

Chapter 1

Strategy and policies for Better Regulation

Regulatory policy may be defined broadly as an explicit, dynamic, and consistent “whole-of-government” policy to pursue high quality regulation. A key part of the OECD’s 2005 Guiding Principles for Regulatory Quality and Performance is that countries adopt broad programmes of regulatory reform that establish principles of “good regulation”, as well as a framework for implementation. Experience across the OECD suggests that an effective regulatory policy should be adopted at the highest political levels, contain explicit and measurable regulatory quality standards, and provide for continued regulatory management capacity.

Effective communication to stakeholders is of growing importance to secure ongoing support for regulatory quality work. A key issue relates to stakeholders’ perceptions of regulatory achievements (business, for example, may continue to complain about regulatory issues that are better managed than previously).

Governments are accountable for the often significant resources as well as political capital invested in regulatory management systems. There is a growing interest in the systematic evaluation of regulatory management performance – “measuring the gap” between regulatory policies as set out in principle and their efficiency and effectiveness in practice. How do specific institutions, tools and processes perform? What contributes to their effective design? The systematic application of ex post evaluation and measurement techniques can provide part of the answer and help to strengthen the framework.

E-Government is an important support tool for Better Regulation. It permeates virtually all aspects of regulatory policy from consultation and communication to stakeholders, to the effective development of strategies addressing administrative burdens, and not least as a means of disseminating Better Regulation policies, best practices, and guidance across government, including local levels. Whilst a full evaluation of this aspect is beyond the scope of this exercise and would be inappropriate, the report makes a few comments that may prove helpful for a more in-depth analysis.

Assessment and recommendations

Development of Better Regulation strategy and policies

Italy has made real efforts to give its regulatory policies a new impetus since the 2008 OECD review, at least as regards legislative and administrative simplification, the functioning of public administration, and aspects of impact assessment. There is wide awareness that previous efforts have not fully delivered, while expectations on the potential implications of good quality regulation and accountable, evidence-based and impact-oriented decision-making are raising. The country deserves considerable credit for pursuing this agenda, especially at times of political turmoil and economic recession.

The EU influence in steering the Better Regulation agenda is less evident than in some other EU countries – beside the general impact that the transposition of the EU Services directive has on administrative re-engineering and concern at transposition delays and infringements. In two instances only such influence is obvious: the administrative burden reduction agenda is closely related to similar developments in other EU Member States and at the EU level; and the recent Law 180/2011 (so-called *Statuto delle imprese*) is clearly parented with the EU Small Business Act. For the rest, advances with the regulatory reforms are mainly the result of domestic dynamics and of a bipartisan consensus that seems now to be consolidated. Italy hopes that it has achieved a higher gear and greater speed in the reform agenda. However, this new momentum, also confirmed by the new government of November 2011, needs to stand the test of time. Only the next few years will determine whether a point of no return has effectively been passed or if a new backlash in political commitment and leadership may risk hampering consistent and strategic implementation of the reform agenda.

Although the effects of decentralisation have clearly been significant and have complicated the task of regulatory management, this is not (yet) a clearly signposted issue in the reform agenda. The multilevel dimension remains one of the most important and pressing issues against the background of a complex decentralisation process. Not enough attention is being paid to the implications for regulatory management and the economic effects of a fragmented internal market.

The Government of November 2011 is taking steps to better link the regulatory reform agenda with the wider policy objectives of curbing sovereign debt crisis and boosting economic growth. Administrative burden reduction and economic liberalisation are promoted through the so-called “Salva Italia” Decree-law of December 2011. This Decree extends the liberalisation (launched in 2006) to a number of areas, including to the sales of pharmaceutical products, to commercial distribution and to the organisation of liberal professions, and rationalises regulation supporting the liberalisation of the sea, air and railways transport sectors. Among other measures introduced is also the strengthened power of the Antitrust Authority. As such, it complements the “Development Decree” of August 2011 (as regards the reform of liberal professions) and the “Stability Law” of November 2011 (which deals with liberalisation of road transports). Cutting administrative burdens is also promoted in the Document of Economy and Finance 2011 in the framework of the National Programme of Reform (PNR) 2011, as well as in recent commitments taken by Italy with the Presidents of the European Commission and of the Council of Europe.

