



Country Reforms Matrix - Italy

<u>Lab</u>	<u>Theme</u>	<u>Policy Name/Concept/Leading Institution</u>	<u>Policy Description</u>
Lab 1 - Voice	Engaging citizens	Charter of Digital Citizenship	The Delegation Law 124/2015 introduces the Charter of Digital Citizenship , which aims to promote and develop digital citizenship rights for citizens and businesses. This includes web-based participation in public decision-making, more direct control on public administration through open data, and improves access to digital services in order to speed up the implementation of the Digital Agenda for Europe. Active involvement of citizens through the use of ICTs will be facilitated by removing all barriers that limit the full exercise of digital rights, such as fostering inclusiveness measures on digital literacy and developing basic digital skills.
	Establishing partnerships	Simplification Agenda 2015-2017	The Simplification Agenda 2015-2017 identifies activities, targets, responsibilities, deadlines and expected results that were defined via regular meetings with the main business associations. As well, the business associations are actively involved in the phases of implementation and monitoring the Agenda's actions. These regular meetings allow business associations to voice their concerns and discuss possible solutions for simplification.
	Integrating groups		
	Using ICTs		
	Involving citizens	rivoluzione@governo.it	Through the email address rivoluzione@governo.it , citizens and enterprises were invited to discuss the 44 points of the Public Administration Reform that would form the foundation for the Delegation Law 124/2015. The 44 priorities were organised according to three themes: human resources, efficiency and the reorganisation of the public administration. Nearly 40,000 emails were received and responses were used to draft a better reform bill that represented the comments and proposals of citizens.
		The Good School Reform	A public consultation was launched to improve, integrate and strengthen the Good School reform bill . The bill, which became law in 2015, aims to better design the future education service. Operating for a little over 2 months, the consultation included an online questionnaire and a nationwide online discussion that shared the results of debates between education professionals and practitioners together with students in schools and at the local level. A kit for offline consultation was made available for download. Contributions from the consultation included the collection of good practices and practical ideas, proposals, and ongoing pilot projects. Users could also comment on the proposals posted by others.

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		Strategy for Digital Growth 2014-2020	The Strategy for Digital Growth 2014-2020 is the main innovation strategy for Italy. It was developed using both a co-creation approach and relying on local best practices to outline national plans and standards. The strategy document, presented in March 2015, is the result of a 30-day online and offline participatory consultation process that involved public and private stakeholders as well as citizens and civic associations. 587 comments from 83 different users were combined with 50 written proposals submitted to the Agency for Digital Italy and used to amend the Strategy for Digital Growth.
Lab 2 - Design	Utilizing a mix of policy instruments	Simplification Agenda 2015-2017	To solve the 'implementation gap' that exists, particularly at the regional and local level, the Simplification Agenda 2015-2017 uses an innovative approach that does not rely on legally binding regulations but integrates regulation within a framework for multi-level coordination. This includes the use of regulation, consultation with citizens and relevant stakeholders, multilevel planning and monitoring measures, and the use of transparency and digitization. This new approach rests on the approach that successful regulatory reform requires broad consensus across levels of government to ensure that political commitments are translated to the public sector. The national government, regions and local authorities assumed a common commitment to implement the Agenda. A Committee within the Unified Conference (State, region and local authorities) was created to monitor implementation and a Technical Table made up of representatives from all levels of government-coordinated implementation. As a result of inter-governmental cooperation, 90% of deadlines for implementing the Agenda have been met. Significant simplification measures have been adopted into the Delegation Law 124/2015 as well as in the areas of taxation, construction and the environment.
	Using joined-up government	Delegation Law 124/2015	The Delegation Law 124/2015 introduces measures to reorganize the state administration. The aim is to create a simpler administration where decision-making is faster, organisational procedures are more streamlined, and spending is more rational. Measures to promote joined-up government include, first, strengthening the coordination and evaluation functions of the Prime Minister's Office and reconsidering the organisation of Ministries to achieve greater organisational flexibility, duplication among public administration, and, second, establishing single points of contact between local State government offices and citizens by reviewing the network of offices and transforming them into Territorial State Offices.
	Fostering a whole-of-government approach	The Conference of Service	The Conference of Service has been operating since the early 1990s to simplify complex administrative procedures that require the validation of different public administrations representing diverse public interests, such as in regards to authorisation, license, permits, etc. Its core function is to simplify procedures and aggregate different interests to ensure coordination among institutions. The recent Delegation Law 124/2015 has further streamlined forms of representation and coordination in the public administration to make the Conference of Service more effective by accelerating the validation process.

