

# ***Innovate ICT Governance to Manage Change in Public Administration and Small and Medium Companies (SMEs) and to Create Value for Citizens and Companies***

*We need best practices and adequate competence profiles*

## **M. Gentili**

### **Guidelines for the quality of ICT supplies**

The guidelines have the scope to manage the innovation and reduce the possible ambiguities in ICT quality, in order to:

- strengthen the public strategies of ICT outsourcing and support the change management in Public Administrations;
- Obtain the required quality from ICT providers through the creation of a quality concept pragmatically and concretely usable;
- Create value and give quality to the citizens and companies, which must be considered as customers by the administration.

To follow this scope, the guidelines suggest a pragmatic approach to the theme of quality by concrete and easy to implement indications concerning the operational management of the customer-supplier relationship, for the whole lifecycle of the ICT supply acquisition.

The quality, therefore, is closely related, in an unified and integrated vision, to the ICT governance which the Administration has to apply and to its wide and intersected afferent themes.

Public administration must be able to manage its technological requirement, building up good logic relations between its institutional mission, the organisational structure, the production processes and the opportunities provided by the ICT market. Without the instruments to interpret and drive its technological choices, the Public Administration cannot fully manage its own growth. There is a very direct relation, both operational and conceptual, between technological innovation and quality; both the elements in fact concern the economic, productive and organisational dimensions of the Public Administration and its ability to be up-to-date on the global market. The relation with the ICT supplier is central in construction of the value for the PA, both on the level of the internal processes and organisation and on the level of the service supply to citizens and companies.

Quality is the main attribute of the value construction in the whole customer-supplier chain, which could be represented as a unique flow of processes decomposable in single specific activities to be managed with quality. The central position of the Public Administration allows it to play at the same time both the rules of the customer and of the supplier: customer of an outsourcer of ICT goods and services and provider for its final customers. The quality of the relationship with the ICT provider is directly reflected on the quality of the goods and services that the Public Administration provides to its customers.

The PA managing technological choices works on the relation with the ICT provider and, coherently, rationalises the production and distribution processes, improves the efficiency, optimises the costs: Briefly, it maintains the lever of growth. The management of the relationship between PA and ICT provider - intended as the PA ability to use the technology for its own growth - is the main part of the governance, the system of organisation and competence of the PA on the ICT caused by the fact of being at the centre of the quality process.

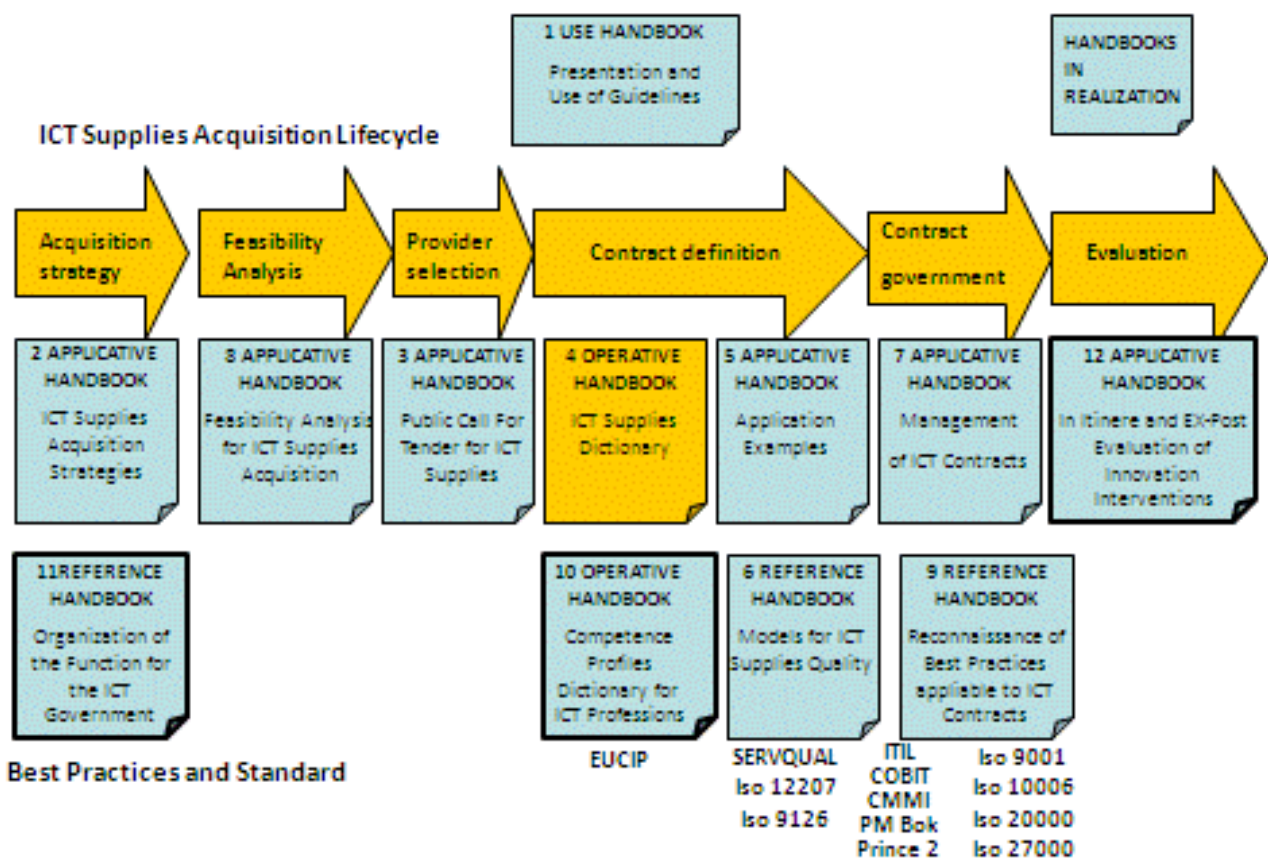
The ICT supply acquisition lifecycle starts in the same moment in which the PA feels the exigency, contextualized in predefined institutional strategies and defined in an appropriate project. It ends with the introduction of the ICT supply in the PA, following the modalities defined in the contract