By unifying responsibilities for simplification under the leadership of the Minister for Public Administration and Simplification, the new Government is also assuaging the concern that a complex and fragmented institutional framework may hamper the effectiveness of regulatory policy.

Communication on Better Regulation strategy and policies

With the notable and welcome exception of the MOA programme, regulatory policy in general and individual initiatives has remained poorly communicated.

Ex post evaluation of Better Regulation strategy and policies

While a review of the experience so far with the One-Stop Shop initiative (*sportello unico per le attività produttive*) and of the administrative burden reduction programme is scheduled, there is no clear commitment to evaluating progress across the different initiatives. A rather ad hoc and unsystematic approach is followed. Strategic changes (including institutional re-organisation) over the past years have not necessarily followed logics of performance and achievements of results.

E-government in support of Better Regulation

Digitalisation, re-engineering and enhanced efficiency through ICT are clearly an important driver of the efforts to get to grips with administrative simplification. Italy has launched several initiatives both at the central and the sub-national level, including the creation of a series of one-stop-shops through the synchronisation of public administration and private networks; streamlining the front office of public service delivery; and improving access to information. Nevertheless, like many other EU countries, Italy faces the challenges of an important geographical and social digital divide that can hinder the full exploitation of the e-government potential.

Recommendations. The success of regulatory policy reforms crucially hinge on the development of quality control mechanisms and incentives for compliance:

- 1. Staffing and expertise in central quality control bodies for regulation need to be consolidated and increased.**
 - 2. Transparency and consultation mechanisms, as well as benchmarking processes need to be strengthened.**
 - 3. External and regular evaluation, based on a clear set of performance indicators, would help obtain feedback on the effectiveness of the Better Regulation programme.**
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Background

Economic context and drivers of Better Regulation

Both domestic as well as external pressures have supported the Italian national strategy for better regulation. Domestically, regulatory policy has its origins in a longstanding drive to simplify the regulatory environment, in both legislative and administrative terms. Since the 2001 constitutional reform extended and formalised the decentralisation process in the country, governments have committed to carry forward federalism and simplification simultaneously, with the aim of exploiting synergies from these two processes leading to better provision of public services to citizens and enterprises.

Another domestic driver is the improvement of the regulatory function by establishing a highly performing, transparent and accountable public administration. For a number of years, the Italian executive has recognised that there are serious shortcomings in the management of administration. In 2008, the Ministry of Public Administration launched wide-ranging reforms and an “industrial plan” for re-organising the public administration and enhancing its efficiency, with a view to introduce performance incentives among employees, and more transparency and merit-based decisions on recruitment and promotion.¹

Regulatory reform has also been encouraged by external pressures. Reports by international organisations, including the OECD, have highlighted the importance of the regulatory framework for economic competitiveness and growth. Italy’s economic growth has been below the euro-area average, with low total factor productivity growth. Structural reforms and liberalisation policies remain a necessity.

As it is the case for most EU countries, the EU’s comprehensive “Action Plan for Better Law-making”² launched by the European Commission in 2002, and the related Inter-institutional Agreement signed by the European Commission, the European Council of Ministers and the European Parliament in 2003 have also exerted a significant influence. The Lisbon Strategy in 2005 called upon each member state to implement national plans for competitiveness and growth. The plans were designed to encourage progress on reforms, including those related to competitiveness, administrative simplification, and public spending.³ Principles and tools in support of policies to achieve “growth and jobs” are now complemented by a more comprehensive strategy for “Smart Regulation” (European Commission, 2005).

Main developments in the Italian Better Regulation agenda

Developments in the past years have built on earlier attempts to shift away from annual “simplification laws” and pivot action around more encompassing initiatives – such as the cutting law mechanism and the measurement of administrative burdens.

