possible to make a complete analysis because of technical problems or closed systems.

The final part of the thesis will concern the presentation of the results using graphs. The statistics, derived from the analysis of the latter, will highlight the problems currently present and the critical aspects that will have to be improved in the future.

CHAPTER 1: E-GOVERNMENT LITERATURE AND STANDARDIZATION

1.1 Standard and Standardization

Definitions:

A standard is a document, approved by a recognized institution, which provides the rules, guidelines or technical specifications for the performance of certain activities. Compliance with a standard is called "certification" and ensures that performances, which are usually variable, become repeatable.

Standardization can be defined as a universally agreed upon set of guidelines for interoperability in order to improve efficiency in handling people's interactions.¹

What does "standardizing work" mean?

- organize the individual activities by replicating them in a written document that allows to be reproduced continuously under controlled conditions in order to obtain maximum efficiency and effectiveness;
- document and standardize an activity you need;
- make sure you have a complete view of the process;
- simplify work as much as possible;
- analyze the work (write the activities in detail including all the necessary steps to ensure quality, effectiveness, efficiency, safety, compliance with the requirements, etc. If there are several ways to do something, all must be examined);
- make sure that work can be controlled continuously thanks to visual management;
- document the process;
- document the work of the individual operator;
- document the individual activities;
- think about training;
- provide for periodic improvements (ask yourself, after some time, if it is possible to carry out an activity in a simpler or faster way and how to reduce the percentage of errors made);

¹ David and Greenstein, 1990:4; Formin and Keil, 2000:2

- test the new way of working to verify that the reference standards are respected and correct any errors.

Standardizing activities is fundamental as it allows performance to be improved significantly, it is used to share information quickly to those who must learn to do a job, standardization allows a rapid spread of processes with a minimum error margin, without loss of information and eliminating information asymmetries.

1.2 E-Government

The term “E-government” refers to the use of innovative technologies in administrative processes that public administrations want to provide services to citizens. These processes can be addressed to citizens as well as to companies, both considered as final users of the administration services, with the activation of collaborations and interaction processes.

The term “E-government” derives from the analogy with e-business where, the prefix “e-” has assumed considerable importance, by virtue of the potential that this discipline has shown in approaching both the citizen and the company, to public administrations. This last activity has increased the consensus, the satisfaction in the improvement in general terms of efficiency and effectiveness of the administrative activities. The final result is evident from the considerable cost savings and improvement of services in the public administration.

With this definition we do not mean e-government with the exclusive computerization of the public administration but as an improvement of the final services offered. In line with this definition, we find the organization for cooperation and economic development that defines e-government as:

- ❖ "the use of new information and communication technologies (ICT) by public administrations applied to a wide range of administrative functions, in particular the potential networking offered by Internet and its technologies has the potential to transform structures and administrative procedures".

1.2.1 A review of the E-government literature

In the literature the concept of e-government has long been at the center of a rich debate. Various definitions are given of the phenomenon. A classification that is often referred to is the one proposed by the OECD (2003), which looks at the activities involved, and / or the objectives pursued:

- simple use of the internet in the offer of services;
- use of ICT in all activities of the public sector;
- transformation of public sector governance and its relations with citizens;
- broader concept of "better government".²

This variety of definitions partly reflects the relative immaturity of matter in science. Many authors believe, in fact, that the dignity of autonomous discipline about e-gov has not reached yet³; it would, in fact, limit itself to cross areas of theoretical and empirical research related to other disciplines, mainly those relating to information systems and public administration, without, however, having reached a sufficient degree of integration and re-elaboration. The proposed definitions, therefore, emphasize different aspects of e-gov, according to the various views of the public administration that implicitly incorporate. In the eighties and nineties, the analysis of ICT development in the public sector found fertile ground in the theoretical apparatus of new public management (NPM). In this approach the efficiency of production processes, the attention to productivity and performance, and greater exposure to competition, both within the public sector and from the market, take on a central role. The corollary of these principles is:

- a greater decentralization of administrative responsibilities;
- the strengthening of the autonomy of individual structures;
- a strong emphasis on the measurement of results and accountability;
- the importance of the use of incentives;
- a vision oriented to the citizen as a consumer.

² OECD (2003), pag 23

³ Heeks and Bailur, 2006, and Hu et al., 2009

Consistent with the decentralization of administrative responsibilities - a principle that is defined in the literature “disaggregation”⁴ - the theoretical approach of the NPM provides a clear separation between politics and administration. In the public administration reform advocated by the NPM, computerization is a potentially powerful tool for increasing efficiency, re-engineering processes and organizational structures, and improving the provision of services to users. The vision, often optimistic, looks at the process of modernization and reform of the PA as an almost automatic consequence of the inclusion of ICT in the public sector⁵. It must be emphasized that this vision, although deeply discussed in the last decade, has influenced many of the current e-gov plans⁶.

The most recent literature shows that the changes prefigured by the NPM have not been largely realized and tries to analyze the causes⁷. Several scholars point out that the intrinsic characteristics of the NPM's theoretical approach, mainly focused on efficiency and cost reduction, have limited the application of ICT to internal back-office operations and have concerned only the dialogue between public administrations, with little relapse on the mode of interrelation with the typically front-office users⁸. In their work, Bonina and Cordella argues that: “The use of ICT and its impacts on efficiency is mainly related to improving internal operating systems; examples here are the use of managerial tools such as financial systems, data collection and transmission, payment processes, internal communications and human resources management to generate savings.” Furthermore, computerization often took place simply by replacing the tools used without modifying the underlying processes⁹; the reengineering of the latter would have encountered difficulties of realization for reasons also known for some time also with reference to the private sector¹⁰. In their paper Zouridis e Thaen explain the thesis about technology: “What used to be done manually is now being carried out by

⁴ Bhatta, 2003; Dunleavy et al., 2006: *The main guidelines of the NPM are summarized by these authors in three concepts: (1) marketization / competition; (2) disaggregation; (3) incentivization.*

⁵ Linnefell et al., 2014, pag 131: *“It has been argued that failures related to implementation and use of e-government can be judged as results of decision makers' simplistic assumption that using ICTs in government structures automatically facilitate for improved effectiveness, better decision making and service delivery”*

⁶ Bonina and Cordella, 2008

⁷ Akkeson et al., 2008; Kraemer and King, 2003, Gil-Garcia and Pardo, 2005, Ebrahim and Irani, 2005, van Veenstra et al., 2011, Linnefell et al., 2014

⁸ Bonina and Cordella, 2008, Snellen and Thaen, 2008

⁹ Zouridis and Thaen, 2003, pag 171. Beynon-Davies, 2007, pag 14

¹⁰ Hammer, 1990

computers. Through technology, government services merely became more efficient, more modern and more reliable.” Hammer, in his document add that: “No one in an organization wants reengineering. It is confusing and disruptive and affects everything people have grown accustomed to. [...] Considering the inertia of old processes and structures, the strain of implementing a reengineering plan can hardly be overestimated.” One of the main obstacles would also derive from the inconsistency between the disaggregation process of the organizational structures triggered by the NPM philosophy and the opposing needs for centralizing the information and procedures that the e-gov process requires¹¹. In support of this Dunleavy sustain: “the key opportunities for exploiting digital-era technology opportunities lie in putting back together many of the elements that NPM separated out into discrete corporate hierarchies, offloading onto citizens and other civil society actors the burden of integrating public services into usable packages. Reintegration approaches are not simple reruns of the old centralization phases of centralization/decentralization cycles. [...] Rather, they represent an antithetical (and partly synthesizing) response to the NPM thesis.”

The decentralization of functions aims at a greater ability of administrations to intercept the demand of citizens, but discharge on them the burden of integrating operations for access to the use of public services; the e-gov, on the contrary, aims to simplify the relations between administration and citizens; therefore requires a re-engineering of the processes that, from a high eliminates the unnecessary steps between users and administrations - reporting on them the burden of collecting information held by the public sector - and, on the other hand, reducing duplication of activities and controls through a centralization of support services common to various administrations (procurement, management of information systems, etc.). This process focuses on the criterion of interoperability, which covers both infrastructure and data and information (Landsbergen and Wolken, 2001¹², Snellen and Thaen, 2008). These advantages, however, would be little perceived by fragmented organizational structures that indeed

¹¹ Dunleavy et al., 2006, pag 212

¹² “Interoperability [...] is more than ‘plumbing’—that is, making sure the information pipes fit together through compatible hardware and software. [...] despite the current popular focus on hardware and software compatibility, fundamentally, interoperability is really ‘the sharing of information.’ [...] the technical plumbing issues, while not trivial, are receding in importance relative to the information-management issues. In other words, because the technology is allowing some degree of interoperability to occur, a host of information-management issues are now appearing”. (Landsbergen e Wolken, 2001, p. 480).

have strong incentives to differentiate their services and processes (Dunleavy et al., 2006, Ebrahim and Irani, 2005)¹³. The need to re-integrate the processes necessary for the realization of the e-gov collided with the culture of vertical silos produced by the NPM (Bhatta, 2003)¹⁴.

Several authors (Andersen, 2006; Bhatta, 2003; Soete and Weehuizen, 2003) analyzing the causes of the low success of e-gov initiatives emphasize the weakness of the assumption underlying the NPM approach, which underlies many of the implemented plans, according to which typical private mechanisms can actually work also for the public sector. First of all, the public sector, unlike the private sector, would not be subject to market discipline, but rather to internal constraints posed by the political allocation of resources (Kraemer and King, 2003)¹⁵ and management would respond to internal incentives of a different type (Soete and Weehuizen, 2003); it must also pursue efficiency taking into account the trade-off with equity objectives (Fountain, 2001a); Finally, the vision of the consumer citizen would be rather reductive (Fountain, 2001b). In relation to ICT, moreover, the public sector would have a dual role: “object”, as it can grasp the advantages in its use, and “subject”, as it regulates the telecommunications sector and can influence the behavior of citizens (Gascò, 2003)¹⁶.

The differences between public and private are emphasized by the theoretical approach of "new institutionalism", for which institutions play an important role. According to some scholars, this theoretical strand would be better suited to the analysis of e-gov since, overcoming the overly simplistic view of organization implicit in the NPM, it

¹³ *“Under previous public management regimes, agencies often had perverse incentives to differentiate their services and processes. Despite moving the administrative furniture around a great deal, NPM reformers were actually very reluctant to undertake more fundamental questioning of administrative processes because of the focus on short-term managerialist savings. [...] An end-to-end approach ensures that project teams focus through the whole process without artificially demarcating their analysis at existing agency boundaries.” (Dunleavy et al., 2006, p. 484 e p. 485); “[...] some government officials perceive e-government as a potential threat to their power and viability because it might reduce their authority in government.” (Ebrahim e Irani, 2005, p. 605).*

¹⁴ *“NPM reforms – through agencyfication – also caused silos to develop (due to the policy-operations split and the consequent lack of coordination among institutions in many cases). Hence the role of the centre has become important here.” (Bhatta, 2003, p. 8).”*

¹⁵ *“Business organizations are driven mainly by market forces, which encourage radical innovation and can be characterized by Schumpeter’s ‘gales of creative destruction.’ Government organizations, in contrast, are driven by political/institutional forces that are not and cannot be subjected to destructive changes without severe consequences for their constituents.” (Kraemer e King, 2003, p.13).*

¹⁶ *“As subjects, the governments’ role is key to influence the design of a telecommunications regulatory framework that promotes competition and facilitates citizen access, the formulation of measures that increase confidence in electronic transactions, and the establishment of minimum services to satisfy the demands of less favored groups. As objects, governments and public administrations share the new opportunities offered by ICTs.” (Gascò, 2003, p.8).*

allows to focus on the real theme, namely the difficulty of the public sector to put in place the necessary institutional changes (Fountain, 2001c, 2014). Public institutions are complex structures that react to the questions of change posed by the external context (even if unlike the private institutions are not subject to market laws) more to obtain a legitimacy than for a genuine conviction of the need for change (Åkkeson et al., 2008)¹⁷. The e-gov in this vision represents a reaction to the push coming from the diffusion of new ICTs to which public organizations must adapt to be able to legitimize in the eyes of citizens and businesses, without there being in fact endogenous pushes to implement expensive and complex reorganizations (Kraemer and King, 2003)¹⁸.

Based on the theoretical elaborations and the empirical observation of the e-gov processes, some models have been elaborated in the literature. A widely used category is that of “**maturity models**”, which consider e-gov as an evolutionary phenomenon structured in different phases¹⁹. Since they are very useful for monitoring progress in e-gov processes, international organizations actually use them to compile indicators of the degree of digitization of the public sector on the basis of which rankings rank among countries. The best known and quoted in literature among these models, proposed by Layne and Lee²⁰, foresees four stages of development, characterized by increasing degrees, on one side of technological / organizational complexity and, on the other hand, of integration within of the public sector; the stages are:

1. catalog;
2. transaction;
3. vertical integration;
4. horizontal integration (as shown in fig. 1a).

¹⁷ According to this view, an organisation gives the impression of having adapted to its environment, while simultaneously carrying out its activities as it did before – thus avoiding the conflicting demands imposed upon it by the environment.” (Åkkeson et al., 2008, p. 88).

¹⁸ “Decisions about IT use are made by top managers [...] They use IT to enhance the information available to them; to increase their control over resources; to rationalize decisions to superiors, subordinates and clients; to provide ‘visible deliverables’ with the aid of the technology; and to symbolize professionalism and rationality in their management practices.” (Kraemer e King, 2003, p. 6).

¹⁹ Lee, 2010; Fath-Allah et al., 2014

²⁰ Layne and Lee (2001)

Andersen and Henriksen²¹ - considering this model reductive because it looks only at the progress in the technology of data collection, storage and integration - propose a model based on two evaluation categories: the use of ICT geared to the needs of the citizen / consumer and the PA's ability to extend digitization to the various functions it performs. This model also has four phases; the first (cultivation, extension, maturity) substantially cover the stages of the base model of Layne and Lee, while the fourth (revolution) prefigures an evolution towards the perfect mobility of information and applications (intra and extra public organizations) and a transfer of ownership of data to end users of services (as shown in fig. 1b). There is broad consensus in the empirical literature that, based on the common structure of these models, a large part of governments would still be in the early stages of e-gov development and would be mainly engaged in data integration activities; it would only guarantee a limited supply of front-end services on the network and would still adopt an exclusively intra and inter-governmental view of the use of ICT.

Models of e-Government development - Fig. 1

- Layne e Lee²²

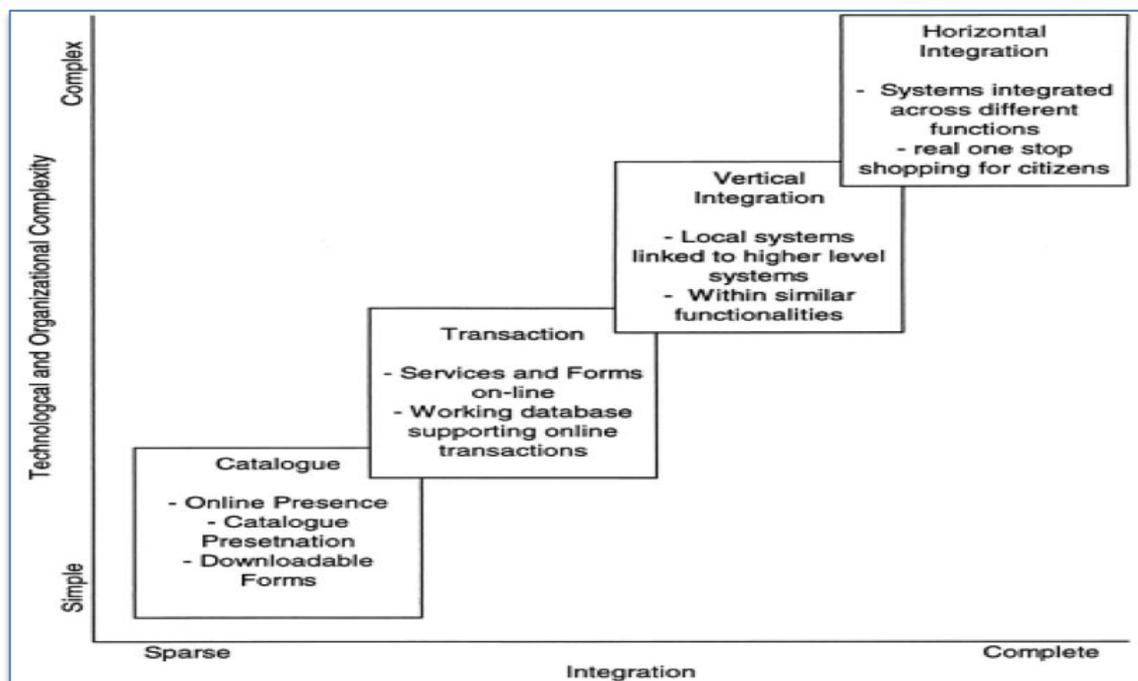


Figure 1: Models of e-Government development. Layne e Lee (2001)

²¹ Andersen and Henriksen (2006)

²² Layne e Lee (2001)

Based on these considerations, the benchmarking approaches used in literature by various international system have also been criticized. These usually look at the actual level of online public service delivery and their degree of sophistication, the result of the meeting between the e-gov offering by governments and the demand posed by citizens and businesses. To distinguish the weight of the various determinants, benchmarking exercises can incorporate indicators that provide maximum indirect information on the characteristics of supply and demand such as:

- availability of access to infrastructure;
- degree of digital skills (explained in the next page);
- propensity to use ICT to relate with the public administration;
- weight on the latter of regulatory;
- cultural, financial;
- etc.

More details below about the concept of “**digital skills**”:

The concept of digital skills can be defined in various ways. According to the "Recommendation on Key Competences for Lifelong Learning" of the European Parliament and of the 2006 Council: "Digital competence involves the confident and critical use of information Society technology (IST) for work, leisure, learning and communication. It is underpinned by basic skills in ICT: the use of computers to retrieve, access, store, produce, present and exchange information, and to communicate and participate in collaborative networks via the Internet." The indicators elaborated by the European Commission²⁶ for measuring skills levels refer to five areas of expertise:

1. information;
2. communication;
3. content creation;
4. safety;
5. problem solving.

²⁶ *European Commission (2014)*

For the first two areas, which affect e-Government demand, the Commission looks, among others, at the percentage of individuals who have used the Internet in the last three months in order to:

- find information on goods and services;
- read or download online news or newspapers;
- obtain information or services from public institutions;
- receive or send emails;
- call or make video calls through the Internet;
- participate in social networks or chat sites;
- send files (upload) on shared sites.

However, there is no tracing of interrelations that explain the results of the e-government process observed at a given moment. Public sector must guarantee the provision of services, even if the cost of maintaining traditional channels of dialogue parallel to those on-line may seem high²⁷. This can happen because there are users without digital skills or access to computer channels (digital divide) or simply because users maintain preferences oriented to the use of non-digital channels for some services²⁸. With the same services used, the analysis naturally leads to very different conclusions in terms of policy action. The question of measuring the progress of e-government is therefore far from having reached a sharing between scholars and being resolved²⁹.

What does "OPEN GOVERNMENT" mean?

With the term "**Open government**" we consider the needs of citizens, trying to provide them with tangible results and building a trust relationship with the administration.

²⁷ Fountain, 2001

²⁸ "Often government pretends to know what citizens and businesses want instead of asking them. [...] this leads to misconceptions. [...] the assumption that Internet is (or will be) an accessible channel is actually wrong. Not all the citizens can use this channel at this moment, but more important, there is a group of citizens that do not want to use the Internet or that only want to use the Internet for specific activities." (Snellen e Thaen, 2008, p. 9).

²⁹ Savoldelli et al., 2013

In order to implement the governance, and thus implement the digitalization of public administrations, it is necessary to list and disseminate the principles of open governance.

- Transparency and open access to information
- Participation in choices, decisions and collaborative design of services
- Dynamic reporting of expenditure, performance and results

CHAPTER 2: GENERAL FRAMEWORK: EUROPE, ITALY AND DAF

2.1 European framework

The digital economy is growing seven times faster than the rest of the economy, but its potential is currently hampered by a non-homogeneous strategic framework between the various European countries. There is still a lot of inefficiency in using of rapid digital networks for various services to citizens and firms. An example is when citizens from different European countries have to communicate: the difficulties can be variable tariffs, incompatible systems and irregular performance in terms of connectivity. This situation makes all procedures difficult for the final purpose of European innovation.

In May 2010, a European project was launched, DAE, the digital agenda for Europe, which it aims to help European citizens and European companies get the most out of digital technologies. It is one of the 7 pilot initiatives of the Europe 2020 program.

The following are the 7 macro areas that the Europe 2020 program wants to develop.

1. Create a new and stable regulatory framework for broadband
2. New infrastructures for digital public services through loans to connect Europe
3. Start a grand coalition for digital skills and employment
4. Propose a strategy for digital security in the EU
5. Update the EU copyright regulatory framework
6. Accelerate cloud computing through the purchasing power of the public sector
7. Launch of a new industrial strategy on electronics

This, in the long run, would lead to an increase of 5% in European GDP which would mean an increase of 1500 euro per person³⁰ over the next 8 years. With the increase in GDP, 3.8 million new jobs would also be created in this sector over the long term. The DSM is the new digital market³¹ where the aim is to open up new digital opportunities for people, firms and also the various public institutions.

There are 250 million people in Europe who surf and use the internet but there are still millions of people who have never surfed online. Many people with disabilities have difficulties and could be difficult for them benefit from the advantages offered by new

³⁰ <http://www.agid.gov.it/agenda-digitale/agenda-digitale-europea>

³¹ <https://ec.europa.eu/digital-single-market/digital-agenda-europe>

content and electronic services and, increasing digitalization and standardization, these people would find themselves excluded from society. We need more awareness of our digital skills to be a part of society.³²

The digital agenda also contains 13 objectives measured in the Digital Agenda Scoreboard, including data from the Digital Economy and Society Index (DESI) and the European Digital Progress Report (EDPR). These data show how the European Union has already reached some targets set for 2017-2018 and how it appears in line with the achievement of almost all the others.

In particular, the targets of the indicators relating to:

- Subjects of disadvantaged categories who use the internet, which goes to 60.5% (the target for 2017 is set at 60%);
- Population that uses e-Government services and transmits forms, which goes to 26.1% (the target for 2017 is 25%);
- Population that buys online, which goes to 50.2% (the target for 2017 is 50%).

They are in line with the targets and therefore it is quite probable that they will be reached

indicators related to:

- Population that has never used the internet, down 18.1% (the target for 2017 is 15%);
- Population that uses the Internet regularly, which goes to 74.6% (the target for 2017 is 75%);
- Population that uses e-Government services that goes to 46.7% (the target for 2017 is 50%).

Indicators related to: are too far from the targets:

- SMEs that sell online, which goes up to 14.5% (the target for 2017 is 33%);
- Population that buys online abroad, which is 14.6%, only 2% more than in 2013 (the target for 2017 is 20%).

The scenario is only apparently positive, as it is the result of the synthesis of different situations between the individual countries. There emerges the gap between the

³² *digital_agenda_it.pdf*

virtuous and the delayed countries that draws a Europe at different speeds. Among the various indicators described the one that reports "population that uses e-government services and transmits modules" shows, for example, an average value of 26%, obtained thanks to countries such as Denmark (66%), Sweden, Finland and Netherlands (with percentages greater than 50%), able to offset the delays of countries such as Italy, the Czech Republic, Bulgaria and Romania (all with percentages less than 12%). In general, the data confirm the trends already under way with the Scandinavian countries, Netherlands and United Kingdom in the top of the series, exceling in almost all indicators, while countries like Bulgaria, Romania, Italy, Greece alternating in the last positions.

A photograph of the current Italian situation is provided by the 2015 edition of DESI, the Index of Economy and Digital Society defined by the European Commission with the aim of tracing the digital policies of the countries according to a broader perspective than that allowed from the Digital Agenda Scoreboard. DESI tries to understand the different "areas" of digital policy intervention and allows an organic and balanced look.

More specifically, the five areas of investigation are:

1. **Connectivity**, which includes coverage indicators and use both fixed and mobile broadband;
2. **Human Capital**, which mainly includes indicators on the presence of digital skills in the population;
3. **Use of the Internet**, which is related to indicators that measure the use of the Internet by the population for purposes not related to public services;
4. **Integration of digital technologies**, an area related to indicators that measure the use of digital and Internet by companies and the diffusion of digital business (and which are mostly not part of the Digital Agenda Scoreboard);
5. **Digital Public Services**, an area that includes indicators on the availability and use of online public services.

The five points listed above will now be explored.

1. Connectivity

The Connectivity dimension measures the deployment of broadband infrastructure and its quality. Access to fast broadband-enabled services is a necessary condition for competitiveness. On Connectivity, the highest score in 2016 was registered by the Netherlands followed by Luxembourg and Belgium. Croatia, Bulgaria and Poland had the weakest performance regarding broadband infrastructure and take-up. Fixed broadband is available to 98% of Europeans, and 76% of European homes can access high-speed broadband (at least 30 Mbps). 4G mobile networks cover on average 84% of the EU's population (measured as the average of each mobile telecom operator's coverage within each country). 74% of European homes subscribe to fixed broadband, and over one third of these connections are high-speed. The number of high-speed connections went up by 74% in two years.

2. Human Capital/Digital skills

The Human Capital dimension measures the skills needed to take advantage of the possibilities offered by a digital society. Such skills go from basic user skills that enable individuals to interact online and consume digital goods and services, to advanced skills that empower the workforce to take advantage of technology for enhanced productivity and economic growth. In the Human Capital dimension, Denmark, Luxembourg Finland, Sweden and the Netherlands obtained the highest scores in 2016, and Romania, Bulgaria, Greece and Italy got the lowest ones. 79% of Europeans go online regularly (at least once per week), up by 3 percentage points compared with last year. 44% of Europeans still do not have basic digital skills. The EU improved slightly in the number of Science, Technology, Engineering and Mathematics (STEM) graduates (19 graduates per 1000 people aged 20 to 29 years old in 2014, compared to 17 in 2012) and in the share of ICT specialists in the workforce (3.6 % in 2015 as opposed to 3.2 % in 2013).

3. Use of Internet by citizens

The Use of Internet dimension accounts for the variety of activities performed by citizens already online. Such activities range from consumption of online content (videos, music, games, etc.) to modern communication activities or online shopping and banking. Regarding the Use of Internet in 2016, internet users are the most active in

Denmark, Sweden, Luxembourg and the Netherlands. On this dimension, Romania, Bulgaria and Italy are at the bottom of the list. The percentage of internet users that engage in various online activities, such as reading news online (70%), using the internet to perform video or audio calls (39%), using social networks (63%), shopping online (66%) or using online banking (59%) increased slightly over the last couple of years.

4. Integration of Digital Technology by businesses

The Integration of Digital Technology dimension measures the digitization of businesses and their exploitation of the online sales channel. By adopting digital technology businesses can enhance efficiency, reduce costs and better engage customers, collaborators and business partners. Furthermore, the Internet as a sales outlet offers access to wider markets and potential for growth. As for the Integration of technology in 2016, businesses are the most advanced in Denmark, Ireland and Finland, and the least developed in Romania, Poland and Bulgaria. European businesses are increasingly adopting digital technologies, such as the use of a business software for electronic information sharing (from 26% in 2013 to 36% of enterprises in 2015), sending electronic invoices (from 11% in 2014 to 18% of enterprises in 2016) or using social media to engage with customers and partners (from 14% in 2013 to 20% of enterprises in 2016). eCommerce by SMEs also grew slightly (from 15% in 2014 to 17% of SMEs in 2016). Nevertheless, less than half of these companies sell to another EU Member State.

