



INSTANT PAPER **NRRP**

A great opportunity to accelerate
and build Italy's future, together.



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01

Context

The National Recovery and Resilience Plan (NRRP) represents a fundamental development opportunity for Italy to bring about changes that will benefit society as a whole, redefining the contours of the country's economic, social, and cultural fabric. **Technology represents the great enabling factor of this transformation**, as demonstrated by the phase of strong digital acceleration brought about by the pandemic.

Italy was one of the most affected country by the pandemic and consequently **it will primarily benefit from the European resources of the "Recovery Fund"** through

NRRP. Making intelligent use of European resources is a challenge that must be overcome in order to digitalise, undergo an energy transition, and create a modern ecosystem that is sustainable and open to innovation and continuous evolution.

Technology has always made it possible to improve the way we work and live. The **digital revolution today requires us to rethink our world** not only in terms of efficiency but also sustainability. The innovation triggered by new enabling technologies makes it possible to meet the new needs of business, but above all to re-imagine it from scratch. The future is fast approaching and we have new tools to shape it.

Thanks to **our business skills in the core processes of the "Italian System" and on traditional and innovative**

technologies, we at Engineering, as leading digital transformation company in Italy, want to play an enabling role for the NRRP.

Indeed, the **NRRP represents a powerful accelerator for our mission**: for more than 40 years we have been working towards the evolution and growth of the country, supporting the digital transformation of companies and public administrations.

Engineering Group therefore intends to contribute to the implementation of the NRRP with **ideas and projects for the Italy of the future**, providing skills, technological solutions and digital infrastructures for the realisation of the Plan, with a view to **strengthening the positive effects of the digital transformation underway throughout the country's systems**.

The background of the slide is a photograph of Earth taken from space, showing the curvature of the planet and a dense field of stars in the blackness of space. A large, semi-transparent grey number '02' is positioned on the left side of the image. Overlaid on this number and the space background is the text 'NRRP YEAR ONE' in a white, sans-serif font.

NRRP YEAR ONE

What is happening?



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The NRRP was designed to combat the consequences of the Covid crisis.

The pandemic vividly demonstrated how digitalisation can make almost any business model more efficient and resilient. **Getting these funds to where they are most needed** is perhaps the greatest challenge that all countries are currently facing.

Italy, which has so far proven to be one of the most serious and reliable states on this issue, **is aiming to meet the targets**

agreed with the European Union in order to release further tranches of funding.

In the first semester of 2022, Italy successfully archived the first 45 targets and is now aiming at the remaining 55 for the second semester.

The execution of the projects is central to the success of the NRRP and depends on a number of key factors: skills, simplification, and synergies between the stakeholders involved.

The background of the slide is a photograph of a modern building with a facade of vertical slats. The building has the 'eng' logo on its upper right side. A large, semi-transparent purple circle with the number '1' inside is positioned on the left side of the image. The text 'ENGINEERING & NRRP' is in white, uppercase letters, and 'Why choose us?' is in white, bold, lowercase letters.

ENGINEERING & NRRP **Why choose us?**

For more than 40 years Engineering has supported the evolution of Italian institutions and companies, making tangible the benefits generated by new technologies.

Our ongoing focus on innovation and the digitalisation of work and institutions, as well as on the ecological transition, did not start with the NRRP but has deep roots that reach back in time and all across our country.

Today, the **NRRP can be an enormous accelerator and funder** for those ideas and projects that Engineering has always proposed and implemented together with its clients.

It is precisely because of our **proven experience in business transformation that we can position ourselves as a strategic partner to help companies**

and public administrations to fully benefit from the NRRP, design the Italy of the future, and amplify the positive effects of digital transformation on citizens, industry, and services.

The validity of our contribution is also underlined by our experience in **managing and ensuring the best use of public investment funds**, as demonstrated by our track record.

To date, we have:

- completed **500 innovation projects investing €40 million each year thanks to our Research & Innovation Department**, which has always worked on projects financed by national and European funds with the aim of developing expertise and prototypes on frontier technologies, turning these projects into tangible results for the community. We are among the leading

players in research and innovation at an international level: we are in the top 10 among private players at a European level, and first in Italy, in terms of acquiring funds under the European Union's Horizon 2020 framework programme.

- we also support the **Administrations with public-private partnership** initiatives (PPP) for smart and eco-sustainable development projects (infrastructures, cultural and tourist attractiveness, mobility, economic and social development).

In this historical phase, timing is crucial: we at Engineering **can accelerate the process of adoption, design and implementation of the NPRR** because the proposition we have developed in recent years anticipates, and today fits well with, the vision of the NRRP.

In our [White Paper Digital Ecosystems & Composable Solutions](#) we described how today, especially after the experience of Covid-19, it is necessary to adopt an **ecosystem approach** that allows us to respond to the complex and often changing needs of different stakeholders in an agile, complete, and holistic way thanks to composable solutions.

In this paper, we intend to describe **how our approach allows us to achieve these objectives within the framework of the NRRP** and how we are committed to developing and offering companies and administrations technological solutions capable of bringing together the country's needs in terms of development and competitiveness, while simultaneously respecting the **values of social, economic, and environmental sustainability**.

Q4

What is our approach?

The implementation of the actions in support of the NRRP requires **strong coordination between all the parties involved**: those responsible for governance, institutions, public administration (including regions and municipalities), up to the private actors involved in the implementation of the planned actions. This coordination is a decisive factor in a step change towards a [New Normal](#), allowing the potential offered by digitalisation and new skills to be fully exploited according to a truly integrated, ecosystem approach.

Our vision was designed on the need to build new digital ecosystems and create modular solutions with existing and emerging assets and technologies, designing them around key business needs as quickly as possible.

