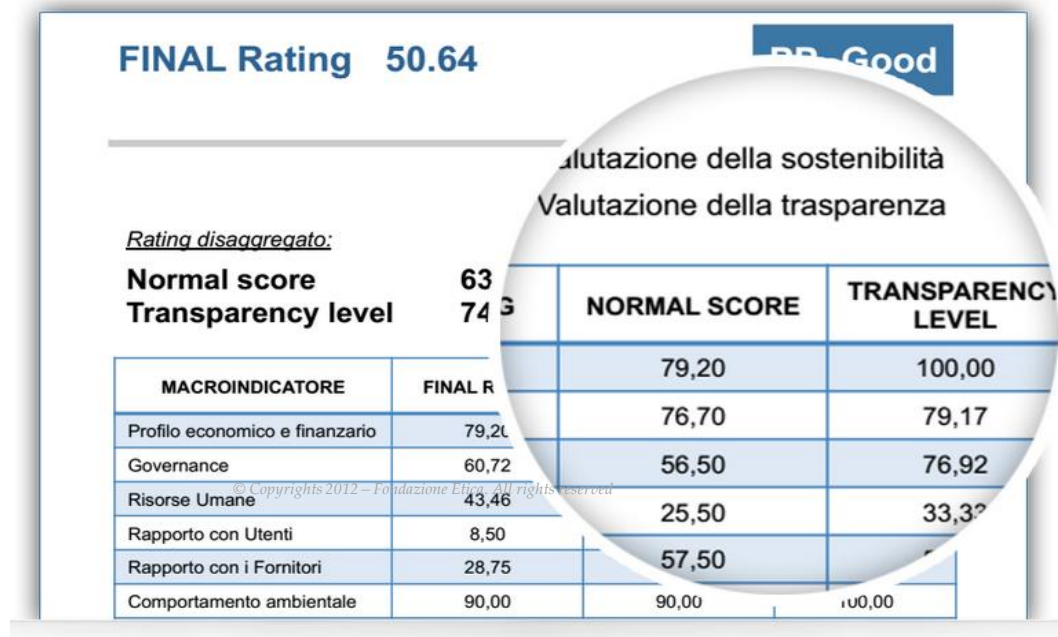


GPSA Forum 2018



**HOW INDEXES MAY PREVENT WASTE OF PUBLIC FUNDS  
AND ENHANCE PUBLIC GOVERNANCE**

*The Public Rating and the case of Italy*

# HOW CAN YOU INFLUENCE YOUR LOCAL GOVERNMENT AND MAKE IT WORKING BETTER?

1. **Partecipation** is not easy
2. You need **information**
3. **Omogeneous** information
4. **Comparison**
5. **Score > Ranking**
6. **Competition**
7. **Media**
8. **Incevizing system:**
  - a) **Money**
    - Public budgt
    - Private investment
    - International aid
  - b) **Reputation**



# HOW CAN WE MAKE THE PUBLIC SYSTEM TRANSPARENT AND EFFICIENT?

CONTROLS are not  
enough



RULES are not  
enough



CONVENIENCE is essential

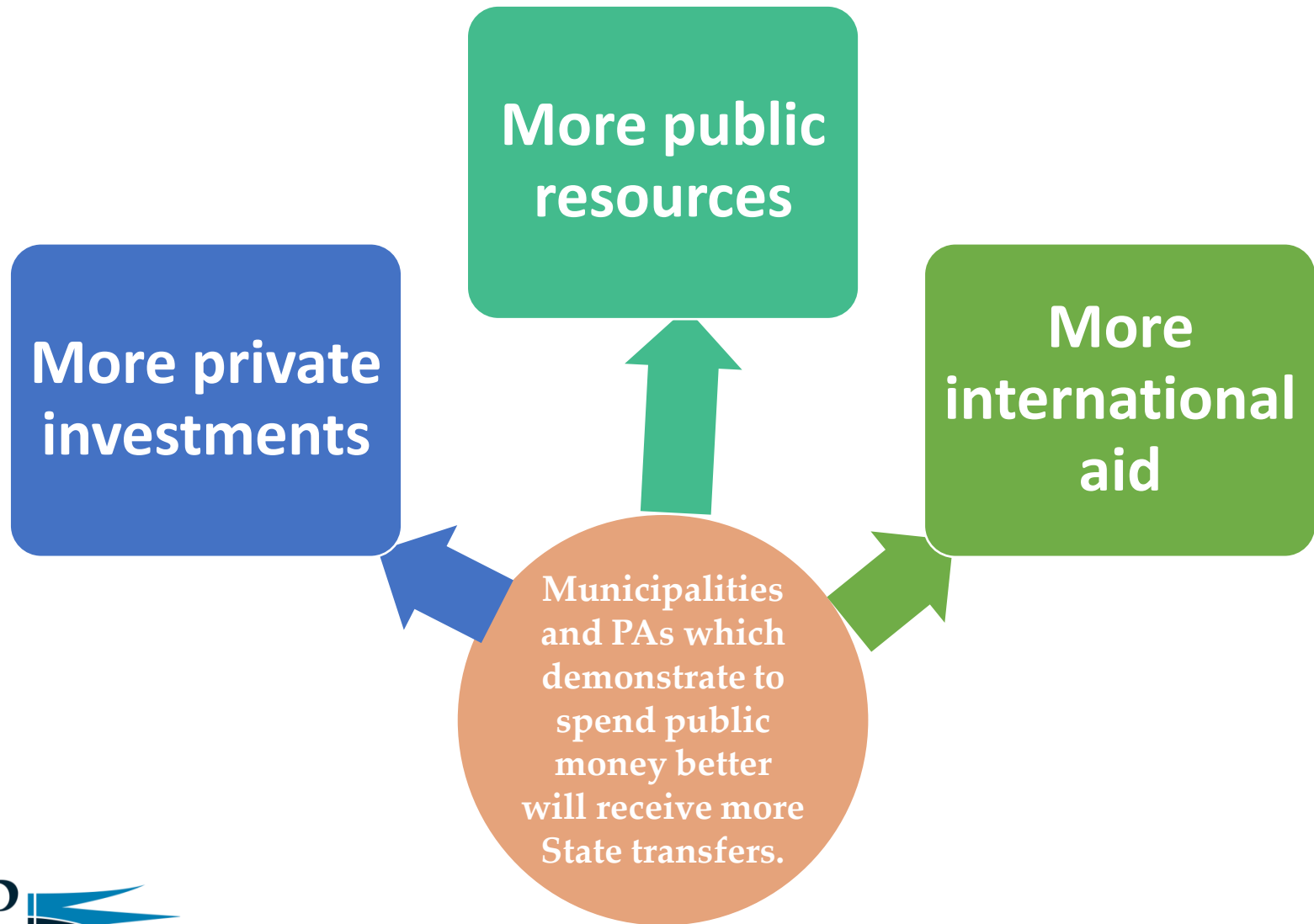
In this perspective, **MONEY REALLY MATTERS.**