5. Digital Public Services

The Digital Public Services dimension measures the digitization of public services, focusing on eGovernment. Modernization and digitization of public services can lead to efficiency gains for the public administration, citizens and businesses alike as well as to the delivery of better services for the citizen. European champions in Digital Public Services in 2016 are Estonia, Finland and the Netherlands, while Romania, Hungary and Croatia are lagging. The quality of European online public services slightly improved with an increase in the number of public services available online (online service completion score increased from 75 in 2014 to 82 in 2016). At the same time, the score measuring the reuse of user data already known to the public administration as a way of facilitating the delivery of online services remained stable. As for the demand side, 34 %

of internet users returned filled forms online to the public administration (i.e. have used online public services for more than just obtaining information), up from 27% three years ago.

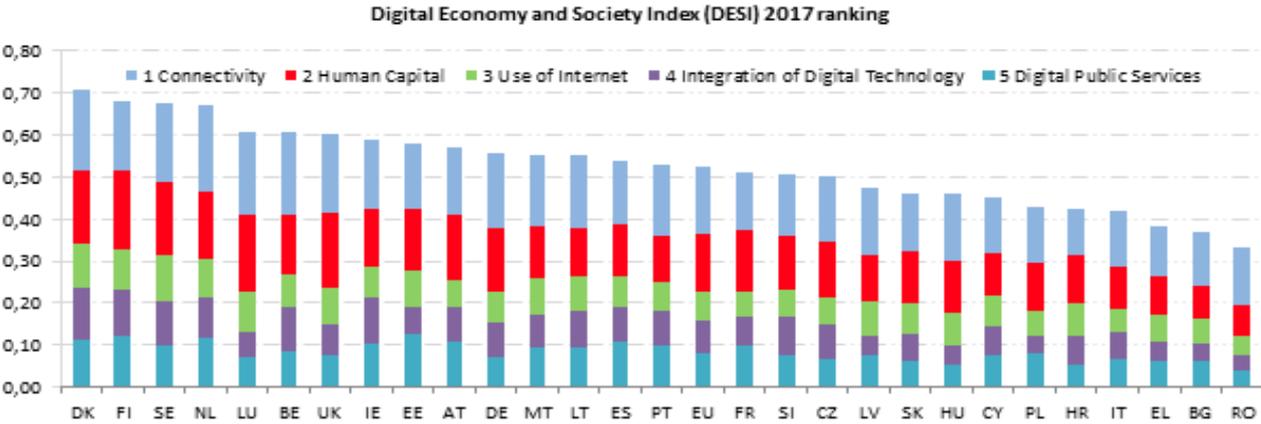


Figure 3: Digital Economy and Society Index (DESI) 2017 ranking.

Denmark, Finland, Sweden and the Netherlands have the most advanced digital economies in the EU followed by Luxembourg, Belgium, the UK and Ireland. Romania, Bulgaria, Greece and Italy have the lowest scores on the DESI. In 2016, all Member States improved on the DESI. Slovakia and Slovenia progressed the most (more than 0.04 as opposed to an EU average of 0.028). On the other hand, there was low increase in Portugal, Latvia and Germany (below 0.02).³³

The DESI analysis allows an assessment of the differences in performance in the group of European countries, and here we note that the gap between the most advanced and the most backward countries has slightly decreased in recent years, remaining relevant. In some areas, such as digital public services, the gap has also increased (the score of the first, Denmark, exceeds from the last, Bulgaria, more than half of the DESI scale, and the percentages of the population using e-government services, filling in many cases also forms, ranges from 69% in Denmark to 6% in Romania). A framework that clearly highlights the lack of results of European policies, now with the goal of building the new Digital Single Market, but to date not yet able to support, with adequate strength, incisiveness and continuity, the development of digital technology across all countries.

³³ <https://ec.europa.eu/digital-single-market/en/desi>

More than half of the population that needs public services use online channels, both elderly and new users. Among the citizens in fact, those who use the service of presentation of forms to public administrations in 2016, are 87%, the remaining 13% are those who do not use internet. Of this 87%, 52% choose the online channel to interface with public administrations, while 35% prefer an old-fashioned interaction.

With these data, we see a significant increase compared to the data in 2011 where only 39% of the population used online platforms to complete the requests, and the percentage of non-surfers in the network was 21%. All this was allowed through the substantial improvement of eGovernment and the considerable reduction of those who were digitally excluded: this means that even people who did not use the PC before now have faced complex topics such as eGovernment services. In total, over 5 years more than 28 million European citizens have abandoned the paper form to move on to the digital one.

Among young people there is a progressive increase in the use of eGovernment in all levels of education, showing how young people do not use only social media but are oriented towards more complex systems. Even in older people there has been a progressive improvement (from 48% to 65% of the population, taking into account the demographic effects) progress is significant, showing how eGovernment services have been accessible even to the elderly. On the other side, however, the population between 55 and 74 years with a low level of education have the lowest use of the digitization rate (39%), although there has been progress between 2011 and 2016. Unfortunately, this category is the one that most needs to take advantage of public services such as unemployment services, public subsidies, etc.³⁴

Age-education classes	Individuals who submitted completed forms to public authorities over the internet by age groups and education levels (as % of internet users who need to submit official forms), EU27, 2011 and 2016								
	16-24 years low education	16-24 years medium education	16-24 years high education	25-54 years low education	25-54 years medium education	25-54 years high education	55-74 years low education	55-74 years medium education	55-74 years high education
2011	32.6%	44.5%	61.9%	37.3%	43.3%	64.9%	32.9%	40.1%	57.6%
2016	46.6%	64.5%	73.5%	39.3%	53.7%	74.6%	37.9%	48.3%	68.7%
pop growth of respective class	-7%	1%	18%	6%	1%	20%	42%	38%	39%

Source: European Commission calculations based on Eurostat - Community survey on the ICT usage in households and by individuals. EU27: EU28 excl. IT

Figure 4: European Commission calculations based on Eurostat. Community survey on the ICT usage in households by individuals.

³⁴ file:///Users/Shanty/Downloads/EuropesDigitalProgressReportDigitalPublicServicesChapter.pdf

2.1.1 Italian situation and AGID

The DESI report sees Italy stand at the twenty-fifth place in the group together with countries such as Slovenia, Hungary, Slovakia, Cyprus and Poland (they precede Italy) and Greece, Bulgaria and Romania, which show worse digitization performance.

The five DESI indexes will be considered below, in particular:

1. on the connectivity front, Italy is in total delay (according to the DESI precedes Croatia only), since only 21% of households have access to one fast internet connection (the lowest coverage level in the EU), only the 51% of households have a fixed broadband subscription (the percentage more EU) and broadband subscriptions above 30 Mbps are even only 2.2% (EU average is 22%);
2. the demand situation is also very critical, and therefore on the areas of Human Capital and Internet Use. The development of the digital economy seems to be held back by the low level of digital skills: only 59% of the users, one of the lowest percentages in the EU, routinely use the internet, while 31% of the Italian population has never used it. Still low confidence in online services (only 42% of internet users uses online banking services and 35% make online purchases);
3. Italian SMEs still show a low level of ability to innovate through digital: only 5.1% of SMEs use e-commerce, to which it is just 4.8% of the total turnover of Italian companies can be ascribed, while the digital level of the production and management processes of the companies of largest dimension is widely in the European average;
4. as regards digital public services (where Italy is at the fifteenth place, slightly down), Italy is close to the average overall European; However, the levels of effective use of e Government are still very much low, recalling issues related to both the dissemination of online services and to digital skills.

According to a study led by the Bank of Italy, the main factors that drive the introduction of information technology are:

- improvement of services offered to external users (92%);

- reduction of operating costs (77%);
- support for organizational evolution (68%);
- regulatory push (CAD, etc) (59%);
- aid for accounting management and financial planning (54%);
- need to measure management results (32%);
- availability of loans (20%);
- support for the local economy (18%).

Despite the three-year plan which will be discussed later, the results are not yet in line with the objectives of the Italian and European Digital Agenda. The main limitations are found in the ability to develop sophisticated IT solutions that can improve transnational flows. It emerged that the services provided by the municipalities only 27% (of the total) is bidirectional therefore able to provide the user with the possibility of making payments or making documents and administrative procedures online. The implementation of internal administration services shows a lower degree of development of management control support applications and integrations with other applications that manage administrative cycles, particularly in southern Italy. The level of connection between the authorities of the Public Administration guarantees partial interoperability between institutions, an essential condition for achieving operational efficiency of the entire public administration and in the relationship between the public administration and citizens and businesses.

The Italian strategy has been elaborated with the contribution of the Conference of Regions and Autonomous Provinces, emphasizing the complementarity between the national and regional levels, as well as the integration among the regional initiatives themselves.³⁵

The **Agenda for Digital Italy (AgID)** has the task of guaranteeing the achievement of the objectives of the Italian Digital Agenda following the instructions of the European Digital Agenda. As part of the 2014-2020 Partnership Agreement, the Council Presidency together with the Ministry of Economic Development, the Agency for Digital Italy and the Agency for Cohesion has prepared the national "ultra-broadband national plan" plans and "Digital growth" for the pursuit of the objectives of the Digital Agenda.

³⁵ <http://www.agid.gov.it/agenda-digitale/agenda-digitale-italiana>

The Agid was established on 1 March 2012 following the signing of the member states of the European Digital Agenda, presented by the EU commission in 2010. The Digital Agenda is an essential transformation opportunity to pursue the great objectives of growth, employment and quality of life, if we put citizens and businesses at the center of the project, digital innovation becomes a public investment that coincides immediately with a structural reform of the country.³⁶

The digitalization process, by definition, is transversal, therefore the present strategy must secondarily integrate what has been or is being implemented in both the public and private sectors. Some examples are the following:

- the strategy for smart specialization for research, innovation and the competitiveness of the production system;
- the "Health Pact" and the related e-Health initiatives of Ministry of Health;
- the plan of Digital Justice in civil and criminal matters;
- "la Buona Scuola " reform program of the MIUR;
- the strategy for digitalizing companies within the PON competitiveness for the 8 regions of the SOUTH;
- the initiatives envisaged in the PON Governance - institutional capacity
- actions related to the PON Metro for Smart Cities and Communities.

With this goal, there must be a full synergy with other public strategies, both within the national government and regional competence, so that it's possible achieve results implementing modern processes.

The main point that is expressed is this new method of understanding digitalization as a tool to modernize the triple relationship between citizen-public administrations-companies. This strategy focuses on:

- the coordination of all digital transformation actions starting from a path of centralization in order to program the public expenses;
- the principle of "Digital First", through the switch-off of the traditional use of services to the citizen;

³⁶ http://www.agid.gov.it/sites/default/files/documenti_indirizzo/crescita_digitale_nov_2014.pdf

- the dissemination of digital culture and the development of digital skills in firms and citizens;
- the modernization of public administration starting from processes, overcoming the logic of technical rules and guidelines and focusing on the centrality of experience and users' needs;
- an architectural approach based on open and standard logic, that guarantee accessibility and maximum interoperability of data and services;
- moreover, this strategy is dynamic, meaning that it is easily adaptable to the progressive scenarios in the 2014-2020-time frame³⁷.

2.2 Data and Analytics Framework

The DAF³⁸ (Data and Analytics Framework) is part of the activities aimed at enhancing the national public information assets. This program aims to develop and simplify the interoperability of public data between public administrations, standardize and promote open data, optimize data analysis and knowledge generation processes. The idea is to open the world of public administration to the benefits offered by modern platforms for the management and analysis of big data, acting along five main lines:

1. significantly increase the value of the information assets of the public administration through the use of big data technologies that allow to create knowledge for decision makers and drastically reduce times of analysis. These technologies allow, in fact, to extract information from the intersection of multiple data bases and to process real-time data allowing to have promptly more perspectives of analysis about a given phenomenon;
2. favor and optimize the exchange of data between PA, minimizing the transaction costs for access and use. In fact, it will be possible to overcome the one-to-one conventions scheme, which lead to multiple copies of the same data and allow standardized access to a constantly updated data;
3. to encourage the dissemination of open data and make its use more effective. The DAF, in fact, allows the centralization and redistribution of public data through

³⁷ http://www.agid.gov.it/sites/default/files/documenti_indirizzo/crescita_digitale_nov_2014.pdf

³⁸ https://pianotriennale-ict.italia.it/assets/pdf/cap_9-Data_&_Analytics_Framework.pdf

APIs, ensuring standardization of formats and ways of re-use on constantly updated data;

4. to favor the analysis of data by data scientist teams, both within individual PAs and at central level, in order to improve the knowledge of social phenomena. The analysis techniques used will also allow the development of "smart" applications that exploit data regularity to offer services to citizens, companies and public administrations;
5. finally, the framework will allow the promotion of scientific research initiatives on issues of specific interest to the public administration, encouraging collaboration with universities and research bodies.

The DAF is based on a big data platform composed of:

- **"Data lake"** where, in compliance with the regulations regarding the protection of personal data, data of potential interest are stored, such as for example:
 1. databases that the PA generate to fulfill their institutional mandate;
 2. data generated by the information systems of public administrations and other used data;
 3. authorized data from the web and from social networks with potential interest from the public administration.
- **"Big data Engines"** where data are useful for harmonizing and processing raw data stored in the Data lake and for implementing machine learning models.
- Finally, the tools for data communication are useful to encourage the use of data processed by the parties involved, including through APIs that expose data and functionality to third-party applications.

In the current scenario, to date there is no standardization and data interchange analysis framework in the public administration that favors the definition and monitoring of data. Already starting from June 2013 AGID has verified the possibility of using various types of instruments in the specific domain of the Public Administration with numerous experimental initiatives conducted in collaboration with national research bodies and with various Italian universities, within the project "Italia.gov.it", that is the engine of

digital administration. As regards the exchange of data between the PAs, the current situation still sees the practice of stipulating agreements or direct agreements between the PAs to regulate the exchange of data necessary for the performance of institutional activities. This practice has limits on the sharing of public sector information.

The strategic objectives the following:

- enhance the information assets of the public administration by facilitating access to data by the public administration and encouraging the establishment of analysis teams of both central and federated;
- focus on quality and standardization of data. The DAF, in fact, is the operative tool that allows to implement in a coordinated way the efforts described in paragraph "Data of the Public Administration", focusing on the processes of generation, management, updating and dissemination of data;
- facilitate the development and dissemination of open data and API economy, through which civil society can reuse, in compliance with the law, the wealth of public information and create new business opportunities. To this purpose, the DAF will allow the development of standardized APIs on constantly updated databases, to facilitate the construction of applications and services for the citizen;
- encourage collaborations with universities and research institutions. They will be given access to sandboxes containing significant samples of suitably anonymized data, to stimulate research and create useful knowledge for the community;
- to facilitate the exchange of data between Public Administrations, overcoming the limitations of the current practice of data access modalities based on conventions between individual administrations;
- rationalize resources involved in data exchange and analytics initiatives, including "warehouses data" and "business intelligence data". Such initiatives, often uncoordinated, are often characterized by high licensing costs and dedicated hardware and have tendency to respond multiple times to the same need;

- offer instruments in order to measure progressively and promptly the progress of the implementation of the Plan and that allow to identify integrative or corrective actions based on data-driven logics.

2.2.1 How DAF works

BDT-PA is a team composed of data scientist, architect, engineer set up within the digital team and has the task of actively managing the conceptual development and implementation of the infrastructure and in addition, will develop technology and project partnerships among the public administrations involved.

The BDT-PA plans and defines the implementation and use modalities of the big data platform of the PA through:³⁹

- the identification of the governance model that foresees a role of guidance and control by the digital team, in collaboration with AgID and after hearing the Privacy Guarantor;
- the planning of eventual regulatory adjustments that favor the realization of the project;
- the definition of data lake data sources and the relative population modes. These will be included in the guidelines produced within the Interoperability Model;
- the definition of the logical architecture of the platform and the identification of the implementation technologies;
- identification of the information needs useful for the definition of data driven policies and the implementation of the related analytical tools;
- the use of public and private cloud for storage and computing;
- the involvement of the scientific community for the promotion of initiatives to encourage the conduct of research activities on issues of interest to the PA;
- the guidelines for use and consultation.

³⁹ https://pianotriennale-ict.italia.it/assets/pdf/cap_9-Data_&_Analytics_Framework.pdf

2.3 Actions for digital growth and focus on public administrations

Cross-cutting infrastructural actions: the first theme that emerges is that of broadband, which aims to maximize the offer of the connectivity service up to 100mbps. However, it is not enough to guarantee network coverage, in the case of public buildings such as schools and hospitals, where it is essential to provide ultra-broadband connectivity to users, the administration needs to exploit the economies of scale in order to take advantage of ultra-fast bandwidth. Access to the ultra-wide band of all public buildings and offices is not only to the benefit of the services provided and the performance of the public sector, but also to support the spread of the internet among citizens who belong to the users.

The public system of Ultra-wide bandwidth connectivity must therefore also provide for numerous and widespread Wi-Fi hot spots, especially in the most frequented public places, starting from the schools but also in the most interesting tourist places. An adequate infrastructure access is the basic requirement for digital growth. Before of this, it is necessary to define and update the set of technical rules and principles of the public connectivity system (SPC) as a national "framework" of integration and security, which defines the preferential modalities that the information systems of the public administrations must adopt to be safe and operate between them.

An extraordinary element is the innovative scope of cloud computing, which has radically changed the approach to IT architectures, making it inevitable, even for Public Administrations, turning into a path of its infrastructures for rationalization and planning of expenditure.

It is also necessary to create some basic critical infrastructures, such as that for digital identity, in order to restructure and classify public services online in a user-centered perspective, capable of meeting the citizens' offer.

CHAPTER 3: ISTANCES AND PROCEDURES

3.1 Traditional procedure and online application

Public administration pursues public interests established by law. This is done through authoritative modules, i.e. through powers that differ from those provided for by common law, the administration must perform its activity through precise methods and scans predefined by law. The procedure consists of a series of deeds and activities functionalized to the adoption of the administrative provision that represents the final act of the sequence, the latter being the administrative act. The formalization of administrative activity therefore represents a counterweight to the authoritative and unilateral effectiveness of administrative power. The rule of procedure is set to protect the private sector both in the case of restrictive powers, since the private person has an interest in limiting the damage caused, both in the case of expanding powers, in which he has an interest in obtaining the benefit. The administrative procedure, moreover, represents the location for the comparison of the different interests, public and private, involved in the administrative action. In fact, the exercise of powers involving a variety of interests is regulated by law in a procedural form way. In Italy, until 1990, there were only different sector laws governing certain specific procedures. Only in 1990, with the adoption of the law of 7 August 1990, n. 241, a general law was introduced on the administrative procedure which, on the one hand, generalized some of the principles elaborated by the jurisprudence and, for the other, introduced new rules.

The law n. 241/1990 is formed by: principles (responsible for the procedure), participation, simplification of the administrative action, effectiveness and invalidity of the administrative provision, revocation and withdrawal, access to documents, final provisions. Law 241 has set specific obligations for the public administration, for example, concluding the procedure by adopting a measure expressed within a pre-established deadline and also motivating its decisions (called the justification of the administrative act) and thanks to these provisions introduced new important institutions in the organization and administrative activity.

The expressed prediction, in art. 1, of the general principles that inspire all administrative activity: the principle of legality, affordability, effectiveness, the principle of impartiality, publicity and administrative transparency. In addition to this list, it is

specified that the administrative activity also avails itself of the "principles of the community law".

With the law n. 15/2005, article 1, paragraph 1-bis has been inserted, according to which "*La pubblica amministrazione, nell'adozione di atti di natura non autoritativa, agisce secondo le norme di diritto privato salvo che la legge disponga diversamente*".

Furthermore, paragraph 1-ter has also provided that "*i soggetti privati preposti all'esercizio di attività amministrative assicurano il rispetto dei criteri e dei principi di cui al comma 1*": with this provision, the general principles of administrative action become principles common to public subjects and private subjects in the exercise of public functions.

The various functions of the administrative procedure will be described below. Traditionally, the administrative procedure has been divided into three phases; phase of initiative, preliminary investigation and decision-making. This subdivision, moreover, has only a purely exemplifying scope of a unitary decision-making process and will be formalized in the provision.

The administrative procedure opens with the act of initiative. The start of the procedure can take place at the request of a party, when the administration is requested to proceed from a private individual or another administration, or *ex officio*, when the impulse comes from the same administration competent to carry out the procedure and to issue the final provision.

The articulation of the proceeding continues with the preliminary phase that consists of all those activities necessary for the clarification of issues relevant to the final decision. In this phase, a role of primary importance is played by the person in charge of the procedure, whose tasks are foreseen by the articles. 4 and 5 of the law n. 241. After having supervised the preliminary investigation, the person in charge of the proceeding adopts the final provision, in the cases in which he is not competent, he transmits the documents of the proceeding to the competent organ. The latter, if different from the person responsible for the proceeding, can not deviate from the results of the preliminary investigation if not indicating the reasons for the final decision. As part of the preliminary phase, other public administrations may also be involved, for example, when the law provides that the proceeding body must acquire assessments from other public entities.

Generally, the last form of participation is resolved in the consultative activity where the acts take the form of opinions. With the introduction of the law n. 241, the relationship between the public administration and the stakeholders with the interests involved has changed, the law guarantees to the latter, generally, participation in the procedure itself. The guarantees of participation in the proceeding have been provided for a better care of the public interest and to protect the private person in the face of the exercise of administrative power. As part of the participative guarantees, it provided that, unless there are grounds for impediment arising from particular requirements of speed, the administration must communicate the initiation of the proceeding to the parties in respect of whom the final provision is intended to produce direct effects and those that must intervene by law. The legitimacy to participate in the proceedings is guaranteed both to the parties to whom, pursuant to art. 7, paragraph 1, l. n. 241, must be communicated the start of the procedure, but also to any other subject, with public or private interests, as well as to the widespread interests, which may be associations or committees, which may result in a prejudice from the provision. The right of view of procedural documents constitutes a form of the more general right of access to administrative documents provided for by articles 22 ss.

The institutions of administrative simplification.

The law n. 241 governs institutions aimed at simplifying administrative action.

In order to speed up and streamline the administrative action, the services conference is given a general character, it can be called if it is appropriate to carry out a contextual examination of various public interests involved in a proceeding or, when the proceeding administration acquires agreements, documents, clearance or assents, however denominated in other public administrations.

The other simplification institutes, i.e. the certified notification of the start of the activity (SCIA) and the silence of the public administration), are sometimes indicated by doctrine and jurisprudence also as an expression of the c.d. administrative liberalization, that is, forms of elimination or, at the very least, reduction of administrative obstacles that are interposed to the performance of private activities. Through the Certified Start of Activity Report, the private individual can immediately start the activity on the date the report is presented to the competent administration. In the event of failure to meet the necessary requirements and within 60 days of receipt of the SCIA, the competent

administration shall take motivated steps with the prohibition to continue the activity and remove any harmful effects. The law establishes that the administrative procedure is concluded within a fixed period (usually 30 days). Article. 20 of the law n. 241 establishes that in the proceedings at the request of the party for the issuance of administrative measures, the silence of the competent administration is equivalent to the provision for acceptance of the application. Even in the case of silent consent, the delicacy of some subjects excludes the applicability of the simplification institute.

Access to administrative documents.

In order to ensure the transparency of the administrative activity and to facilitate its impartial conduct, anyone who has an interest in it is recognized the right of access to administrative documents, always following the provisions established by the law, namely to obtain a copy and view it. The right of access is excluded for documents covered by state secrets or those in possession of a prohibition on disclosure also foreseen by the legal system.⁴⁰

The transition to the system of traditional procedure to that exclusively digital is regulated and governed by the CAD⁴¹ (code of the digital administration), it in fact delineates and defines in full the legal value of the electronic transmission of the electronic documents and the conditions of validity for the digital submission of instances and declarations. Once a system was created that gave the digital communication the same guarantees of certainty and reliability as the traditional one, the CAD assigned to individuals a real right to use it in relations with the PA. The digital rights of citizens and companies, with the reinforcement of electronic communication channels between the Public Administration, citizens, professionals and private companies, is one of the strategic focus of the PA's computerization process. It is precisely with this in mind that the Digital Code of Administration has strengthened the right of users to use new technologies in all relationships with the Administrations, with companies with total or prevalent public participation and with public service managers, through specific forecasts related to:

- right to use new technologies (Article 3);

⁴⁰ <http://www.treccani.it/enciclopedia/procedimento-amministrativo/>

⁴¹ http://egov.formez.it/sites/all/files/6_istanze_pa_16_07_2013.pdf

- right to participate in the IT administrative process (Article 4);
- right to use certified e-mail (and consequent right to use the telematic channels) (Article 6).

With this regulation we try to eliminate the presentation of paper documents and the subscription of the instances as the traditional approach (also helping with the classic compilation process) and we need to provide a tool to protect the telematic rights of citizens. In other words, the provisions of the CAD place the burden on public administrations to give life to a re-engineering of internal processes and to ensure the effectiveness of the digital rights of their private interlocutors. The effectiveness of these rights is guaranteed by the power that the law assigns to citizens, professionals and entrepreneurs to present themselves before the Administrative Court to sanction the behavior of administrations that do not make available to the public a secure, certified and perfectly valid digital channel from the point of legal view. The judicial protection of the rights linked to the dialogue with the Administrations and to the participation in the proceedings with the help of the new technologies now finds an additional instrument of protection represented by the collective appeal for the efficiency of the administrations and concessionaires of public services (the so-called class public action pursuant to Legislative Decree No. 198/2009)⁴².

The CAD provides:

- that every document can be transmitted to the Public Administrations with the use of information and communication technologies (article 4, paragraph 2)⁴³;
- that the sending of documents to a Public Administration through any electronic or computerized means that allows to ascertain the source of origin, satisfies the requirement of the written form and it is not, therefore, necessary that the sending be followed by the production of the original document (art 45, paragraph 1)⁴⁴.

The request in electronic form is a crucial moment in the relationship between private parties and public administration, and it is the act of procedural impulse through which

⁴² *Legislative Decree No. 198/2009*

⁴³ *article 4, paragraph 2, CAD*

⁴⁴ *art 45, paragraph 1, CAD*

the applicant requests the administration to start a procedure or to adopt a provision. The discipline of the institution of the applications transmitted electronically is contained in art. 38 Presidential Decree n. 445/2000⁴⁵ and art. 65 of Legislative Decree no. 82/2005⁴⁶. The first one establishes that all the petitions and declarations, addressed to the Public Administration or to the managers or operators of public services, can also be sent by fax and in electronic forms such as PEC or online platforms. The law specifies that applications and declarations sent electronically (including applications for participation in selections and competitions for recruitment in all public administrations, or for registration in registers, registers and lists held by public administrations) are valid if carried out according to the provisions of Article 65 of Legislative Decree March 7, 2005, n. 82.⁴⁷ This provision defines, with precise rules, the parameters for the validity of the requests and declarations presented electronically to the Public Administrations.