Engineering has always sought to improve the world in which we live and work through the use of cutting-edge technologies.

The NRRP accelerates and supports what has always been our mission: to be the main partner for the transformation of the country, from companies to institutions.



The vision of the world according to an ecosystem approach, presented back in 2021 in our [White Paper Digital Ecosystems & Composable Solutions](#), is consistent with the 6 missions of the NPRR. This not only strengthens our vision, but also enables us to propose a distinctive value proposition to support the grounding of the NPRR as we enable companies and institutions to go **beyond their own boundaries, to seek new connections and collaborations, beyond the silos of vertical markets.**

We can do this by maximising the potential of the resources we have, evolving them and enabling new ones to be competitive and rethinking business models.

Here at Engineering, we are able to achieve these objectives because we have been working for more than 40 years to enhance and evolve **the “core” processes of all the most important sectors**, from public administration to industry, from the energy market to the financial market.


This has allowed us to consolidate a distinctive wealth of skills in the IT market, with which we combine our ability to continuously explore and experiment with all technological innovations.

Now more than ever, at a time when the silos of different markets are **breaking down** and **players** need to start operating beyond their traditional boundaries to remain competitive, our wealth of knowledge becomes a **strategic** asset.

The ability to access this knowledge quickly and apply it strategically plays a role that can prove crucial at this stage.

No one will identify the needs and aspirations of Italian institutions and enterprises better than us, enabling their technological evolution. What follows is a brief description of our vision of ecosystems **with a mapping of the main missions and components of the NPRR that are affected.**

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Create
Integrate
Compose
Evolve

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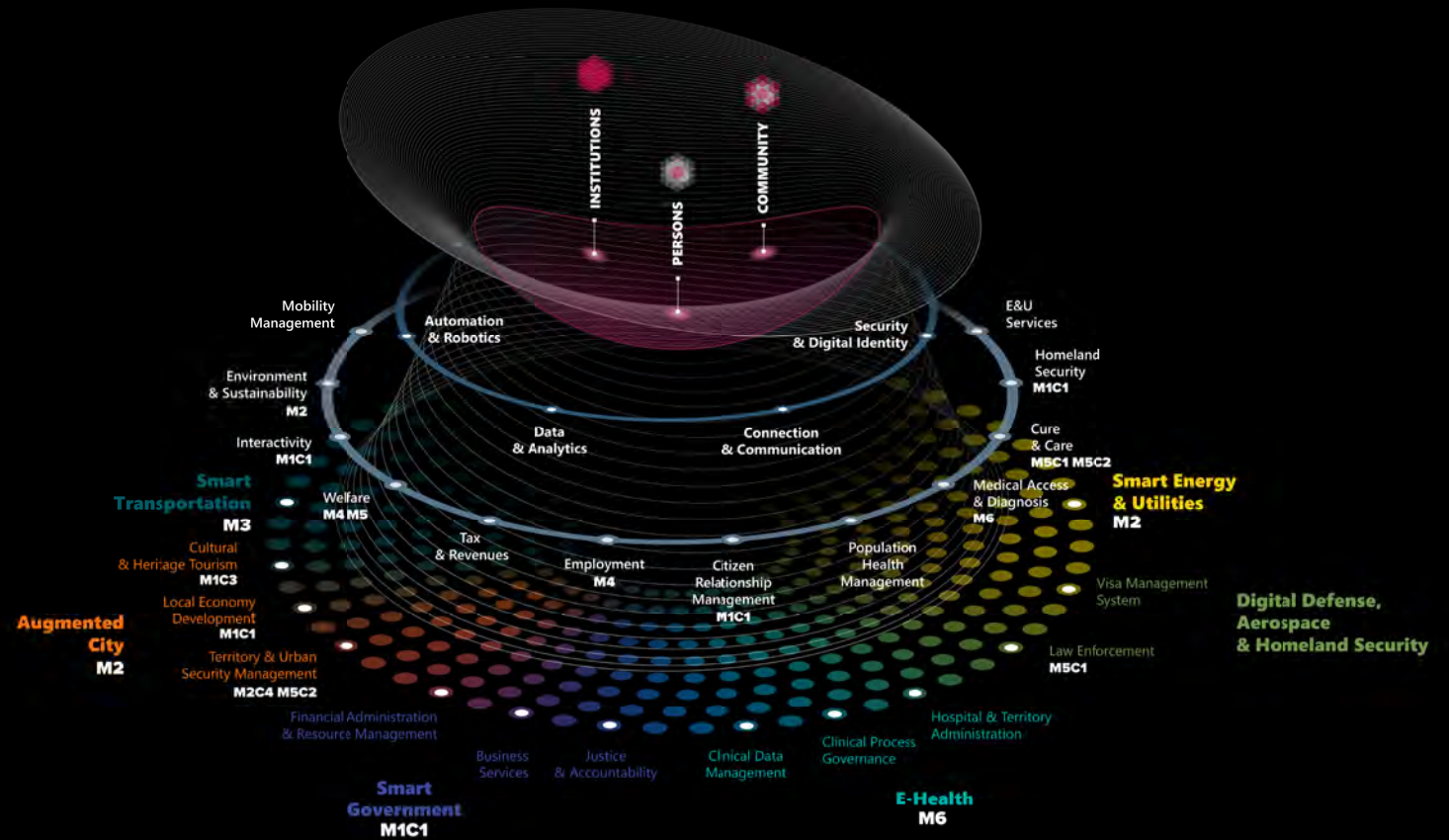


What is our approach?



