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A survey-based Impact Evaluation of NRRP
on Italian municipalities
— Policy brief A—

Evaluating the Italian NRRP at the Municipal Level: Implementation, Participation and Local Impact

Barbara Ermini Fabio Fiorillo Francesca Mariani Elvina Mercaj
Maria Cristina Recchioni Luca Salvati Raffaella Santolini Clio Ciaschini
Silvia Mattiozzi

Finanziato dall'Unione europea NextGenerationEU | Ministero dell'Università e della Ricerca | Italiadomani Piano Nazionale di Ripresa e Resilienza | Università Politecnica delle Marche | Sapienza Università di Roma

Introduction

This policy brief presents and discusses, from a policy perspective, selected empirical evidence emerging from the project "NRRP Survey – A Survey-based Impact Evaluation of NRRP on Italian Municipalities."

The project investigates municipal participation in and implementation of Italy's National Recovery and Resilience Plan (NRRP), assessing its spatial distribution and its impact on territorial development, the modernisation of local public administration, and citizens' well-being. Particular attention is devoted to spatial and territorial distribution of funded measures and on the structural factors shaping local performance.

The analysis combines administrative data on NRRP projects with original survey evidence collected from Italian municipalities. The administrative dataset provides detailed project-level information on financial allocations and mission–component classification, while the survey collects qualitative and quantitative information on expected changes (2021–2026) across key policy areas under both funded and counterfactual no-funding scenarios, enabling the construction of municipality-level perceived impact measures.

This integrated approach combines objective allocation data with counterfactual-based survey evidence, enabling a systematic assessment of whether NRRP resources align with local needs and of the institutional and socio-economic determinants shaping municipalities' participation and implementation capacity.

This policy brief is addressed to policy-makers, public administrators, national and European institutions, and stakeholders involved in the design and evaluation of territorial development policies. Its objective is to contribute to the debate on strengthening local administrative capacity and enhancing the territorial effectiveness of large-scale public investment programmes.

The views and opinions expressed are solely those of the authors and do not necessarily reflect those of the European Union or the European Commission. Neither the European Union nor the European Commission can be held responsible for them.

1 The NRRP, Municipal Implementation and the Research Project

The Italian National Recovery and Resilience Plan (NRRP) represents the largest public investment programme in recent national history. With a total allocation of €194.4 billion—the largest among all EU Member States—the Plan spans seven Missions and addresses structural objectives including digital transition, green transformation, infrastructure, education, health, inclusion, and administrative reform (see Table 1).

The NRRP is not a sectoral intervention. Rather, it constitutes a systemic reform-and-investment framework aimed at strengthening economic and social resilience, reducing territorial inequalities, modernising public administration, and improving citizens' quality of life. Given its scale and breadth, the key policy question is not only how much has been allocated, but whether the Plan is producing measurable territorial transformation.

From this perspective, implementation dynamics become central. Municipalities are among the main implementing actors of the NRRP. As of 14 October 2025, 306,346 projects have been activated nationwide, corresponding to €162.8 billion in total financing. Among these, 64,881 projects (21.2%) are implemented by municipalities, accounting for €24.9 billion (15.3%) of total financing (IFEL, 2026).

Municipalities were eligible to participate in four NRRP Missions (M1, M2, M4 and M5). Figure 1 reports the percentage distribution of municipal projects and the corresponding share of total municipal financing by Mission. The evidence reveals that the distribution of projects does not fully mirror the distribution of financial resources. Mission 1

Table 1: NRRP Budget Allocation and Financial Progress by Mission

Mission	**Total Budget (€ bn) (a)**	**Total Budget (%)**	**Declared Expenditure (€ bn) (b)**	**Financial Progress (%) (b/a)**
M1 – Digitalisation, Innovation, Competitiveness and Culture	41.4	21.30	21.3	51.40
M2 – Green Revolution and Ecological Transition	55.5	28.60	21.6	39.00
M3 – Infrastructure for Sustainable Mobility	23.7	12.20	9.6	40.30
M4 – Education and Research	30.0	15.40	13.1	43.50
M5 – Inclusion and Cohesion	16.9	8.70	4.1	24.50
M6 – Health	15.6	8.00	4.3	27.60
M7 – REPowerEU	11.2	5.80	0.3	2.80
Total	**194.4**	**100.00**	**74.3**	**38.20**

Notes: Financial progress is computed as declared expenditure divided by total allocated budget (b/a). Values are expressed in billion euros.
Source: IFELdata2025 - PNRR, 2025 (30 June 2025).

concentrates the vast majority of municipal projects but absorbs a limited share of funding, whereas Mission M2 account for a disproportionately large share of resources relative to their number of projects. Mission 4 and 5 display a more balanced configuration.