These requests are equivalent to the requests and declarations signed with the applicant's signature, in the presence of the person indicated to carry out the procedure, if at least one of the following conditions is met:

- the request has a digital signature or a qualified electronic signature, the certificate of which has been issued by an accredited certifier;
- the author is identified by the computer system with the use of the electronic identity card (CIE) or the national service card (CNS). The Decree of the President of the Council of Ministers⁴⁸ specified that the use of the CIE and the CNS replaces the advanced electronic signature for sending requests and declarations to public administrations;
- the author is identified by the computer system thanks to the different tools (from the CIE and the CNS) prepared by the administrations for the identification of the person requesting the service (pursuant to article 64, paragraph 2, CAD)⁴⁹;
- the request is sent by the author through his own certified e-mail box, provided that the related access credentials have been issued upon

⁴⁵ art. 38 Presidential Decree n. 445/2000

⁴⁶ art. 65 of Legislative Decree no. 82/2005

⁴⁷ Article 65 of Legislative Decree March 7, 2005, n. 82

⁴⁸ Article 61 paragraph 2 of the Decree of the President of the Council of Ministers, 22 February 2013

⁴⁹ Article 64, paragraph 2, CAD

identification of the owner and this is certified by the system operator in the message or in an attachment. In this case, the transmission constitutes a declaration of the choice of binding address for the sender (pursuant to Article 6 CAD)⁵⁰.

3.2 AGID and standardization of services

How to improve the critical issues previously encountered in the analysis

One of the most frequent problems when a citizen consults a website, is how to search for the specific information necessary for the use of the user. Agid with this project, tries to simplify and make easily the research for a certain type of information. If you search for a specific kind of service within the municipal sites you can see how difficult is exactly find what you are looking for because, for every single service there is a completely different nomenclature. Thanks to standardization, Agid tries to summarize the various nomenclatures and summarize them in a precise service with a precise description. In total there are 323 complete services of description that Agid has identified. The latter should be standardized and be the same in all the municipalities of the province, in order to facilitate a citizen in in research for a specific service thanks to a standardized system of nomenclatures, even in municipalities different from their own.

The system should be hierarchical, that is, starting from the provision of Agid, the municipalities should adopt that one service.

⁵⁰ Article 6, CAD

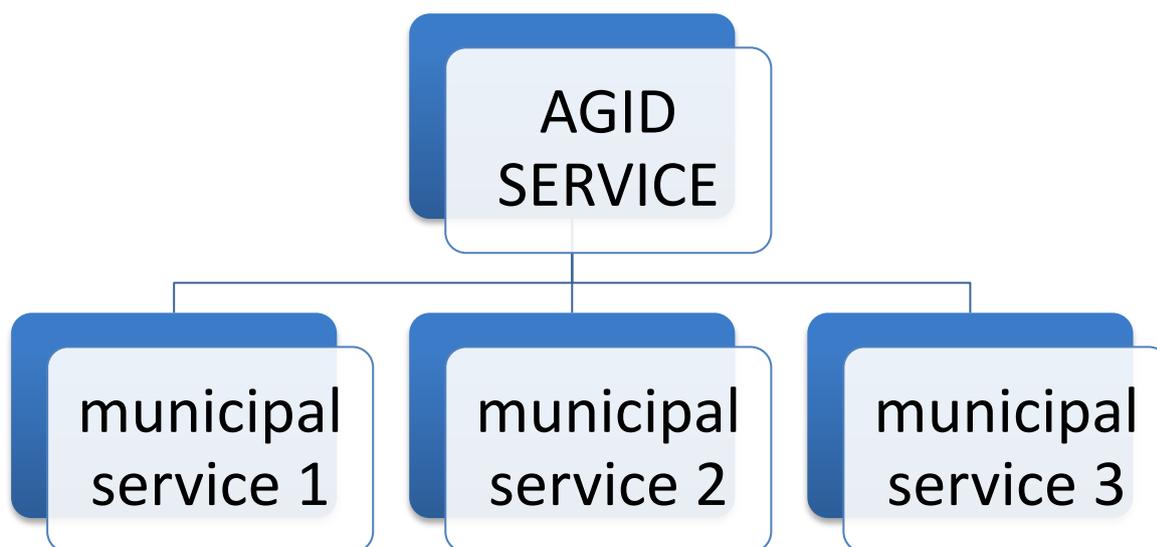


Figure 5: AGID model from their website: <http://www.agid.gov.it/>.

However, reality is very far from this hierarchical model. Each municipality has specific needs related to the various services required by citizens: various kinds of exhibition and events and different permits (for example) are an integral part of the municipal and regional bureaucracy.

Some municipalities have tried to adopt a standardization method. There is the same platform format and the services are 471 and are entered identically.

The following table divides the services into 4 sections:

- i. IMPRESA/CITTADINO;
- ii. EVENTO;
- iii. SOTTOEVENTO;
- iv. SERVIZIO

IMPRESA/CITTADINO	EVENTO	SOTTOEVENTO	SERVIZIO
-------------------	--------	-------------	----------

CITTADINO	Essere cittadino	Consultazione elettorale	
		Essere cittadino	

		straniero	
		Identità personale	
		Leva e servizio civile	
		Partecipa alla vita pubblica	

	Avere un figlio	Avere un figlio	
--	-----------------	-----------------	--

	Avere una famiglia	Adozione	
		Matrimonio	
		Perdere un proprio caro	
		Separazione e divorzio	
	Vivere in salute	Assistenza medica	
		Assistenza sociale	

		Acquisire casa	
		Affittare casa	
	Abitare	Cambiare casa	
		Costruire/ristrutturare	
		Gestire casa	
	studiare	Studiare	

	lavorare	Cercare lavoro	
		Essere disoccupati	
		Essere lavoratori dipendenti	
		Formazione professionale	

	Percepire la pensione	Andare in pensione	
		Essere pensionati	
		Pagare i contributi	
		Imposte dirette (sul reddito)	

	Vivere il tempo libero	Biblioteche e archivi di stato	
		Corsi culturali	
		Eventi culturali	
		Musei e siti archeologici	

	Fare sport	Altre attività sportive	
		Utilizzare attività sportive	

	Andare all'estero	Viaggiare	
		Trasferirsi	

	Vivere ambiente	Altro	
		Avere un animale	

IMPRESA	Aprire una nuova attività	Aprire una nuova attività	
	Fare e subire una denuncia	Fare e subire una denuncia	

	Finanziare un'attività	Finanziare un'attività	
--	------------------------	------------------------	--

	Gestire il personale	Assunzione	
		Contenzioso del	

		lavoro	
		Formazione del personale	
		Previdenza e assistenza	
	Importare/esportare	Importare/esportare	
		Modificare un'attività	
	Pagare le tasse	Imposte dirette	
		Imposte varie	
	Possedere immobili	Acquisto immobili	
		Costruzioni/ ristrutturazioni	
		Gestione immobile	
	Registrare marchi e brevetti	Registrare marchi e brevetti	
	Salvaguardare l'ambiente	Salvaguardare l'ambiente	
	Sviluppare un'attività	Autorizzazioni per la gestione	
		Certificare la qualità	
		Gare e appalti pubblici	
		Informazioni economiche	
		Termina un'attività	

Figure 6: standardization table from municipality of Pastrengo (VR): <http://www.comunepastrengo.it/c023057/zf/index.php/servizi-egov/index>

This type of standardization, as implemented in today's municipal sites, does not facilitate the citizen in the search for a specific service. This is because there are pages of services listed and many of these, once opened the link, do not contain information or refer to other sites. It should be noted that this is a first form of standardization of online

services: that is what AGID wants to implement in the future in a clearer and easier to use way.

In order to understand better the idea about standardization and “MyPortal” that AGID has, I would like to explain and present two reports about two different meetings which I attended on 17th and 18th of October 2017.

The first meeting was held in the offices of the Veneto region at Palazzo Lybra in Marghera di Venezia, while the second one was held in the Saraceno classroom at the Ca' Foscari University on the economic campus of San Giobbe in Venice.

REPORT ABOUT MEETING IN REGION, OCTOBER 17th VENETO DIGITAL AGENDA 2020

The meeting that held on today at Palazzo Lybra in Marghera di Venezia, was characterized by a first phase in which everyone participated, followed by a second phase in which the participants were divided into three different work tables and is ended with a final summary by referents of the three groups.

Starting with order, it is necessary to specify that during the first phase a poll was asked for a survey concerning 4 re-branding proposals of the “MyPortal3” portal, the new portal of the Veneto region. The day's agenda was then introduced.

The first phase opened with the presentation of AGID, an institution based in Rome that responds to government directives on digital services and collaborates with Veneto region. We then proceeded with the explanation of what MyPortal3 is, that is not a simple portal, but a system and a set of digital services. More precisely, it is a system for generating and disseminating services to citizens and companies, which is divided into three areas:

- MyPA;
- MyPortal;
- MyIntranet.

The first is the city portal that gives access to services and information of the public administration. The second one is the institutional portal of the institution where the citizen relates to the latter. Finally, MyIntranet is the operator's portal with back office and procedures management functions. These three are based on a Cloud platform called MyPlace.

The second phase was characterized by the division into three different work tables: architecture, services and design. As for our table, services, three different main issues were discussed in collaboration with AGID: digital citizenship, SPID and service and instance catalogs.

Digital citizenship: based on a notification system with legal value notifications through channels that can be for example an app with the aim of facilitating transactional processes. Another idea regarding this point is the integration with Api Alpha, a reading notification service. The portal can then be enriched with the publication of documents and communications of interest to the citizen.

SPID: public digital identity system that follows the SAMER protocol (authorization, attributes, authentication). The test environment first uses local installation without requiring signature in the conditions of use, then move on to the SP process authorization for custom test users. The main evolutions of the SPID can be: OpenId connect, Onboarding procedure, Attribute authority and the application use of SPID. The question of FEA (digital signature) was also treated: the main topic was that few digital documents nowadays require digital signature.

Service catalogs and instance catalogs: how to organize activities in a catalog? How do we build the catalog? In this phase, reference is made to the servizi.gov.it website, where the European regulations for catalogs is possible to find. In this case, the arguments have highlighted numerous problems such as: the citizen is not provided with a clear overview of all the services offered, the sites are difficult to use, there is the burden of keeping the services up-to-date.

The services offered can be accessed by both private citizens and firms. A catalog is useful both for the latter (information on the services offered) and for the public administration (for data collection) and for administration (use of these data).

Furthermore, there has been talk of developing an interconnection between the catalog of services and the catalog of procedures with the possibility of standardizing the way in which the citizen receives the services (instance). To conclude, in our work table, proposals were made between the region and AGID to maintain contacts in the near future, in order to implement and test all the points discussed above.

The conclusion of the general meeting was held with the representatives of each working group who presented the points that emerged in the respective tables.

REPORT ABOUT MEETING AT SAN GIOBBE, OCTOBER 18th

MyPortal 3

The meeting, held in the Saraceno classroom on the San Giobbe campus in Venice, was characterized by a first phase involving representatives from the Veneto region and professors Vaia and Piazza, followed by a second phase in which the discussed about the MyP3 applications.

The objective of the **first part** of the discussion was to share what Veneto region for e-government does, as well as to overcome the digital services gap by guaranteeing a minimum of LED services (essential level of digital rights) through the creation of MySic . In collaborations, e-government produces MyID, MyPA, MyP, MyCity, MyData, MyPivot, MyBus, MyExtranet, RACE (CED). The work plan was presented starting in 2016 and ending at the end of the year 2017; from January to April 2018, moreover, there will be a migration of the 160 municipalities that use "MyPortal2.5" to version 3. It has also been explained what "MyPortal3" is, as well as the presentation of the catalog services and instances within the portal. Subsequently, the research lines given at Cà Foscari University were illustrated, in particular:

- ❖ Professor Vaia was asked how, at the level of public administration, a service should be standardized.
- ❖ Professor Piazza was asked what is the model with which the PA interfaces with the institutions.

The speech by Professor Vaia concerned action 4 and in particular the advanced services for ICT platforms in Veneto region. Regarding the procedure and the requests, the main question to be answered is: how to standardize and implement the governance mechanisms. Then, it was decided to define the functions that a catalog of services (ie a database of contents, procedures and digital instances offered by the Public Administration to citizens and companies) must offer:

- ✓ Search, access and consultation features;
- ✓ Univocal source of information;
- ✓ Inter-operability;
- ✓ Clarity in description and interfaces.

The problems found are the following:

- In different municipalities the procedures for doing the same thing are different.
- Is it possible to standardize the request for a digital service?
- Who monitors, updates, checks information?
- Agree the times for the submission of applications.
- How are governance problems organized and resolved?

The goal is, therefore, to reduce the particularities and standardize. Subsequently Tommaso Piazza intervened about his research area, concerning the qualification models of third-party products.

The **second part** was characterized by a debate between regional representatives, researchers and employees of software companies. Various problems have emerged mainly:

- ❖ Communication between the region and the municipality.
- ❖ Communication between the municipality and the citizen.
- ❖ The variety and quantity of projects that can be implemented lengthens the timing of their implementation.

At the end of the meeting, a further reunion between the members of the companies and the researchers was agreed, with the aim of defining a precise line of implementation.

CHAPTER 4: ANALYSIS OF WORKING METHODOLOGY

The analysis was carried out by searching the online services offered by the 288 municipalities. Mainly it was a matter of going to find out in every municipality which services to the citizen are available. Below we see step by step how the work was done indicating critical points and strengths. In order to understand better the methodology used, I'll take three significative example that will help in the description of procedure.

In this case, let's take a medium-sized municipality as an example. Subsequently, small and large municipalities in terms of extension and population will also be discussed, to understand if large municipalities are more or less developed in terms of services and resources compared to the small ones.

4.1 Research process

First example: Teolo municipality

The municipality of Teolo is located in the province of Padua and has a population of 9044 spread over an area of 31.20 Km² with a density of 290.54 ab/km².

The main question that will be answered is:

"What services does this municipality offer to the citizen?"

Analyzing the definition of "online service", we will see how online services classified within the site of the municipality of Teolo (as well as almost all municipalities of Veneto) do not respect the definition given in the previous chapters. In this case, in fact, "online services" are also understood as services that have just descriptions and indications of how the service can be performed; there is no way to conduct the service completely online.

The procedure begins by surf on the Teolo website and clicking the words " Servizi per cittadini, imprese e PA".

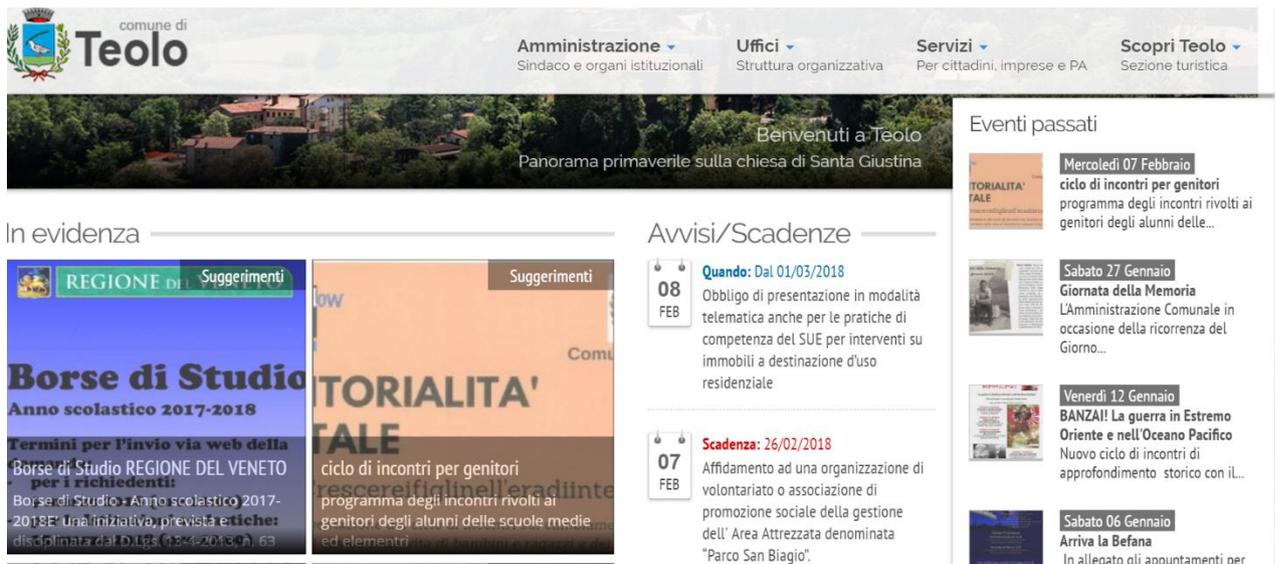


Figure 7: Teolo website <https://www.comune.teolo.pd.it/>.

Clicking that window, you access a page that lists the services offered and classified by areas of expertise, as shown in the figure below.

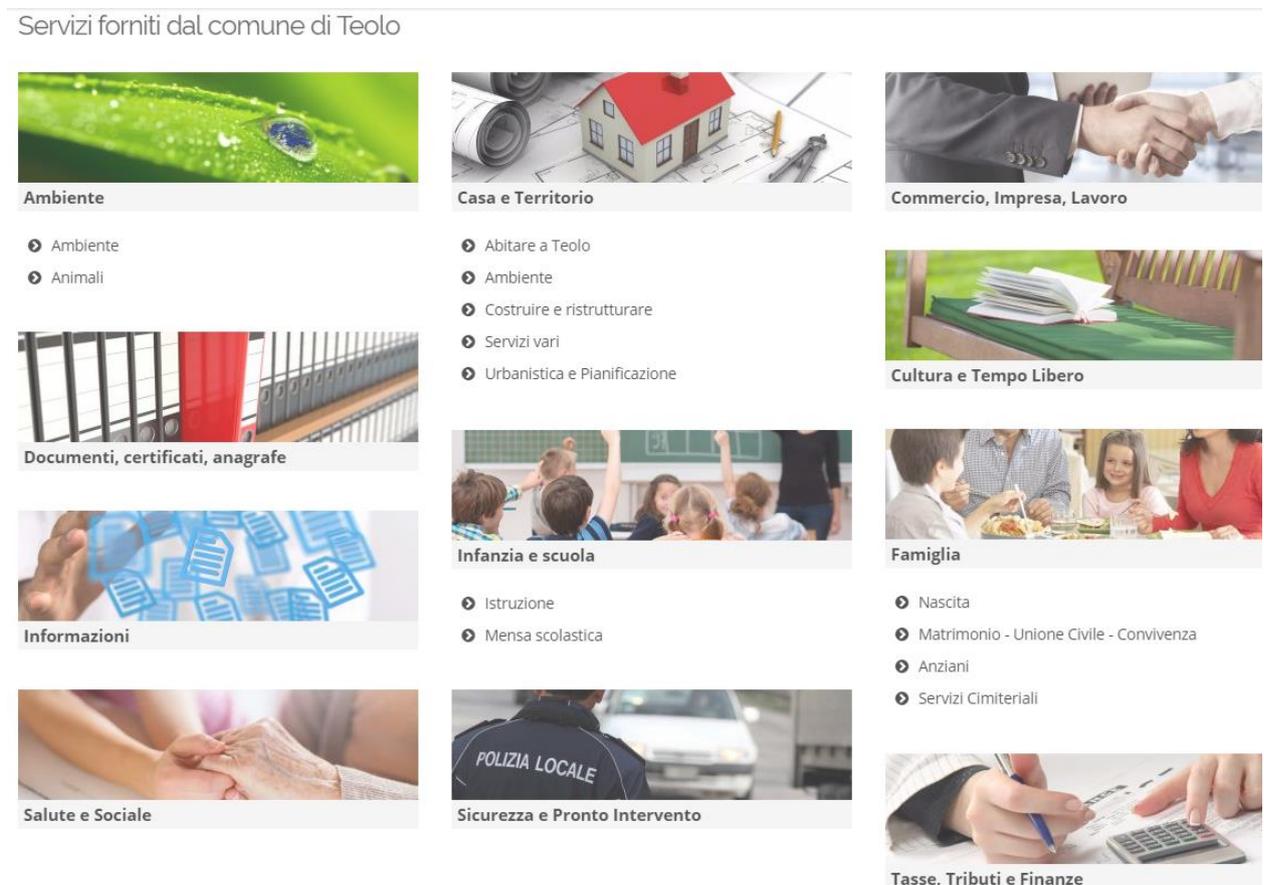


Figure 8: Teolo website <https://www.comune.teolo.pd.it/>

The services are classified in the following way:

Ambiente <ul style="list-style-type: none">> Autorizzazione allo scarico edifici> Autorizzazione paesaggistica> Posta elettronica certificata PEC> Raccolta differenziata rifiuti> Stazione di Monitoraggio Elettromagnetico> Terre e rocce da scavo	Animali <ul style="list-style-type: none">> Emergenza Cinghiali> Strategie di lotta contro zanzara tigre e zanzara comune
<ul style="list-style-type: none">> <u>Pagamento diritti SUAP (no pratiche edilizie)</u>> <u>Pratiche edilizie SUAP: modalità presentazione delle istanze/pratiche</u>	Servizi Cimiteriali <ul style="list-style-type: none">> <u>Cimiteri Cumunali</u>
Abitare a Teolo <ul style="list-style-type: none">> Cambio residenza in tempo reale> Posta elettronica certificata PEC> Richiesta o conferma numero civico	Ambiente <ul style="list-style-type: none">> Autorizzazione allo scarico edifici> Autorizzazione paesaggistica> Posta elettronica certificata PEC> Raccolta differenziata rifiuti> Terre e rocce da scavo
Costruire e ristrutturare <ul style="list-style-type: none">> Agibilità di un fabbricato> Attività edilizia libera> CILA - Comunicazione inizio lavori asseverata> Comunicare inizio lavori a seguito di ritiro del permesso di costruire> Fine lavori - opere non soggette ad agibilità> Inagibilità di un fabbricato o parte di esso> Parere preventivo su progetto edilizio> Permesso di costruire> Posta elettronica certificata PEC> Proroga dei termini di Inizio e Fine Lavori> SCIA - Segnalazione Certificata di Inizio Attività> SCIA in alternativa al Permesso di Costruire	Servizi vari <ul style="list-style-type: none">> Accesso atti amministrativi settore Edilizia Privata> Agevolazioni fiscali per zone non metanizzate> Attestazione Idoneità Alloggi> Certificato di Destinazione Urbanistica> Contributo annuale per opere negli edifici di culto da parte delle parrocchie> Impianti solari e fotovoltaici> Posta elettronica certificata PEC> S.I.T. Sistema Informativo Territoriale> Stazioni radio base: nuove installazioni e modifiche siti esistenti

- > Albo Associazioni Comunali
- > Informagiovani Teolo
- > Organizzazione Manifestazioni Temporanee
- > Teolo Sport & Fun
- > Teolo WIFI Free
- > Utilizzo sale e attrezzature comunali

- Urbanistica e Pianificazione**
 - > Accordi pubblico-privati art. 6 L.R. 11/2004
 - > Documenti per analisi fabbricati vincolati
 - > P.A.T. - Piano d'Assetto del Territorio Adott
 - > P.I. - Piano degli Interventi
 - > P.R.G. - Piano Regolatore Comunale
 - > Piani Urbanistici Attuativi
 - > Posta elettronica certificata PEC

- Istruzione**
 - > Asili Nido del territorio di Teolo
 - > Doposcuola a Teolo
 - > Scuola dell'infanzia
 - > Scuole Primarie
 - > Scuole Secondarie
 - > Trasporto scolastico

- Mensa scolastica**
 - > Comitato Mensa
 - > Mensa scolastica
 - > Schede rilevazione Infanzia Rizzo Treponi
 - > Schede rilevazione Primaria De Amicis Tramonte
 - > Schede rilevazione Primaria Don Bosco Teolo
 - > Schede rilevazione Primaria M.Montessori Treponi

Figure 9:Teolo website <https://www.comune.teolo.pd.it/>

After understanding what services are offered by municipalities, let's analyze how these services are provided, and in particular if the system:

- uses the "MyPortal" platform;
- has online form download services;
- has complete instances online;
- has open or closed system.

The result of the analysis is reported in an excel file in this way:

Teolo	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
Autorizzazione allo scarico edifici	no	si	no	aperto	
Autorizzazione paesaggistica	no	si	no	aperto	
Raccolta differenziata rifiuti	no	si	no	aperto	
Stazione di Monitoraggio Elettromagnetico	no	si	no	aperto	
Terre e rocce da scavo	no	si	no	aperto	
Emergenza Cinghiali	no	si	no	aperto	
Strategie di lotta contro zanzara tigre e zanzara comune	no	si	no	aperto	
Cambio residenza in tempo reale	no	si	no	aperto	
Posta elettronica certificata PEC	no	si	no	aperto	
Richiesta o conferma numero civico	no	si	no	aperto	
Autorizzazione allo scarico edifici	no	si	no	aperto	
Autorizzazione paesaggistica	no	si	no	aperto	
Posta elettronica certificata PEC	no	si	no	aperto	
Raccolta differenziata rifiuti	no	si	no	aperto	
Terre e rocce da scavo	no	si	no	aperto	
Agibilità di un fabbricato	no	si	no	aperto	
Attività edilizia libera	no	si	no	aperto	
CILA - Comunicazione inizio lavori asseverata	no	si	no	aperto	
Comunicare inizio lavori a seguito di ritiro del permesso di costruire	no	si	no	aperto	
Fine lavori - opere non soggette ad agibilità	no	si	no	aperto	
Inagibilità di un fabbricato o parte di esso	no	si	no	aperto	
Parere preventivo su progetto edilizio	no	si	no	aperto	
Permesso di costruire	no	si	no	aperto	
Posta elettronica certificata PEC	no	no	no	aperto	9044
Proroga dei termini di Inizio e Fine Lavori	no	si	no	aperto	
SCIA - Segnalazione Certificata di Inizio Attività	no	si	no	aperto	
SCIA in alternativa al Permesso di Costruire	no	si	no	aperto	
Accesso atti amministrativi settore Edilizia Privata	no	si	no	aperto	
Agevolazioni fiscali per zone non metanizzate	no	si	no	aperto	
Attestazione Idoneità Alloggi	no	si	no	aperto	
Certificato di Destinazione Urbanistica	no	si	no	aperto	
Contributo annuale per opere negli edifici di culto da parte delle parr	no	si	no	aperto	
Impianti solari e fotovoltaici	no	si	no	aperto	
Posta elettronica certificata PEC	no	si	no	aperto	
S.I.T. Sistema Informativo Territoriale	no	si	no	aperto	
Stazioni radio base: nuove installazioni e modifiche siti esistenti	no	si	no	aperto	
Accordi pubblico-privati art. 6 L.R. 11/2004	no	si	no	aperto	
Documenti per analisi fabbricati vincolati	no	si	no	aperto	
P.A.T. - Piano d'Assetto del Territorio Adottato	no	si	no	aperto	
P.R.G. - Piano Regolatore Comunale	no	si	no	aperto	
Piani Urbanistici Attuativi	no	si	no	aperto	
Pagamento diritti SUAP (no patiche edilizie)	no	si	si	aperto	
Pratiche edilizie SUAP: modalità presentazione delle istanze/pratiche	no	si	si	aperto	
Albo Associazioni Comunali	no	si	no	aperto	
Informagiovani Teolo	no	si	no	aperto	
Organizzazione Manifestazioni Temporanee	no	si	no	aperto	
Teolo Sport & Fun	no	si	no	aperto	
Teolo WIFI Free	no	no	si	aperto	
Utilizzo sale e attrezzature comunali	no	si	no	aperto	
Cambio residenza in tempo reale	no	si	no	aperto	
Circolazione e soggiorno per cittadini extra UE	no	si	no	aperto	
Circolazione e soggiorno per cittadini UE	no	si	no	aperto	
Posta elettronica certificata PEC	no	si	no	aperto	
Richiedere il passaporto	no	si	no	aperto	
Richiedere la carta di identità	no	si	no	aperto	
Comitato Mensa	no	si	no	aperto	
Mensa scolastica	no	si	no	aperto	
Fatturazione Elettronica	no	si	no	aperto	
Calcolo IMU online	no	no	si	aperto	
Pay - Pagamenti Elettronici	no	no	si	aperto	

Figure 10: excel worksheet created and used for analysis

As we can see, the municipality of Teolo has many online services, but the central point is to understand which of these services are fully provided online. From the results in Excel on Teolo, we can conclude that:

- the website **doesn't have** the "My Portal" platform;

- the **system is open**, so we can verify how and if services work, and how a citizen can use the website;
- in **almost all** services there is the possibility to **download the documents** either for informational purposes, or for compilation purposes and then close the practice at a later time;
- the services that it is possible totally **complete online** are just, in this case, **four** and they don't have the procedure with downloadable documents.