stipulated between the PA and the selected provider. To start an ICT acquisition without having the adequate awareness of its complexity, strengthened by the definition of a project, put the investment into risk of generating less earnings and more costs.

It follows that the ICT furniture is a moment of analysis and definition of the PA strategies and that the ICT provider is the one who carries, in this strategy, the ICT necessary know-how. The ICT supplies acquisition lifecycle is structured in phases: each one needs activities opportunely coordinated, with specific results (intermediate and final) to be verified and validated during the work.

The guidelines have been developed over time, now they are a conspicuous patrimony of definitions, information, orientations and methodologies that can be used in the redaction of feasibility studies, contracts, service levels, offer documentation. At the moment they are 12 handbooks (3 in progress) organised in coherence with the ICT supplies acquisition lifecycle as indicated in the hereunder scheme.

Within the CNIPA home page ([www.cnipa.gov.it](http://www.cnipa.gov.it)) there is a section dedicated to the guidelines (downloadable free of charge), which can be reached through the Menu “Qualità delle forniture ICT” (ICT supplies quality) of the section “attività” (activities) on the left of the home page.



## Marco Gentili Profile

Born in 1958, academic degree in Physics (La Sapienza University, 1982), Master in R&D Management (SDA Bocconi 1990) and Quality Management (EOQ, 1996). From 1983 to 1986 in Datamat as office automation systems designer and software engineering expert. From 1986 to 1997 in AED Group, from 1991 responsible manager: R&D, Education, Quality Assurance, Marketing. Has managed projects in the sectors Finance, Industry, Government also at International level (Eureka, Esprit, Investment World Bank). From 1997 until today in CNIPA (before known as AIPA) as responsible manager for the area “Quality methodologies for the organisational innovation “. Expert of ICT governance & management, ideator, creator and curator of the “Guidelines for the quality of the properties and of the ICT services for the definition and the government of the contracts in the Public Administration”. Member of the managing boards of the associations AICA, AICQ, CDTI, PMI, honorary member of ISIPM and itsMF.

## CNIPA Presentation

CNIPA (National Centre for Informatics in the Public Administration) works beside the Ministry Council Presidency in order to apply the politics defined, for the Government, by the Minister of the Public Administration and of the Innovation. The mission is to contribute to the creation of value for the citizens and for the companies by the innovative use of Informatics and ICT in the Public Administration.

In this context, the action modalities of CNIPA are:

- The activity of **consulting and proposition** of strategies and punctual actions towards politicians, Public Administrations and operators of the sector;
- The emission of **technical norms** at secondary level, like guidelines and technical guides, issued both by CNIPA or by Administrations (supported by CNIPA).
- The **evaluation** - ex ante (evaluation of the coherence with the national innovation strategies of the Government), in itinere (during the realization of the programmed projects) and ex-post (evaluation of the results) - of the ICT activities of the central Public Administration, both at a strategic level on the multi-year information systems development plans, and at level of the single interventions which are submitted by law to the technical and economical congruency agreement (mandatory but not binding) of CNIPA.
- The definition and management (at commitment level and with particular reference to functional requirements) of **demonstrative** highly innovative impact **projects**, , for the ICT use in Central Public Administration, Regions and Local Institutions.

For these reasons CNIPA is a knowledge generator; a knowledge shared with all the interested stakeholders: Central Administrations, Regions, Local Institutions, the market represented by ICT vendors or by associations referring to Confindustria and Confcommercio as well as the numerous associations which guard the different aspects of the ICT and of its governance:

- ICT best practices & standard,
- management consulting,
- business process management,
- software engineering
- customer satisfaction
- project management,
- monitoring & control,
- quality management,
- services level agreement,

This knowledge to be effective has to be spread between all the typologies of administration, on all the national territory. An important part of the knowledge codified by CNIPA and available to all the Administrations is formed by the “*Linee guida sulla qualità dei beni e dei servizi ICT per la definizione ed il governo dei contratti della pubblica amministrazione*” (Guidelines for the quality of the properties and of the ICT services for the definition and the government of the contracts in the Public Administration).

# ICT Supplies Acquisition Lifecycle