ECOSYSTEM

Digital Citizenship





Our mission has always been to improve the way we live, work and interact through technology. The knowledge of how a bank, a factory, a hospital or a municipality operate, combined with the possibilities of new technologies, allow us realise our vision. This approach is entirely aligned with the goals for the future of the country that guide the measures of the NRRP, which shares the mission of improving the world.

Which missions can the NRRP respond to?

Missione 1

"Digitalisation, innovation, competitiveness and culture"

Missione 2

"Green Revolution and Ecological Transition"

Missione 3

"Infrastructure for Sustainable Mobility"

Missione 4

"Education and Research"

Missione 5

"Inclusion and Cohesion"

Missione 6

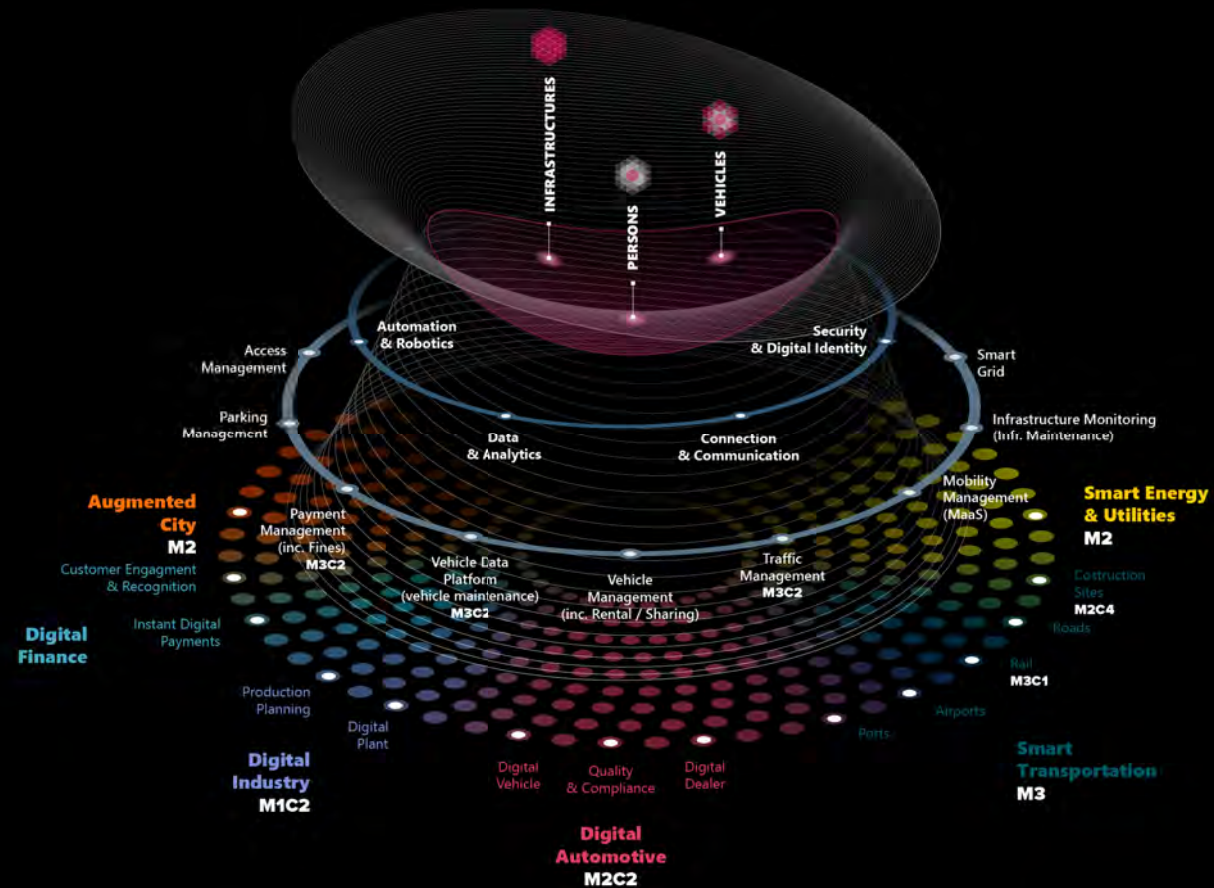
"Health"

Our Purpose

La nostra Mission è sempre stata quella di migliorare, tramite la tecnologia, il modo in cui viviamo, lavoriamo ed interagiamo. La conoscenza di come opera una banca, una fabbrica, un ospedale o un comune, unito alle possibilità legate alle nuove tecnologie sono ciò che usiamo per realizzare la nostra visione. Questo approccio è del tutto coerente con gli obiettivi e con la visione per il futuro del Paese che orientano le misure del PNRR: migliorare il mondo è anche la missione del PNRR.



ECOSYSTEM Mobility



The Mobility digital ecosystem is built around three main stakeholders: the people who need to move, the vehicles they use to move, and the infrastructure through which they move. This ecosystem covers all aspects of mobility from access to the city, to parking and payments, through real mobility management, regardless of the type of vehicle used (private or public), even including infrastructure management and the related energy network.

Which missions can the NRRP respond to?