Teolo has 59 online services, 55 of this have downloadable documents and no possibilities to complete the service online. The 4 services that could be completed online are: "Calcolo IMU online", "MyPay - pagamenti elettronici", "Pratiche edilizie SUAP" and "Teolo WIFI Free". As I wrote before, the first three mentioned are the most common in all municipalities, in this particular case, the free wifi service is added and is considered an online service.

Interesting in this case, is the free wifi service that the Veneto Region offers to municipalities and citizens. Not many municipalities provide this service to their citizens, only some of them take advantage of this interesting possibility.

Finally, we can conclude that, for a medium-sized municipality, 93.33% of services have downloadable documents without the possibility of concluding the service electronically, and 6.78% of services have the possibility to be completed totally online. These percentages reflect the general situation in which the Veneto municipalities currently are.

Let's now analyze a small municipality in order to understand if services and resources are more or less developed compared to other towns, and if this depends on the size of the municipality.

Second example: Pedemonte municipality

The municipality of Pedemonte is located in the province of Vicenza and has a population of 751 spread over an area of 12,60 Km² with a density of 61,45 ab/km².

The main question is same as before:

"What services does this municipality offer to the citizen?"

The procedure is the same as before and starts by surfing on the Pedemonte website and clicking the words " Servizi On Line".

The screenshot shows the homepage of the Comune di Pedemonte website. At the top, there is a dark red header with the 'myportal' logo on the left and navigation links for 'Versione Grafica', 'Alto contrasto', and accessibility options '[A] [A] [A]' on the right. Below the header is the municipality's coat of arms and the name 'Comune di Pedemonte' in a large red font, with 'Provincia di Vicenza - Regione del Veneto' underneath. A search bar is located on the right side of the header. The main content area is divided into several sections. On the left, there is a vertical navigation menu with items like 'Albo Pretorio OnLine', 'Uffici comunali', and 'Amministrazione Trasparente'. The central part features a 'Primo piano' section with three main news items: 'AVVISO DI MOBILITA' ESTERNA' (dated 08/02/2018), 'Convocazione Consiglio Comunale' (dated 29/01/2018), and 'ELEZIONI POLITICHE DEL 4 MARZO 2018'. On the right, there are sections for 'Altre News' (listing 'IUC 2017 - DELIBERE DI APPROVAZIONE ALIQUOTE' and 'NOVITA' IMU E TASI 2016'), 'Avvisi', and 'Scadenze'. At the top of the main content area, there are four large, colored buttons: 'Amministrazione' (orange), 'Servizi e Uffici' (green), 'Vivere' (blue), and 'Servizi On Line' (red). The 'Servizi On Line' button is highlighted, indicating it is the selected service.

Figure 11: Pedemonte website http://www.comune.pedemonte.vi.it/web/Pedemonte/servizi-online?selOriz=m_4.

This case differs from the previous one because the "My Portal" platform is used. By clicking on the window shown in the figure above, you have access to the list of online services offered by "MyPortal" platforms.



Comune di Pedemonte

Provincia di Vicenza - Regione del Veneto

Registrazione | Login

Cerca nel sito

Posizione: Home » Servizi On Line

Amministrazione

Organi di governo e istituzionali

Servizi e Uffici

Uffici comunali e servizi alla cittadinanza

Vivere

Turismo, sport, cultura, iniziative e appuntamenti...

Servizi On Line

Concorsi, delibere, graduatorie, ordinanze...

ServiziOnLine

- Albo Pretorio
- Autocertificazione
- Appalti
- Bandi di gara e Avvisi
- Bandi di Concorso
- Ordinanze
- Regolamenti
- Modulistica
- Albo beneficiari

Primo piano

IUC 2017 - DELIBERE DI APPROVAZIONE ALIQUOTE

Ult.agg. 18/04/2017

IUC 2016 - DELIBERE DI APPROVAZIONE ALIQUOTE

Ult.agg. 16/06/2016

IUC 2016 - INVIO CONTEGGIO TRAMITE E-MAIL

Altre News

- IUC 2017 - DELIBERE DI APPROVAZIONE ALIQUOTE
- IUC 2016 - INVIO CONTEGGIO TRAMITE E-MAIL
- NOVITA' IMU E TASI 2016

Le più consultate

- Pagina Modulistica
- Pagina Regolamenti
- Ricerca Bandi e Avvisi
- Ricerca Eventi

Figure 12: Pedemonte website http://www.comune.pedemonte.vi.it/web/Pedemonte/servizi-online?selOriz=m_4

The services are classified in the following way:

ServiziOnLine

- Albo Pretorio
- Autocertificazione
- Appalti
- Bandi di gara e Avvisi**
- Bandi di Concorso
- Ordinanze
- Regolamenti
- Modulistica
- Albo beneficiari

Ente	Oggetto ▲▼	Data di scadenza ▲▼	Allegati
Pedemonte	Gara per il servizio di tesoreria dal 01.04.2014 al 31.03.2018 dei comuni di Lastebasse e Pedemonte	04/03/2014 12:00	
Pedemonte	Il presente bando disciplina la concessione, da parte del Comune di Pedemonte, di contributi per l'installazione da parte dei cittadini residenti per l'acquisto del decoder TV SAT necessario al funzionamento dell'apparecchiatura satellitare per la ricezione dei canali televisivi.	31/12/2013 10:59	

Comune	Oggetto concorso ▲▼	Data e ora di scadenza ▲▼	Allegati
Pedemonte	Avviso di mobilità esterna per n. 1 posto di Istruttore Amministrativo Contabile - categoria C1 part time 30 ore settimanali - Area Economico Finanziaria	12/09/2016 11:02:00	
Pedemonte	Avviso di mobilità esterna per n. 1 posto di Istruttore Tecnico - categoria C1 part time 30 ore settimanali - Area Tecnico Manutentiva	12/09/2016 11:06:00	

Figure 13: Pedemonte website http://www.comune.pedemonte.vi.it/web/Pedemonte/servizi-online?selOriz=m_4

Regolamenti

Tipo

Ufficio

Testo

[1] 2 3 ... succ>

Risultati : da 1 a 10 di ...più di 30

Oggetto ▲▼	Data Pubblicazione ▲▼	Ufficio	Allegati
Regolamento raccolta rifiuti ingombranti		Ufficio Lavori Pubblici e Ambiente	
Regolamento del servizio economato		Ufficio Economato e Acquisti	
Regolamento di contabilità		Ufficio Ragioneria	
Regolamento per il funzionamento del Consiglio comunale		Ufficio Segreteria e Protocollo	
PRG - Norme tecniche di attuazione		Ufficio Edilizia e Urbanistica	
Regolamento Edilizio Comunale		Ufficio Edilizia e Urbanistica	
Regolamento per la disciplina degli incarichi esterni del personale dipendente		Ufficio Segreteria e Protocollo	
Regolamento Tares		Ufficio Tributi	
Regolamento Tarsu		Ufficio Tributi	
Regolamento Ici		Ufficio Tributi	

[1] 2 3 ... succ>

Risultati : da 1 a 10 di ...più di 30

Modulistica

Tipo

Ufficio

Testo

[1] 2 3 ... succ>

Risultati : da 1 a 10 di ...più di 30

Oggetto ▲▼	Data Pubblicazione ▲▼	Ufficio	Allegati
Somministrazione Alimenti e Bevande - Art 9 LR 29		Ufficio Tributi	
Denuncia Tares		Ufficio Tributi	
Somministrazione Alimenti e Bevande - Domanda Autorizzazione Nuovo Esercizio		Ufficio Tributi	
Dichiarazione di variazione Imu		Ufficio Tributi	
Rinuncia riduzione compostaggio domestico		Ufficio Tributi	
Richiesta riduzione compostaggio domestico		Ufficio Tributi	
Richiesta transito strade		Ufficio Tributi	
F24 Semplificato compilabile		Ufficio Tributi	
Richiesta di rimborso Imu		Ufficio Tributi	
Dichiarazione di Inagibilità ai fini Imu		Ufficio Tributi	

[1] 2 3 ... succ>

Risultati : da 1 a 10 di ...più di 30

Figure 14: Pedemonte website http://www.comune.pedemonte.vi.it/web/Pedemonte/servizi-online?selOriz=m_4

Autocertificazione

MODULISTICA:

- autocertificazioni
- dichiarazioni sostitutive dell'atto di notorietà

Moduli Di Autocertificazione Telematica

Dopo aver compilato i moduli sarà possibile stamparli.

Nascita Certificazione di luogo e data di nascita	Residenza Certificazione di residenza	Cittadinanza Certificazione di cittadinanza
Diritti politici Certificazione di godimento diritti civili e politici	Esistenza Certificazione di esistenza in vita	Figlio Certificazione di nascita del figlio
Morte Certificazione di decesso	Posizione militare Certificazione di posizione agli effetti militari	Albo Certificazione di iscrizione in albi o elenchi
Stato di famiglia Certificazione di stato di famiglia	Studio Certificazione del titolo di studio	Qualifica professionale Certificazione di qualifica professionale
Esami Certificazione di esami sostenuti	Specializzazione Certificazione del titolo di specializzazione	Abilitazione Certificazione del titolo di abilitazione

Figure 15: telematic self-certification. Pedemonte website http://www.comune.pedemonte.vi.it/web/Pedemonte/servizi-online?selOriz=m_4.

After understanding what services are offered by municipalities, let's analyze how these services are provided, and in particular if the system:

- uses the "MyPortal" platform;
- has online form download services;
- has complete instances online;
- has open or closed system.

Following the same procedure that we used for Teolo, we can explain the result of the analysis about Pedemonte by using the excel file:

Pedemonte	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO
Albo Pretorio	si	si	no	aperto
Appalti	si	no	no	aperto
Bandi di gara e Avvisi	si	si	no	aperto
Bandi di Concorso	si	si	no	aperto
Ordinanze	si	no	no	aperto
Regolamenti	si	si	no	aperto
Albo beneficiari	si	no	no	aperto
Atto di notorietà	si	no	si	aperto
Certificazione di luogo e data di nascita	si	no	si	aperto
Certificazione di residenza	si	no	si	aperto
Certificazione di cittadinanza	si	no	si	aperto
Certificazione di godimento diritti civili e politici	si	no	si	aperto
Certificazione di esistenza in vita	si	no	si	aperto
Certificazione di nascita del figlio	si	no	si	aperto
Certificazione di decesso	si	no	si	aperto
Certificazione di posizione agli effetti militari	si	no	si	aperto
Certificazione di iscrizione in albi o elenchi	si	no	si	aperto
Certificazione di stato di famiglia	si	no	si	aperto
Certificazione del titolo di studio	si	no	si	aperto
Certificazione di qualifica professionale	si	no	si	aperto
Certificazione di esami sostenuti	si	no	si	aperto
Certificazione del titolo di specializzazione	si	no	si	aperto
Certificazione del titolo di abilitazione	si	no	si	aperto
Certificazione del titolo di formazione	si	no	si	aperto
Certificazione del titolo di aggiornamento	si	no	si	aperto
Certificazione del titolo di qualifica tecnica	si	no	si	aperto
Certificazione della situazione reddituale	si	no	si	aperto
Certificazione della situazione economica	si	no	si	aperto
Certificazione dell'assolvimento di specifici obblighi contributivi	si	no	si	aperto
Certificazione del possesso e numero del codice fiscale	si	no	si	aperto
Certificazione del possesso e numero della partita iva	si	no	si	aperto
Possesso di qualsiasi dato presente nell'archivio dell'anagrafe tributaria	si	no	si	aperto
Certificazione dello stato di disoccupazione	si	no	si	aperto
Certificazione della qualità di pensionato con indicazione della categoria	si	no	si	aperto
Certificazione di qualità di studente	si	no	si	aperto
Certificazione di qualità di casalinga	si	no	si	aperto
Certificazione di qualità di legale rappresentante di persone fisiche	si	no	si	aperto
Certificazione di qualità di legale rappresentante di persone giuridiche	si	no	si	aperto
Certificazione di qualità di tutore	si	no	si	aperto
Certificazione di qualità di curatore	si	no	si	aperto
Certificazione di qualità simili	si	no	si	aperto
Certificazione di iscrizione presso associazioni	si	no	si	aperto
Certificazione di iscrizione presso formazioni sociali di qualsiasi tipo	si	no	si	aperto
Certificazione di assenza di condanne penali	si	no	si	aperto
Certificazione di qualità di vivenza a carico	si	no	si	aperto
Tutti i dati a diretta conoscenza	si	no	si	aperto
Certificazione generica	si	no	si	aperto
Somministrazione Alimenti e Bevande - Art 9 LR 29	si		si	aperto
Denuncia Tares	si	si	no	aperto
Somministrazione Alimenti e Bevande - Domanda Autorizzazione Nuova	si	si	no	aperto
Dichiarazione di variazione Imu	si	si	no	aperto
Rinuncia riduzione compostaggio domestico	si	si	no	aperto
Richiesta riduzione compostaggio domestico	si	si	no	aperto
Richiesta transito strade	si	si	no	aperto
F24 Semplificato compilabile	si	si	no	aperto
Richiesta di rimborso Imu	si	si	no	aperto
Dichiarazione di Inagibilità ai fini Imu	si	si	no	aperto
Somministrazione Alimenti e Bevande - Subentro e altro	si	si	no	aperto
Somministrazione Alimenti e Bevande - Associazioni e circoli	si	si	no	aperto
D.I.A. ULSS 4	si	si	no	aperto
Modulo iscrizione trasporto scolastico	si	si	no	aperto
Avviso per modulistica edilizia	si	si	no	aperto
Richiesta parere edilizio preventivo	si	si	no	aperto
Richiesta compatibilità paesaggistica	si	si	no	aperto
Richiesta autorizzazione paesaggistica	si	si	no	aperto
Richiesta concessione passo carraio	si	si	no	aperto
Integrazione documentale	si	si	no	aperto
Denuncia Inizio Attività	si	si	no	aperto
Atto notorio	si	si	no	aperto
Atto notorio per abuso edilizio	si	si	no	aperto
Asseverazione DLgs 192	si	si	no	aperto
CA Nomina collaudatore opere c.a.	si	si	no	aperto
CA Denuncia opere in c.a.	si	si	no	aperto

C.A. accettazione collaudo	si	si	no	aperto
Richiesta agibilità	si	si	no	aperto
Domanda di inagibilità	si	si	no	aperto
Richiesta assegnazione numero civico	si	si	no	aperto
Richiesta accesso atti	si	si	no	aperto
Autocertificazione D.Lgs. 81	si	si	no	aperto
Dichiarazione impresa esecutrice per DURC	si	si	no	aperto
Dichiarazione fine lavori	si	si	no	aperto
Dichiarazione inizio lavori	si	si	no	aperto
Dichiarazione normativa antisismica	si	si	no	aperto
Richiesta Certificato di Destinazione Urbanistica	si	si	no	aperto
Comunicazione proroga inizio fine lavori	si	si	no	aperto
Comunicazione appostamenti per la caccia	si	si	no	aperto
Dichiarazione uso gratuito	si	si	no	aperto
Comunicazione Inizio Lavori	si	si	no	aperto
Comunicazione Inizio Lavori Asseverata	si	si	no	aperto
Richiesta permesso di costruire	si	si	no	aperto
Segnalazione Certificata Inizio Attività	si	si	no	aperto
Autocertificazione Aire	si	si	no	aperto
Scia- somministrazione temporanea di alimenti e bevande	si	si	no	aperto
Segnalazione certificata per l'agibilità	si	si	no	aperto

Figure 16: excel worksheet created and used for analysis.

As we can see, the municipality of Pedemonte has many online services, but the central point is to understand which of these services are fully provided online. From the results in Excel on Pedemonte, we can conclude that:

- the website **has** the “**My Portal**” platform;
- the **system is open**, so we can verify how and if services work, and how a citizen can use the website;
- **more than half** of services have the possibility to **download the documents** either for informational purposes, or for compilation purposes and then close the practice at a later time;
- the services the it is possible totally **complete online** are, in this case, **39** and they don’t have the procedure with downloadable documents.

Pedemonte has 93 online services, 55 of this have downloadable documents and no possibilities to complete the service online. 39 are, instead, the services that could be completed online without download any documents. In this case, almost all the services provided completely online are certifications and self-certifications. This kind of online service is used in many other Veneto municipalities and in most cases is functional. An example of this can be seen in the figure in the next page: as it can see, it is possible complete the self-certificate totally online using computer with no necessities to print and complete action physically.

Finally, we can conclude that, for this small-sized municipality, 53,76% of services have downloadable documents without the possibility of concluding the service electronically, and 41,93% of services have the possibility to be completed totally online. The percentage of online services provided is very high and do not reflect the general situation in which the Veneto municipalities currently are. But we can positively conclude the analysis about Pedemonte hoping that, in the future, all Veneto municipalities will be able to achieve this goal and this percentage of online services provided. Furthermore, it is interesting to notice that in this example are absent the three main online services provided in many Veneto municipalities: “Calcolo IMU online”, “MyPay – pagoPA”, “SUAP - Sportello Unico Attività Produttive”.

Nascita

Certificazione di luogo e data di nascita

Cognome *	<input type="text"/>
Nome *	<input type="text"/>
Sesso *	<input type="radio"/> Maschio <input type="radio"/> Femmina
Nato/a a *	<input type="text"/> 
Provincia *	<input type="text"/>
Il *	<input type="text" value="gg/mm/aaaa"/> 
Residente a *	<input type="text"/> 
Provincia *	<input type="text"/>
Indirizzo *	<input type="text"/>
Civico *	<input type="text"/>

✓ Crea il certificato

Figure 17: birth certificate. Pedemonte website
http://www.comune.pedemonte.vi.it/web/Pedemonte/servizi-online?selOriz=m_4

Let's now analyze a large municipality in order to understand if services and resources are more or less developed compared to other towns, and if this depends on the size of the municipality.

Third example: Treviso municipality

The municipality of Treviso is one of the province of Veneto and has a population of 83950 spread over an area of 55,58 Km² with a density of 1506,52 ab/km².

The main question is same as before:

"What services does this municipality offer to the citizen?"

This example is particularly interesting because it illustrates how the size of the municipality is not an indicator, nor a guarantee in terms of providing online services.

The procedure is the same as before and starts by surfing on the Treviso website and clicking the words " Servizi per il cittadino".

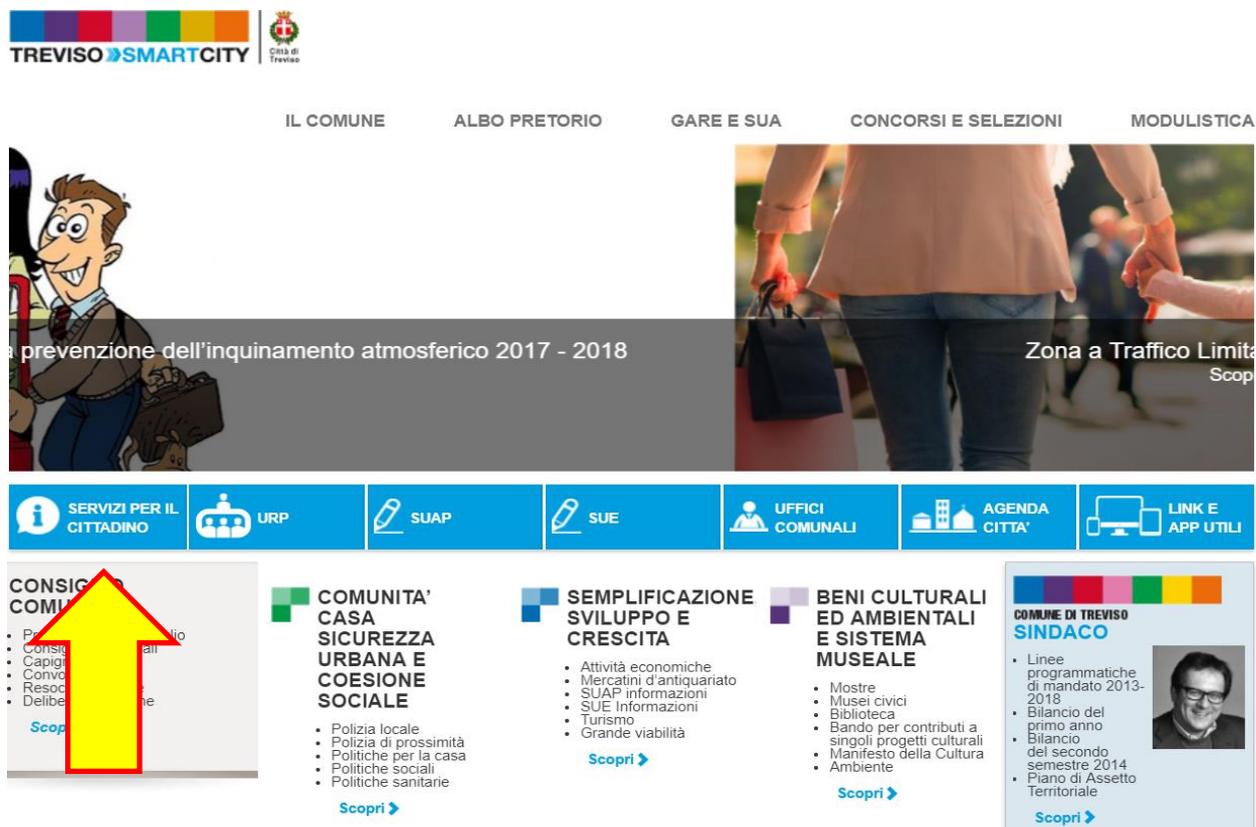


Figure 18: Treviso website <http://www.comune.treviso.it/>.

Clicking that window, you access a page that lists the services offered and classified by areas of expertise, as shown in the figure below.



Come fare per
Ricerca per eventi della vita



Io sono...
Ricerca per categoria di appartenenza



Modulistica



SUAP
Sportello Unico Attività Produttive
www.impresainungiorno.gov.it



SUE
Sportello Unico Edilizia
www.impresainungiorno.gov.it



Avere un'attività Informazioni per aprire o svolgere un'attività commerciale, artigianale, imprenditoriale, professionale



Avere una casa Agevolazioni, Vendita/Acquisto casa PEEP, Cambiare gestire e ristrutturare la casa, Tasse e tributi, Esproprio per pubblica utilità



Avere una famiglia Agevolazioni per le famiglie, Avere un figlio, Matrimonio, Prendersi cura di una persona anziana o disabile, Perdere una persona cara



Essere cittadino Identità personale e stato civile, Elezioni, Servizio civile/militare, Cittadino straniero, Partecipare alla vita pubblica



Essere in difficoltà Chiedere assistenza, Chiedere un contributo o sostegno economico, Emergenze sociali



Fare certificati e documenti Certificati anagrafici e di stato civile, sedi e orari degli uffici, Autocertificazione



Fare sport Impianti sportivi comunali, Uso degli impianti sportivi, Contributi alle associazioni sportive



Fare volontariato e Associazionismo Come richiedere un contributo, il patrocinio, l'uso di sale comunali o agevolazioni per le associazioni



Lavorare Cercare lavoro, Lavorare in Comune, Percepire la pensione



Pagare tasse, tariffe, tributi, multe Tasse e tariffe comunali: COSAP, IMU, TARES, Imposta sulla pubblicità, Affissioni pubbliche, Richiesta rimborsi, Rimborso tariffa depurazione, Pagamenti vari



Partecipare alla vita pubblica Come richiedere atti e documenti del Comune, iscrizione all'Albo dei Giudici Popolari, di Presidente e Scrutatore di seggio, segnalare problemi



Prendersi cura di un animale Informazioni utili per chi possiede un animale: anagrafe canina, aree di sgambatura per cani... e altro ancora



Recarsi all'estero Carta d'identità, documenti per l'espatrio e per il rientro in Italia di emigrati



Rispettare l'ambiente Rispetto e tutela dell'ambiente che ci circonda



Studiare Contributi e agevolazioni per lo studio, Biblioteche, Strutture per l'infanzia, Istituti scolastici, Stage presso il Comune



Usare un mezzo di trasporto Informazioni per chi si muove in auto Permessi di circolazione, transito e sosta, Passi carrai



Vivere la cultura Archivio, Biblioteche, Musei. Richiedere sale e spazi comunali, contributi e agevolazioni



Vivere sicuri Vigili di quartiere, Protezione civile, Telesoccorso, Telecontrollo



Vivere il tempo libero










Figure 19: Treviso website <http://www.comune.treviso.it/>

Some example of how services are classified on the website:



Come fare per

Ricerca per eventi della vita



Io sono...