Table 1.1. Milestones in the development of Better Regulation policies in Italy

2011	The Enterprise Law 180 (<i>Statuto delle imprese</i>) – reduction and transparency of administrative obligations for citizens and firms
2010	Introduction of the proportionality criterion in burden simplification and reduction measures for firms
2009	Regulation of VIR (<i>Verifica dell' Impatto della Regolamentazione</i>) Directive on the preliminary examination of regulatory proceedings of the Government
2008	Adoption of the Administrative costs reduction rule Rule of the President of the Council regarding the timeline and ways of implementing the technical regulatory analysis Regulation on RIA
2005	Fourth law of simplification (No. 246) on reorganisation, regulatory quality and regulation A new legislative tool for reducing regulatory stock is introduced (the so-called Decree Taglia Leggi)

2003	Third law of simplification (No. 229) on reorganisation, regulatory quality and regulation. Introduction of RIA for Independent Authorities
2001	Law 3 of the constitutional reform modifies the distribution of competencies for regulation among State, regions and local authorities Handbook for drafting laws of the Presidency of the Council Rules for the legislation and the application of drafting guidelines and institution of the Committee for legislation of the Chamber of deputies
2000	Consolidating act for administrative documentation Second law on simplification (No. 340)
1999	First law on simplification (No. 50) for deregulation and consolidating acts and introduction of RIA
1998	Simplification rules (one-stop shop)
1997	Law 59 for the regulation of simplification rules which provides for the adoption of laws of simplification on a periodic basis
1994	Launch of deregulation with the first simplification rules
1990	Law on the administrative procedures (No. 241) with the first institutions of proceedings simplification (Conference of services, New business launching statement)

Guiding principles for the Better Regulation policy agenda at the national level

In recent years, broad support for reforms has enabled the government to move up a gear, intensify its efforts and develop a more consistent approach on two intertwined fronts:

- In terms of political commitment and leadership, the agenda has been propelled forward by the appointment of the Minister for Normative Simplification in 2008, and by the actions of the Minister for Public Administration (see Chapter 2).
- In terms of strategy, the aim has been to advance the normative and administrative simplification agendas, and enhance evidence-based decision-making (notably through measuring and reducing administrative burden), linked to policies aimed at improving performance in the public administration.

The emphasis on regulatory reform is embodied in Decree-law 112/08 adopted in June 2008, and converted into law in August of that year (Law 133/08) (see Box 1.1). As an indication of the political importance granted to regulatory reform and to simplification in particular, the title of the law explicitly mentions these policy areas. A specific chapter in the Law is also devoted to them – a novelty for a budgetary law (*legge finanziaria*). This was a strong signal of the importance that the government attaches to simplification in support of clarity and transparency, as well as to its contribution to competitiveness. Better regulation is therefore now considered in Italy as a fully-fledged policy that goes beyond sectoral needs and agendas. Relative continuity in the policies of simplification through the various legislatures without which the Decree could not have been designed and adopted so quickly.

Main Better Regulation policies at the national level

Decree-law 112/08 made three key areas of intervention operational: the “cutting-laws”; the “cutting-burden”; and the “cutting-bodies” initiatives. The Government’s strategy aims at improving the quality of regulation while enhancing the outputs of the public service. As an illustration, there is now a closer connection between the personal evaluation of top managers and achievement of the objectives set for their services in terms of regulatory reform.

Box 1.1. Moving up a gear in Italy’s simplification agenda: Legislative Decree 112/08

The Legislative Decree 112/08 reinforced and made operational three key areas of intervention:

- **The “cutting-laws” mechanism** (*taglia-leggi*) – Art. 24 concludes the first phase of the guillotine mechanism (i.e. the inventory) by repealing more than 200 000 laws. As such, by itself it has reduced the Italian legislative stock by one third, bringing the number of State legislation in force down to 14 600.
- **The “cutting-burdens” mechanism** (*taglia-oneri amministrativi*) – Art. 25 foresees completing the measurement and reduction of administrative burdens (MOA) by 2012; designing programmes to achieve the target of -25%; involving each ministry as well as the individual top managers responsible for that policy; and introducing fast-track procedures. The target has been raised to -32%.
- **The “cutting-bodies” mechanism** (*taglia-enti*) – Art. 26 abolishes all those public administration bodies that do not provide economic services and that are staffed by less than 50 employees. All other bodies that are not explicitly declared or justified will also be closed (exceptions are listed by the law).

