

***New conditions for regional development  
policy in Italy: a focus on result orientation.  
Past experiences and recent trends.***

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Effective public investment at sub-national  
level in times of fiscal constraints

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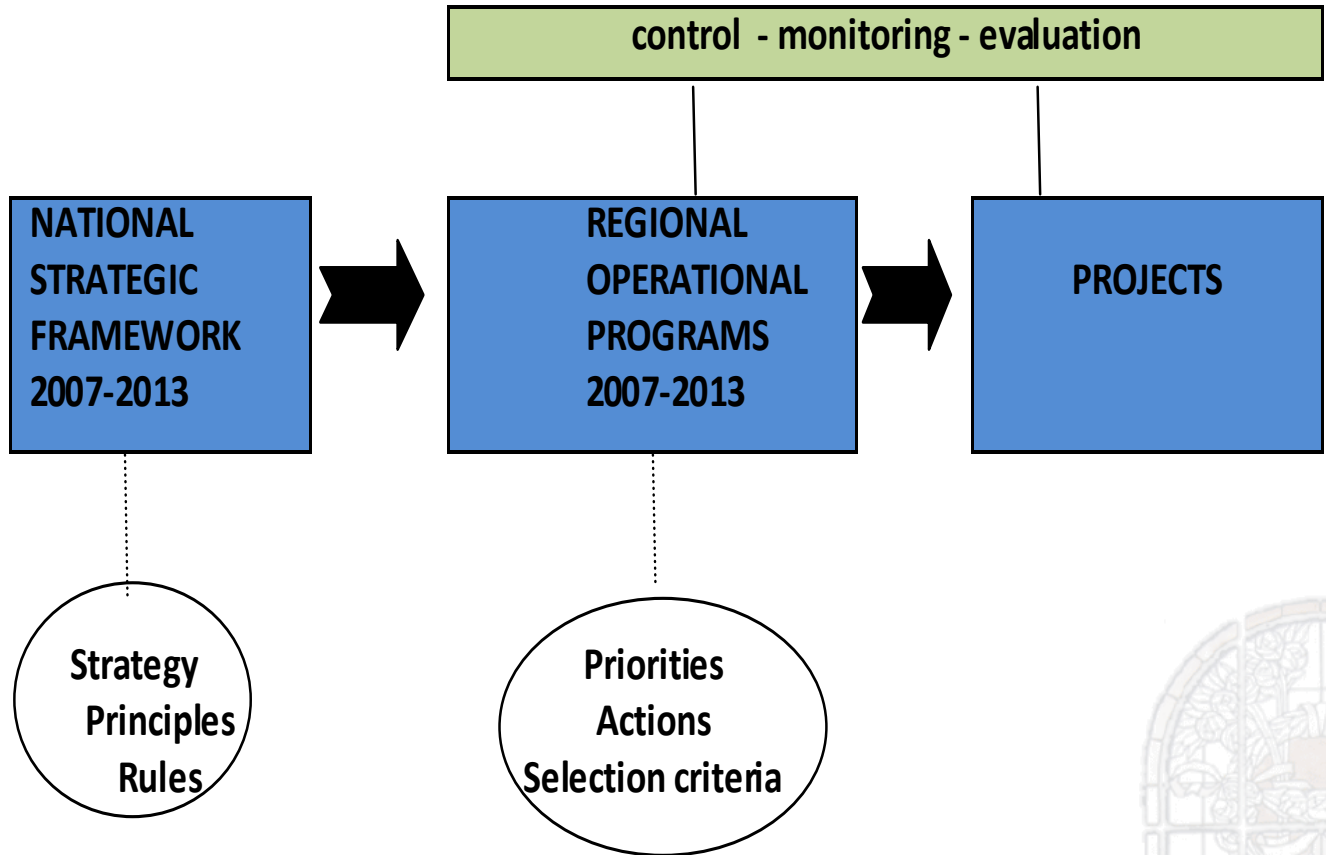


