

Good Public Governance for Development

*1st Meeting of the Thematic Working Group 2 on
E-Government and Administrative Simplification*

*Dubai,
12-13 September 2005*

E-Government and Administrative Simplification in Italy

Vincenzo Schioppa, Co-Chair



eGovernment: what and why

eGovernment is a powerful tool for helping achieve several objectives of the policy-makers:

- Efficiency
- Effectiveness
- Transparency
- Citizens and Gender empowerment
- Innovation of services
- Public sector reform – decentralization
- Sustain demand and thus enhance supply of ICT services, infrastructures, equipment
- Creation of a critical mass of content of local relevance and language
- Assist national ICT industry

Governments can focus on these objectives according to their national policies and strategies

E-Government: the Italian recent experience

- In 2001: Creation of the **Minister of State for Innovation and Technologies** with competence on development and coordination of national **policies** on information society and e-Government, and **Head of the Inter-Ministerial Committee on Information Society** and related **Fund**.
- e-Government has lead to large gains in **efficiency, reliability, transparency** of procedures and to **savings of time and financial resources** of p.a. and citizens
 - **Back-office** (Gov to gov)
 - 85% of p.a. official documents are now electronically registred (e-protocol)
 - e-procurement: savings in expenditures for goods and services of up to 60%
 - 71% of civil servants in central administrations use email to inter-operate
 - Central and local p.a. offices linked by the PANet, high-speed secure network
 - **Front-office:** (Gov to citizens and firms)
 - National portal providing access to most public services
 - E-taxation for firms (80%) and citizens (100%)
 - digital signature from 2003 replaces phisical and paper exchanges with the p.a.

eGovernment: challenges

- Lack of **leadership** and long-term **political commitment**, necessary to drive changes, resources and inter-operation between the different administrations
- Tendency to **automating without re-thinking** and re-engineering, leading to inefficient configurations, duplications, **under-use of applications** and services by the citizens
- Need to **carry forward in a co-ordinated fashion diverse programs and policies** such as: public sector reforms, decentralisation, infrastructure building (electricity, communications), connectivity (at low cost and in remote areas), regulatory and legal reform, human resources (training for p.a. employees and citizens)
- **High immediate burden** on public financial resources, versus **intangible** and **medium/long term benefits** (low political appeal)
- Complex **technical and financial planning** for full deployment and sustainability of projects (lack of project management skills within the p.a.)
- **Knowledge asymmetries** between purchasers/demand (p.a.) and providers/supply (ICT firms), leading to **over or inefficient purchases**

International cooperation and partnerships

- **The Government of Italy has pioneered international cooperation in e-Government:**
 - Global Forum 2001 in Naples on e-Government
 - Focus on e-Gov of the G8 DOT Force Italian Presidency
 - E-Gov for Development Conference in Palermo in 2002
 - E-Gov for Development Initiative: 19 e-Gov projects in 13 partner Countries
 - Full support to the OECD/UNDP/MENA initiative
- **Our approach to international cooperation and partnership on e-Government:**
 - Government to Government cooperation, technical and financial support for the development of national and local e-Government solutions and applications
 - Exchange of expertise and best practices on national solutions for common issues such as: achieved savings and efficiency gains (and applications with short-term economic returns), security and privacy of private and public data, legislative and regulatory solutions (e-signature, privacy, public procurement), technical solutions (platforms integration and interoperability), open source (solutions, benefits and costs)
- **Present partner Countries in the MENA Region:**
 - Jordan, Lebanon, Morocco, Tunisia (all working on e-procurement)
 - Iraq (Govnet)



Links between e-government and administrative simplification

The implementation of the e-government program has :

- progressively enhanced the administrative simplification processes (online one stop-shops, On-line Register of administrative formalities for enterprises)
- increased transparency and citizens participation;
- allowed to deliver services on-line, such as e-procurement, tax filing, land registry;

E-government has been sustained with regulatory measures, such as:

- appropriate legal tools to regulate ICT based administrative documentation and the use of personal data (e- signature – introduced in 1997; e- ID card, digital document registration; code for digital administration; code on privacy).



Administrative Simplification: what and why

Since the early 1990s, simplification has been undertaken as a whole-of-government policy under the responsibility of the Prime Minister Office – Department of Public Administration, to respond to the need of:

- a more efficient public administration
- the creation of a more enabling environment for enterprises

Administrative Simplification: the Italian experience

- A **General Law on Administrative Procedure** (1990) has introduced a range of simplification tools, and a framework for a transparent and participatory administrative decision making process;
- **Annual simplification laws** (since 1997) have enabled the Government to simplify, or abolish procedures, following the criteria fixed by the Parliament;
- **Codes** (Governmental decrees) are reshaping and reducing the normative stock in strategic subject matters;
- **Action plans** (on e-government, on one-stop shops), and **support actions** towards lower levels of government.
- Implementation of specific tools:
 - Self-certification - More than 95% of the certificates substituted by self-certifications
 - “Silence is consent” rule
 - Declaration of the beginning of a business activity (substituting the authorization procedure)
 - One-Stop Shops

One-Stop Shops as an innovation to shorten times and decrease costs for business and services

- o Established at local level, with a single responsible and accountable administration
- o A single procedure (before: up to 43 authorizations)
- o On-line services
- o For car drivers, for productive activities start ups, for construction licenses, etc

Variation in number of procedures, times, costs	Individual Company		Limited Company	
	1998	2002	1998	2002
Year				
Procedures	11	5	21	12
Times (in weeks)	16	1	22	6
Costs (in Euros)	1150	340	7770	3516

Administrative simplification: challenges ahead

- One-Stop Shops: the implementation of one-stop shops faced a number of difficulties:
 - Lack of resources and/or capacities at local level
 - Lack of collaboration from central and regional administration
 - Reluctances from small municipalities to associate themselves
- Ensuring effective implementation of administrative simplification :
 - Sustain the process at high political level
 - Enhanced consultation with stakeholders in codification and simplification processes
 - Change in management culture
 - Enhanced coordination across levels of government
 - Support actions, and training for public officials

MY EXPERIENCE.

THE OVERALL CHALLENGE OF CHANGE MANAGEMENT

- VISIBLE SENIOR LEADERSHIP AND COMMITMENT
- STRONG DIRECTION AND FOCUS
- STRATEGY INTEGRATION
- CULTURE: SHARE VISION, UNDERSTAND THE NEEDS OF DIFFERENT STEKEHOLDERS
- COMMUNICATION: VARY THE MEDIA, NOT THE MESSAGE, CONTINUALLY REINFORCE IT
- ACTION PLAN: THINK BIG, ADVANCE STEP BY STEP, SET INDICATORS
- MANAGE THE TRANSITION: NEED FOR SOME FRONT RUNNERS, AND “CHANGE FACILITATORS”
- LEARN FROM OTHERS, DON'T BE DISCOURAGED BY OTHERS
- ADVERTISE AND SHARE SUCCESSES, ADMIT PROBLEMS
- HELP STAFF TO CONNECT STRATEGY AND ACTION
- REWARD GOOD PERFORMERS, ENCOURAGE RELUCTANT
- MANAGERS TO DO WHAT YOU WANT

Thank you for your attention !