Municipalities are the level of government closest to citizens. They manage investments in digital public services, schools and childcare, social inclusion, urban regeneration, and local infrastructure. They are therefore not only recipients of reform, but also direct providers of services affecting daily life and key actors in territorial cohesion.

Against this background, this report presents the findings of the policy study "A Survey-based Impact Evaluation of the NRRP on Italian Municipalities", which focuses on local governments acting as implementing authorities of NRRP-funded interventions. The project places particular emphasis on monitoring implementation processes and conducting an evidence-based evaluation through integrated qualitative and quantitative analyses. The analysis considers not only the outcomes of funded interventions, but also the modalities and results of municipal participation in the Plan, their capacity to access and implement funding opportunities, and the potential local impacts of NRRP-funded investments. By combining administrative data at the national level with original evidence collected through an ad hoc survey addressed directly to municipalities, the study provides a comprehensive assessment of both implementation dynamics and the transformative potential of the Plan across Italian local governments.

2 Some evidences from administrative data

This section presents the main empirical findings on municipalities' participation patterns and implementation behaviour under the NRRP. The analysis is based on administrative data covering Italian municipalities acting as implementing bodies ("soggetti attuatori") of NRRP projects.

The dataset provides project-level information on financial allocations and mission–component classification, allowing the reconstruction of the territorial distribution of resources and participation patterns across municipalities. The data refer to projects awarded in 2021 and were released in 2024 by the Istituto per la Finanza e l'Economia Locale

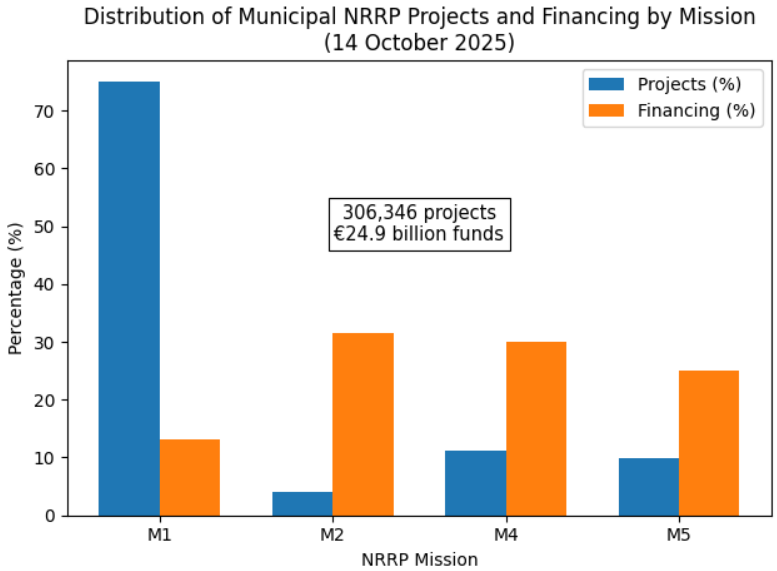


Figure 1: Distribution of Projects and Funds of NRRP (%) by Municipalities

(IFEL), based on official information from *Italia Domani*, the institutional portal for Italy's implementation of NextGenerationEU.

To ensure institutional comparability, the analysis focuses on municipalities located in Ordinary Statute Regions.[1]

2.1 Local government digitalization

Focusing first on projects related to the digitalisation of public administration—a core component of the NRRP—the analysis of their spatial diffusion yields several key findings.

First, there is strong and statistically significant spatial interdependence in municipalities' digitalization, as reflected in a positive and highly significant spatial autoregressive coefficient. This indicates that local governments tend to respond to the digital investment behaviour of neighbouring jurisdictions. These findings are consistent across both the number of digital projects per capita and the average funding per project, capturing respectively the volume and the qualitative dimension of municipal participation.