Ricerca per categoria di appartenenza



Modulistica



SUAP

Sportello Unico Attività Produttive
www.impresainungiorno.gov.it



SUE

Sportello Unico Edilizia
www.impresainungiorno.gov.it



Avere un'attività Informazioni per aprire o svolgere un'attività commerciale, artigianale, imprenditoriale, professionale



Avere una casa Agevolazioni, Vendita/Acquisto casa PEEP, Cambiare gestire e ristrutturare la casa, Tasse e tributi, Esproprio per pubblica utilità



Avere una famiglia Agevolazioni per le famiglie, Avere un figlio, Matrimonio, Prendersi cura di una persona anziana o disabile, Perdere una persona cara



Essere cittadino Identità personale e stato civile, Elezioni, Servizio civile/militare, Cittadino straniero, Partecipare alla vita pubblica



Essere in difficoltà Chiedere assistenza, Chiedere un contributo o sostegno economico, Emergenze sociali



Fare certificati e documenti Certificati anagrafici e di stato civile, sedi e orari degli uffici, Autocertificazione



Fare sport Impianti sportivi comunali, Uso degli impianti sportivi, Contributi alle associazioni sportive



Fare volontariato e associazionismo Come richiedere un contributo, il patrocinio, l'uso di sale comunali o agevolazioni per le

Esproprio per pubblica utilità



Avere una famiglia Agevolazioni per le famiglie, Avere un figlio, Matrimonio, Prendersi cura di una persona anziana o disabile, Perdere una persona cara



Essere cittadino Identità personale e stato civile, Elezioni, Servizio civile/militare, Cittadino straniero, Partecipare alla vita pubblica



Essere in difficoltà Chiedere assistenza, Chiedere un contributo o sostegno economico, Emergenze sociali



Fare certificati e documenti Certificati anagrafici e di stato civile, sedi e orari degli uffici, Autocertificazione



Fare sport Impianti sportivi comunali, Uso degli impianti sportivi, Contributi alle associazioni sportive



Fare volontariato e associazionismo Come richiedere un contributo, il patrocinio, l'uso di sale comunali o agevolazioni per le associazioni



Lavorare Cercare lavoro, Lavorare in Comune, Percepire la pensione



Pagare tasse, tariffe, tributi, multe Tasse e tariffe comunali: COSAP, IMU, TARES, Imposta sulla pubblicità, Affissioni pubbliche, Richiesta rimborsi, Rimborso tariffa depurazione, Pagamenti vari



Partecipare alla vita pubblica Come richiedere atti e documenti del Comune, iscrizione all'Albo dei Giudici Popolari, di Presidente e Scrutatore di seggio, segnalare problemi



Agevolazioni



Cambiare casa



Costruire/Ristrutturare



Espropri



Gestire la casa

Allacciamento acquedotto

Anagrafe dei residenti - cancellazione

Autorizzazione per apertura o modifica passo carraio

Cambio di indirizzo all'interno del Comune di Treviso

Cambio di residenza

Cambio di residenza su patente e carta di circolazione

Comunicazione dati catastali per attivazione utenza idrica

Numerazione civica

Occupazione di suolo pubblico con eventuale intervento sul traffico

Ordinanze temporanee riguardanti la circolazione stradale

Permessi di circolazione e sosta nelle zone a traffico limitato ZTL - Autoveicoli e autocarri fino a 18 tonnellate

Tessera elettorale

Traslochi



Identità personale e stato civile



Servizio civile/militare

Avviso di ricerca giovani volontari per 90^a Adunata Alpini

Registro per le dichiarazioni anticipate di trattamento

Servizi anagrafici a domicilio - Autenticazione di firma e rilascio documenti

Autentica di firma

Autocertificazione

Avviso di cambiamento/aggiunta del Nome/Cognome - Richiesta di pubblicazione

Cambio di indirizzo all'interno del Comune di Treviso

Cambio di residenza

Cambio di residenza su patente e carta di circolazione

Carta d'identità'

Carta d'identità' cittadini minorenni

Certificati anagrafici

Certificati di stato civile

Cremazione della salma

Dichiarazione di morte

Dichiarazione di nascita

Dichiarazione sostitutiva dell'atto di notorietà

Funerale gratuito

Legalizzazione di fotografie

Libretto internazionale di famiglia

Notifiche

Numerazione civica

Passaporto

 Essere cittadino Identità personale e stato civile, Elezioni, Servizio civile/militare, Cittadino straniero, Partecipare alla vita pubblica	IMU - Imposta municipale propria 2012
 Essere in difficoltà Chiedere assistenza, Chiedere un contributo o sostegno economico, Emergenze sociali	IMU - Imposta municipale propria 2013
 Fare certificati e documenti Certificati anagrafici e di stato civile, sedi e orari degli uffici, Autocertificazione	IMU - Imposta municipale propria 2014
 Fare sport Impianti sportivi comunali, Uso degli impianti sportivi, Contributi alle associazioni sportive	IMU - Imposta municipale propria 2015
 Fare volontariato e Associazionismo Come richiedere un contributo, il patrocinio, l'uso di sale comunali o agevolazioni per le associazioni	IMU - Imposta municipale propria 2016
 Lavorare Cercare lavoro, Lavorare in Comune, Percepire la pensione	IMU - Imposta municipale propria 2017
 Pagare tasse, tariffe, tributi, multe Tasse e tariffe comunali: COSAP, IMU, TARES, Imposta sulla pubblicità, Affissioni pubbliche, Richiesta rimborsi, Rimborso tariffa depurazione, Pagamenti vari	Occupazione permanente di suolo pubblico
 Partecipare alla vita pubblica Come richiedere atti e documenti del Comune, iscrizione all'Albo dei Giudici Popolari, di Presidente e Scrutatore di seggio, segnalare problemi	Occupazione senza titolo
 Prendersi cura di un animale Informazioni utili per chi possiede un animale: anagrafe canina, aree di sgambatura per cani.... e altro ancora	Occupazione suolo pubblico per manifestazioni culturali, ricreative e sportive
 Recarsi all'estero Carta d'identità, documenti per l'espatrio e per il rientro in Italia di emigrati	Prenotazione Mezzi Pubblicitari temporanei: Locandine Esterne
 Rispettare l'ambiente Rispetto e tutela dell'ambiente che ci circonda	Prenotazione Mezzi Pubblicitari temporanei: Striscioni
 Avere una casa Agevolazioni, Vendita/Acquisto casa PEEP, Cambiare gestire e ristrutturare la casa, Tasse e tributi, Esproprio per pubblica utilità	Rateazione sanzioni (verbali non scaduti)
 Avere una famiglia Agevolazioni per le famiglie, Avere un figlio, Matrimonio, Prendersi cura di una persona anziana o disabile, Perdere una persona cara	Rateazione sanzioni (verbali scaduti)
 Essere cittadino Identità personale e stato civile, Elezioni, Servizio civile/militare, Cittadino straniero, Partecipare alla vita pubblica	Richiesta del servizio di pubbliche affissioni
 Essere in difficoltà Chiedere assistenza, Chiedere un contributo o sostegno economico, Emergenze sociali	Richiesta di volantaggio
 Fare certificati e documenti Certificati anagrafici e di stato civile, sedi e orari degli uffici, Autocertificazione	Rimborsi e sgravi tributi comunali
 Fare sport Impianti sportivi comunali, Uso degli impianti sportivi, Contributi alle associazioni sportive	Rimborso sanzioni
 Fare volontariato e Associazionismo Come richiedere un contributo, il patrocinio, l'uso di sale comunali o agevolazioni per le associazioni	Sanzioni Codice della strada
 Lavorare Cercare lavoro, Lavorare in Comune, Percepire la pensione	TARES - Maggiorazione statale 2013
 Pagare tasse, tariffe, tributi, multe Tasse e tariffe comunali: COSAP, IMU, TARES, Imposta sulla pubblicità, Affissioni pubbliche, Richiesta rimborsi, Rimborso tariffa depurazione, Pagamenti vari	TARES Tributo Comunale sui Rifiuti e sui Servizi
 Partecipare alla vita pubblica Come richiedere atti e documenti del Comune, iscrizione all'Albo dei Giudici Popolari, di	Tariffe, tasse e tributi comunali - Come pagare
 Cambiare casa	Accertamento di conformità urbanistica
 Costruire/Ristrutturare	Accesso agli atti del Servizio Attività Edilizia
 Espropri	Agibilità
 Gestire la casa	Ascensori
	Attività edilizia libera
	Attività edilizia libera - Comunicazione di inizio lavori (C.I.L.)
	Attività edilizia libera - Comunicazione di inizio lavori asseverata (C.I.L.A.)
	Autorizzazione paesaggistica
	Autorizzazione per apertura o modifica passo carraio
	Concessione per occupazione temporanea di suolo pubblico per impalcature, aree di cantiere e per cantieri stradali (fino a 30 giorni)
	Contributo di costruzione
	Illuminazione Pubblica - richiesta interventi su pali e linee aeree
	Modalità di pagamento per interventi edilizi
	Monetizzazione degli standard urbanistici
	Numerazione civica
	Occupazione di suolo pubblico con eventuale intervento sul traffico
	Ordinanze temporanee riguardanti la circolazione stradale
	P.A.T. Piano di Assetto del Territorio

Figure 20: Treviso website <http://www.comune.treviso.it/>

After understanding what how many services are offered by municipalities, let's analyze how these services are provided, and in particular if the system:

- uses the "MyPortal" platform;
- has online form download services;
- has complete instances online;
- has open or closed system.

Following the same procedure that we used for Teolo and Pedemonte, we can explain the result of the analysis about by using the excel file:

Treviso	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO
Accertamento di compatibilità paesaggistica	no	si	no	aperto
Accertamento di conformità urbanistica	no	si	no	aperto
Accesso agli atti del Servizio Attività Edilizia	no	si	no	aperto
Agibilità	no	si	no	aperto
Attività edilizia libera	no	si	no	aperto
Attività edilizia libera - Comunicazione di inizio lavori (C.I.L.)	no	si	no	aperto
Attività edilizia libera - Comunicazione di inizio lavori asseverata (no	si	no	aperto
Autorizzazione paesaggistica	no	si	no	aperto
Autorizzazione per apertura o modifica passo carraio	no	si	no	aperto
Contributo di costruzione	no	si	no	aperto
Esercizio del diritto di prelazione	no	si	no	aperto
Modalità di pagamento per interventi edilizi	no	si	no	aperto
Monetizzazione degli standard urbanistici	no	si	no	aperto
Permesso di costruire	no	si	no	aperto
Permesso di costruire - Voltura e cointestazione	no	si	no	aperto
Piccoli impianti fotovoltaici	no	si	no	aperto
Restituzione dei diritti di segreteria e delle spese tecniche	no	si	no	aperto
Restituzione del deposito cauzionale	no	si	no	aperto
Segnalazione certificata di inizio attività (SCIA) mezzi pubblicitari	no	si	no	aperto
Segnalazione certificata di inizio attività per interventi edilizi (SCIA	no	si	no	aperto
Segnalazione certificata di inizio attività per interventi edilizi (SCIA	no	si	no	aperto
Soggetti aventi titolo e documenti attestanti il titolo	no	si	no	aperto
Tinteggiatura di immobili in centro storico - richiesta di parere del	no	si	no	aperto
Agenzia d'affari	no	si	no	aperto
Fochino	no	si	no	aperto
Istruttore di tiro	no	si	no	aperto
Domanda contributo economico	no	si	no	aperto
Sanzioni	no	si	no	aperto
Sanzioni - Sequestro sanitario ed amministrativo	no	si	no	aperto
Accoppiatore ed estetista - Verifica possesso requisiti professiona	no	si	no	aperto
Iscrizione Albo Artigiani CCIAA - Attività istruttoria	no	si	no	aperto
Autorizzazione commercio itinerante su aree pubbliche	no	si	no	aperto
Autorizzazione commercio su area pubblica con posteggio	no	si	no	aperto
Autorizzazione e concessione suolo pubblico in occasione di mani	no	si	no	aperto
Commercio su aree pubbliche con posteggio - Subingresso	no	si	no	aperto
Concessione suolo pubblico per attività promozionale	no	si	no	aperto
Hobbisti	no	si	no	aperto
Licenza strumenti da punta e da taglio	no	si	no	aperto
Produttori agricoli	no	si	no	aperto
Vendita funghi in forma ambulante	no	si	no	aperto
Attività' commercio al dettaglio - Esercizio di vicinato	no	si	no	aperto
Commercio di cose usate	no	si	no	aperto
Commercio elettronico	no	si	no	aperto
Concessione plateatici negozi di frutta e verdura e fiori	no	si	no	aperto
Concessione suolo pubblico per esposizione quadri	no	si	no	aperto
Edicola - Domanda nuova apertura in locali o trasferimento	no	si	no	aperto
Grande struttura di vendita - Nuova apertura	no	si	no	aperto
Grande struttura di vendita - Subingresso	no	si	no	aperto
Installazione luminarie natalizie	no	si	no	aperto
Media struttura di vendita - Nuova apertura	no	si	no	aperto
Media struttura di vendita - Subingresso	no	si	no	aperto
Parafarmacia	no	si	no	aperto
Produttori agricoli	no	si	no	aperto
Produzione di pane	no	si	no	aperto
Somministrazione di alimenti e bevande tramite apparecchi autor	no	si	no	aperto
Somministrazione non assistita	no	si	no	aperto

Spacci interni	no	si	no	aperto
Vendita a domicilio	no	si	no	aperto
Vendita al dettaglio con apparecchi automatici settore non alimer	no	si	no	aperto
Vendita al dettaglio per corrispondenza/Tv/internet	no	si	no	aperto
Vendita funghi	no	si	no	aperto
Vendite straordinarie e sottocosto	no	si	no	aperto
Ambulatori medici, poliambulatori, ambulatori veterinari	no	si	no	aperto
Attività funebre	no	si	no	aperto
Custodia e toiletatura animali	no	si	no	aperto
Lavasecco, tintolavanderie	no	si	no	aperto
Macellazione suini ad uso familiare	no	si	no	aperto
Sostanze nocive - Autorizzazione per l'uso e il deposito di gas toss	no	si	no	aperto
Vidimazione registri sostanze zuccherine - sostanze stupefacenti	no	si	no	aperto
Licenza taxi, noleggio con conducente - Subingresso	no	si	no	aperto
Noleggio autobus con conducente	no	si	no	aperto
Nulla osta immatricolazione per servizio di linea autobus	no	si	no	aperto
Rinnovo licenza taxi - Autorizzazione noleggio con conducente	no	si	no	aperto
Servizi fuori linea autobus	no	si	no	aperto
Sostituzione autovettura taxi e noleggio con conducente	no	si	no	aperto
Taxi e noleggio veicoli con conducente	no	si	no	aperto
Trasporti atipici	no	si	no	aperto
ADET - Assistenza domiciliare educativa territoriale	no	si	no	aperto
Asili nido comunali - Domanda on-line per l'a.s. 2017/2018	no	si	no	aperto
Asili nido comunali - Iscrizione	no	si	no	aperto
Assegno di maternità	no	si	no	aperto
Assegno nucleo familiare con almeno tre figli minori	no	si	no	aperto
Assistenza domiciliare	no	si	no	aperto
Biblioteca dei ragazzi	no	si	no	aperto
Buono libri	no	si	no	aperto

Carta d'identità'	no	si	no	aperto
Carta d'identità' cittadini minorenni	no	si	no	aperto
Centri di attività estiva	no	si	no	aperto
Centro sportivo natatorio comunale	no	si	no	aperto
Contributo a sostegno del diritto allo studio	no	si	no	aperto
Detrazione spesa mensa scolastica anno 2016.	no	si	no	aperto
Dichiarazione di nascita	no	si	no	aperto
Fornitura contenitore per disagio sanitario	no	si	no	aperto
Fornitura gratuita dei libri di testo per la scuola primaria. Anno sc	no	si	no	aperto
Iscrizioni anno scolastico 2018/2019	no	si	no	aperto
Istituti comprensivi	no	si	no	aperto
Mamma card	no	si	no	aperto
Passaporto	no	si	no	aperto
Residenza per donne sole e/o madri in difficoltà	no	si	no	aperto
Riconoscere un figlio	no	si	no	aperto
Ristorazione scolastica	no	si	no	aperto
Rubrica Scuole	no	si	no	aperto
Servizi per i minori	no	si	no	aperto
Trasporto scolastico	no	si	no	aperto
Accesso agli atti e ai documenti del Comune di Treviso	no	si	no	aperto
Archivio storico e di deposito	no	si	no	aperto
Avviso di ricerca giovani volontari per 90^ Aduata Alpini	no	si	no	aperto
Biblioteca comunale	no	si	no	aperto
Biblioteca del museo civico	no	si	no	aperto
Biblioteca S. Antonino	no	si	no	aperto
Biblioteca San Liberale	no	si	no	aperto
Buono libri	no	si	no	aperto
Centri di attività estiva	no	si	no	aperto
Citta' dei mestieri e delle professioni (link esterno)	no	si	no	aperto

Connessione gratuita Wi-Fi	no	si	no	aperto
Contributo a sostegno del diritto allo studio	no	si	no	aperto
Detrazione spesa mensa scolastica anno 2016.	no	si	no	aperto
Fornitura gratuita dei libri di testo per la scuola primaria. Anno sc	no	si	no	aperto
Iscrizioni anno scolastico 2018/2019	no	si	no	aperto
Istituti comprensivi	no	si	no	aperto
Museo civico L. Bailo	no	si	no	aperto
Museo di S. Caterina	no	si	no	aperto
Prenotazione visite e didattica al Museo - Scuole e gruppi	no	si	no	aperto
Progetto Giovani	no	si	no	aperto
Ristorazione scolastica	no	si	no	aperto
Rubrica Scuole	no	si	no	aperto
Scrutatori di seggio - Iscrizione all'albo	no	si	no	aperto
Stage presso il Comune di Treviso	no	si	no	aperto
Trasporto scolastico	no	si	no	aperto
Accesso agli atti e ai documenti del Comune di Treviso	no	si	no	aperto
Allacciamento acquedotto	no	si	no	aperto
Alloggi edilizia pubblica - Assegnazione	no	si	no	aperto
Anagrafe dei residenti - cancellazione	no	si	no	aperto
Asporto rifiuti	no	si	no	aperto
Autentica di copia	no	si	no	aperto
Autentica di firma	no	si	no	aperto
Cambio di indirizzo all'interno del Comune di Treviso	no	si	no	aperto
Carta d'identità'	no	si	no	aperto
Certificati anagrafici	no	si	no	aperto
Certificati di stato civile	no	si	no	aperto
Comunicazione dati catastali per attivazione utenza idrica	no	si	no	aperto
Connessione gratuita Wi-Fi	no	si	no	aperto
Convivenza di fatto	no	si	no	aperto

Dichiarazione di nascita	no	si	no	aperto
Dichiarazione sostitutiva dell'atto di notorietà	no	si	no	aperto
Disabili - Trasporto ai seggi elettorali	no	si	no	aperto
Legalizzazione di fotografie	no	si	no	aperto
Numerazione civica	no	si	no	aperto
Ordinanze temporanee riguardanti la circolazione stradale	no	si	no	aperto
Permessi di circolazione e sosta nelle zone a traffico limitato ZTL -	no	si	no	aperto
Registro per le dichiarazioni anticipate di trattamento	no	si	no	aperto
Riconoscere un figlio	no	si	no	aperto
Servizi anagrafici a domicilio - Autenticazione di firma e rilascio dc	no	si	no	aperto
SUE - Sportello Unico Edilizia	no	no	si	aperto
Suap - Sportello unico per le attività produttive	no	no	si	aperto
Stato Civile	no	si	no	aperto
Strade e segnaletica stradale: manutenzione	no	si	no	aperto
TARES - Maggiorazione statale 2013	no	si	no	aperto
TARES Tributo Comunale sui Rifiuti e sui Servizi	no	si	no	aperto
Toponomastica - denominazione delle aree di circolazione	no	si	no	aperto

Figure 21: excel worksheet created and used for analysis

As we can see, the municipality of Treviso has a great number of online services, but the central point is to understand which of these services are fully provided online. From the results in Excel on Treviso, we can conclude that:

- the website **doesn't have** the “**My Portal**” platform;
- the **system is open**, so we can verify how and if services work, and how a citizen can use the website;
- in **almost all** services there is the possibility to **download the documents** either for informational purposes, or for compilation purposes and then close the practice at a later time;
- the services that it is possible totally **complete online** are just, in this case, **two** and they don't have the procedure with downloadable documents.

Treviso has 159 online services, 157 of this have downloadable documents and no possibilities to complete the service online. 2 are, instead, the services that could be completed online without download any documents: “Suap - Sportello unico per le attività produttive” and “SUE - Sportello Unico Edilizia”.

Finally, we can conclude that, for this large-sized municipality, 98,74% of services have downloadable documents without the possibility of concluding the service electronically, and 1,26% of services have the possibility to be completed totally online. The percentage of online services provided is very low and, generally, do not reflect the general situation in which the Veneto municipalities currently are (the average percentage is usually higher). We can conclude the analysis about Treviso hoping that, in

the future, it will be able to achieve a higher percentage of online services provided. Furthermore, it is interesting to notice that in this example there is “Calcolo IMU online” but, in this case, it is not an online service because there is a downloadable document.

Important consideration after this analysis:

We have therefore seen in this analysis that the amount of online services provided by a municipality does not depend on the size of the same. Generally, the bigger the municipality, the more services will be offered, but this does not mean that the latter are online services.

The same procedure was replicated for each of 288 municipalities of Veneto region.

4.2 Results presentation

I will now present the most significant results found during the analysis. To summarize the large amount of data collected, access office was first used: at this stage, with the creation of queries, the significant data were filtered and highlighted. Subsequently, I moved to the construction of pivot tables on excel, in order to have a clearer view in numerical terms of the results. I will now go on to illustrate the most significant results.

First significant results: the online service found follows the guidelines, in terms of nomenclature, of AGID.

COMUNE	SERVIZIO-AgID	SERVIZIO
Mirano	Trasporto Scolastico	Trasporto Scolastico
Montebelluna	Trasporto Scolastico	Trasporto Scolastico
Noventa Padovana	Servizio Assistenza Domiciliare	Servizio Assistenza Domiciliare
Palù	Accesso agli atti	Accesso agli atti
Pramaggiore	Trasporto Scolastico	Trasporto Scolastico
Preganziol	Servizio Assistenza Domiciliare	Servizio Assistenza Domiciliare
Pressana	Accesso agli atti	Accesso agli atti
Roveredo di Guà	Trasporto Scolastico	Trasporto Scolastico
San Giovanni Ilarione	Trasporto Scolastico	Trasporto Scolastico
Spresiano	Accesso agli atti	Accesso agli atti
Teglio Veneto	Trasporto Scolastico	Trasporto Scolastico
Treviso	Trasporto Scolastico	Trasporto Scolastico
Venezia	Trasporto Scolastico	Trasporto Scolastico
Zugliano	Richiesta certificati	Richiesta certificati

Figure 22: excel worksheet created and used for analysis.

There were 5907 online services offered by the municipalities, of which only 14 follow the nomenclature indicated by AGID: only 0.23% as we can see in the table above.

Seconds significant results: municipalities using the My Portal platform.

Etichette di riga	Conteggio si/no	di
Molvena	1	
Monte di Malo	1	
Montebello Vicentino	1	
Montecchio		
Precalcino	1	
Monticello Conte Otto	1	
Motta di Livenza	1	
Orgiano	1	
Ospitale di Cadore	1	
Pedavena	1	
Pedemonte	1	
Perarolo di Cadore	1	
Pieve di Cadore	1	
Pojana Maggiore	1	
Porto Tolle	1	
Pove del Grappa	1	
Preganziol	1	
Pressana	1	
Quero Vas	1	
Recoaro Terme	1	
Resana	1	
Rivamonte Agordino	1	
Rocca Pietore	1	
Roncà	1	
Rosolina	1	
Roverè Veronese	1	
Roveredo di Guà	1	
Rovigo	1	
Salzano	1	
San Gregorio nelle Alpi	1	
San Nazario	1	
San Tomaso Agordino	1	
San Vito di Cadore	1	
San Vito di Leguzzano	1	

Santa Giustina	1
Santa Giustina in Colle	1
Sant'Anna d'Alfaedo	1
Santorso	1
Schiavon	1
Schio	1
Sedico	1
Selva di Progno	1
Seren del Grappa	1
Solagna	1
Sospirolo	1
Sossano	1
Spresiano	1
Taibon Agordino	1
Tambre	1
Thiene	1
Torrebelvicino	1
Tregnago	1
Trichiana	1
Trissino	1
Valdastico	1
Vallada Agordina	1
Valli del Pasubio	1
Velo d'Astico	1
Veronella	1
Vestenanova	1
Vigo di Cadore	1
Villadose	1
Villanova Marchesana	1
Villaverla	1
Vodo Cadore	1
Voltago Agordino	1
Zanè	1
Zoppè di Cadore	1
Zugliano	1
Totale complessivo	68

Figure 23: pivot table from excel worksheet created and used for analysis.

68 Veneto municipalities out of 288 analyzed, use Myportal; 23.61%.

Third significant results: Veneto municipalities with at least one online service provided.

Etichette di riga	Conteggio di si
Mirano	1
Montagnana	1
Monteviale	1
Monticello Conte Otto	1
Mossano	1
Motta di Livenza	1
Noventa di Piave	1
Noventa Vicentina	1
Occhiobello	1
Orgiano	1
Ospedaletto Euganeo	1
Padova	1
Paese	1
Palù	1
Pedemonte	1
Perarolo di Cadore	1
Pernumia	1
Piacenza d'Adige	1
Piazzola sul Brenta	1
Pieve di Cadore	1
Pieve di Soligo	1
Piombino Dese	1
Pojana Maggiore	1
Polesella	1
Polverara	1
Ponso	1
Ponte di Piave	1
Ponte San Nicolò	1
Pontecchio Polesine	1
Pontelongo	1
Porto Tolle	1
Porto Viro	1
Portogruaro	1
Posina	1
Possagno	1
Pove del Grappa	1
Povegliano	1
Povegliano Veronese	1
Pozzoleone	1
Pozzonovo	1
Preganziol	1
Pressana	1
Quarto d'Altino	1
Refrontolo	1

Resana	1
Revine Lago	1
Riese Pio X	1
Rivamonte Agordino	1
Rivoli Veronese	1
Roana	1
Rocca Pietore	1
Romano d'Ezzelino	1
Roncade	1
Ronco all'Adige	1
Rosà	1
Rosolina	1
Rossano Veneto	1
Rotzo	1
Roverchiara	1
Roverè Veronese	1
Roveredo di Guà	1
Rovigo	1
Rovolon	1
Rubano	1
Saccolongo	1
Salara	1
Saletto	1
Salgareda	1
Salizole	1
Salzano	1
San Bellino	1
San Biagio di Callalta	1
San Bonifacio	1
San Donà di Piave	1
San Fior	1
San Giorgio delle Pertiche	1
San Giorgio in Bosco	1
San Giovanni Lupatoto	1
San Gregorio nelle Alpi	1
San Martino Buon Albergo	1
San Martino di Lupari	1
San Martino di Venezze	1
San Mauro di Saline	1
San Michele al Tagliamento	1
San Nicolò di Comelico	1
San Pietro di Cadore	1
San Pietro di Morubio	1
San Pietro in Cariano	1
San Pietro in Gu	1

San Pietro Mussolino	1
San Polo di Piave	1
San Tomaso Agordino	1
San Vendemiano	1
San Vito di Cadore	1
San Zenone degli Ezzelini	1
Sandrigo	1
Sanguinetto	1
Santa Giustina in Colle	1
Santa Lucia di Piave	1
Santa Margherita d'Adige	1
Sant'Ambrogio di Valpolicella	1
Sant'Angelo di Piove di Sacco	1
Sant'Anna d'Alfaedo	1
Sant'Elena	1
Santo Stefano di Cadore	1
Santorso	1
Sant'Urbano	1
Saonara	1
Sappada	1
Sarcedo	1
Sarego	1
Sarmede	1
Schiavon	1
Schio	1
Scorzè	1
Sedico	1
Segusino	1
Selva di Cadore	1
Selva di Progno	1
Selvazzano Dentro	1
Sernaglia della Battaglia	1
Silea	1
Soave	1
Solesino	1
Sommacampagna	1
Sona	1
Sorgà	1
Sospirolo	1
Sossano	1
Sovizzo	1
Sovramonte	1
Spinea	1
Stanghella	1
Stienta	1
Stra	1
Susegana	1

Taglio di Po	1
Taibon Agordino	1
Tarzo	1
Teolo	1
Terrassa Padovana	1
Terrazzo	1
Tezze sul Brenta	1
Thiene	1
Tombolo	1
Tonezza del Cimone	1
Torrebelvicino	1
Torreglia	1
Torri del Benaco	1
Torri di Quartesolo	1
Trebaseleghe	1
Trecenta	1
Tregnago	1
Trevenzuolo	1
Trevignano	1
Tribano	1
Trichiana	1
Trissino	1
Urbana	1
Val di Zoldo	1
Valdagno	1
Valdastico	1
Valdobbiadene	1
Valeggio sul Mincio	1
Vallada Agordina	1
Valle di Cadore	1
Valli del Pasubio	1
Valstagna	1
Vazzola	1
Vedelago	1
Veggiano	1
Velo d'Astico	1
Velo Veronese	1
Venezia	1
Verona	1
Veronella	1
Vestenanova	1
Vicenza	1
Vidor	1
Vigasio	1
Vighizzolo d'Este	1
Vigodarzere	1
Vigonovo	1
Vigonza	1

Villa del Conte	1
Villa Estense	1
Villadose	1
Villafranca di Verona	1
Villafranca Padovana	1
Villaga	1
Villamarzana	1
Villanova del Ghebbo	1
Villanova di Camposampiero	1
Villanova Marchesana	1
Villaverla	1
Villorba	1
Vittorio Veneto	1
Vò	1
Vodo Cadore	1
Volpago del Montello	1
Voltago Agordino	1
Zanè	1
Zenson di Piave	1
Zermeghedo	1
Zero Branco	1
Zevio	1
Zimella	1
Zoppè di Cadore	1
Zovencedo	1
Zugliano	1
(vuoto)	1
Totale complessivo	211

Figure 24: pivot table from excel worksheet created and used for analysis.