In October 2010, the Public Administration Department issued the Plan for Administrative Simplification 2010-12, further to consultation with stakeholders (see Chapter 5). The Plan is aimed at:

- Achieving a 25% (now 32%) reduction in administrative burdens on businesses by 2012, which is now expected to lead to more than EUR 22 billion savings if applied to both national and regional legislation. The Italian approach explicitly seeks to tackle the most burdensome and obsolete measures.
- Introducing simplification measures specifically targeted for SMEs and the principle of proportionality in administrative requirements, building on the European Commission’s Small Business Act.⁴

Late 2011, major developments have occurred that changed the institutional environment for the Better Regulation agenda of Italy, but whose full implementation and impact cannot be evaluated yet. They include:

Decree-law 70/2011 (the so-called “Development Decree”) of August 2011 extends the measurement of administrative burdens to Regions, Local Authorities, Independent Authorities and citizens. A Joint Committee has been established at the Unified Conference for the co-ordination of the methods of burden measurement and reduction. Joint measurement activities have started in co-operation with the State, Regions and Local Autonomies in fields of concurrent competencies in key sectors such as construction.

The “Stability Law” of November 2011 introduces measures for the reduction of administrative burdens for citizens and firms. It also provides for forbidding the introduction of additional administrative obligations when transposing and implementing European directives.

The Decree-law “Salva Italia” of December 2011 introduces a number of liberalisation measures and complements the “Development Decree” and the “Stability Law”. It extends the liberalisation (launched in 2006) of sales of pharmaceutical products (by reducing impediments to the sale of pharmaceutical products outside the chemist’s shops), the liberalisation of commercial distribution (by eliminating obligations and exceptions to the free choice of opening hours, of territorial boundaries different from the boundaries defined in the urban development plan, by maintaining business authorisations for medium and large wholesalers only in the case of general interests related to health protection, workers, environment, and cultural heritage), the liberalisation of working activities and the organisation of liberal professions (free choice of fees, expansion of companies owned by practitioners and information disclosure).

Ex post evaluation of Better Regulation strategy and policies

As in most other EU countries, *ex post* evaluations have not been undertaken systematically. However, a number of instruments exist which, in principle, allow for an appraisal of the Better Regulation strategy. They mainly include:

- the annual report sent by the DAGL to the Parliament on the progress of RIA and VIR implementation;
- the annual reports of the Independent Administrative Authorities sent to the President of the Council or to the Parliament, which include a description of better regulation initiatives.

E-Government in support of Better Regulation

“Innovation and digitalisation within the public administration and the country” is the second pillar of public administration reform. The Italian policy on digitalisation encompasses three interrelated aspects: *i*) ICT adoption inside each public entity, *ii*) interoperability within the public sector, and *iii*) enhanced online public services and administrative burden reduction for firms and citizens. The general objective is to create an easier, faster and cheaper way to access public services, and to enhance the interaction between the provider (public administration) and the consumers (citizens and firms). Digitalisation is expected to increase effectiveness and efficiency of public service delivery, and enhance transparency and accountability.

Legal provisions for e-Government

Parliament has traditionally supported the development of e-Government practices and the application of ICT in support of the regulatory reform agenda. The relevant legal provisions in this area were codified in the Digital Administration Code (*Codice dell’amministrazione digitale*) of 2005 (Legislative Decree 82/2005). In December 2010, the new version of the Code was approved through Decree 235/2010 which entered into force on 25 January 2011 (Box 1.2).

Box 1.2. A new code for e-Government in Italy

The new e-Government Code is the second pillar supporting the modernisation and digitisation of the Public Administration (PA) project besides the so-called “Brunetta” reform. The revision of the 2005 Code became necessary due to the fast evolution of IT. It responds to the need for tools enabling increased efficiency and effectiveness in the entire public system. The pursued aim is to stop obsolete structures and endless procedures from being a burden for the national budget and from discouraging foreign investment. The Code is applied at both the central and local level.