**Chronic shortage of public funds requires not to waste them.**

## MONEY CAN BE USED AS AN INCENTIVE:

for **the virtuous** Administrations.



## CITIZENS ARE CRUCIAL FOR AN INCENTIVIZING SYSTEM



### 2 steps

1. To **make people aware** of their responsibility

2. To **make people informed** to make the right decision

# TO MAKE INFORMATION REALLY ACCESSIBLE

we need an **INDEX**

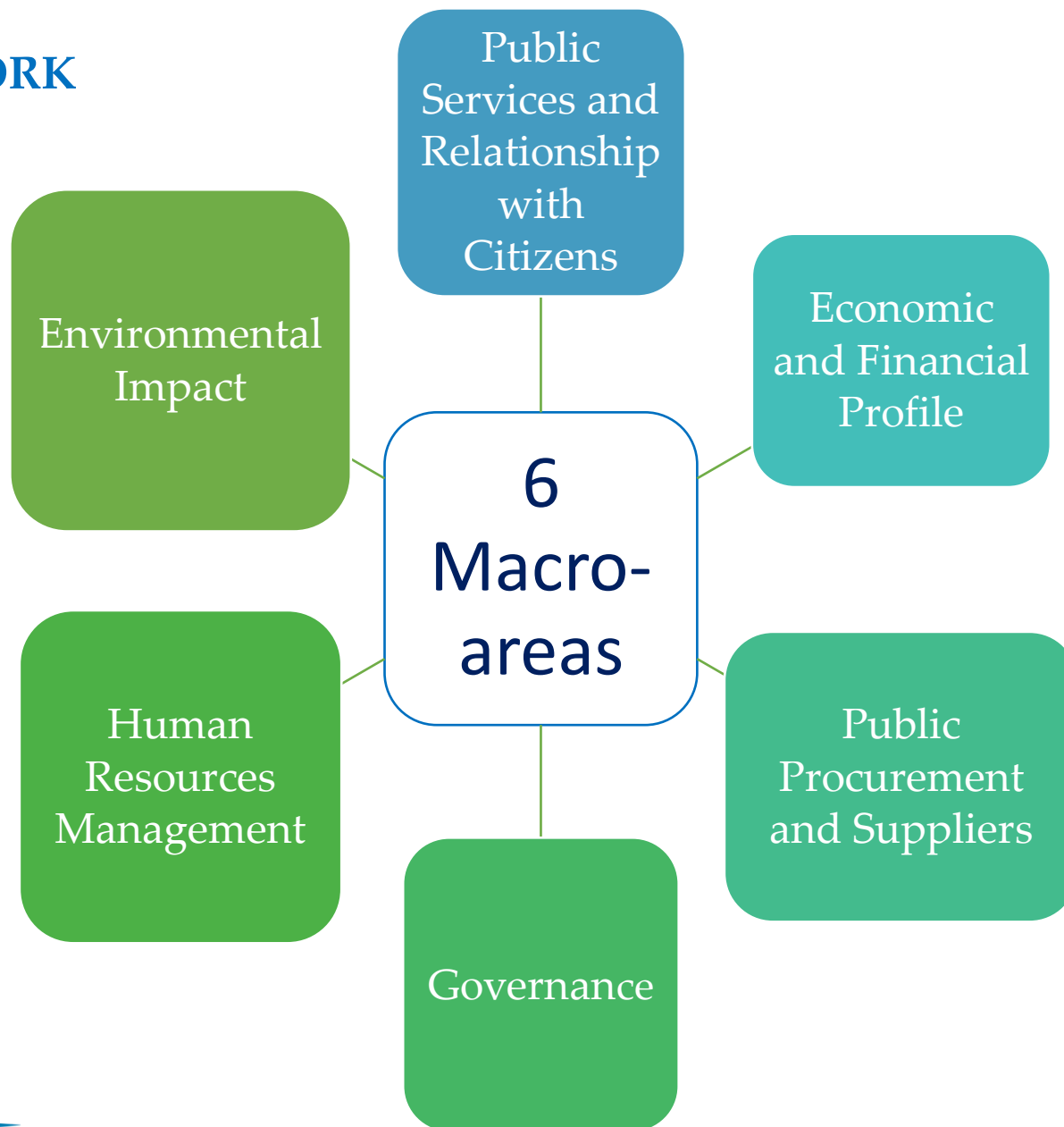


It is a *scientific method* , based on **ESG Indexes**,  
to **evaluate and measure**  
transparency, performance and integrity



