Good Public Governance for Development
1st Meeting of the Thematic Working Group 2 on
E-Government and Administrative Simplification

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E-Government and Administrative Simplification in Italy

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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 physical 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)
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).
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

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

<table>
<thead>
<tr>
<th>Variation in number of procedures, times, costs</th>
<th>Individual Company</th>
<th>Limited Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year</td>
<td>1998</td>
<td>2002</td>
</tr>
<tr>
<td>Procedures</td>
<td>11</td>
<td>5</td>
</tr>
<tr>
<td>Times (in weeks)</td>
<td>16</td>
<td>1</td>
</tr>
<tr>
<td>Costs (in Euros)</td>
<td>1150</td>
<td>340</td>
</tr>
</tbody>
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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 stakeholders
- 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!