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Engaging with innovative practices	Engaging with innovative practices	Whole-of-government practices	Italy has also implemented a consolidated practice aimed at promoting a whole-of-government approach on specific policies or issues that involve different levels of government and in agreements between the government, regions, autonomous provinces and local authorities.
		Strategy for Digital Growth 2014-2020	Italian innovation practices are focused on digitisation and have been traditionally focused on digitising processes. The Strategy for Digital Growth 2014-2020 was drafted following a wide online and offline consultation process. The Strategy aims at modernising and fostering the digital development of Italian citizens and businesses by using public sector modernisation as a lever. The Strategy focuses on coordinating all digital transformation actions, launching a centralised process for planning and public spending, establishing the 'digital first' principle, disseminating the digital culture and developing the digital skills among businesses and citizens, modernising the public administration, ensuring accessibility and interoperability of data and services, and solutions aimed at encouraging cost-cutting and better quality of services. This includes the implementation of accelerating programmes to ensure the greatest impact on the economy and society as well as to foster the dissemination of the digital culture.
		Public Service for Digital Identity	The Public Service for Digital Identity (SPID) programme guarantees safe access to all digital public services for citizens and businesses. The system uses private service providers and accessible mobile formats to simplify access to digital services.
		The National Registry of the Resident Population	The National Registry of the Resident Population (ANPR) is a centralised database that will gradually replace over 9,057 Municipal Registers and the Register of Italian Citizens Living Abroad. This project is key to allowing further innovations linked to citizens' identity and their relationship with the public administration.
		Italia-Login Project	The Italia-Login Project will gradually create a platform where citizens can use their profile to access more and more online services, including e-payments.
Lab 3 - Delivery	Strengthening the civil service	Delegation Law 124/2015	The new Delegation Law 124/2015 implements innovative human resource management measures in order to achieve the goals of having a more efficient, responsive, and open public administration. Innovations include: reviewing the staff planning system to make sure critical skills are being provided to civil servants, recruitment by centralizing competitive examinations and changing selection methods, and reviewing the staff assessment system to reward good performance. Furthermore, the law seeks to enhance integrity and transparency in the civil service.
		National Anticorruption Authority	The Italian Constitution enshrines the values of soundness and impartiality, while also building a full system of regulations and institutions to better fight corruption. Recently, reforms were passed to strengthen the powers of the National Anticorruption Authority (ANAC) .

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		Transparency Reforms	The recent reform also aims to foster open data and transparency in public administrations , which will help to cut costs, improve the quality of service delivery, and serve as a social deterrent against corruption. Transparency obligations are redefined, including information about public contracts, average wait times in the health care sector, and timely payments to businesses and assessment results. Transparency will be enhanced with a legislation inspired to the Freedom of Information Act (FOIA) principles. Sanctions are levied for administrations that do not grant full access to information.
		The Agency for Digital Italy	Since 2014, the Agency for Digital Italy (AGID) , located in the Prime Minister's Office, has launched two important initiatives to increase the release and use of understandable open data:
		SoldiPubblici	SoldiPubblici is a web platform to monitor and analyse expenditures of the public administration at all levels of government. This open data set provides greater transparency and easier access to information on how public money is spent through a graphic representation of data and their processing. All platform materials are released in open data format.
		Open Expo	Open Expo is an initiative aimed at making all data related to the 2015 Universal Exposition in Milan available on the OpenExpo open data platform. This includes data on the progress of works, financial flows, and purchases and payments. All data is released via open and standardized formats, which enhance transparency.
	Building a diverse & inclusive civil service	Delegation Law 124/2015	The new Delegation Law 124/2015 adopts innovative human resource management reforms in the civil service. This includes reforms that create a more inclusive civil service, specifically for disabled people, women and youth. These reforms include adopting plans to encourage the employment and integration of disabled people into the civil service, establishing a national board for the inclusion of disable people in the workplace, and favouring part-time employment of older civil servants in order to encourage a generational hand over.
	Building trust in government		It is too early to determine if these reforms have impacted trust.
	Reaffirming the core values in the public service	Delegation Law 124/2015	The recent Delegation Law 124/2015 gives senior civil servants a major role in promoting performance and effectiveness in public administration. The law creates a virtual 'labour market' for senior civil servants, allowing them to apply to any vacant position in the public administration. This will enhance the performance assessment system and allow positions to be assigned based on professional capabilities and merit. A Single Register of Senior Civil Servants will be created through periodic competitive examinations and fast stream programmes to recruit senior civil servants. This register will include civil servants from central, regional and local governments. Job assignments will be limited to four years, with a one-time renewable two-year option. Performance assessment and transparency will play a greater role in the careers of senior civil servants.