Missione 1

"Digitalisation, innovation, competitiveness and culture"

Missione 2

"Green Revolution and Ecological Transition"

Missione 3

"Infrastructure for Sustainable Mobility"

Missione 4

"Education and Research"

Missione 5

"Inclusion and Cohesion"

Missione 6

"Health"

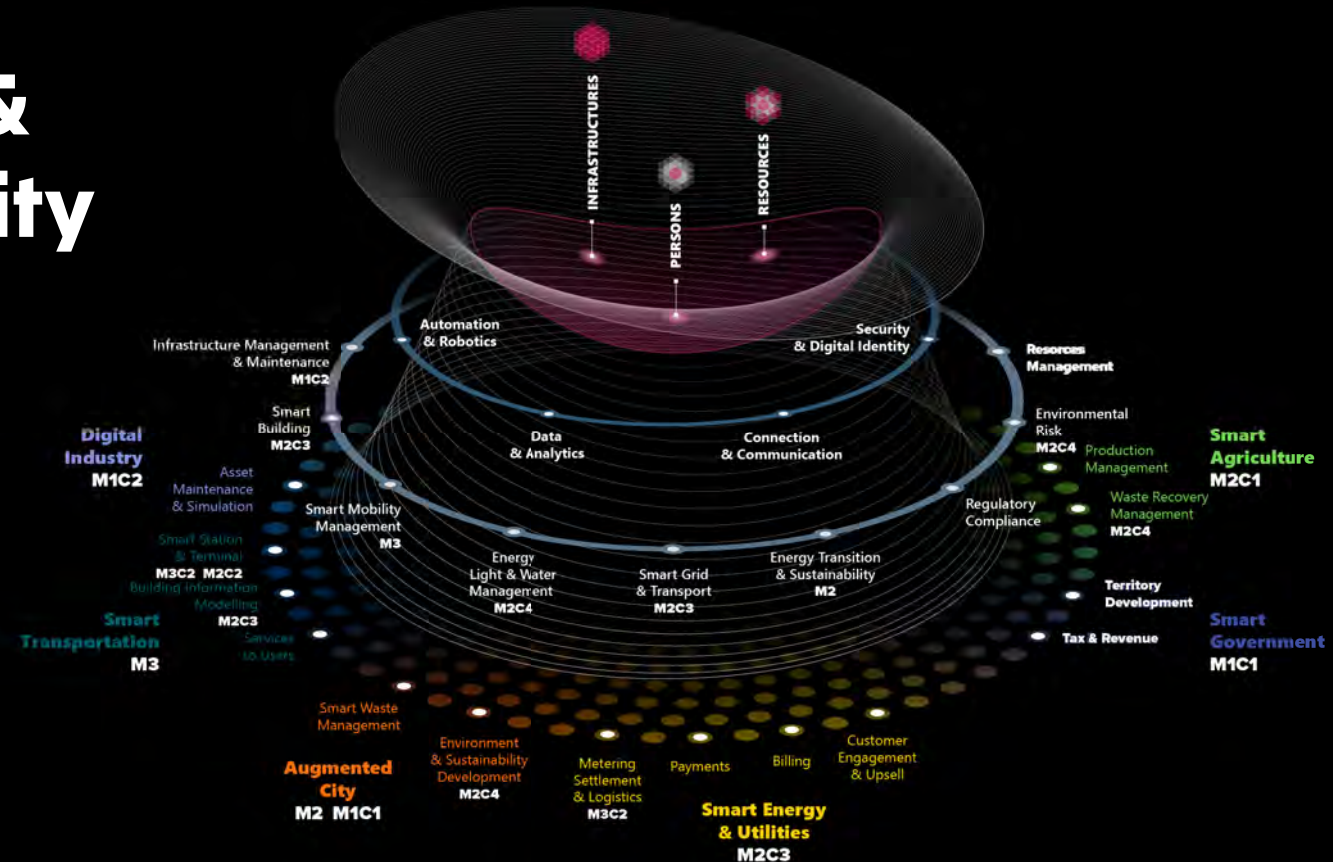
Our Purpose

Making mobility more sustainable is one of the great challenges of our times. Combining the need to move with the need to reduce pollution necessitates a rethinking of mobility as a concept. Technology and data can enable us to rethink the paradigm, making it safer and greener. We want to facilitate the change from private mobility (one's own car) to a platform of 'mobility as a service', integrated and with the traveller at the centre, exploiting all available options and with predictive maintenance that takes care of vehicles and infrastructure.



ECOSYSTEM

Energy Resources & Sustainability





The Energy Resources & Sustainability digital ecosystem focuses on resource management and how sustainability is changing our approach to the use of resources globally. This change is reflected in the way we manage infrastructure, buildings, lighting, smart mobility, agricultural fields, and the supply chain used to transport resources.

Which missions can the NRRP respond to?

Missione 1

"Digitalisation, innovation, competitiveness and culture"

Missione 2

"Green Revolution and Ecological Transition"

Missione 3

"Infrastructure for Sustainable Mobility"

Missione 4

"Education and Research"

Missione 5

"Inclusion and Cohesion"