211 Veneto municipalities out of 288 analyzed, offer at least one online application; 73.26%. This percentage is very high but deceives. In fact, most of these services are the three main online services that will be analyzed later (MyPagoPA, SUAP, IMU Calculation online). Many municipalities also indicate as an online service the "Newsletter", to which you can register and complete the online procedure.

Fourth significant results: differences in terms of nomenclature of the three main online services offered.

Calculation IMU online:

Etichette di riga	si
Calcolo TASI	1

Cacolo IUC IMU TASI	1
CALCOLA IMU E TASI ONLINE	1
Calcola IUC	1
Calcola l'IMU on line	1
Calcolatore Imu e Tasi	1
Calcolo della TASI online	1
Calcolo dell'IMU online	1
CALCOLO I.U.C ON-LINE	1
CALCOLO I.U.C. ON LINE	1
calcolo Imposta unica comunale comprende IMU -TASI-TARI	1
Calcolo IMU	8
Calcolo IMU	1
CALCOLO IMU - TASI	1
CALCOLO IMU 2017	4
CALCOLO IMU 2017 e TASI 2017	1
Calcolo Imu e Tasi	3
Calcolo Imu e Tasi online	1
Calcolo IMU Lite	1
Calcolo IMU online	8
Calcolo IMU On-Line	1
Calcolo IMU TASI 2017	1
Calcolo IMU TASI On-Line	1
Calcolo IMU/Tasi	3
CALCOLO IMU•TASI	1
Calcolo IMU-Tasi	2
CALCOLO IUC	4
Calcolo IUC / IMU / TARI / TASI	1
Calcolo IUC / IMU / TASI 2017	1
Calcolo IUC 2017	1
Calcolo IUC online	7
calcolo IUC online	3
Calcolo IUC-TASI	1
Calcolo on-line dell'IMU 2017	1
Calcolo online IUC IMU TASI	30
Calcolo TASI	4
Calcolo TASI online	1
I.M.U. - Calcolo on-line	1
IMU - TASI	1
IMU - TASI calcolo "fai da te"	1
IMU – TASI Calcolo On Line	1
IMU - TASI calcolo per utenti registrati	1
IMU E TASI ON-LINE	1
IUC - IMU calcolo on line	1
IUC Calcolo online, CALCOLO TASI, IMU	1

Totale complessivo	123
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Figure 25: pivot table from excel worksheet created and used for analysis.

SUAP:

Etichette di riga	si
- S.U.A.P.	1
S.U.A.P.	2
S.U.A.P. - Presentazione comunicazioni e segnalazioni certificate di inizio attività esclusivamente in modalità telematica	1
S.U.A.P. (Sportello unico per le attività produttive)	1
Sportello SUAP	1
Sportello Unico Attività Produttive	4
Sportello Unico Attività Produttive – S.U.A.P.	1
Sportello Unico delle Attività Produttive	2
Sportello Unico per le Attività Produttive	1
SUAP	4
SUAP	1
SUAP - Sportello Unico Attività Produttive	6
Suap - Sportello unico per le attività produttive	41
SUAP (Sportello Unico Attività Produttive)	1
SUAP e SUAE	1
SUAP IN COMUNE	1
SUAP - Sportello Unico delle Attività Produttive	1
Ufficio Attività Produttive - SUAP	1
Ufficio SUAP	1
Totale complessivo	72

Figure 26: pivot table from excel worksheet created and used for analysis.

MyPagoPA:

Etichette di riga	si
- S.U.A.P.	1
S.U.A.P.	2
S.U.A.P. - Presentazione comunicazioni e segnalazioni certificate di inizio attività esclusivamente in modalità telematica	1
S.U.A.P. (Sportello unico per le attività produttive)	1
Sportello SUAP	1
Sportello Unico Attività Produttive	4
Sportello Unico Attività Produttive – S.U.A.P.	1
Sportello Unico delle Attività Produttive	2
Sportello Unico per le Attività Produttive	1
SUAP	4
SUAP	1
SUAP - Sportello Unico Attività Produttive	6
Suap - Sportello unico per le attività produttive	41
SUAP (Sportello Unico Attività Produttive)	1
SUAP e SUAE	1

SUAP IN COMUNE	1
SUAP - Sportello Unico delle Attività Produttive	1
Ufficio Attività Produttive - SUAP	1
Ufficio SUAP	1
Totale complessivo	72

Figure 27:pivot table from excel worksheet created and used for analysis.

As we can see from the tables above, these three are offering the same results. The most obvious problem is the identification of the latter, since they have totally different nomenclatures. Regarding the "online IMU calculation", the nomenclature used several times is: "Online calculation IUC IMU TASI". For "SUAP", the nomenclature used several times is: "Suap - One-stop shop for production activities". For MyPagpPA, the nomenclature used several times is: "PagoPA".

Fifth significant result: Veneto municipalities with a higher number of online services provided.

The cities of Verona, Vicenza, Padua and Venice offer a large amount of online services: 54, 33, 46 and 37 respectively. Below are highlighted the smaller, but significantly important, municipalities in terms of online services provided.

Etichette di riga	si
Pedemonte	40
Piombino Dese	36
Povegliano	48
Resana	28
Valdastico	38
Vazzola	46
Totale complessivo	236

Figure 28:pivot table from excel worksheet created and used for analysis.

These are six municipalities with a great number of online services provided and, in some case, no a large population (above is analyzed Pedemonte, as example).

Another important aspect is the analysis of the website of the Veneto municipalities to highlight whether access is open or closed. This will be explained later, in particular cases.

CHAPTER 5: MAIN SERVICES, CRITICAL POINTS AND PARTICULAR CASES

The topic we are going to analyze regards, as mentioned above, the standardization and analysis of the services currently offered by public administrations; the goal is to understand, in practice, which kind services are actually offered online covering the entire Veneto region.

5.1 Online services

Definition of online service

This kind of service concerns those requests that can be completed and carried out directly online, eliminating the need to go to the various offices or print out different forms. The requests in question must be opened and closed directly remotely, with the affirmative answer from the public administrations, eliminating the mediation of the public offices and the printing of the modules.

Working mode

The first important point, that we used to start with, is the excel file in which was developed the list of services provided by AgID. The services, named in the page "catalogazione servizi AgID" are 323 and gather information about the general nomenclature that the sites of municipalities should have of.

Alongside the various nomenclatures, there is a description of the service itself, that is, what the service should offer the citizen.

Below some example:

SERVIZIO (AgID)	DESCRIZIONE (AgID)
Richiesta autorizzazioni comunali in materia di animali	Richiesta di autorizzazioni sanitarie per gli animali per accedere a determinati servizi (es. canili, allevamenti, toelettatura, mostre, esposizioni, fiere,)
Richiesta di adesione alle Guardie Ecologiche Volontarie	Presentazione della domanda di adesione per partecipare ai corsi di formazione per diventare GEV
Rilascio Autorizzazioni E Codice Identificativo Per Attrazione Spettacolo Viaggiante	Richiesta di posizionamento sul territorio delle attrazioni dello spettacolo viaggiante (luna park e simili)

Figura 29: excel worksheet created and used for analysis.

Once the 323 services have been examined, 288 regional Municipalities have been taken. These were from the letter M to the letter Z.

The first step was to monitor the first 25 municipalities in order to find congruences between them, highlighting the points in common. With the purpose that the research could continue as clearly as possible, 4 macro classes were divided into all the municipalities, these 4 macro-classifications are:

"Utilizzo piattaforma myportal": this platform is present in many municipalities (see the paragraph on descriptive statistics). Most of the time it is used for the municipal site, standardized in some points on the left side of the page.

" Servizio online download modulo": this statement explains how the downloadable forms relating to the services are present. Many municipalities use forms in various ways, both for information and real online services that can, in some cases, be sent through PEC (certified e-mail).

" Istanza completa online": in this section we find the central focus of the research, which are actually the services that can be used effectively online, without the need for physical mediation of the public office

" Chiuso/aperto": some municipalities have their own private area of the citizen, this can use, as we will see, some public services only by registering on the site of the municipality by entering their credentials.

Subsequently, I will analyze point by point, also graphically, so as to make clear the reason for choosing these 4 classes to pay attention to.

Utilizzo piattaforma myportal (Use of myportal platform)

The platform has a standard appearance. There are 70 out of 288 municipalities using this service. It is therefore 24.3% that uses this service, a small part compared to the majority that relies mainly on its own sites.

The site, as you can see, divides 4 sections; "amministrazione", "servizi e uffici", "vivere" and "servizi online".

In the box on the left are grouped all the possible actions to be consulted within the site.

myportal Versione Grafica | Alto contrasto | [A] [A] [A]



Comune di Monte di Malo

Provincia Vicenza - Regione del Veneto



Registrazione | Login
Cerca nel sito

Posizione: Home

Amministrazione

Organi politici, governo della città e uffici comunali...

Servizi e Uffici

Ufficio stampa e relazioni con il pubblico, notiziario e progetti...

Vivere

Turismo, sport, cultura, iniziative e appuntamenti...

Servizi On Line

Bandi concorsi, delibere, graduatorie asili nido...

Codice Univoco Ufficio

per fatturazione elettronica UF3PMC

Home

- Organigramma
- Servizio URP
- Amministrazione Trasparente
- Consultazione elenco proc. amministrativi
- Elenco caselle posta e PEC
- Bandi di Gara

Notizie in Evidenza

- TRASPORTO SCOLASTICO - GIRO PULMINO 2017/2018
- Avviso per la concessione di contributi per interventi di smaltimento materiali contenenti amianto
- Modulo richiesta contributo smaltimento materiale contenente amianto
- EDILIZIA PRIVATA: novità introdotte dal D.LGS 222/2016
- Nuova procedura per la compilazione dei modelli Istat per la rilevazione statistica dei Permessi di costruire, Dia, Scia
- Obbligo taglio piante e rami lungo le strade comunali
- Rifiuti conferibili e orario di apertura dell'Ecostazione
- Avviso divieto sversamento ed abbandono rifiuti
- Elenco dei rifiuti con la relativa destinazione nella raccolta differenziata- Centalogo
- Avviso costituzione elenco fornitori di beni e servizi e per appalti di lavori
- Istanza richiesta iscrizione all'elenco fornitori di beni e servizi e per appalti di lavori

SIT Comunale



Verso il P.A.T.



Figure 30: Monte di Malo website <http://www.comune.montedimalo.vi.it/web/montedimalo/>.

myportal Versione Grafica | Alto contrasto | [A] [A] [A]



Montebello Vicentino

Provincia di Vicenza - Regione del Veneto



Registrazione | Login
Cerca nel sito

Posizione: Home

Amministrazione

Organi politici, governo della città e uffici comunali...

Servizi e Uffici

Ufficio stampa e relazioni con il pubblico, notiziario e progetti...

Vivere

Turismo, sport, cultura, iniziative e appuntamenti...

Servizi On Line

Bandi concorsi, delibere, graduatorie asili nido...

Home

- Municipio
- Servizio URP
- Organigramma
- Consultazione elenco proc. amministrativi
- Elenco caselle posta e PEC
- Bandi di Gara e Avvisi
- Amministrazione Trasparente
- SUAP
- Portavoce

Primo piano

 **Provincia di Vicenza: avviso per formazione elenco di professionisti idonei a svolgere attività di esperti nell'inserimento lavorativo - scadenza 15 febbraio**

Data news 02/02/2018
Ult.agg. 02/02/2018

 **BORSE DI STUDIO ANNO SCOLASTICO 2017-2018**

Invio domanda esclusivamente via web dal 9 febbraio al 9 marzo 2018 ore 12,00 (termine perentorio)

Data news 01/02/2018
Ult.agg. 01/02/2018

Blog



Altre News

- Relazione costi nettezza urbana
- Relazione relazione
- Ordinanza divieto di utilizzo a scopo potabile dell'acqua emunta dai pozzi privati dichiarati non utilizzabili per tale scopo
- Nuovo orario Biblioteca dal

Figure 31: Montebello Vicentino website <http://www.comune.montebello.vi.it/web/montebellovicentino>.

Clicking in the box for online services will appear in the list a series of actions given by the municipality that they understand as "servizi online". But in reality, in the definition of online services mentioned above, there are very few instances that we can complete entirely online.



As you can see from the image, there is a drop-down menu where, for each wording, you can find the various actions that can be performed. Many times, the various online services can be found, and they can be carried out entirely remotely, other times they are inserted as sub-groups to other services.

Figure 32: Montebello Vicentino website <http://www.comune.montebello.vi.it/web/montebellovicentino>

Servizio online download modulo (Online form download service)

In many cases (209 out of 288) the municipality uses online downloadable forms (73%). Part of these forms can be completed online but must still go to the physical person in the office of competence to complete the process of accepting the application. As we will see, the modules are included in the municipal forms and can be in various formats: .doc; .xls; .pdf even .zip.

Once downloaded, the forms must be delivered to the competent office written on the municipal site, with annexed documentation and any revenue stamp. Subsequently, the forms are delivered to the municipal officials who sign them and send the procedure forward by completing the requested request. The timing varies from module to module,

even without an indication with a short search you can get to know the timing of the types of instances you are looking for, generally you have 45 to 180 days for the practice to be successful.

In the elaborate excel, since online services for municipalities are intended as forms, 97.5% of the services that have been collected come from the forms. Finally, each municipality can produce the forms it deems necessary in order to improve the work between public administration and the citizen. A very critical point for standardization.

Below are some examples of forms that can be downloaded from the websites and which cannot be completed online.

COMUNE DI VALLI DEL PASUBIO
UFFICIO TRIBUTI
TASSA SMALTIMENTO RIFIUTI SOLIDI URBANI INTERNI E CONSUMI ACQUA
DENUNCIA DI FINE OCCUPAZIONE LOCALI ED AREE

Il/La Sottoscritto/a _____
nato il _____ a _____
residente a _____
in Via _____ n. ___ tel. _____

dichiara

di cessare a decorrere da _____ l'occupazione o la conduzione dei locali siti
in via _____ al n. _____
foglio N. _____ mappale N. _____ sub. N. _____ già assoggettati alla tassa.
Chiede pertanto la cancellazione dall'applicazione della tassa smaltimento r.s.u. e dal consumo
acqua.
Recapito per eventuali future comunicazioni _____

Data _____

IL DENUNCIANTE

l'incaricato

Figure 33: downloadable form <http://www.comune.vallidelpasubio.vi.it/web/vallipasubio/>.

ISTANZA DI VISIONE E COPIA

All'Ufficio _____

del COMUNE DI VALLI DEL PASUBIO

* * *

Il sottoscritto
 Cognome _____ Nome _____
 Via _____ Città _____ Tel. _____

R I C H I E D E

- di prendere visione;
- il rilascio di copia semplice con/senza allegati;
- il rilascio di copia conforme (in bollo) con/senza allegati,

del seguente documento: (1)

Allegati richiesti (da specificare)

Motivo della richiesta (qualora il documento richiesto contenga dati personali, si deve indicare la "situazione giuridicamente rilevante da tutelare", cioè la eventualità di fare ricorso e lo interesse che si ha in merito):

SITUAZIONE GIURIDICAMENTE RILEVANTE DA TUTELARE

Valli del Pasubio, li _____.

FIRMA

N.B.: Il richiedente è responsabile del corretto uso dei dati contenuti nel documento, anche con riferimento alla Legge n° 675/96 (sulla tutela della PRIVACY).

(1) Descrivere sinteticamente l'oggetto del documento indicando, ove possibile, numero di protocollo e data.

C:\DOCUMENTI\TECNICO\VARIE\ISTANZADIVISIONEECOPIA.DOC

Figure 34: downloadable form <http://www.comune.vallidelpasubio.vi.it/web/vallipasubio/>.

As we can see, it is not possible complete this service online. A citizen has to print the document, fill it and go to the office to deliver it and continue the practice.

And we can recognize this problem in a lot of citizen life aspects such as waste disposal, hunting demand, IMU reimbursement, etc. as you can see also in the next page.

COMUNE DI VALLI DEL PASUBIO
UFFICIO TRIBUTI

TASSA SMALTIMENTO RIFIUTI SOLIDI URBANI INTERNI
DENUNCIA DI FINE OCCUPAZIONE LOCALI ED AREE

Il/La sottoscritto/a _____
nato il _____ a _____
residente a _____
in via _____ n. _____
tel./cell. _____ Cod. Fisc. _____

DICHIARA

di cessare a decorrere da _____ l'occupazione o la conduzione dei
locali siti in via _____ n. _____ già assoggettati alla tassa a
nome di _____

CHIEDE

la cancellazione dall'applicazione della Tassa Rifiuti Solidi Urbani.

Valli del Pasubio, li _____

IL RICHIEDENTE

Figure 35: downloadable form <http://www.comune.vallidelpasubio.vi.it/web/vallipasubio/>.

Istanza completa online (fillable instance online)

In this section, we are going to analyze the most important point of this research, there are very few instances that are recognized as complete. The main ones that have been identified are three:

- 1- **My pay P.A.** present (with also different nomenclature) in 71,3% of cases
- 2- **S.U.A.P** (which refers to the site "impresainungiorno.gov.it") present (with also different nomenclature) in 89.5% of cases

- 3- **Online IMU-TASI calculation** present (with also different nomenclature) in 68.6% of cases

5.1.1 My pay P.A. – PagoPa

Analyzing the aspect of electronic payments, it is possible to underline how this system was created to give the opportunity for citizens and companies to make any payment electronically to public administrations and managers of public services, with the same "user-experience" practiced through e-commerce sites.

The system is based on a public governance technology infrastructure (the payment node-SPC) that standardizes the dialogue between public administrations and payment service providers. The system allows citizens and businesses to make payments electronically, choosing freely among different options such as:

- the payment service provider (e.g. bank, payment institution / e-money);
- choose between multiple payment services such as current account debit, credit card, electronic postal order;
- possibility of choice regarding the preferred payment technology channel such as to carry out the transaction, e.g.: on-line banking, ATM, mobile, etc.

Every single payment in this situation has a code that can be found online, operating in a context of absolute security.

The user of the service, is previously aware of the maximum costs of the operation to be carried out and at the same time guarantees the correctness of the amount to pay: can thus arrange the payment by obtaining immediately a receipt with liberating value from the beneficiary administration. This system allows public administrations to speed up the collection of collections, obtaining the result in real time and making the related reconciliation in a reliable and automatic way. They can then reduce costs and optimize the development time of new online applications thanks to the use of reusable solutions and experiences. In this way it is possible to eliminate the need to stipulate specific agreements with the collection service providers.

The system is operational and is used, the cases of use in operation are the payment of justice expenses in the electronic civil process and the payment of taxes and services due to the local administrations of the Veneto and Emilia Romagna regions.

Regulatory Needs: it is necessary to introduce the obligation of payment to public administrations exclusively via the online, thus eliminating the use of cash, in this way we can avoid situations such as corruption and non-traceability of money.

To prevent this, sanctions can be imposed on non-compliant administrations.

Infrastructural needs: in this case it is necessary to improve the infrastructure by collaborating with external stakeholders such as citizens, firms, public administrations, region, banks.

The monitoring is done by Agid in collaboration with various bodies such as MEF and Bank of Italy as regards the ministries and the central PA.

CISIS for the regions and institutions of these members (ASL, regional agencies, cooperatives), ANCI for other local authorities.

There will be many benefits obtained from this new payment system, as we have said previously, you would get numerous advantages from this type of electronic instrument. First of all, we find the reduction of costs for the entire life cycle of the payment in the 4 operations of execution, reception, reconciliation, archiving. The reduction is estimated as almost € 11.90 per payment, which would mean more than € 100 million out of the € 245 million of current payments to the PA, which could lead to a total savings of about € 1 billion.

5.1.2 S.U.A.P.:

The second online service that will be treated will be the D.P.R. 160/2010 relating to the "sportello unico per le attività produttive" (SUAP) in force since October 1, 2011. The chamber system has set up a telematic desk for the sending and management of the practices related to the " Segnalazioni Certificate di Inizio Attività" (Initial Activity Certificate Reports), a procedure that should have been automated with SCIA, and also intended for authorization requests (the ordinary process).

The counter consists of a front office, dedicated to companies, for the compilation and sending of the SCIA or the request for authorization. In addition to the front office, the help desk also has a virtual desk for the management of the files by the municipality and the competent chamber representatives.

The website "<http://www.impresainungiorno.gov.it/>" is the service container website for SUAP, companies and business agencies. It represents, at national level, the Single Point of Contact (PSC).

The PSC is the site (under the European Directive for the internal market)⁵¹ where companies can obtain information and fulfill the obligations required to carry out activities without having to relate with the individual authorities involved.

Legislative Decree 59/2010⁵² identifies the PSC at national level, and in the SUAP the PSC at the territorial level.

The person in charge of the procedure is the official of the municipality that takes part in the SUAP chamber as "delegating".

The definition of " Sportello Unico per le Attività Produttive" (One Stop Shop for Productive Activities) is the access point for the applicant in relation to all the administrative events concerning his production activity. It provides a unique and timely response in place of all the Public Administrations involved in the procedure. The organization has recently been reformed with the art.38 of L 133/2008 and with Presidential Decree 160/2010.

SUAP for company: allows company or individual intermediaries to authenticate, identify the intervention of interest, provide the system with information necessary to complete the application, sign it and finally send it.

The contents, present in the front-office are regulations, procedures, modules, competent authorities, addresses etc. and constitute what is defined as "knowledge database" (in abbreviation **kdb**), are managed by a dedicated working group. The update of the kdb must be guaranteed between the municipality and the chamber of commerce thanks to a collaboration between them. In this first phase of the process,

⁵¹

http://eurlex.europa.eu/summary/chapter/internal_market.html?locale=it&root_default=SUM_1_CODED%3D24

⁵² <http://www.camera.it/parlam/leggi/deleghe/10059dl.htm>

which sees companies as a case or their intermediaries, provides a series of macro activities to be carried out:

- access to the SUAP portal
- identification of the intervention
- compilation of SUAP practice model
- signing and sending the SUAP practice

Briefly, we will analyze in the next paragraph the operating procedures for carrying out these macro activities by the user.

a) access to the SUAP portal

Article 3 of the Regulation, in point e) reads:

" Il portale [...] costituisce punto di contatto a livello nazionale per le attività di cui al decreto legislativo 26 marzo 2010, n. 59, e assicura il collegamento con le autorità competenti ai sensi dell'articolo 8, comma 1, lettera i), del medesimo decreto legislativo".

This provision has been implemented through the creation of the National List of SUAP, a container of all the contact details (physical and telematic) of the "Sportelli Unici per le Attività Produttivi", available on the portal www.impresainungiorno.gov.it where you can also consult the information sections of each SUAP. These sections offer different contents, oriented to the Public Administration and to companies, especially about to the implementation of the Services Directive, and are subject to constant revision and updating.

Different authentication methods are available: the main authentication system is to register your credentials through the portal, however alternative methods such as the CNS or digital certificate (called strong authentication) and through login and password (called weak authentication) are also available. Finally, it is possible to carry out through Telemaco credentials. These last credentials can be used to register with the portal individually (Telemacopay).

b) identification of the intervention

Once registered in the portal it will be essential to identify the topic to be dealt with by identifying the various critical issues and adapting to the IT process of the practice.

c) filling of SUAP practice model

We need to keep in mind various information to fill out the practice:

- maximum limit of the size that the practice must have is, in total, 50 megabytes;
- during the compilation it is required the indication of a mailbox that will be considered as the electronic domicile by the SUAP. On this will be sent the receipt of the practice following the electronic submission and other communications related to the practice;
- the mail should preferably be a PEC certified mail box, this for a reason of absolute security so that there is a good outcome of the procedure;
- it is not possible to use PEC boxes as e-domicile with the “postacertificata.gov.it” domain;
- SUAP and Register of Companies automatically exchange the information in their possession, to simplify the investigation of their respective practices. It is not necessary, therefore, that the companies send the Chamber of Commerce the receipt of the practices they received after the meeting at the SUAP.

d) signing and submitting the file

Once you have login to fill out the application, you will have to fill in the mandatory fields identified with (*). Once this is done, it will be marked with a green sign in the corresponding field. Once all the mandatory field have been filled in, a screen appears where you have to attach various documents, both optional and mandatory.

If the operation is carried out by a person with a special power of attorney (in this case, a specific form has been requested on the page of the registry section), the special power of attorney document must be attached.

This document is provided directly by the system on the page of the attachments above. It must be downloaded, signed by the subjects giving the power of attorney, scanned and attached to the file.

Important: with the power of attorney you must also attach a valid identity document to each of the signatories.

Once the documentation is complete, you can proceed with the signature and sending.

SUAPs currently do not have the authorization to pay the stamp duty in a virtual way; therefore, in accordance with the provisions of art. 3 of the Interministerial Decree of November 10, 2011 published in the Official Gazette of November 16, 2011, the person who submits an online application to the SUAP "provides to insert in the application the identification numbers of the stamps used, as well as to cancel them, preserving their originals".

The system, made available by the Chamber system for SUAPs in delegation, allows, on the page where it is possible to indicate whether charges are due, to insert the details of one or more stamps.