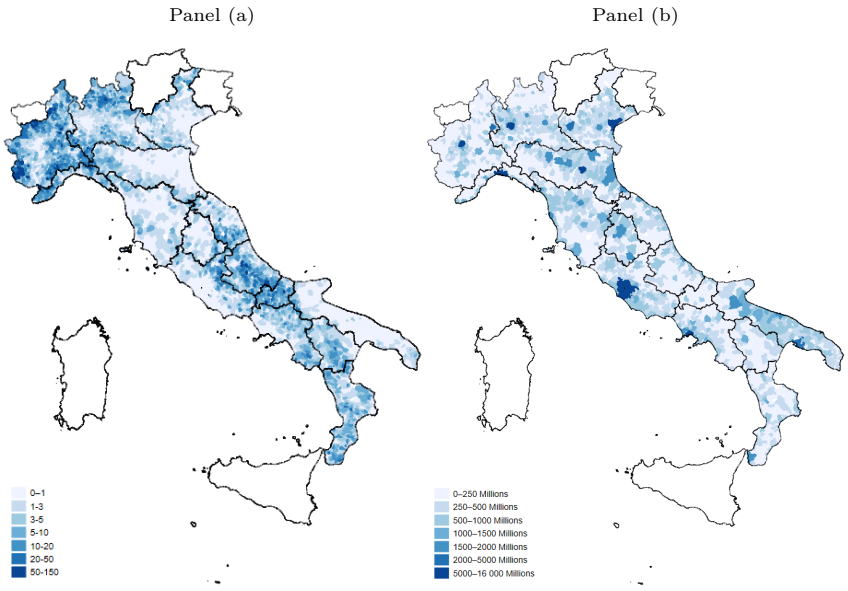
Second, within this framework of strategic interdependence, spatial interaction is more pronounced among municipalities with weaker productive structures. This dynamic is particularly evident in the number of digital projects per capita, suggesting patterns of catch-up or mimicking behaviour. Less-developed municipalities tend to respond more strongly to neighbouring initiatives by expanding their project participation. By contrast, spatial differences are less consistent for average funding per project, indicating that imitation operates primarily through broader involvement rather than through larger or more financially ambitious initiatives.

Third, institutional quality—measured through a multidimensional index of municipal administrative capacity—further shapes these interaction patterns. Our analysis builds on the conceptual framework developed by Cerqua et al. (2025), operationalised through a Municipal Administrative Quality Index (MAQI). In line with this approach, administrative capacity is interpreted as a dual construct composed of a bureaucratic pillar and a political pillar.[2]

[1] Italy is characterised by institutional heterogeneity across regions. Special Statute Regions enjoy enhanced fiscal and legislative autonomy and are therefore excluded to ensure comparability.

[2] The bureaucratic pillar captures administrative professionalism, organisational efficiency, and human capital

Figure 2: Geographical distribution of number of digital projects per capita (panel a) and average funding per project (panel b)



Note: Panel (a): Per capita Projects (number per 1,000 inhabitants); Panel (b) Project Average Funding (Euros per 1,000 projects). Valle d'Aosta, Trentino-Alto Adige, Friuli Venezia Giulia, Sicily, and Sardinia are special statutes regions, and, since they were excluded from the sample considered, are empty in this map.
Author's own elaboration on IFEL data.

Within this framework, political capacity emerges as a key moderator of spatial interaction. Statistically significant differences arise primarily when contrasting municipalities located at the upper and lower tails of the institutional quality distribution. Municipalities characterised by lower political capacity display stronger imitation dynamics in their digital investment behaviour, suggesting that spatial mimicry may partly compensate for strategic, informational, or governance constraints. By contrast, municipalities endowed with higher political quality exhibit greater strategic autonomy and weaker reactive adjustment to neighbouring jurisdictions.

Finally, productive and institutional characteristics influence how municipalities position themselves within this spatial system. Firms' density strengthens municipalities' own digital investment capacity, while high-tech specialization operates primarily through positive spatial spillovers, enhancing the average funding of projects in neighbouring jurisdictions. Entrepreneurship rates exhibit convergence-type dynamics rather than direct expansion effects.

Overall, municipalities appear to adopt differentiated strategic responses, competing either on the number of projects submitted or on their average funding level.

Policy Implications: Sustaining Digital Diffusion and Strategic Upgrading

Based on these findings, we propose follow-up policy measures to consolidate achieved results, reinforce territorial learning, strengthen governance capacity, and support the long-term qualitative upgrading of local public administration.