# THE IMPLEMENTATION OF REGIONAL POLICY IN ITALY

**STRUCTURAL FUNDS**



**NATIONAL RESOURCES FOR DEVELOPMENT**





# POSSIBLE TOOLS TO ENHANCE THE PERFORMANCE ORIENTATION OF REGIONAL PROGRAMS

## PERFORMANCE RESERVE

- Reserve set aside (as a percentage of total funds); disbursed (fully or in part) as a reward if pre-specified targets are achieved at the deadline

## EX ANTE CONDITIONALITIES

- Programme funds are disbursed when some pre-conditions for policy effectiveness are satisfied

## SANCTIONS

- Suspension of payments or financial corrections if target are not achieved at the deadline



# THE 2000-06 PERFORMANCE RESERVE

Institutional building as a pre-condition  
for policy effectiveness

incentives targeted on the achievement of key implementation steps in sector or organizational reforms (e.g. water and urban waste management, one-stop shop, e-government ...)

...most objectives fulfilled, however results far away from what citizens experience + risk of mere compliance or interruption of commitment when the incentive is over





## THE 2007-13 PERFORMANCE RESERVE

Focus on final results (“Obiettivi di servizio”)

incentives targeted on the achievement of minimum level in the provision of relevant public services (e.g. reduction of early school leavers, increase of children in child-care, increase of recycled urban waste collection ...); regional governments the responsibility to design and implement the path (action plan)

... so far good results for some regions (e.g. Sardinia) and some policy fields (e.g. child and elderly care) however weak strategic governance of the system



# THE CURRENT APPROACH: THE COHESION ACTION PLAN

- Reprogramming of Structural Funds co-funded Operational Programs in the 4 most lagging behind (convergence) regions (6.000 million € so far), with a new national framework and actions to speed up public investments
- “Softer” use of indicators (without rewards or sanctions), however they are built-in in the program and strictly monitored (few actions defined on the basis of results to be achieved)
- Focus on some policy areas (education, digital agenda, railway transport, employment, child and elderly care)





## ... AN EMERGENCY SOLUTION, A TEST OF NEW RULES

- Justified by the economic crisis and budget constrains: need for the European Budget to be employed as an instrument to reduce disparities in opportunity among EU citizens in a significant and measurable manner
- Considering difficulties of regions in implementing programs, it centralizes some actions
- Built on experience, it anticipates some features of the 2013-2020 cohesion policy framework (result orientation, ex ante conditionalities)





## THE COHESION ACTION PLAN: THE EDUCATION FOCUS

More than 900 million € from 4 regional OPs transferred to the Ministry of Education (acting as intermediate body) for investments in the same territories (in addition to projects already successfully implemented by the Ministry through its OP)

In addition to already targeted and monitored indicators (reduction of early school leavers and students with low performance in OECD-PISA tests), program indicators introduced and strictly monitored







## THE COHESION ACTION PLAN: THE CHILD AND ELDERLY CARE FOCUS

More than 700 million € from national OPs reprogrammed in favor of social inclusion priority; funds invested in the same regions, continued to be managed by central government though by a different authority and for different objectives

Use of already existing targeted indicators (e.g. children aged 0-3 in childcare), with data at municipal level, to plan investments according to expressed (and not expressed) needs



## LESSONS FOR INCREASING RESULT ORIENTATION OF 2014-2020 OPs

- rewards (or sanctions) can only act to reinforce reputational incentives
- more detailed and focused OPs needed (AP format?)
- major capacity building effort at regional level needed; know-how needed on methodological issues (to identify and quantify output and input indicators and link them with results) and on the regulatory framework and all place specific factors influencing the achievement of expected results (to define a timetable of all needed actions – ex-ante conditionalities)
- some methodological coordination action and technical assistance resources at national level to guarantee the overall quality of implementation (with some economies of scale)





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THANK YOU FOR YOUR ATTENTION!