Missione 6

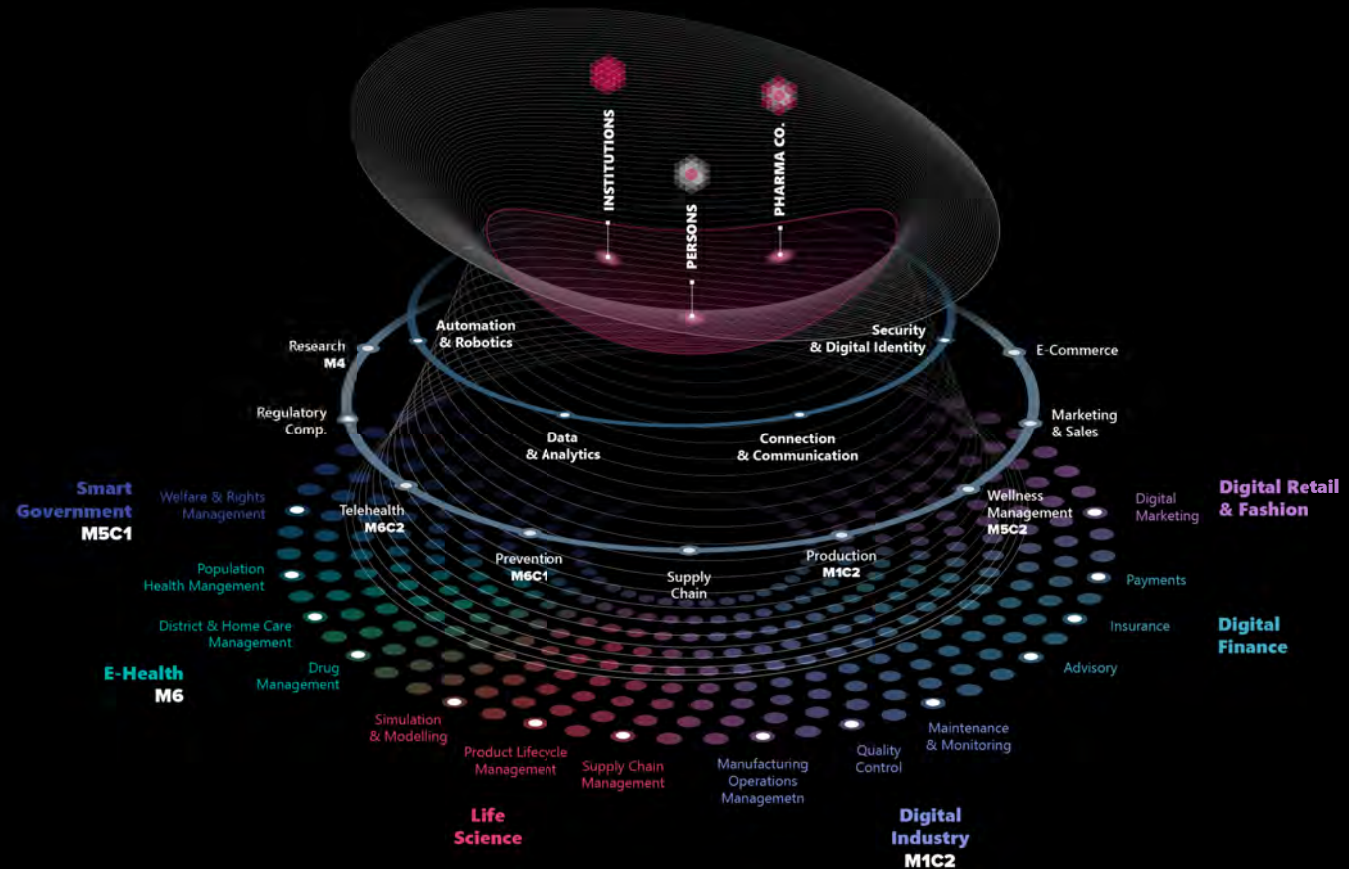
"Health"

Our Purpose

Sustainable resource management is a challenge that will change the face of the planet itself. We need to rethink the model used so far, from energy production to distribution. Many of our smart building and resource efficiency projects are only possible thanks to a more ethical approach. We want to improve what we use and how we use it to improve our economies and our interaction with the environment.



ECOSYSTEM Wellbeing



The digital Wellbeing ecosystem covers the entire spectrum of what is related to human wellbeing and health, from governmental regulatory activities to the actual production of pharmaceuticals, to the distribution and sale through the entire supply chain of wellbeing and healthcare products. This ecosystem involves public and private players, that respond to the health demand of the population.

Which missions can the NRRP respond to?

Missione 1

"Digitalisation, innovation, competitiveness and culture"

Missione 2

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Missione 3

"Infrastructure for Sustainable Mobility"

Missione 4

"Education and Research"

Missione 5

"Inclusion and Cohesion"

Missione 6

"Health"