- **Institutionalise inter-municipal learning to sustain digital diffusion.** The strong spatial interdependence observed in digital investment behaviour suggests that municipalities respond strategically to neighbouring initiatives. A future maintenance strategy should

within the municipal bureaucracy. The political pillar reflects leadership quality, strategic orientation, governance stability, and the effectiveness of elected officials.

formalise peer-learning networks, shared technical platforms, and coordination mechanisms that stabilise and reinforce these diffusion dynamics over time.

- **Support qualitative upgrading in structurally weaker territories**. Since municipalities with weaker productive structures tend to expand participation mainly through increased project volume, post-implementation policies should prioritise quality enhancement. Targeted technical assistance, digital planning support, and evaluation tools can help shift behaviour from quantitative expansion to structurally embedded digital transformation.

- **Strengthen political and governance capacity to reduce reactive imitation.** Municipalities with lower political capacity display stronger imitation dynamics, particularly in project participation. Consolidation policies should invest in leadership training, strategic planning capabilities, and governance tools that promote autonomous and sustainable digital strategies rather than short-term alignment with neighbouring initiatives.

- **Leverage high-tech territories as innovation anchors.** High-tech specialization generates positive spillovers on neighbouring jurisdictions, especially in terms of project quality. Future policy design should encourage structured cooperation between technologically advanced municipalities and surrounding areas, fostering territorial knowledge diffusion and long-term ecosystem development.

- **Adopt differentiated support frameworks aligned with local positioning.** Municipalities tend to compete either on project volume or on funding intensity. A sustainable digital governance strategy should recognise these heterogeneous strategic responses and tailor support instruments accordingly, balancing inclusiveness with qualitative ambition and long-term institutional strengthening.

2.2 Territorial Fragility, Participation Patterns and Implementation Intensity

This section examines how territorial fragility influences municipal engagement within the NRRP. Drawing on the Municipal Fragility Index (MFI) developed by the Italian Institute of Statistics (ISTAT)[3], territorial vulnerability is interpreted, within a place-based policy framework, as a proxy for structural needs. More fragile municipalities—characterised by socio-economic and demographic weaknesses—would, in principle, require greater public investment to promote convergence and strengthen territorial cohesion.

The main findings can be summarised as follows.

Territorial fragility is positively associated with funded projects intensity in several NRRP components. More fragile municipalities tend to activate a higher number of projects per capita, indicating that structurally vulnerable territories respond actively to available funding opportunities.

However, fragility does not systematically translate into higher average funding per project. While vulnerable municipalities expand participation in quantitative terms, they do not necessarily secure larger or more financially ambitious initiatives, suggesting a volume-oriented rather than quality-driven participation pattern.

The effects of fragility are mission-specific and not uniform across the NRRP architecture. The association between structural vulnerability and implementation intensity varies across components, reflecting differences in eligibility rules, co-financing mechanisms, and programme design.

Territorial heterogeneity cannot be reduced to a simple North–South divide. Although fragility is geographically concentrated, the empirical evidence does not support a deterministic macro-regional pattern. Rather, outcomes depend on the interaction between local vulnerability and the institu-

[3]ISTAT (2022), "The Fragility of Italian Municipalities", available at: `https://www.istat.it/comunicato-stampa/la-fragilita-dei-comuni-italiani-anno-2022/`.

tional structure of each programme component.

A broader interpretation of these findings emerges if vulnerability is understood not only in socio-demographic terms, as captured by the MFI, but also in institutional terms, as proxied by municipal bureaucratic and political capacity according to Cerqua et al. (2025). In this perspective, territorial fragility reflects structural needs, while institutional capacity shapes the ability to respond to them. The two capacity pillars play differentiated roles. Bureaucratic capacity is generally associated with higher implementation intensity, supporting procedural compliance and quantitative project activation, although effects remain mission-specific. Political capacity, by contrast, is more consistently linked to the probability of participation at the selection stage, suggesting a stronger role in activating access to funding opportunities. Its association with post-entry intensity is less uniform and does not systematically translate into higher project volumes, suggesting a more selective and strategically oriented engagement. This pattern indicates that political quality primarily facilitates programme entry, whereas administrative professionalism sustains quantitative project activation. Effects remain mission-specific and do not conform to a simple macro-regional divide. Overall, NRRP implementation reflects only a partial alignment between territorial needs and resource allocation. The Plan appears to reach fragile territories in terms of participation intensity, but qualitative upgrading and transformative impact is also conditional on local governance capacity.