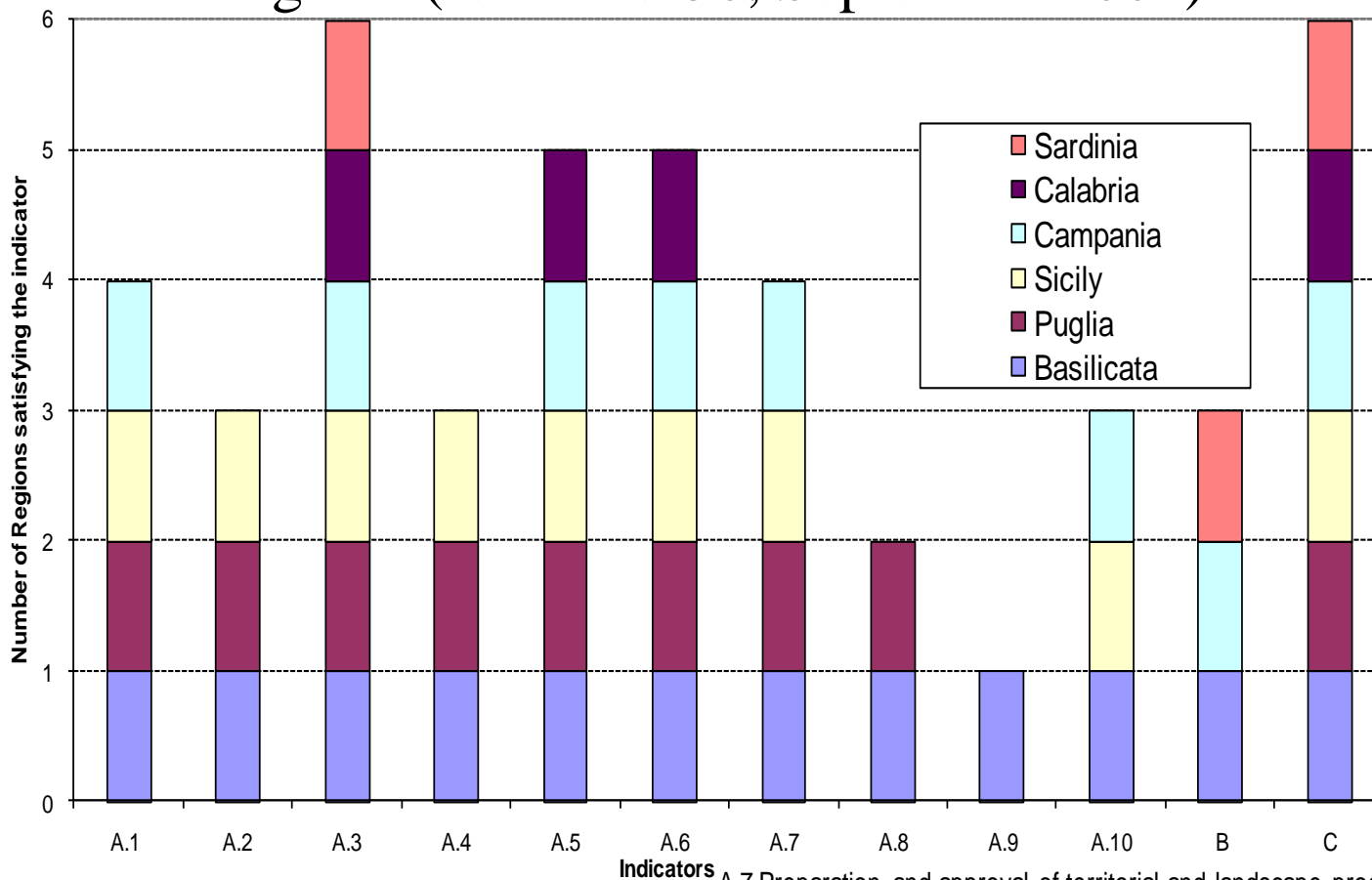
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# THE 2000-06 PERFORMANCE RESERVE

## Regions (results at 30, September 2002)



- A.1 Delegation of managerial responsibilities to officials
- A.2 Set up and implementation of internal control management unit
- A.3 Set up of regional and central administration evaluation units
- A.4 Development of information society in Public Administration
- A.5 Implementaion of one back-stop shop
- A.6 Implementation of Public Employment Services