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Lab 4 - Accountability	Establishing gender balance in the civil service	Women Parliamentarians and Ministers	As a result of policies directed at fostering active participation of women in politics and decision-making positions , Italy is now above the OECD average for both women parliamentarians and ministers. The share of women parliamentarians rose from 10% in 2002 to 31% in 2015. The share of women ministers rose from 8% in 2005 to 44% in 2015.
		Law on Gender Quotas	The law on gender quotas , introduced in 2011, has significantly increased the presence of women both in boards of publicly listed companies and in State-owned enterprises. 24.6% of women appointed to State-owned companies were re-elected to their governing bodies following the enactment of the gender quotas and relevant legislation. Comparatively, only 13.9% of women were re-appointed to the governing bodies of private companies, with relatively disparities among the regions.
		ProRetePA Project	In 2015, the Department for Equal Opportunities launched the ProRetePA project , creating a database of women's CVs that Public Administrations can browse through to find the most suitable professional profiles for board positions in state-owned companies and agencies.
		Delegation Law 124/2015	The new Delegation Law 124/2015 includes measures for improving work-life balance and family-friendly work arrangements, such as setting annual goals for the implementation of teleworking. Moreover, the law requires that the performance management system identifies specific indicators to monitor the implementation of work-life balance reforms and their impact on the quality of services delivered.
Lab 4 - Accountability	Developing a coordinated government-wide evaluation system	Delegation Law 124/2015	The Delegation Law 124/2015 has introduced provisions aimed at strengthening the coordination and evaluation functions of the Prime Minister's Office.
		Office for the Programme of Government	The Office for the Programme of Government in the Prime Minister's Office supports the Prime Minister in encouraging and coordinating the implementation of government action. Strengthened in recent years, the Office constantly monitors and assesses the state of implementation of the Government Programme and public policies. The Office also supports the public administration when difficulties are encountered.
	Strengthening performance management	Performance Management System Reform	The current performance management system , implemented in 2009, is under review in order to overcome a number of problems experienced during its initial implementation. The government is currently in the process of simplifying requirements to reduce complexity and increase effectiveness. It will also integrate the performance cycle with the budgetary cycle, better link performance management with internal control systems, and improve the reliability of performance assessment by increasing the independence and professionalism of the bodies in charge. Some of the provisions in the Delegation Law 124/2015 will further enhance this review process, with a focus on improving performance assessment of employees and managers.

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	Identifying what works		
	Utilising policy and programme experimentation/piloting	Public Service for Digital Identity	The Public Service of Digital Identity (SPID) is a system for making citizens fully connected with public administrations, services and networks. It is being implemented through a pilot in order to fully understand the operational implications of the new digital service. The pilot involves 11 administrations acting as 'service providers' and 3 administrations acting as 'identity providers'. As a result of this and a subsequent accreditation process for identity providers, there will be more than 300 services available online through the SPID when it becomes operational. By 2017, all government entities must make their services available online.
		National Registry of the Resident Population	The implementation of the National Registry of the Resident Population (ANPR) program will involve all city governments. Prior to this, a pilot phase involving 27 municipalities was launched to test the software application used to manage the population data. The data will be assessed in late-2015 to determine if any issues are present before migrating all the information to the new database.