The main novelties of the code regard:

- **The re-organisation of the public administration** through the establishment of a unique office responsible for ICT activities, the streamlining of procedures at organisational and IT levels as well as the introduction of the IT protocol and the electronic file (*fascicolo elettronico*).
- **The streamlining of procedures at organisational and IT levels.** It is expected that the public administrations’ original documents will be drafted by using information technologies and that the rules governing the copying of administrative and electronic documents will consequently be revised;
- **The right to interact with the public administration through digital means.** All public administrations must have a fully legal valid, secure, certified digital channel (in most cases consisting of certified electronic mail, that will substitute return-receipt, registered mail) that will allow citizens and businesses to use their computers to communicate with public offices. Other provisions regard the introduction of e-payment means (via debit card, credit card, or prepaid card, and any other electronic payment instrument available), the exchange of data between companies and the administration, the access to networked services, the use of electronic signature, the dematerialisation of documents and the provision of more transparent content on institutional websites. Transparency and accessibility of administrative information and requirements are also enhanced.
- **Security of data exchange** through the adoption of emergency and recovery plans to face possible disasters, so as to ensure the continuity of public service delivery and of Government-to-citizen information exchange. The public administrations are also called upon to sign agreements on co-ordination, compatibility and mutual access to databases and systems. The administrations will need to make their public data available in open formats that can be reprocessed by third parties; the exchange of data between businesses and administrations is also planned. The administrations holding databanks will be required to enter into publicly disclosed agreements for ensuring the accessibility of their information to the other administrations. The agreements will govern the limits and the conditions of access to the databanks, including for ensuring the confidentiality of personal data.
- The new code is expected to enable considerable **productivity recovery**, that is:
 - Decrease in the time spent on administrative tasks (up to 80%).
 - Reduced judicial costs: within the six-months testing of electronic notifications in the framework of civil trials before the Milanese Courts, 100 000 such modifications were made, representing approx. EUR 1 million savings.
 - Approx. one million paper pages saved in one year as a result of dematerialisation. The target is to take this number to 3 million in 2012.
 - A 90% saving in the paper-related costs, including those pertaining to ecological impact for about EUR 6 million.
 - Wide-spread use of certified electronic mail (PEC)¹ which is expected to generate a EUR 200 million saving due to the reduction of letters with acknowledgement of receipt sent by the PA to the citizens, as well as less time and space dedicated to archiving the documents.

1. www.postacertificata.gov.it. The PEC is an e-mail address that ensures the sender of the actual delivery of the message to the designated address and provides the same legal value as a letter sent by registered mail.

Source: www.innovazionepa.gov.it, and www.governo.it/GovernoInforma/Dossier/codice_amministrazione_digitale, translated by ePractice (www.epractice.eu/en/news/308646).

The new Code is a step towards achieving digital and simplified administration within three years, in compliance with the e-Gov Plan 2012 adopted in January 2009.⁵ The Plan promotes government innovation, spreads online services and reinforces the accessibility and transparency of the public administration, so as to bring it closer to the needs of citizens and businesses. The Plan consists of 80 digital innovation projects, structured around four intervention areas and 27 government objectives. A crucial instrument to mobilise the necessary organisational and financial resources is ensured by over 143 “institutional co-operation memorandums” with central administrations, regions, local authorities and private subjects and associations. Citizens can monitor online the progress status of each planned project.⁶

One-stop shops and other levels of government

The diffusion of ICT within the public administration in Italy has acquired a strategic relevance with the constitutional reform of 2001 (see Chapter 2). While the reform reduced the scope for the State to promote administrative simplification at different levels of government through direct legal interventions, e-government allowed the promotion of simplification from central to regional and local administrations in a different way. The consolidation of one-stop shops (*sportelli unici*), linked to the implementation of the so-called EU “Services Directive” illustrates the efforts of the government in this respect (Box 1.3.).

Box 1.3. Diffusing one-stop shops and making them operational

Although local authorities had been invited to establish one-stop shops on a voluntary basis since 1998, ten years later, according to a FORMEZ survey, one-stop-shops were operational only in 40.6% of the municipalities, covering 60% of the population. Additional measures were introduced since 2007 aimed at consolidating one-stop-shops as the single electronic access point across the national territory for information to businesses and the issuing of all authorisations required to locate, create or modify a production and commercial facility.¹ From November 2011, the website www.impresainungiorno.gov.it centralises access to online information and services for Italian companies for 83% of municipalities (8 092 in total).

The reform has introduced a single notification procedure for the registration of business start-ups (*ComUnica*) replacing all of the former requirements for starting a business in the fields of social security, public assistance and taxation (tax code and VAT number). A Bank of Italy report of 2008 has measured the savings of *ComUnica* by comparing it with the traditional procedures, quantifying a benefit of 35% in time saved for firms.