By having a CNS digital certificate, the user can proceed with the signature and then send the application and the attached documents. Even without sending, but only with the signature, the practice will remain available and can finally be signed and sent later.⁵³

5.1.3 Calcolo IMU-TASI online

Assumption:

The IUC (Imposta Unica Comunale) (is a municipal tax) was established by Law 27 December 2013, n.147 (Legge di Stabilità 2014). According to the art. 1 paragraph 639: *"Essa si basa su due presupposti impositivi, uno costituito dal possesso di immobili e collegato alla loro natura e valore e l'altro collegato all'erogazione e alla fruizione di servizi comunali. La IUC si compone dell'imposta municipale propria (IMU), di natura patrimoniale, dovuta dal possessore di immobili, escluse le abitazioni principali, e di una componente riferita ai servizi, che si articola nel tributo per i servizi indivisibili (TASI), a carico sia del possessore che dell'utilizzatore dell'immobile, e nella tassa sui rifiuti (TARI), destinata a finanziare i costi del servizio di raccolta e smaltimento dei rifiuti, a carico dell'utilizzatore."*

⁵³ manuale utente portale SUAP

This service, present in 68.6% of cases, allows the calculation of the tax IMU and TASI directly from the online portal. Statistics show that more than half of the municipalities place this service on their site. Let's see some examples of common where this service is available.



Figure 36: Povegliano di Treviso website <http://www.comune.povegliano.tv.it/it/home.html>



Figure 37: Pozzoleone website <http://www.comune.pozzoleone.vi.it/hh/index.php>



Figure 38: Pozzonovo website <http://www.comune.pozzonovo.pd.it/>

Clicking on this window, a link to the service is open up, but first you are informed about the following:

" Con la legge di Bilancio 2017 non sono state introdotte novità in materia IMU-TASI. L'art. 1, c. 42 ".

Law No. 232/2016 has, in fact, confirmed the suspension of the effectiveness of municipal decisions about increasing taxes also for the current fiscal year. This law has also confirmed the increase of the TASI provided by the Municipalities in 2016, (but a previous deliberation of the municipal council is necessary).

All that previously established by the Law of 28 December 2015, n. 208 is still valid.

Let's now look at another example of a municipality that adopts a different system. The link refers to a different type of site from the previous one, but the final goal is achieved.

CALCOLO IMU TASI ON-LINE [Vai al calcolo IMU TASI 2016](#)

Calcolo IMU TASI On-Line Anno 2017

Nell'ambito del riordino delle imposte locali (IUC Imposta Unica Comunale clicca [qui](#) per approfondire), oltre alle già esistenti TARI (imposta sui rifiuti) e IMU (imposta municipale unica), è stata istituita anche la TASI (imposta sui servizi indivisibili).
Avendo queste ultime la medesima base imponibile, da questa funzione è possibile procedere con il calcolo e la stampe del modello F24 per il pagamento di IMU e TASI con le aliquote stabilite dal comune.

Maggiori informazioni, scadenze, documentazione, contatti e link utili nella sezione [» Informazioni e documentazione](#)

Riepilogo immobili

	Categoria	Tipo	Aliquota	Rendita	Inizio	Fine	Imposta	Detrazione	Totale annuo
Totale:							0	0	0

Attenzione: cliccando sui seguenti pulsanti verranno aperte delle finestre popup.

[Aggiungi immobile](#) [Riepilogo Stampa F24](#) [Nuovo calcolo](#)

Figure 39: Pozzonovo website <http://www.comune.pozzonovo.pd.it/>.

In this format we can see the various options that are proposed within the municipal service: information and documentation, also downloadable, available refers to deadlines, contacts and redirection to links relevant to the subject. Explaining the item concerning the IMU TASI calculation of 2016: there is a complete overview, comparing the tax also with the previous year, an option that not all the common users of the online calculation service have.

Although it is entirely possible to implement the calculation online, you must still download the relevant documentation (add property, F24 press summary), which can be hand-written and then uploaded into the site by scanning.

5.1.4 PEC (posta elettronica certificata) - (certified e-mail)

La "Posta elettronica certificate" (PEC) (in English, "certified electronic mail") is the system that allows you to send e-mails with legal value equivalent to a registered letter with return receipt, as established by the law (Presidential Decree 11 February 2005 n.68).

Compared to ordinary electronic mail, the PEC service has additional features that provide users with the legal certainty of sending and delivering (or failing to deliver) e-mails to the recipient:

- has the same legal value as the registered letter with return receipt with confirmation of the exact shipping time;
- thanks to the security protocols used, it is able to guarantee the certainty of the content, making it impossible to modify the message or any attachments;
- guarantees, in the event of a dispute, the opposition to third parties of the message.

The term "Certificata" (Certificate) refers to the service manager that issues to the sender a receipt which constitutes a legal proof of the message shipped out and any attachments. In the same way, the recipient of the PEC box sends the receipt of delivery to the sender.

The managers then certify with their "receipts" that in the message, in each notice sent, is also included a time reference which specify the date and the time of each of the operations described. The managers also send notices even in the event of an error in any of the phases of the process (acceptance, dispatch, delivery), so that there can be no doubt about the status of the shipment of a message. If the sender lose the receipts, the computerized trace of the operations carried out, kept by the manager for 30 months, will allow the reproduction of the same receipts with the same legal value.

The advantages of PEC

	POSTA PRIORITARIA	RACCOMANDATA SEMPLICE	RACCOMANDATA AR	FAX	CORRIERE ESPRESSO	CASELLA EMAIL SEMPLICE	CASELLA PEC**
Invio da casa/ufficio	✗	✗	✗	✓	✓	✓	✓
Valore legale	✗	✓	✓	✓	✗	✗	✓
Consegna immediata	✗	✗	✗	✓	✗	✓	✓
Certificazione di avvenuta spedizione	✗	✓	✓	✓	✓	✗	✓
Ricevuta avvenuta consegna	✗	✗	✓	✓	✓	✗	✓
Conservazione ricevuta	✗	A carico del cliente	A carico del cliente	✗	A carico del cliente	✗	30 mesi a carico di Aruba
Inalterabilità del contenuto	✓	✓	✓	✓	✓	✗	✓
Utilizzabile da qualsiasi luogo	✗	✗	✗	✗	✗	✓ (tramite webmail)	✓ (tramite webmail)

Figure 40: PEC advantages from the website <https://www.pec.it/vantaggi-pec.aspx>.

The table above⁵⁴ compares the various tools that are used for document delivery and the various advantages they can give. Moreover, it is possible to compare these advantages with the unit cost of using the various services:

- priority mail: € 0.60 per message;
- simple registered mail: from 3.30 euros per message;
- registered mail A / R: from 3.90 euros per message;
- fax: at the discretion of the telephone plan;
- express delivery: according to the courier;
- simple e-mail box: no cost but easy to be hacked resulting in data loss;
- PEC: 5-6 euros per year but reliable data protection.

48% of the municipalities have adopted the use of certified e-mail to send some documents. Other municipalities ask, instead, both the pec and the paper.

⁵⁴ <https://www.pec.it/vantaggi-pec.aspx>

5.2 Critical Points and special cases

During the research process, many kinds of difficulties in data processing emerged, some have been seen several times, but others have been found in particular scenarios or situations.

The first big problem, that has been dealt, regards the identification of the forms. In fact, as explained in the previous chapter, it has been reported in the Excel file as a source of data. One of the biggest problems concerning the forms is certainly the confusion in many cases, especially in smaller municipalities the downloadable forms for the online compilation and the notices are often mixed together making it difficult to find immediately. Many municipalities use the filters but also in this case there is the problem of "what" to look for, because the objects of analysis have a different nomenclature of services in the municipalities.

A second problem, which is also very widespread, concerns too much documentation per municipality, a medium-sized municipality sometimes holds a mole of modules comparable to municipalities with a territorial extension and a much larger population. In small towns there are often many more modules to activate services than they are actually needed.

Another problem that should not be underestimated is the generality of the modules, in many situations the variety of modules incorporates different areas and areas of expertise, in addition to being difficult to find, also becomes very complicated to choose the specific form we need. In this case, if we need a dedicated service we should download a very large number of modules, even color not of our interest. As a second hypothesis we could call the office of competence for a clarification of the information but often it is difficult to identify the office of competence of that specific service.

The confusion, the too much quantity of available modules and the generality of the information were the three biggest critical issues faced in the research of our thesis.

The municipalities to marginalize these three problems have tried to subdivide the various modules in different areas, the problem moves in this case from a confusion of many modules stacked to a subdivision without a precise organization, for example modules that in some municipalities we can find under the heading "local police", in other municipalities (which may have the same platform or the same format) we can

find them in the section "social services". Even some pages, where they should contain the modules for the services are empty or do not exist.

We move now to analyze some kinds of special cases encountered.

It has not been possible to fully analyze all 288 websites of the Veneto municipalities, because some have different peculiarities. The problems found can be assembled into three categories:

- System completely closed;
- System closed only for certain services;
- System with various kind of problems.

In this regard, the problems in these specific cases will be illustrated below.

System completely closed

As we have seen in previous chapters, a municipality that provides online services can have a reserved or closed access system. In these specific cases, municipalities with completely closed systems will be analyzed. In support of these considerations, we report evidence from the excel file used during the analysis.

	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
Piove di Sacco						
Il sistema chiede accesso con login e password		no			chiuso	19850
Piovene Rocchette						
Il sistema chiede accesso con login e password		no			chiuso	8343
Pianezze						
Il sistema chiede accesso con login e password		no			chiuso	2173
Pescantina						
Il sistema chiede accesso con login e password		no			chiuso	17133
Oppeano						
Il sistema chiede accesso con login e password		no			chiuso	9972
San Pietro Viminario						
Il sistema chiede accesso con login e password		no			chiuso	3031
Torre di Mosto						
Il sistema chiede accesso con login e password		no			chiuso	4785
Montebelluna						
Il sistema chiede accesso con login e password		no			chiuso	23526
Monfumo						
Il sistema chiede accesso con login e password		no			chiuso	1386

Negrar	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
Il sistema chiede accesso con login e password						
		no			chiuso	17105
Nervesa della Battaglia	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
Il sistema chiede accesso con login e password						
		no			chiuso	6719
Noale	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
Il sistema chiede accesso con login e password						
		no			chiuso	16031
Nogara	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
Il sistema chiede accesso con login e password						
		no			chiuso	8493
Nogaro Rocca	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
Il sistema chiede accesso con login e password						
		no			chiuso	3637
Pieve di Soligo	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
UNIPASS			no	si	chiuso	12060
Servizi anagrafici on-line			no	si		
Servizi elettorali on-line			no	si		
Per le imprese			no	si		
Residenza in tempo reale			no	si		
PEC del Comune			no	si		
Pubblicazioni di matrimonio		no	no	si		
Ricerca posizione defunti			no	si		
Calcolo IUC / IMU / TASI 2017			no	si		
Fatturazione elettronica			no	si		
Media Library on-line			no	si		
Risultati Elettorali			no	si		

Figure 41: excel worksheet created and used for analysis

As we can see, there are 15 municipalities that have this kind of system access and all these require the citizen an identification through login and password except the municipality of Pieve di Soligo. In numerical terms, the percentage is 5.2% of the total of 288 Veneto municipalities.

Considerations:

Curious is the case of the municipality of Pieve di Soligo: only in this case, it is possible to consult the nomenclature of online services offered but it is not possible to access in, because the system is closed.

Another thing that is useful to note in the analysis is that all these closed system municipalities do not use the "MyPortal" platform. We can therefore conclude that, **in these cases**, the "MyPortal" platform guarantees free access to the citizen interested in using the online services.

A correlation between the closed access system and the size of the municipality is also sought. Interesting to notice how the number of residents and the size of the municipality does not affect this aspect. In fact, there are large-sized municipalities (Noale, 16031 ab) and small-sized municipalities (Monfumo 1386 ab) both with closed systems.

System closed only for certain services

As we have seen in previous chapters, a municipality that provides online services can have a reserved or closed access system. In these specific cases, municipalities with closed systems only for certain services will be analyzed. In support of these considerations, we report evidence from the excel file used during the analysis.

Montecchio Precalcino	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
Trasporto Scolastico			si	no	aperto	5046
Mensa Scolastica			no	no	aperto	
Iscrizione Albo Presidenti di Seggio			si	no	chiuso	
Iscrizione Albo Scrutatori		si	si	no	chiuso	
RICHIESTA CONTRASSEGNO PARCHEGGIO DISABILI			si	no	chiuso	
AUTOCERTIFICAZIONE ASSISTITA			si	no	chiuso	
Passaporto elettronico				reindirizzamento	aperto	
Cittadinanza on line				reindirizzamento	aperto	
Moriago della Battaglia	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
Carta dei servizi e standard di qualità			no	no	aperto	2800
Costi contabilizzati		no	no	no	aperto	
Liste di attesa			no	no	aperto	
Il sistema chiede accesso con login e password					chiuso	
Montegalda	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
Il sistema chiede accesso con login e password					chiuso	3428
Carta dei servizi e standard di qualità			no	no	aperto	
Costi contabilizzati		no	no	no	aperto	
Class action			no	no	aperto	
Liste di attesa			no	no	aperto	
Montegaldella	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
Carta dei servizi e standard di qualità			no	no	aperto	1784
Costi contabilizzati		no	no	no	aperto	
Liste di attesa			no	no	aperto	
Il sistema chiede accesso con login e password					chiuso	
Molvena	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
Albo Pretorio			no	no	aperto	2570
Amministrazione Trasparente			no	no	aperto	
Autocertificazione			si	no	aperto	
Carte dei Servizi			si	no	aperto	
Delibere di Consiglio			si	no	aperto	
Delibere di Giunta		si	si	no	aperto	
Determine			si	no	aperto	
Calcolo IMU e TASI			no	no	chiuso	
Modulistica			si	no	aperto	
Ordinanze			si	no	aperto	
Regolamenti			si	no	aperto	
Noventa di Piave	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
APP Municipium			si	no	aperto	6974
Mensa Scolastica					chiuso	
SUAP			si	no	aperto	
Anagrafe OnLine per la Pubblica Amministrazione		no			chiuso	
Portale Servizi Tecnici					chiuso	
Calcolo Imu e Tasi			no	si	aperto	
Segnalazioni			no	si	aperto	
Noventa Vicentina	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
Albo pretorio online	le pubblicazioni de		si	si	aperto	8872
ATTI DI CONCESSIONE			no	no	aperto	
ANAGRAFE ONLINE					chiuso	
AMMINISTRAZIONE TRASPARENTE		no	no	si	aperto	
SEGNALA			no	si	aperto	
UFFICI			no	no	aperto	
S.U.A.P.	uttivo; allo sportello		si	no	aperto	
Oderzo	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
Sportello IMU/TASI ONLINE					chiuso	20400
Albo fornitori					aperto	
Sportello al cittadino					chiuso	
Portale dei pagamenti - pago pa - mypay Regione Veneto					chiuso	
NORMATIVA	o gratuito e complet	no	si	no	aperto	
Portale "la rete degli URP del Veneto"			no	no	aperto	
Portale degli Italiani					chiuso	
Portale integrazione migranti - vivere e lavorare in Italia			no	no	aperto	
Portale Family Line	più accessibili le ir		no	no	aperto	
Area Riservata					chiuso	

Orsago	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
Albo Pretorio			si			
Regolamenti			si			
Concorsi			no	no		
Bilanci			no			
IMU			si	no		
TASI			si	no		
Imposta Comunale sulla Pubblicità			si	no		
Adizionale Comunale IRPEF			si	no		
P.A.T. adottato			si	no		
P.A.T.			si	no		
P.R.G.			si	no		
Piano Interventi			no	no		
PP piazza Caduti Libertà			no	no		
Risultati Elettorali			si	no		
Piano casa			si	no		
Operatori economici	no		si	no	aperto	3882
Servizi di assistenza domiciliare e educativo domiciliare			si	no		
Avviso Risultati procedura di affidamento dei servizi di assistenza domiciliare ed educ			si	no		
Sussidiarietà			si	no		
Servizi sociali			si	no		
Servizi scolastici			si	no		
Segreteria			si	no		
Ragioneria				no		
Polizia Locale			si	no		
Lavori Pubblici e Manutenzioni			si	no		
Servizi Demografici			si	no		
Attività Produttive			si	no		
Tributi			si	no		
Urbanistica e Edilizia Privata			si	no		
Biblioteca				no		
UNIPASS					chiuso	
Padova	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
Deliberazioni Giunta Comunale (62)			si	no	aperto	
Deliberazioni Consiglio Comunale (10)			si	no	aperto	
Determinazioni Dirigenziali (450)			si	no	aperto	
Ordinanze Dirigenziali (24)			si	no	aperto	
Edilizia - Urbanistica (4)			si	no	aperto	
Stato Civile - Anagrafe (13)			si	no	aperto	
Avvisi del Comune (17)			si	no	aperto	
Oggetti Smarriti (1)			si	no	aperto	
Avvisi di altri Enti (5)			si	no	aperto	
Consiglio Comunale (1)			si	no	aperto	
Deliberazioni dei quartieri			no	no	aperto	
Regolamenti comunali e statuto			si	no	aperto	
Prenotazione biglietti per Cappella degli Scrovegni			no	si	aperto	
Mappa della città			no	no	aperto	
Piano degli interventi (Pi)			si	no	aperto	
Archivio Pratiche edilizie			no	si	aperto	
Prenotazione appuntamenti con gli uffici comunali			no	si	aperto	
Recapito a domicilio dei documenti catastali			si	no	aperto	
Certificato di destinazione urbanistica			si	no	aperto	
Servizi catastali per immobili					chiuso	
Sue - Sportello unico edilizia	no				chiuso	209829
Certificati anagrafici (richiesta a pagamento)					chiuso	
Modulistica (cartacea)			si	no	aperto	
Portale istanze online					chiuso	
Calcolo Imu e Tasi online			no	si	aperto	
Catologo del sistema bibliotecario di Ateneo (comprende anche il catalogo del sistem			no	si	aperto	
Catologo della biblioteca del museo Bottacin			no	si	aperto	
Vivipadova - prenotazione itinerari didattici			no	si	aperto	
Impara il Museo - prenotazione itinerari didattici			no	si	aperto	
Verifica versamenti buoni pasto					chiuso	
Piano dei lavori pubblici			no	si	aperto	
Inserimento contenuti nella sezione "Notizie dalle associazioni"			si	no	aperto	
Ponte San Nicolò	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
SUAP			no	si	aperto	
IMU - TASI calcolo "fai da te"		no	no	si	aperto	13543
IMU - TASI calcolo per utenti registrati			no	si	chiuso	
San Bonifacio	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
Inserimento pagamento spontaneo			no	si		
SIT - Sistema Informativo Territoriale		no	no	si	aperto	21258
Servizio Visualizzazione fotogrammi targhe per sanzioni della ZTL			no	si		
Sportello telematico			no		chiuso	
Porto Viro	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
Calcolo IMU			no	si	aperto	
Calcolo TASI		no	no	si	aperto	14405
Rete degli URP			no	si	aperto	
Servizi al Cittadino			no		chiuso	
Portobuffolè	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
Sportello SUAP - SUE			no		chiuso	
Costi dei servizi a domanda individuale		no	si	no	aperto	755
Liste di attesa			si	no	aperto	

Pederobba	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
dichiarazione_sostitutiva_dell_atto_notorieta			si	no		
dichiarazioni-sostitutive-di-certificazioni			si	no		
residenza (Size 83.42 KB)			si	no		
dichiarazioni-sostitutive-di-atto-di-notorieta (Size 260.23 KB)			si	no		
stato-di-famiglia (Size 84.18 KB)			si	no		
dichiarazione-di-autentica-copia (Size 351.8 KB)			si	no		
modulo richiesta di prestito beni del demanio comunale 2016 (Size 76.26 KB)			si	no		
dichiarazione sostitutiva dell (Size 157.65 KB)			si	no		
assenza-di-condanne-penali (Size 170.44 KB)			si	no		
dichiarazioni-sostitutive-di-certificazioni (Size 205.86 KB)			si	no		
dichiarazioni sostitutive di certificazioni (Size 275.56 KB)			si	no		
decesso (Size 83.39 KB)		no	si	no	aperto	7403
esami-sostenuti (Size 83.15 KB)			si	no		
nascita-del-figlio (Size 83.26 KB)			si	no		
esistenza-in-vita (Size 83.25 KB)			si	no		
cittadinanza (Size 83.44 KB)			si	no		
godimento-dei-diritti-civili-e-politici (Size 83.17 KB)			si	no		
titolo-di-studio (Size 83.22 KB)			si	no		
nascita (Size 83.17 KB)			si	no		
richiesta_palestre_2017 (Size 91.45 KB)			si	no		
richiesta palestre 2017 (Size 91.45 KB)			si	no		
modulo locali 2017 (Size 92.22 KB)			si	no		
accesso agli atti (Size 77.99 KB)			si	no		
Modulistica unificata edilizia			si	no		
Unico per l'impresa					chiuso	
Portogruaro	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
Servizio Pago PA			no	si		
Fatturazione Elettronica			no	si	aperto	
Segnalazioni On-Line			no	si		
Calcolo IMU On-Line			no	si		
Pratiche edilizie GPEWeb					chiuso	
Albo Pretorio			si	si		
Pubblicazioni di matrimonio			no	si		
Gare d'appalto			si	si		
Concorsi Pubblici - Bandi di Concorso			si	si		
Delibereazioni, determine, ordinanze comunali			si	si		
Sistema Informativo Territoriale		no	no	si		25116
RICHIESTA PERMESSO DI TRANSITO PER RESIDENTI DOMICILIATI IN ZONE Z.T.L.			si	si	aperto	
COMUNICAZIONE PREGRESSO TRANSITO IN ZONE Z.T.L.			si	si		
AUTOCERTIFICAZIONE ASSISTITA			si	si		
CAMBIO DI INDIRIZZO ALL'INTERNO DEL COMUNE			si	si		
RICHIESTA ISCRIZIONE ASILO NIDO			si	si		
RICHIESTA RELAZIONE SOCIALE PER INSTALLAZIONE MONTASCALE			si	si		
RICHIESTA TELESOCORSO E TELECONTROLLO			si	si		
DISATTIVAZIONE TELESOCORSO E TELECONTROLLO			si	si		
RICHIESTA EROGAZIONE ASSEGNO MATERNITA'			si	si		
RICHIESTA EROGAZIONE ASSEGNO NUCLEO FAMILIARE CON ALMENO TRE FIGLI MIN			si	si		
Possagno	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
Unipass			no	si	chiuso	
Carta dei servizi e standard di qualità			no	no		
Costi contabilizzati			no	no		
Class action			no	no		
Servizi in rete			no	no		
iscrizione albo presidenti di seggio			no	no		
iscrizione albo scrutatori di seggio			no	no		
certificato elettorale			no	no		
voto elettronico a distanza			no	no		
certificato godimento diritti politici			no	no		
denuncia di residenza con provenienza dall'estero			no	no		
rilascio permesso soggiorno per extracomunitari			no	no		
ricongiungimento nucleo familiare			no	no		
informazioni turistiche stranieri			no	no		
stato di famiglia			no	no		
richiesta cambio cognome			no	no		
rilascio carta identità			no	no		
stato libero			no	no		
copia integrale di registro stato civile			no	no		
stato civile			no	no		
certificato esistenza in vita			no	no		
dichiarazione sostitutiva atti notori (espress.con			no	no		
certificato residenza		no	no	no	aperto	2160
informazioni servizi civici			no	no		
moduli autocertificazioni precompilati			no	no		
certificato cittadinanza			no	no		
registrazione atti notori (espress.volontà)			no	no		
autenticazione di firma			no	no		
copie conformi all'originale			no	no		
autenticazione di fotografie			no	no		
Riese Pio X	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
Carta dei servizi e standard di qualità			no	no		
Costi contabilizzati			no	no		
Class action			no	no	aperto	
Liste di attesa		no	no	no		11012
PagoPA			no	si		
Unico per l'impresa			no	no	chiuso	
UNIPASS			no	no	chiuso	

Preganziol	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
Carta dei servizi e standard di qualità			no	no		
Costi contabilizzati			no	no	aperto	
Class action			no	no		
Liste di attesa			no	no		
Autocertificazione On Line			no	si	chiuso	
Pratiche edilizie			no	no		
01_Domanda rilascio permesso di costruire - modello unificato			si	no		
02_SCIA alternativa al PDC - modello unificato e semplificato			si	no		
03_SCIA - modello unificato e semplificato			si	no		
04_Comunicazione Inizio Lavori Asseverata CILA - modello unificato e semplificato			si	no		
05_Comunicazione di Inizio dei Lavori CIL - modello unificato e semplificato			si	no		
06_Denuncia di inizio lavori PDC			si	no		
07_Comunicazione fine lavori			si	no		
08_Soggetti coinvolti			si	no		
09_Ulteriori intestatari aventi titolo			si	no		
1_Procedimenti e modelli per la gestione delle attività attraverso il portale te			si	no		
10_Atto d'obbligo piani interrati art 17 NTO			si	no		
11_atto d'obbligo mantenimento residenza anagrafica LR 32/2013 (piano casa)			si	no		
12_dichiarazione imposta di bollo			si	no		
13_procura speciale per presentazione pratiche telematiche			si	no		
14_Dichiarazione impianti solari fotovoltaici			si	no		
15_Modello regionale impianto fotovoltaico			si	no		
16_Dichiarazione conformità opere a fini energetici D. Lgs. 192_2005			si	no		
17_Dichiarazione conformità del progetto ai lavori in quota			si	no		
19_Segnalazione certificata di agibilità			si	no		
2_Modelli per la gestione delle attività da parte di associazioni, comitati, par			si	no		
20_Apertura/modifica accesso carraio			si	no		
21_Regolarizzazione passo carraio preesistente			si	no		
22_Domanda accesso ai documenti amministrativi			si	no		
23_Diritti di Segreteria - dal 01.01.2016			si	no		
Refrontolo	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
UNIPASS			no		chiuso	
Servizi anagrafici on-line			no		chiuso	
Servizi elettorali on-line			no		chiuso	
Per le imprese			no		chiuso	
Cambio di residenza in tempo reale			si	no	aperto	
PEC del Comune			no	no	aperto	
Pubblcazioni di matrimonio	no		no	no	aperto	1739
Ricerca posizione defunti			no	no	aperto	
Calcolo IUC / IMU / TARI / TASI			no	si	aperto	
Fatturazione elettronica			no	no	aperto	
Media Library on-line			no		chiuso	
Risultati Elettorali			no	no	aperto	
Rivoli Veronese	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
Calcola l'IMU on line			no	si	aperto	
PagoPA			no	si	chiuso	
Carta dei servizi e standard di qualità			no	no		
Costi contabilizzati	no		no	no	aperto	2182
Class action			no	no		
Liste di attesa			no	no		
Roverchiara	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
S.U.A.P.			no	si	chiuso	
Modulistica Online			no	no		
Albo Pretorio			no	no		
Albo Pretorio on-line dal 20-01-2015			no	no		
Pubblcazioni matrimonio dal 20-01-2015	no		no	no	aperto	2750
Atti amministrativi			no	no		
Istituzioni on line			no	no		
Segnalazioni			no	no		
San Fior	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
Consultazione interattiva del Sistema Informativo Territoriale Comunale			no	si	chiuso	
Newsletter			no	si		
Sportello Unico delle Attività Produttive			no	si		
IUC WEB			no	si		
Servizi a domanda individuale a consuntivo			si	no		
WiFi Gratuito - Veneto Free WiFi			no	si		
Richiesta residenza			si	no		
Documentazione per residenza (Comunitari)			si	no		
Documentazione per residenza (Extra comunitari)			si	no		
Autocertificazione cittadinanza			si	no		
Autocertificazione residenza, stato famiglia, nascita			si	no		
Autocertificazione residenza e famiglia			si	no		
Autocertificazione stato famiglia			si	no		
Autocertificazione residenza			si	no		
Dichiarazione dimora abituale			si	no		
Dichiarazione sostitutiva atto di notorietà a pubblica amministrazione	no		si	no	aperto	6962
Dichiarazione sostitutiva atto di notorietà eredi per banche			si	no		
Dichiarazione sostitutiva autentica documenti privati			si	no		
Dichiarazione sostitutiva di certificazione			si	no		
Richiesta raccolta firma			si	no		
Richiesta verifica esistenza in vita			si	no		
Dichiarazione stato famiglia originario			si	no		
Autocertificazione storico di residenza			si	no		
Autocertificazione storico di residenza senza cambi indirizzo			si	no		
Richiesta iscrizione albo scrutatori			si	no		
Richiesta iscrizioni albo presidenti di seggio			si	no		
Richiesta allacciamento lampada votiva			si	no		
adesione al servizio di trasporto scolastico			si	no		