- A.7 Preparation and approval of territorial and landscape programming documents
- A.8 Management of integrated water services
- A.9 Management of urban solid waste within optimal service areas
- A.10 Set up and operational performance of regional environmental agencies
- B Implementation of territorial integrated projects
- C Concentration of financial resouces



# THE 2007-13 PERFORMANCE RESERVE – A SELECTION OF INDICATORS

	Giovani che abbandonano prematuramente gli studi			Presenza in carico "ponderata" degli utenti dei servizi per l'infanzia			Presenza in carico degli anziani per il servizio di assistenza domiciliare integrata			Raccolta differenziata dei rifiuti urbani			Acqua erogata su acqua immessa nelle reti di distribuzione comunale		
	2006	2010	Target	2004	2010	Target	2005	2010	Target	2005	2010	Target	2005	2008	Target
Abruzzo	14,7	<b>13,5</b>	10,0	6,7	<b>9,6</b>	12,0	1,8	<b>4,9</b>	3,5	15,6	<b>28,1</b>	40,0	55,4	<b>56,4</b>	75,0
Molise	16,2	<b>13,5</b>	10,0	3,2	<b>5,5</b>	12,0	6,1	3,3	3,5	5,2	<b>12,8</b>	40,0	54,9	<b>56,1</b>	75,0
Campania	27,1	<b>23,0</b>	10,0	1,5	<b>2,7</b>	12,0	1,4	<b>2,1</b>	3,5	10,6	<b>32,7</b>	40,0	59,8	<b>61,2</b>	75,0
Puglia	27,0	<b>23,4</b>	10,0	4,8	4,6	12,0	2,0	1,8	3,5	8,2	<b>14,6</b>	40,0	52,7	<b>53,4</b>	75,0
Basilicata	15,2	<b>15,1</b>	10,0	5,1	<b>7,5</b>	12,0	3,9	<b>5,0</b>	3,5	6,5	<b>13,3</b>	40,0	65,2	<b>67,1</b>	75,0
Calabria	19,6	<b>16,2</b>	10,0	2,0	<b>2,4</b>	12,0	1,6	<b>2,8</b>	3,5	8,6	<b>12,4</b>	40,0	65,5	<b>66,9</b>	75,0
Sicilia	28,1	<b>26,0</b>	10,0	6,0	5,5	12,0	0,8	<b>1,5</b>	3,5	5,7	<b>9,4</b>	40,0	64,4	<b>64,9</b>	75,0
Sardegna	28,3	<b>23,9</b>	10,0	10,0	<b>17,0</b>	12,0	1,1	<b>2,5</b>	3,5	9,9	<b>44,9</b>	40,0	53,6	<b>54,1</b>	75,0
Centro Nord	16,8	<b>16,2</b>		15,5			3,5	<b>4,9</b>		31,6			71,5	<b>71,9</b>	
Mezzogiorno	25,5	<b>22,3</b>	10,0	4,2	<b>5,2</b>	12,0	1,6	<b>2,3</b>	3,5	8,8	<b>21,2</b>	40,0	59,4	<b>60,3</b>	75,0
Italia	20,6	18,8		11,3			2,9	4,1		24,2			67,4	67,9	

In grassetto i progressi registrati a livello regionale.

Sono riportati nella tavola gli ultimi dati disponibili solo per 5 degli 11 indicatori degli Obiettivi di Servizio e confrontati con i valori base (NB: le risorse assegnate in base ai progressi raggiunti hanno riguardato tutti gli 11 indicatori).

Il valore 2010 per servizi per l'infanzia e raccolta differenziata dei rifiuti urbani è al momento pubblicato solo per le regioni del Mezzogiorno.

Dati in percentuale, fonti varie (cfr. [www.dps.tesoro.it/obiettivi\\_servizio/dati.asp](http://www.dps.tesoro.it/obiettivi_servizio/dati.asp))