The reform also involved the transposition of Directive 2006/123/EC (the “Services Directive”). Contact points have been established in the form of governmental internet gateway facilitating the communication between enterprises and local administrations (www.impresainungiorno.gov.it). The system relies on the ICT system of (local) Chamber of commerce, which allows for better links to the territory and for efficient allocation of resources. A number of private bodies (*agenzie per le imprese*, www.agenziaperleimprese.it) assist SMEs in gathering and processing information and identifying the correct documents and forms. They are also entitled to act as intermediaries on behalf of (presumably) small entrepreneurs.

The new one-stop shops, so called “SUAP” (*Sportelli Unici per le Attività Produttive*), moreover, intend to reduce the length of the procedures even further, as the requests to start all the activities concerning the location, the realisation, the transformation, the restructuring, the reconversion, the increment or the transfer, the cessation and the re-establishment of the economic installations are sent exclusively electronically. The local SUAP aim at ensuring a unique and timely answer to the applicant in place of all the public administrations involved in the procedure, including those responsible for the environmental and landscape-territorial matters, the historical-artistic patrimony, health and public safety.

Box 1.3. Diffusing one-stop shops and making them operational (cont.)

The municipalities can now choose to create and manage a SUAP in an independent way, in collaboration with other neighbouring municipalities or with the competent Chamber of Commerce in their territory. The website www.impresainungiorno.gov.it ensures that all necessary administrative forms are standardised and available. Moreover, the website provides a benchmark by delivering applications and statistical information for all SUAPs managed in collaboration with the Chamber of Commerce.

The first results of the reform of the SUAP are encouraging. About 15 000 instances have been sent from April to November 2011 by municipal SUAPs through the channel of “ComUnica” and around 3 000 instances have been sent through telematics by SUAPs managed in collaboration with the Chambers of Commerce (all the data above-mentioned are provided by the website impresinungiorno.gov.it). In addition, these initiatives do not generate additional costs, as they merely re-organise the existing ICT and electronic interface and make it more user-friendly and efficient.

1. See Decree Law 7/2007, Decree Law 112/2008, Legislative Decree 59/2010 and Decrees of the President of the Republic 159/2010 and 160/2010.

Other e-Government initiatives

The Government has consolidated its approach to design electronic interfaces with the public, notably by issuing guidelines for public administration websites.⁷ The guidelines set standards for framing and managing these websites, suggesting criteria and tools to streamline online content while reducing the number of obsolete public websites.

Three complementary initiatives of the Ministry for Public Administration and Innovation are aimed at multiplying the interface between public administrations, citizens and firms:

- **Friendly Networks** (*reti amiche*).⁸ This is a system for the delivery of public services ranging from general information to issues related to passports, and residence and citizenship certificates, payments, through various agreed contact points at post offices, tobacconists, banks in agreement with the Italian Banking Association, pharmacies, large retailers. The initiative is expected to simplify service access, diminish service delivery time, and ensure user friendly services. The front offices provided by private networks also help individuals with poor ICT skills. The most innovative characteristic of Friendly Networks is the interoperability between public administration web services and private networks.
- **EasyLife** (*vivi facile*).⁹ This project launched in spring 2010 provides an advanced communication channel with the public administration through a single integrated communications system point of access to several digital services via mobile phones or the web. EasilyLife brings together various communication channels (web, e-mail and certified mail) and unifies the identification and registration processes of all services readily available to the public. While the services currently provided relate to the Vehicle Licensing Office (the Italian Automobile Association, ACI) and the school system, EasyLife will gradually be extended to other areas such as the public healthcare, welfare, labour mobility, justice and the taxation system.
- **Friendly Line** (*linea amica*).¹⁰ This call centre (which is at the core of a network of more than 1 000 contact centres of public administrations) offers three services to citizens: access to all the information regarding public administration; guidance and a call-back service if a specific problem cannot be solved immediately; and collection of complaints about poor service provision. Furthermore, it enables users

to evaluate the service received on line, by phone and by e-mail. Calls are forwarded to the toll-free number of the appropriate administration, or users can be guided through the portal. The Friendly Line call centre has been particularly used further to the earthquake in Abruzzo in 2009. The second phase of Friendly Line should integrate further the back-offices of the contact centers, allowing communications via VoiP, the sharing of FAQ and the transfer of queries from citizens.