Policy Implications: Fragility, Capacity and Targeted Support

The evidence suggests that a needs-based allocation logic should be complemented by capacity-sensitive instruments.

- Move beyond purely quantitative participation metrics. Since fragile municipalities tend to increase project volume without systematically securing higher-quality investments, programme evaluation criteria should incorporate indicators of strategic coherence, integration with local development plans, and long-term sustainability.

- Introduce differentiated technical assistance for fragile territories. Where structural vulnerability is high, targeted advisory support should accompany funding allocation, helping municipalities upgrade project design and move from volume-based participation to qualitatively transformative investments.

- Align funding mechanisms with mission-specific fragility patterns. Given that fragility effects vary across NRRP components, support instruments should be calibrated to the procedural and financial architecture of each mission rather than applied uniformly.

- Integrate institutional capacity into place-based programming. Structural needs and governance quality jointly shape implementation outcomes; therefore, recovery policies should combine financial transfers with measures that strengthen both bureaucratic and political competences at the local level.

- Avoid interpreting territorial disparities through a simple North–South lens. Policy calibration should rely on multidimensional indicators of fragility and institutional readiness, rather than macro-regional classifications.

3 Some evidences from survey data

This section presents the main empirical findings from the survey-based impact assessment of NRRP interventions at the municipal level. The survey evidence complements the administrative dataset on NRRP projects—covering municipalities acting as implementing bodies ("soggetti attuatori") and providing detailed project-level information on finan-

cial allocations and mission–component classification—by adding a forward-looking and counterfactual perspective on expected outcomes.

The survey was addressed to the full population of Italian municipalities and gathered 376 responses within the PRIN 2022 PNRR project. Administered to officers directly responsible for NRRP implementation, it collects qualitative and quantitative information on expected changes (2021–2026) across key policy areas under both funded and counterfactual no-funding scenarios. This design enables the construction of municipality-level perceived impact measures and allows a systematic assessment of how NRRP interventions are expected to influence local development trajectories beyond observed financial allocations.

3.1 Municipality-Level Impacts of NRRP Interventions

This section presents evidence from a survey-based impact evaluation of NRRP-funded projects at the municipal level. Municipalities were asked to assess expected outcomes in 2026 under two scenarios—with and without NRRP funding—allowing the construction of perceived impact measures across digitalisation, green transition, social infrastructure, and tourism, based on both qualitative evaluations and quantitative indicators.

Projects related to energy sustainability and renewable transition are associated with strongly positive perceived impacts. Municipalities report significant improvements in overall energy sustainability, primary energy savings, and installed renewable capacity. Quantitative indicators confirm positive effects, particularly in renewable energy production and recycling rates, although the magnitude of changes varies across territories. Improvements in hydrogeological risk exposure are more modest but statistically significant.

Interventions concerning social infrastructure and inclusion are perceived as substantially improving social services and socio-economic well-being. Reported effects relate to nursery capacity, canteen facilities, and sports infrastructure. While qualitative improvements are widespread, quantitative expansions appear more heterogeneous, with some infrastructure indicators showing moderate variation in magnitude.

Projects regarding tourism and accessibility are associated with enhanced tourist attractiveness, improved capacity to attract new residents, and better accessibility of public spaces. Quantitative measures of accessibility interventions confirm positive effects, though with moderate dispersion across municipalities. Perceived improvements are broadly shared, while measurable expansions vary more significantly.

NRRP projects pertaining to digitalisation show the strongest and most homogeneous perceived impacts. Municipalities report marked improvements in digital public services for citizens and businesses, administrative digitalisation, and the adoption of national digital platforms such as PagoPA, SPID/CIE, the IO app, and cloud migration. Quantitative indicators confirm substantial increases in digital services and IT training participation, with relatively consistent positive effects.

Across all policy areas, qualitative indicators reveal large and statistically robust perceived improvements, with a high proportion of municipalities reporting positive effects. Quantitative measures remain positive on average but display greater dispersion and a non-negligible share of zero effects, suggesting that while improvements are widely perceived, measurable output expansions are more heterogeneous.

The evidence provides limited support for systematic gap-reducing effects. Across most quantitative indicators, differences between initially lower- and higher-performing municipalities are small and often statistically insignificant, suggesting that NRRP interventions do not uniformly generate stronger impacts where baseline conditions were weaker. Although isolated cases of mild convergence emerge—particularly in selected energy and accessibility measures—no consistent pattern

of disparity reduction is observed. Overall, NRRP impacts appear broadly expansionary rather than structurally equalising.