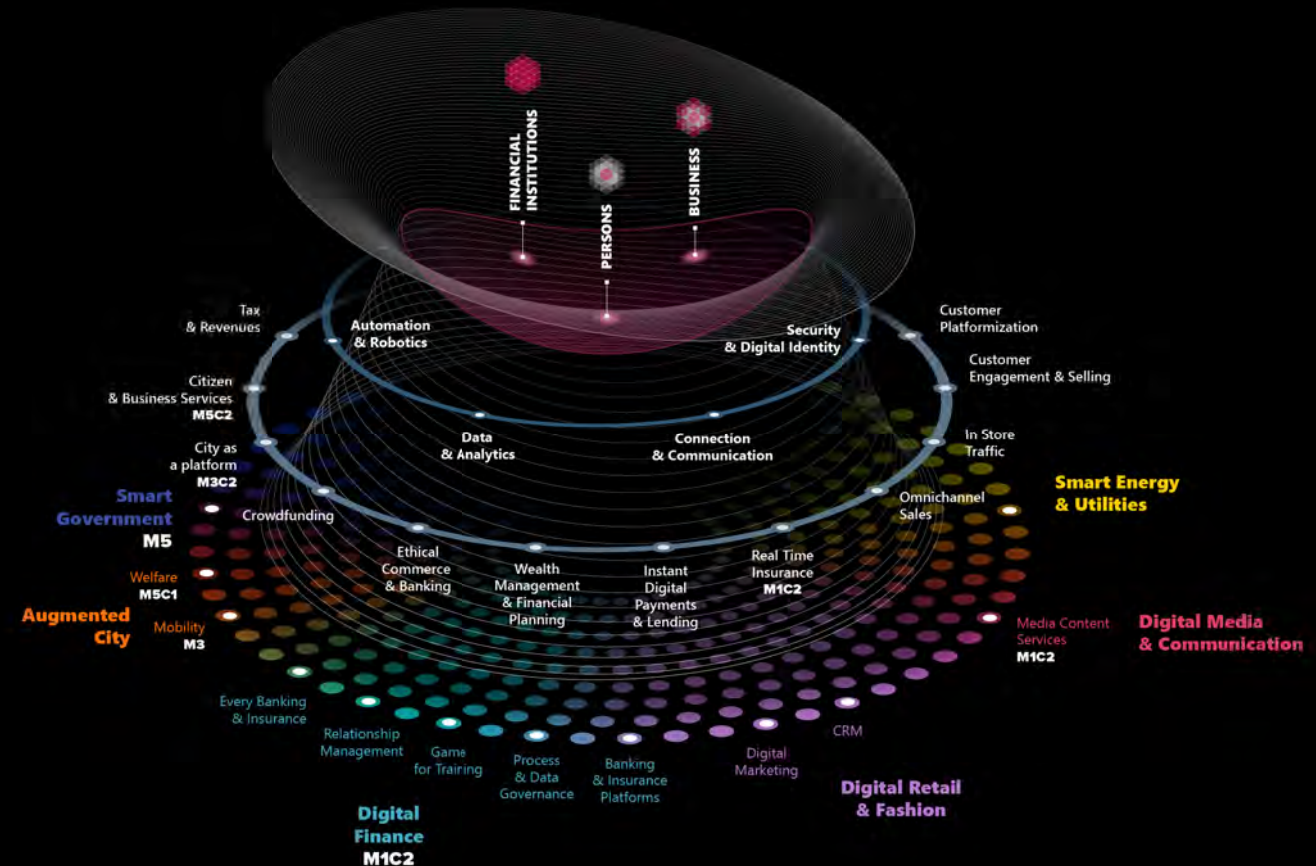
Our Purpose

One of the main lessons learnt from the Covid-19 crisis is that it is increasingly crucial to anticipate peaks in demand for medical facilities. This is possible by working on two main areas: monitoring to improve the health status of citizens and maximising remote interventions. The private and public markets will come together to play key roles in wellness and prevention. Increasing the quality of both will increase the sustainability of the use of healthcare resources. New technologies will play a key role in reshaping these worlds and contributing to human well-being.

Prevention is and will be the key to managing a growing and ageing population. Improving lifestyles, remote care and the ability to manage peaks in health demand will require healthcare to work closely with pharmaceutical companies: we want to foster this synergy to meet the need for a new and better way of taking care of oneself.



ECOSYSTEM Wealth & Commerce





The Wealth & Commerce digital ecosystem covers the entire cycle of financial asset management, from money to wealth, and includes financial institutions (public and private), the more personal aspects of investing, saving (along with financial and decision-making training) and business aspects of how wealth is regulated, administered, preserved, invested, and spent.

Which missions can the NRRP respond to?

Missione 1

"Digitalisation, innovation, competitiveness and culture"

Missione 2

"Green Revolution and Ecological Transition"

Missione 3

"Infrastructure for Sustainable Mobility"

Missione 4

"Education and Research"

Missione 5

"Inclusion and Cohesion"

Missione 6

"Health"

Our Purpose

The world of banking and financial institutions is changing quickly, and new scenarios related to digital values and digital value exchange are opening up. We believe that this world will maintain two clear positions: the role of a trustworthy interlocutor with regard to the management of value (money) and the ability to be a driving force behind supply chains and ecosystems linked to the territory and/or financial institutions. Being historical custodians of relationships of trust and being able to invest in supply chains that evolve and grow will become the points upon which the future of financial organisations is built.

M1**“Digitalisation, innovation, competitiveness and culture”**

€40,29 billion, consists of three components:

- **M1C1** Digitalisation, innovation and security in public administration
- **M1C2** Digitalisation, innovation and competitiveness of the productive system
- **M1C3** Tourism and Culture 4.0

M2**“Green Revolution and Ecological Transition”**

€59,46 billion, consists of four components:

- **M2C1** Circular economy and sustainable agriculture
- **M2C2** Renewable energy, hydrogen, grid and sustainable mobility
- **M2C3** Energy efficiency and rehabilitation of buildings
- **M2C4** Protection of land and water resources

M3**“Infrastructure for Sustainable Mobility”**

€25,40 billion, consists of two components:

- **M3C1** Investments in the railway network
- **M3C2** Integrated intermodality and logistics

MISS

M4

“Education and Research”

€30,88 billion, consists of two components:

- **M4C1** Strengthening the supply of education services: from nurseries to universities
- **M4C2** From research to enterprise

M5

“Inclusion and Cohesion”

€19,81 billion, consists of three components:

- **M5C1** Labour policies
- **M5C2** Social infrastructure, families, communities and the third sector
- **M5C3** Special interventions for territorial cohesion

M6

“Health”

€15,63 billion, consists of two components:

- **M6C1** Neighbourhood networks, facilities and telemedicine for territorial health care
- **M6C2** Innovation, research and digitisation of the National Health Service



ReThink The Future with Us!

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In order to make tangible our value proposition, which embraces all the missions of the NRRP, we are following a structured approach with the aim of sharing the main initiatives in which we are involved in the NRRP at different levels of the organisation.

We are carrying out a set of **co-design activities with our stakeholders**, starting from the design of new propositions to be pursued through the NRRP to their full implementation, thanks to our expertise in both business and technology.

In this context, within the group we have initiated an **idea crowdsourcing process** to collect the most innovative ideas to be developed through the NRRP: to date, more than 1,200 people have already proposed more than 150 high-potential contributions. For over 40 years, we at Engineering have been supporting our stakeholders in

finding, managing and evolving their digital transformation strategies. Thanks to NRRP opportunities, today we can:

- **build innovative digital transformation projects together with clients (both public and private)**, within the ecosystems in which they operate, helping them to benefit from the opportunities of the NRRP;
- **manage the complexity of process and data governance** to support the public administration machine that must govern the grounding of the NRRP;
- **encourage synergy between the public and private sectors**, supporting the procurement of the necessary resources for transformation projects thanks to our competence centres specialising in European and national public funds.

