

# Public sector reform *- the Italian case -*

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## *The Needs and Purposes for a wide-range Reform*

In Italy, since the late 1990s, a comprehensive reform has been undertaken, aimed at:

- promoting good governance;
- making public administration more efficient, transparent and accountable;
- creating a more enabling environment for citizens and enterprises.

## *A new Interrelation across levels of government*

- Vertical subsidiarity: transfer of responsibilities to the institutions and organisations closest to citizens (Regions Provinces and Municipalities);
- Central Government Reform to reshape its missions (*policy making and coordination*), avoid duplications, and reduce the number of Ministries.

## *Institutions for coordination across levels of government*

- ⊕ *Permanent Conference for the relations among State, Regions and Provinces*
- ⊕ *Permanent Conference for the relations among State, Cities and local autonomies*
- ⊕ *Unified Conference*
- ⊕ *Constitutional and Administrative Courts for intergovernmental conflicts*

## ***Administrative Simplification***

The General Law on Administrative Procedure (241/90) has introduced a range of simplification tools, aimed at reducing the administrative burdens to citizens and improving the business environment:

- Administration Silence-consent
- Notification of the beginning of an activity
- Combined services conference
- Agreements between stakeholders and public administration (substituting the administrative act)

## ***Administrative Simplification – the Italian case of One-Stop Shops***

- “Meeting points”, at local level, between Municipalities and business/citizens
- A single procedure (before: up to 43 authorizations)
- A single responsible and accountable administration
- Shortened times and decreased costs
- On-line services
- For car drivers, for productive plant start ups, for construction licenses, etc

## ***One-Stop Shops for productive activities – objectives and results***

Since 1998, one stop shops for productive activities have been created, with the aim of:

- Improving the business environment
- Favoring the territorial development

**Effective Implementation: 69% of  
municipalities, covering 84,3% of the  
population**

**Savings for business in terms of times,  
number of procedures, costs**

## ***Regulatory Policies - Main achievements***

- ✓ *Annual simplification laws enabling the Government to simplify, or abolish procedures;*
- ✓ *More than 95% of the certificates substituted by self-certifications*
- ✓ *Regulatory Impact Assessment (RIA) for laws and regulations (pilot tested and not fully implemented)*
- ✓ *A central Unit for better regulation policies (until 2002)*

## ***Regulatory Policies - Recent evolution and objectives (Law 229/2003)***

- ❁ *Codes (Governmental legislative decrees) aimed at reshaping and reducing the normative stock in strategic subject matters with substantial interventions aimed at enhancing liberalization and auto-regulation*
- ❁ *Mandatory RIA also for Independent Authorities regulatory acts*
- ❁ *On-line Register administrative formalities for enterprises*
- ❁ *Enhanced consultation with stakeholders in simplification processes*

## ***Civil Service Reform***

Main tools and goals:

- collective and individual contracts, civil law, labour judge - approaching the civil service to the private sector regulatory framework
- new forms of employment contracts within the Civil Service (e.g. part time, long-distance-work, job sharing) – enhancing flexibility
- link between accessory wage and productivity, performances and responsibilities – promoting professionalism and accountability

## ***Civil Service Reform – Transparency and Accountability***

A series of initiatives and measures have been undertaken to promote ethics within the civil service and prevent corruption:

- Code of conduct for civil servants;
- System of incompatibility in case of potential conflict of interests;
- High Commissioner against corruption in public administration (created in 2003).

## ***e-government Action Plan***

The implementation of the Plan (2000) has :

- ✓ progressively enhanced the administrative simplification processes;
- ✓ increased transparency and citizens participation;
- ✓ allowed to deliver services on-line, such as e-procurement, tax filing, land registry;

It has been sustained with measures, such as:

- ✓ appropriate legal tools to regulate ICT based administrative documentation and the use of personal data (e- signature – since 1997; e- ID card, digital document registration);
- ✓ training for personnel.