Policy Implications: From Perceived Impact to Structural Consolidation

The survey evidence points to broadly positive perceived impacts across policy areas, alongside heterogeneous quantitative expansions. Translating these results into durable territorial transformation requires capacity strengthening, improved coordination, long-term operational planning, and a shift in evaluation logic.

- **Invest in specialised technical expertise for complex measures.**

  Several NRRP interventions—particularly in energy transition and digitalisation—are technically demanding and require advanced regulatory, technological, and project management competences. Strengthening specialised skills within municipalities through structured training, technical advisory support, and continuous professional development is essential to ensure effective implementation and to fully exploit the transformative potential of these investments.

- **Strengthen strategic governance and interdepartmental coordination.**

  Beyond technical compliance, successful implementation depends on the ability to integrate NRRP measures into coherent local development strategies. Projects related to sustainability, digital transformation, and territorial attractiveness require internal planning capacity, coordination across departments, and strategic prioritisation. Enhancing organisational governance can improve the consistency and durability of funded interventions.

- **Improve vertical alignment between programme design and local contexts.**

  Clearer ex-ante communication of objectives, operational logic, and expected territorial outcomes can reduce implementation uncertainty. Structured dialogue between central authorities and municipalities would facilitate the translation of national priorities into context-sensitive projects, strengthening policy coherence and effectiveness.

- **Ensure long-term operational sustainability of funded investments.**

  NRRP-funded projects in digital services, social infrastructure, and sustainability require continuous staffing, technical updating, and stable financial planning beyond the initial implementation phase. Embedding investments within long-term service delivery frameworks and secure operational funding arrangements is necessary to prevent short-term improvements from dissipating over time.

- **Shift evaluation focus from volume to functionality.**

  Given the dispersion in quantitative outcomes, policy assessment should move beyond counting projects or expenditure volumes and incorporate indicators of effective service use, institutional integration, and citizen-level benefits. Measuring functionality rather than output volume is essential to ensure that perceived improvements translate into tangible and lasting public value.

3.2 Composite Impact Assessment of NRRP and Municipal Ranking Dynamics

NRRP interventions finance multiple projects whose combined effects may influence local development trajectories. To move beyond single-project evaluation, survey-based outcome indicators—collected for each individual NRRP-funded project—are organised into four composite impact

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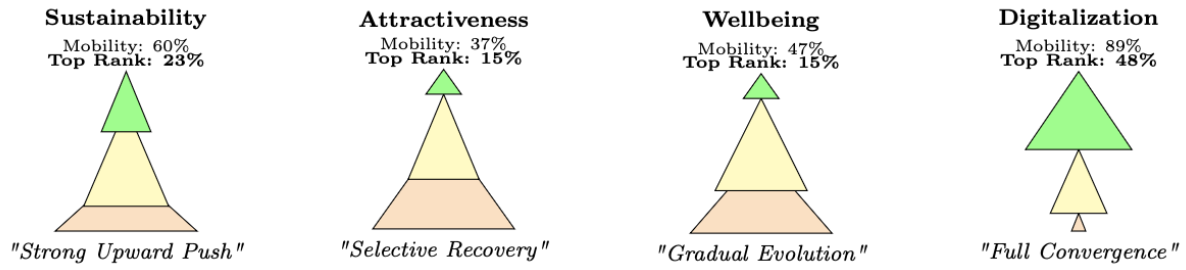

Figure 3: Composite Dimensions and Ranking Repositioning. For each dimension, the pyramids display overall municipal mobility and top-tier performance shares between pre- and post-NRRP scenarios. Colors represent performance segments (green: top rank; yellow: mobility; orange: base level)

areas through factor analysis: energy and environmental sustainability, social infrastructure and inclusion, tourism and territorial attractiveness, and digitalisation.

Within the energy and environmental sustainability dimension, the composite indicator reflects improvements associated with renewable energy capacity, energy efficiency measures, and environmental management interventions. The social infrastructure and inclusion dimension captures the joint effect of investments in educational facilities, social services, and recreational infrastructure. Tourism and territorial attractiveness incorporates measures related to accessibility, urban regeneration, and tourism potential. Digitalisation aggregates investments in digital services, platform adoption, administrative innovation, and technological upgrading into a unified performance dimension.