Other e-Government initiatives have received increasing attention. Examples include:

Since November 2008, it has been compulsory for all new businesses to create a certified e-mail account, while existing companies have until November 2011 to do so. Since November 2009, all professionals have to activate a certified e-mail account and public agencies must publish their certified e-mail addresses on their websites. Bonuses to managers are frozen in case of non-compliance. So far, approximately 1 120 000 requests to open a PEC (certified email) account have been registered.¹¹

In order to reduce paper consumption and simplify the access to information for citizens and businesses, Law 69/2009 Art. 32 has made mandatory since 1 January 2011 for all the Public Administrations to publish documents, bills and administrative acts on-line (Albo pretorio on-line). Only for tenders a ‘double track’ (paper & on-line) is still allowed until 2013. As of July 2011, 97.5% of the municipalities were complying with the “Albo pretorio on-line”.

A system for electronic transmission of sick leave certificates to the National Social Security Service (INPS) by the doctor or public health service has been online since April 2010. By December 2010 electronic certificates outnumbered the paper ones. By March 2011 electronic certificates were more than 90% and by November 2011 less than 2% of paper certificates remained. Since the beginning of the new procedure more than 19 million electronic certificates have been transmitted. More than 340 000 certificates (on average) are sent per week. The compliance is homogeneous along the whole country.¹² The enforcement of this new transmission mechanism is ensured by sanctions for doctors failing to comply with these new legal requirements. Estimated savings are around 590 million euros (including savings for the workers who do not use mail to send the certificate to the employer). Other important impacts are expected from the availability of new knowledge bases regarding morbidity, behaviours etc. that will support future planning. In addition, this is an important step in further developments in the digitalisation of the prescription cycle (for medicines, visits etc.) and a building block for eHealth.

By August 2011, more than 40% of schools had joined the initiative “My SchoolPortal” (*Portale ScuolaMia*), providing various online services to the families (including online grade reports) since February 2010.¹³ Moreover, electronic communications (certified e-mail or SMS) are now used to convene temporary teachers in schools.

Another priority domain of the eGov Plan is Justice for which a “Special Plan for digitalisation” was launched in March 2011. By September 2011, 95% of Courts had subscribed to the Plan which foresees by October 2012 the adoption of experimented IT solutions in the whole country to support the digitalisation of acts and procedures, and of notifications and electronic payments. By September 2011, nearly 84% of the Courts subscribing to the Plan had been endowed with IT kits. Progress has also been made on the Electronic Civil Proceeding side: online notifications have more than doubled between 2010 and September 2011 (from less than 400 000 to almost 900 000) and some Courts are using electronic payments of rights and taxes. Benefits are already materialising. Examples include the Court of Milan, which has achieved reduction in times for order of payments

from an average of 45 days (with peaks of 150) to 19 days; and the Prosecutor Office of Bolzano who has registered an increase in productivity of 50% and a decrease of its expenses by near 70%.

Notes

1. To encourage transparency, the Ministry of Public Administration announced that ministries should publish the salaries of senior officials on their websites, and does so itself for its officials, consultants and experts. Few other ministries have followed suit.
2. http://ec.europa.eu/governance/better_regulation/index_en.htm.
3. For Italy, see the various *Piani per l'innovazione, per la crescita e l'occupazione* (PICO), www.politichecomunitarie.it/attivita/48/programma-nazionale-di-riforma.
4. <http://ec.europa.eu/enterprise/policies/sme/small-business-act>.
5. www.governo.it/GovernoInforma/Dossier/piano_e_gov_2012.
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8. www.innovazionepa.gov.it/lazione-del-ministro/servizi-per-il-cittadino/retamiche/presentazione.aspx.
9. www.vivifacile.it.
10. www.lineaamica.it.
11. www.postacertificata.gov.it/home/index.dot, as on 26 October 2011.
12. Figures provided by the Department of Public Administration and Simplification (status: December 2010). See www.innovazionepa.gov.it/lazione-del-ministro/certificati-di-malattia-online/cosa-prevedono-le-norme-.aspx.
13. www.scuolamia.pubblica.istruzione.it, as of September 2010.



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