Focus On Public-Private Partnership: opportunities and strategic management?

The question of the partnership is a fundamental principle for the use of EU funds (as stated in the European Code of Conduct on partnership), and should not merely be viewed as a formal step in the various phases of plan and programme definition. If it succeeds in engaging private stakeholders in a process of financial participation in investments, as hoped for in the European guideline, this can represent a multiplier tool for resources.

This is why we at Engineering are at the forefront in promoting the Public and Private Partnership by fostering synergy between the two worlds: in the last four years we have launched **150 hypotheses of PPP initiatives**, of which **about 50 have become real projects and have been presented to authorities**. These projects cover different areas, including mobility, energy efficiency and collection.





By grounding our business and technology expertise, we strive to help our stakeholders achieve their goals of:

PRIORITIES		ACTIONS
1	Protect Productivity	Allow Work from Anywhere
2	Increase Resources Availability	Automation of Tasks
3	Manage Complexity	Simulation & Decision Making
4	Protect Business	Manage Cyber Threats
5	Grow Business	Increase Digital & Online Capabilities
6	Digitally Present	Virtualize Physical Spaces & Activities
7	Explore and Evolve	Change & Adapt the Way We Work


To this end, we have developed our value proposition on the NRRP by **verticalising it on each market area**, to show what we can do to redesign a new world with our customers:

ReThink the Future with Us!

Appendices

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A hand is shown in the foreground, reaching out towards the right. The background is a sunset or sunrise over a body of water, with a large, semi-transparent '06' in the upper left corner. The entire image has a purple/magenta color overlay.

06

APPENDIX

What is the NRRP?

The National Plan for Recovery and Resilience presents a vision from a **“three-dimensional” perspective**:

- It looks to the **present**, to repair the economic and social damage caused by the pandemic, alongside new challenging factors linked to international circumstances: inflation, the energy crisis, difficulties in the supply of raw materials and the disruption of value chains.
- It looks to the **medium to long term**, to address certain weaknesses stemming from a legacy of failed past reforms that have exacerbated territorial gaps, gender inequalities, weak productivity growth and low investment in human and physical capital.
- It looks to the **future**, to accompany the green and digital transition under the banner of sustainability and social and territorial cohesion.

What are the funds allocated by the NRRP?

To achieve these ambitious goals, the resources allocated to Italy by the EU amount to **€191.5 billion**: €68.9 billion in non-reimbursable grants and up to €122.6 billion in the form of loans. These resources are supplemented by those made available by the government through the Complementary Fund, worth €30.6 billion, and those from the REACT EU instrument, amounting to €14.4 billion. The latter fund, which supplements the 2014-2020 structural fund allocations and must be spent by 31 December 2023, was activated to immediately address the damage caused by the pandemic in 2021 and 2022.

All NRRP interventions are to be implemented by 2026.

Italy, having met the targets set until the first half of 2022, has already accrued access to the first two tranches of payments, each of €21 billion, in addition to the 13% down payment received in 2021. The peak of projects and investments will be reached in the central years of the plan, around 2023, because it is mandatory to commit the resources by the end of the year. Italy is in a phase of profound change. The digitisation process started late in Italy

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and the NRRP is a huge opportunity to close the gap with other countries. However, this tool is not the only one available to the country. In addition to the NRRP, additional resources have been allocated that extend beyond 2026:

- **€50 billion** (Budget Law 2021) plus **€23 billion** (Budget Law 2022) from the Fund for Development and Cohesion 2021-2027, which is to be used in line with the sectoral investment and reform policies envisaged in the NRRP and the structural funds according to a principle of complementarity and additionality of resources. An additional EUR 26 billion has been earmarked for the implementation of specific infrastructure works.
- **€75.3 billion** (including national co-financing) available for the implementation of the new Partnership Agreement on Structural and Investment Funds 2021-2027, signed with the European Commission on 15 July.

A large portion of the funds is earmarked for digital if we consider that, in addition to the €50 billion of Mission 1, we must add

the resources to be used in all the other Missions that entail digital innovation, an enabling element of the interventions and one of the strategic axes transversal to all the investments of the NRRP.

“This is a unique investment potential, which represents an opportunity but also a challenge”

This is a unique investment potential, which represents a challenge if we consider the “rules of the game” for access to resources, characterised by ambitious objectives and very tight implementation timeframes, on which the administrative capacity of the subjects in charge of implementation and the effective involvement of stakeholders play a decisive role.

191,5

Billion €

**Next Generation EU o
Recovery Fund**

From the EU to Italy, of which €68.9 billion in grants and €122.6 billion in loans.

Duration: 2021 - 2027

30,6

Billion €

**National Plan for
Complementary
Investments (PNC)**

Allocated by the Government.

Duration: 2021 - 2026

50

Billion €

**Funds directly allocated
for Digitization**

NRRP's Mission 1, to which are added the resources indirectly allocated to projects of other missions where digital innovation interventions are necessary.

Duration: 2021 - 2027

14,4

Billion €

REACT EU

European Regional Development Fund and the European Social Fund for the period 2014-2020

Duration: 2021 - 2022

73

Billion €

**Development and
Cohesion Fund**

Of which €50 billion in the 2021 budget law, €23 billion in the 2022 budget law.