Within each area, indicators are aggregated using the Mazziotta–Pareto Index (MPI), a non-compensatory method that rewards balanced progress across dimensions and penalises unbalanced performance.

Municipal performance is then assessed by comparing pre- and post-NRRP composite rankings. The resulting ranking dynamics are synthetically illustrated in Figure 3, where the pyramid representations summarise overall mobility and positioning within the performance distribution. It highlights markedly different ranking dynamics across impact dimensions. Digitalisation shows the highest mobility and top-rank advancement, indicating widespread and rapid repositioning. Sustainability displays strong upward movement, while Tourism and Social Wellbeing exhibit more selective improvements, with a smaller share of municipalities reaching top performance segments. Overall, cumulative effects are not uniform across areas even when measured through the same synthetic-ranking logic.

To explore whether composite ranking mobility is associated with structural municipal characteristics, ranking dynamics are examined across population size classes, income levels, macro-geographical areas, and per-capita NRRP funding intensity. The objective is to explore potential cross-sectional variation in composite performance shifts across different municipal typologies.

Overall, ranking mobility appears broadly distributed across categories, without clear-cut regularities systematically favouring a specific structural group, as illustrated in Figure 4. When municipalities are grouped by population size, income level, or macro-geographical area, mobility patterns and intensity of repositioning remain relatively balanced. Improvements are observed across all classes, without a consistent gradient by size or income and without a deterministic North–South configuration.

Funding intensity per capita shows a more visible alignment with ranking mobility patterns. Municipalities in higher funding classes tend to display greater upward repositioning in descriptive terms. However, mobility is observed across all funding levels, indicating that composite performance shifts