San Martino di Venezze	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI	
Newsletter			no	si	aperto	3920	
Servizio Segnalazioni			no	si			
PagoPA		no	no	si			
Documenti Contabili					chiuso		
Modulo anagrafica							
San Michele al Tagliamento	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI	
Albo Pretorio online			si	si	aperto	11888	
Calcolo on-line dell'IMU 2017			no	si			
Sportello telematico SUAP		no	no	no			
Casella PEC con servizio Protocollo informatico			no	si			
Pratiche Edilizie Online					chiuso		
Modulo Online dell'Imposta di Soggiorno							
Sant'Ambrogio di Valpolicella	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI	
Segnala			no	si	aperto	11758	
Carta dei servizi e standard di qualità			no	no			
Costi contabilizzati			no	no			
Tempi medi di erogazione dei servizi			no	no			
Servizi in rete			no	no			
Class action		no	no	no			
Piano Regolatore Generale			si	no			
Suap - Sportello unico per le attività produttive			no	si			
Consultazione dati dell'anagrafe dei cittadini on line							chiuso
Calcolo IMU			no	si			aperto
Calcolo TASI			no	si			
Schio	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI	
Appuntamenti per CITTADINI					chiuso	39219	
Appuntamenti per PROGETTISTI							
Servizi di calcolo e gestione IMU-TASI					aperto	39219	
Invio segnalazioni e suggerimenti							
Mense scolastiche		si					
Sportello Unico per le Attività Produttive			no	si			
Calcolo canone locazione agevolato			no	si			
Newsletter			no	si			
Moduli Meteo e Webcam			no	si			
Sedico	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI	
Certificato di Nascita			no	si	aperto	10063	
Certificato di Residenza			no	si			
Certificato di Nucleo Familiare		si	no	si			
PagoPA			no	si	chiuso		
Modulo Servizi A Domanda Individuale							
Villa Estense	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI	
S.i.t. - Sistema informativo territoriale			no	si	chiuso	2211	
Calcolo online IUC IMU TASI			no	si			
Suap - Sportello unico per le attività produttive			no	si	aperto		
dichiarazione_di_residenza_documentazione_per_cittadini_di_stati_appartenenti_alla_unione_europea		no	si	no			
dichiarazione_di_residenza_documentazione_necessaria_per_cittadini_di_stati_non_appartenenti_alla_unione_europea			si	no			
dichiarazione_di_cancellazione_per_trasferimento_all_estero.doc			si	no			
Modulo_residenza_2014.doc			si	no			
Villanova di Camposampiero	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI	
Sistema Informativo Territoriale (SIT)			no	si	chiuso	6121	
Calcolo online IUC IMU TASI			no	si			
Veneto Free Wifi			no	si	aperto		
Carta dei servizi e standard di qualità		no	si	no			
Costi contabilizzati			si	no			
Class action			si	no			
Modulo di attesa			si	no			
Zevio	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI	
Segnalazione guasti illuminazione pubblica			no	si	aperto	15018	
Interrogazione Anagrafe					chiuso		
Posizione Contributiva (pagamenti on-line)							
Domande Online					aperto		
Autocertificazioni Anagrafe		no					
Calcolo IMU Lite			no	si			
Calcolo IMU - TASI (autenticato)					chiuso		
Dichiarazione Tari					aperto		
Modulo Segnalazioni IMU			no	si			

Figure 42: excel worksheet created and used for analysis

As we can see, there are 31 municipalities that have this kind of system access and all these require the citizen an identification through login and password for the part closed. In numerical terms, the percentage is 10,76% of the total of 288 Veneto municipalities. Usually the systems are always open for the main services mentioned

above: therefore "MyPagoPa" and "S.U.A.P.". The services, most of the time, closed are: SIT (territorial information system), Unipass and all those services related to personal data.

Curious is the case of the municipalities of Molveno, Schio, Sedico and Montecchio Precalcino. These municipalities use the "MyPortal" platform but have some online services with closed access system. In these particular cases, the closed system services are: "Iscrizione Albo Presidenti di Seggio", "Iscrizione Albo Scrutatori", "RICHIESTA CONTRASSEGNO PARCHEGGIO", "Appuntamenti per CITTADINI", "Appuntamenti per PROGETTISTI", "Servizi di calcolo e gestione IMU-TASI", "Invio segnalazioni e suggerimenti". We can therefore conclude that the "MyPortal" platform does not always guarantee free access to the citizen interested in using the online services.

Even in this case, the size of municipality is not an indicator of the quality of online services provided.

System with various kind of problems

The last particular cases that will be analyzed, will be 4 municipalities with distinct problems.

Montecchia di Crosara	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
Servizi online non presenti		no	no	no		4347
Pincara	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
SEZIONE IN ALLESTIMENTO		no				1139
Ponzano Veneto	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
servizi online sospesi		no				12714
Quinto Vicentino	DESCRIZIONE	UTILIZZO PIATTAFORMA MY PORTAL	SERVIZI ONLINE DOWNLOAD MODULO	ISTANZA COMPLETA ONLINE	APERTO/CHIUSO	RESIDENTI
Anagrafe Online		no	pagina web non funzionante		aperto	5817

Figure 43: excel worksheet created and used for analysis

Montecchia di Crosara does not provide no online services. Pincara has the website under construction. Ponzato Veneto has suspended online services. Quinto Vicentino has only one online service ("Anagrafe online") but the web page does not work.

This analysis is useful to understand how, due to these problems, it was not possible to analyze the totality of the Veneto municipalities.

CHAPTER 6: RESEARCH CONCLUSION RESULTS

In this paper, different issues related to e-governance and services were discussed and elaborated with the aim of identifying online services provided by the websites of the Veneto municipalities.

The first part of the thesis has exhaustively explained the theme of the standardization of services with particular regard to e-government. A focus was then made on the Italian situation with reference, also to the directives on the matter, issued by the European Union.

In the central part of the thesis the issue of the application has been treated defining it and explaining the differences with the procedures.

A chapter was subsequently dedicated to the explanation of the working method used for the analysis. The presentation of the results, then, took place through the explanation of the tables deriving from the excel file used.

The analysis led to the identification of three main online services that the Veneto municipalities provide to the citizen. Therefore, an in-depth study was carried out in order to better understand what they are and what they offer "MyPagoPA", "SUAP" and "IMU calculation". The part dealing with the critical points and the particular cases encountered during the analysis is also interesting.

In this concluding chapter, it is useful to summarize the results obtained for the various fields under analysis. The way, in which this will be done, will be the use of graphs; the latter will be explained and commented.

First chart:” Nomenclature online services equal to AGID”

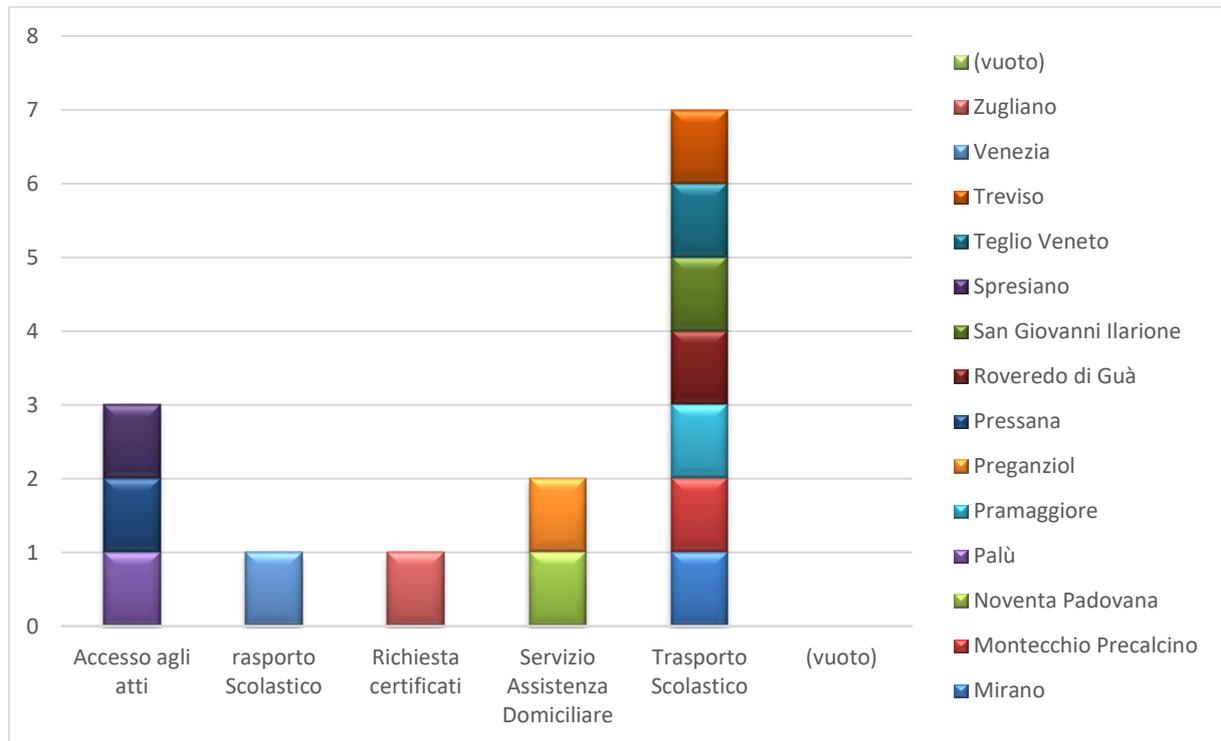


Figure 44: chart calculated in the excel worksheet created and used for analysis. Nomenclature online services equal to AGID.

This graph indicates all those services offered by the Veneto municipalities that have the same name as the directives provided by AGID. There were 5907 online services offered by the municipalities, of which only 14 follow the nomenclature indicated by AGID: only 0.23%. This is the main critical aspect found with this work: the municipalities don't follow the directives from AGID.

Second chart Using “My Portal” platform

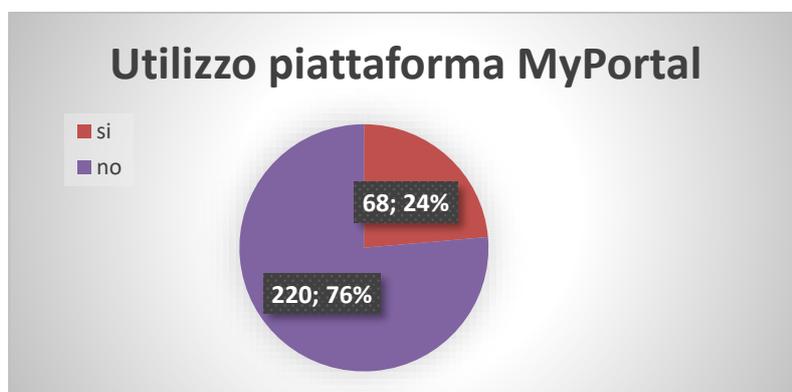


Figura 45: chart calculated in the excel worksheet created and used for analysis. Using “My Portal” platform.

This graph indicates the number and percentage of Veneto municipalities using the "MyPortal" platform on their website. It has been noted that, usually, these municipalities offer more online services than others, but it is very important to underline that these online services are mostly modules and regulations. The municipalities, in fact, indicate the latter as online services but allow the download of the form, so do not follow the definition explained above.

Third chart: "Complete application online (instance)"

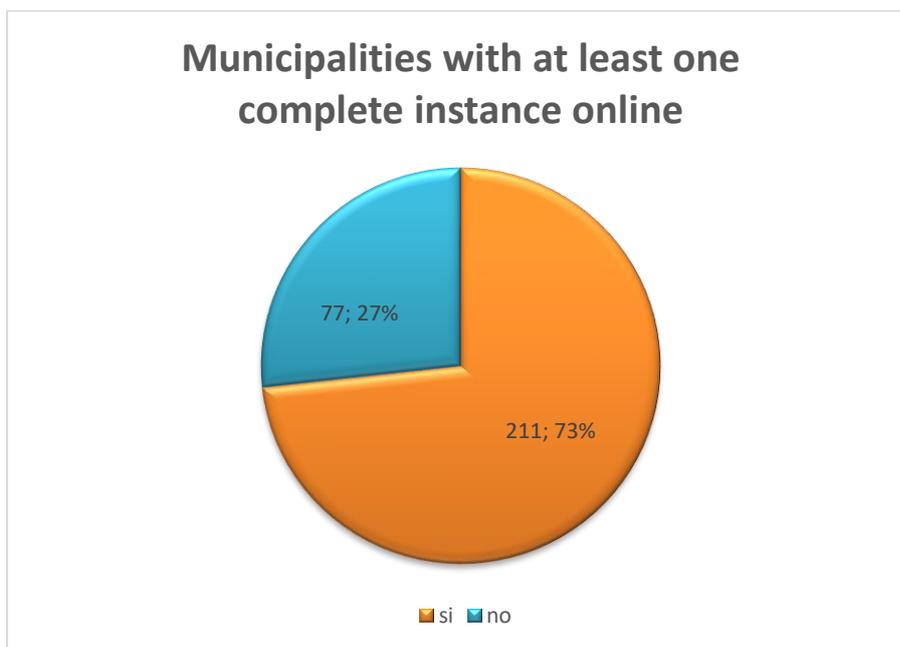


Figure 46: chart calculated in the excel worksheet created and used for analysis. Municipalities with at least one complete instance online.

The municipalities with at least one complete online instance are 211 of 288 analyzed: 73.26%. Most (nearly 75%) of these services are the three major online services that have been processed (MyPagoPA, SUAP, IMU Calculation online).

This percentage is very high, but it deceives: many municipalities also indicate as online services, services that do not respect the definition dealt with in chapter 5. Many municipalities have, in fact, one or two online services (most often those mentioned above): this is the average.

A controversial issue is the "Newsletter", where it is possible to register and complete the online procedure: this is considered by all the municipalities an online service even if it is not an instance or proceeding. In this thesis, we followed the line of the municipalities has always considered the "newsletter" as an online service.

Fourth chart: "Online services more present"

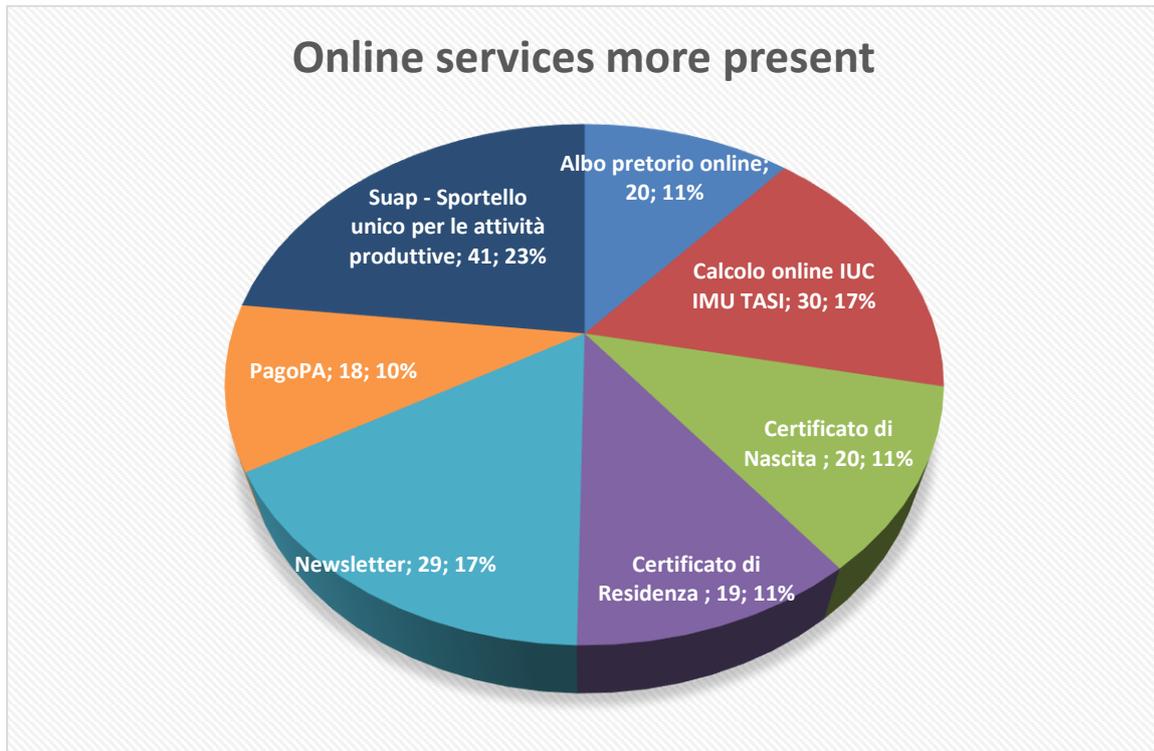


Figure 47: chart calculated in the excel worksheet created and used for analysis. Online services more present.

In this graph are shown, in percentage, the services most encountered during the analysis of the Veneto municipalities. As we can see, there are the three main ones (MyPay, SUAP and IMU calculation).

The "newsletter" and "albo pretorio" are also present: the latter service provides only a telematic consultation of municipal documents. It is considered by the Veneto municipalities as an online service. It is important to note that many municipalities also use two different certifications and guarantee completion of the certificate online: they are "certificate di residenza" and "certificate di nascita" (widely used by citizens).

"Differences in terms of nomenclature of the three main online services offered."

With the next three charts I'll underline the problem concerning the nomenclature of the three most common services.

Analyzing the second most common service (SUAP), there are also differences in the nomenclature in this case. The name most used in 41% of cases is "SUAP - Sportello Unico Attività Produttive" followed by " Sportello Unico Attività Produttive ".

Seventh chart: **“MyPagoPA”**

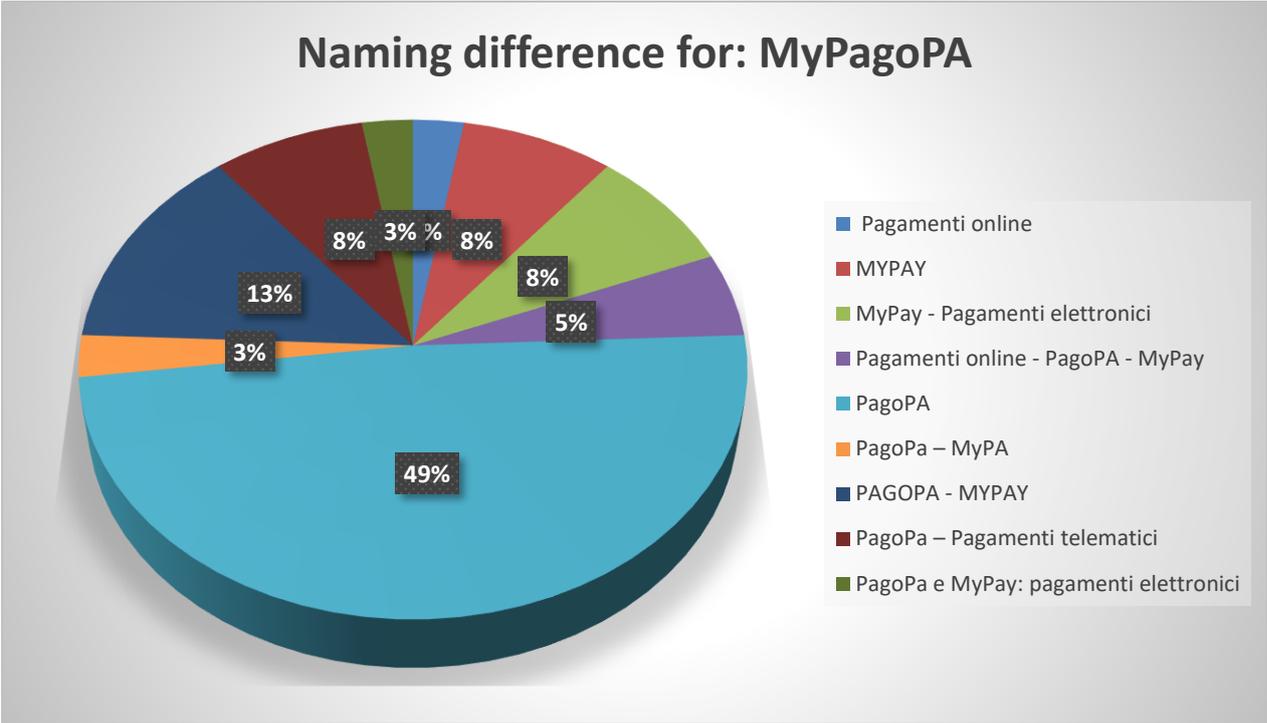


Figure 50: chart calculated in the excel worksheet created and used for analysis. Naming difference for: MyPagoPA.

Also in this case, in "MyPagoPA" the differences can be identified. In 49% of the cases, the service is called "PagoPA", in 13% "PAGOPA - MYPAY" The other percentages indicate the different naming of this service.

There is no doubt that these differences in names and the lack of standardization lead to confusion on the website in the search for a service. As we can see, one of the future challenges of AGID will be the standardization of the nomenclature of all the services provided by the Veneto municipalities.

Eighth chart: positive cases

In the last graph I would like to highlight the positive cases encountered during my analysis.

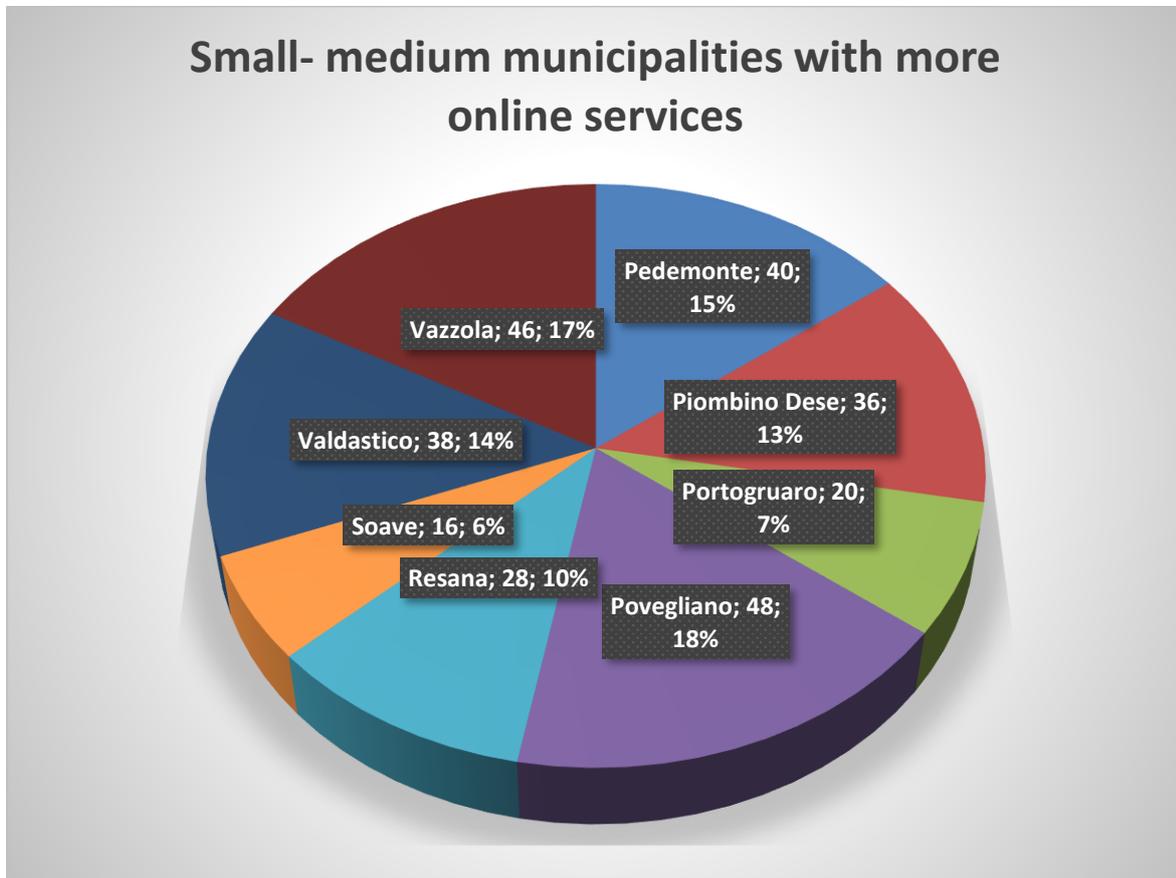


Figure 51: chart calculated in the excel worksheet created and used for analysis. Positive cases.

The medium-small municipalities, in my opinion, interesting for this theme are: Vazzola, Valdastico, Soave, Resana, Povegliano, Portogruaro, Piombino Dese and Pedemonte. I have identified these cities by looking at the number of online services provided. Povegliano (5211 ab) and Pedemonte (751 ab) have respectively 48 and 40 complete online services. This number is very high even in relation to the amount of resident population.

All these eight realities are very efficient, in terms of providing online services.

In conclusion, I summarize the main points analyzed, the problems highlighted with relative considerations.

The Veneto municipalities do not follow the guidelines of AGID regarding the nomenclature of online services provided. AGID's challenge will be to standardize the nomenclature of online services within the websites of the Veneto municipalities.

Only 24% of municipalities use MyPortal: it will be useful to standardize this aspect, before standardizing the nomenclature of services. This difference with the normal standard leads to a difficult identification by the citizen of a service.

It is necessary that municipalities, in the future, increase the provision of online services for citizens.

The differences in the names and the lack of standardization lead to confusion on the website in the search for a service.

The information on the websites is, in most cases, too general: this leads to a confusion in the provision of services. Many municipalities have too many downloadable modules: this leads to a difficulty on the part of the citizen regarding the download of the correct form.

Another conclusion in this analysis is that the quality of the online service provided does not depend on the size of the municipality.

E-government is an innovative theme and Italian municipalities are still behind it. In the coming years, it will be useful to define the guidelines that Italian and Veneto municipalities will have to follow. The key thing is that the guidelines are consistent with the current situation.

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