Duration: 2021 - 2027

75,3

Billion €

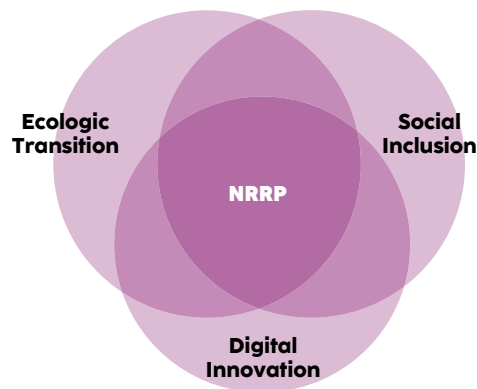
**New Partnership
Agreement on structural
funds**

New Partnership Agreement on the 2021-2027 structural funds signed with the European Commission.

Duration: 2021 - 2027

How is the NRRP articulated?

The strategy underpinning the National Plan for Recovery and Resilience (NRRP) is developed along **3 strategic axes**:

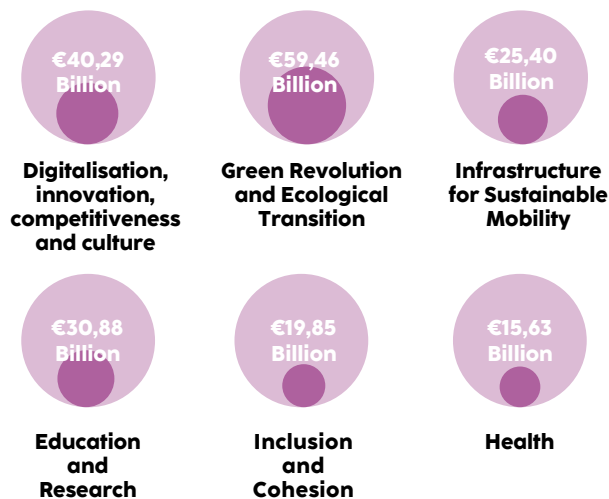


It is based on **3 transversal priorities**:

- equitable territorial distribution of resources and interventions;
- gender equality;

- investment in new generations to guarantee access to childcare services, improve the education system and reverse the country's declining birth rate.

The challenges of the NRRP are addressed [through 6 missions divided into 16 components](#):



As stipulated in the EU guidelines of the 2019 and 2020 recommendations for Italy, **three types of reform are envisaged as enabling conditions for the entire strategy**:

- **Horizontal reforms**, transversal to all the Plan's missions, consisting of structural innovations in the legal system that can improve equity, efficiency and competitiveness and, with them, the country's economic climate;
- **Enabling reforms**, to guarantee the implementation of the Plan and remove any administrative, regulatory and procedural obstacles that condition economic activities and the quality of services provided;
- **Sectoral reforms**, contained within individual missions, relating to specific areas of intervention or economic activities, to streamline sectoral regulatory and procedural regimes.

What Governance is in place for the NRRP?

The National Plan also outlines arrangements for **overseeing** the implementation and **impacts** of the NRRP on growth, job creation and economic, social and institutional resilience.

The “scheme” of responsibilities and functions assigns the MEF the role of ‘National Reference Centre’ for collecting and sending monitoring data on the implementation of the Plan. It also assigns relevant administrations (by policy or territorial scope) direct responsibility for implementation (e.g. Ministries).

The titular administrations are then flanked by so-called “implementing subjects” (public and private entities), with the task of actually implementing the interventions.

To complete the governance, a technical-political governance structure (“**control centre**”) has also been set up at the Presidency of the Council of Ministers, in which the Ministers responsible for the subject matter, as well as representatives of the regions, provinces and municipalities, participate according to the issues addressed. The control centre guarantees supervision, impetus and direction for the overall effectiveness of the Plan.

NRRP, NGEU & RECOVERY FUND

After lengthy negotiations, the **Multianual Financial Framework (MFF) for the years 2021-2027**, worth EUR 1,074.3 billion, was approved by the European Parliament on 16 December 2020 (and the following day by the European Council).

This has been reinforced by the **Next Generation EU (NGEU)**, a one-off, temporary, emergency instrument that will reinforce the EU budget with new funding to be used by 2026, allowing the European Commission to borrow up to 750 billion on the capital markets on behalf of the EU, to be used exclusively to address the consequences of the pandemic.

The most substantial instrument in the package is the Recovery and Resilience Facility (RRF), also known as the “Recovery Fund”, because it will provide unprecedented support equal to EUR 672.5 billion in loans and grants.

70% of these resources are to be committed by 2022, the remaining 30% by 2023:

The objective of the Recovery Fund is to provide large-scale financial support for reforms and investments undertaken by member states, with the twin aims of mitigating the effects of the pandemic on the social and economic environment and making EU economies more sustainable, resilient and prepared for the challenges inherent in the green and digital transitions. The two underlying principles of the European strategy for recovery and growth are:

- **the European Green Deal**, whereby the EU commits to achieving climate neutrality by 2050 through a cost-efficient, fair and socially balanced transformation of society and the economy
- **a wider dissemination and adoption of digital technologies**, which can make Europe a world leader.

In order to access the **Recovery and Resilience Facility**, member states have drawn up plans that envisage reforms and investments for the next five years, to be implemented by 2026.

Specifically, the Commission has stipulated that the national plans must meet the following targets:

- **at least 37%** of climate-related expenditure in the areas of energy, transport, decarbonisation of industry, circular economy, water management and biodiversity (consistent with the National Climate Plan);
- **at least 20%** of digitisation-related spending, with reforms and investments that improve connectivity, develop digital skills at all levels (especially in PA), facilitate the development of cutting-edge digital capabilities (AI & Artificial Intelligence, Cybersecurity, Cloud infrastructure and services, Blockchain).





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