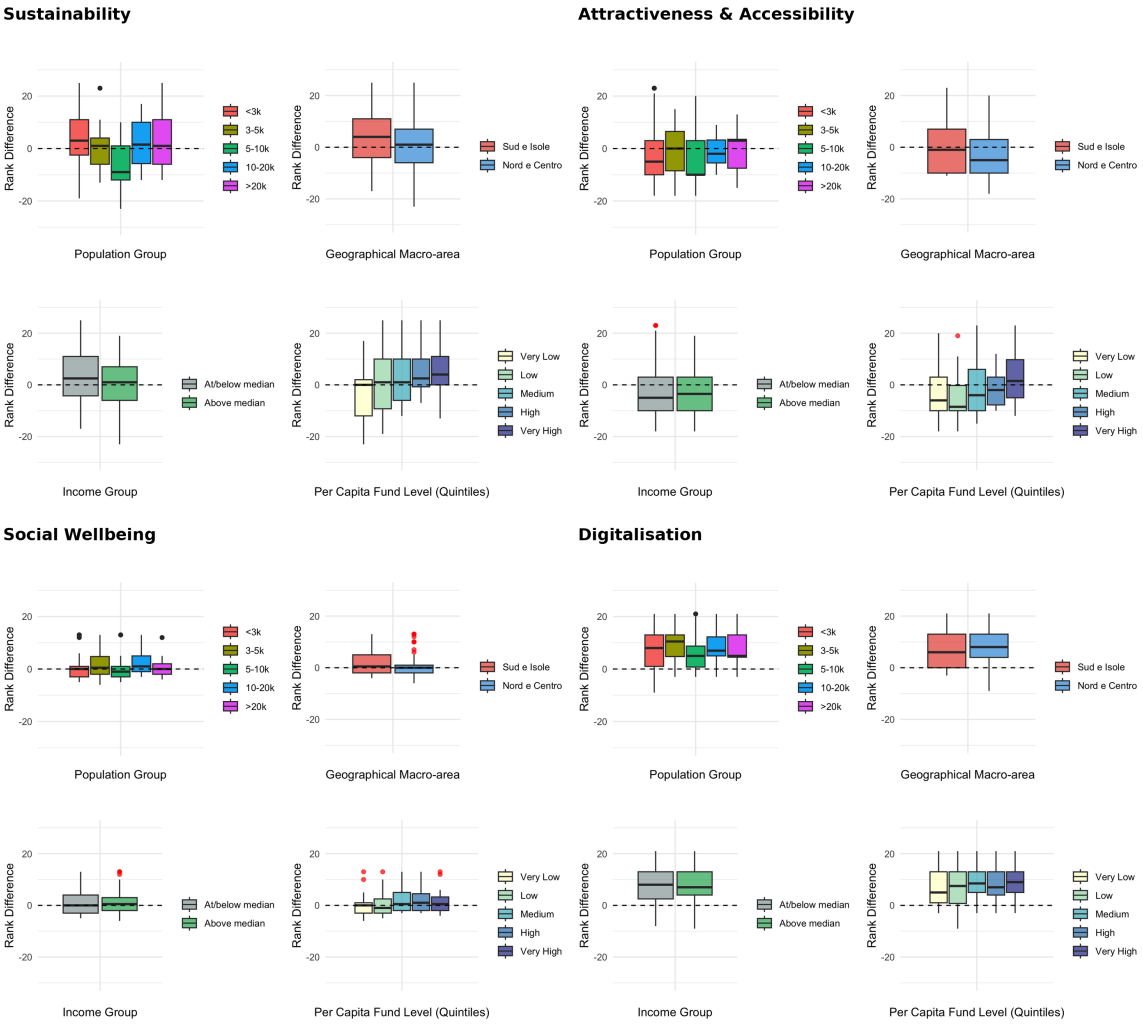

Figure 4: Rank differences between baseline and expected post-NRRP MPI scenarios by municipal groups, reported separately for each composite impact dimension (Sustainability, Attractiveness & Accessibility, Social Wellbeing, Digitalisation).

are not exclusively concentrated among the most highly funded municipalities.

Policy Implications: Consolidating Cumulative and Differentiated Territorial Impacts

The composite analysis reveals differentiated patterns of municipal repositioning across policy areas, while ranking mobility appears broadly distributed across municipal categories, without clear-cut structural regularities. This suggests that, alongside place-based conditions, the way interventions are combined and implemented plays a relevant role in shaping cumulative outcomes. Future policy design should therefore strengthen strategic coherence and integration mechanisms, while preserving sensitivity to local contexts, in order to transform short-term improvements into more durable territorial development trajectories.

- **Promote integrated investment strategies.**

  Differentiated ranking dynamics across impact areas suggest that isolated interventions may produce uneven outcomes. Future programming should incentivise coordinated project

portfolios that strengthen complementarities within each policy area and enhance cumulative impact rather than fragmented interventions.

- **Consolidate progress in structurally demanding policy areas.**

  Tourism and social infrastructure exhibit more selective mobility and advancement patterns compared to other domains. Targeted follow-up measures and sustained support are therefore necessary to help municipalities transform initial improvements into durable structural upgrading, preventing temporary repositioning without long-term consolidation.

- **Safeguard territorial balance in cumulative gains.**

  Ranking mobility is broadly distributed across municipalities of different sizes, income levels, and macro-geographical areas, without systematic structural concentration. Policy frameworks should preserve this balanced configuration, preventing progressive clustering of improvements in already advantaged territories, ensuring that cumulative performance improvements remain accessible across diverse municipal contexts.

- **Strengthen implementation quality beyond financial scale.**

  Although higher per-capita funding levels are descriptively associated with stronger mobility, improvements are not confined to highly funded municipalities. This suggests that financial scale alone is not sufficient to generate durable performance shifts. Resource allocation should therefore be accompanied by mechanisms that enhance strategic coherence, administrative coordination, and implementation quality, rather than privileging expenditure volume alone.

- **Shift from rapid expansion to qualitative consolidation.**

  In areas such as digitalisation, widespread mobility reflects rapid adoption. The next policy phase should prioritise service functionality, institutional integration, and long-term operational sustainability to stabilise achieved gains.

- **Institutionalise composite monitoring and strengthen local analytical capacity.**

  Synthetic indicators offer a clearer view of cumulative and structural transformation beyond single-project metrics. To make these tools operational, municipalities should be supported through simplified composite dashboards, standardised monitoring templates, and shared analytical platforms. Targeted training in data integration and performance measurement would facilitate the adoption of evidence-based and performance-oriented governance practices.

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All project deliverables and research outputs are available at: `https://nrrpsurvey.econ.univpm.it/`

pean Commission can be held responsible for them.

Contacts

Department of Economics and Social Sciences (DiSES)
Università Politecnica delle Marche
Piazzale Martelli 8
60121 Ancona, Italy
b.ermini@univpm.it

Department of Methods and Models for Economics, Territory and Finance (MEMOTEF)
Sapienza University of Rome
Via del Castro Laurenziano 9
00161 Rome, Italy

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