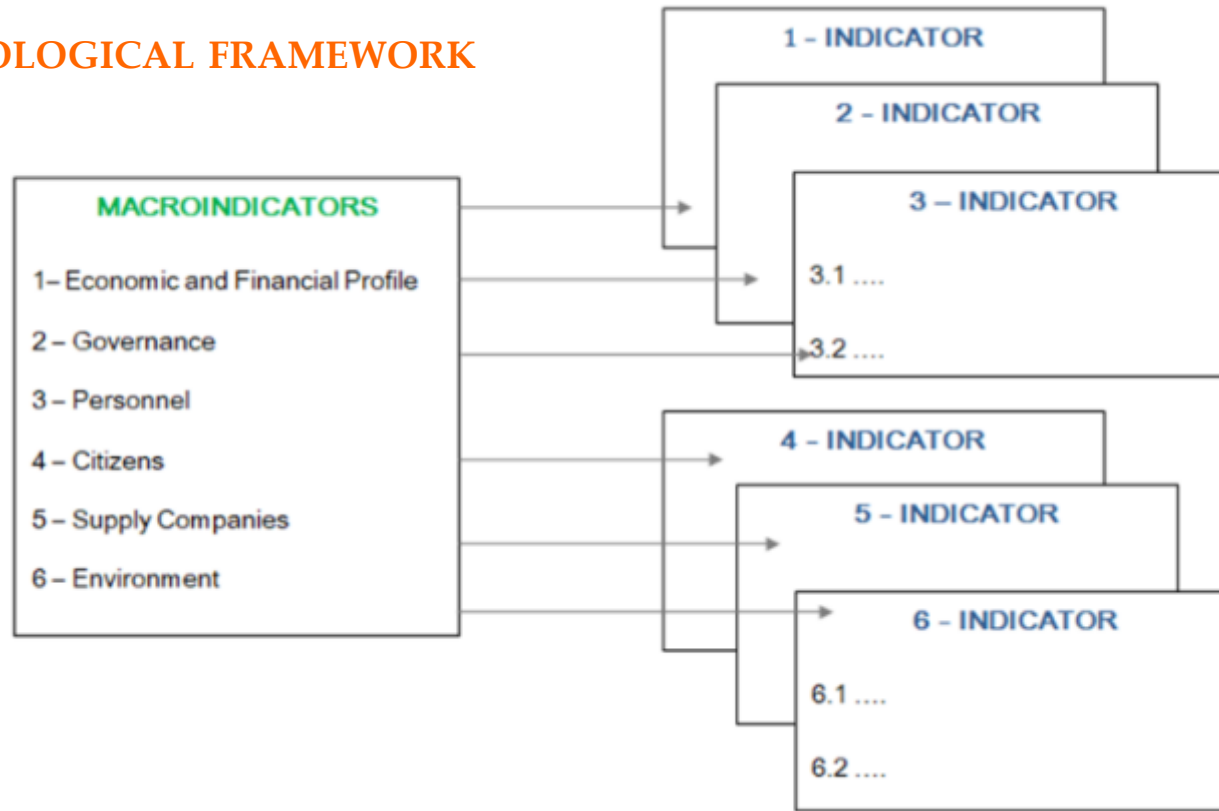
It **doesn't analyze**  
**POLICIES**,  
but the **MACHINE**  
that should create and  
implement them.

# FRAMEWORK





## METHODOLOGICAL FRAMEWORK



- The Rating will be the **sum of the scores of each Macro-Area, weighted considering the impact** assigned to each Macro-Area.

Weight is assigned on the base of *empirical evidence, on law requirements, on Esg method.*

**A mathematical algorithm translates the scores into the final Rating.**

## PUBLIC RATING GRADES

<i>Traditional classes of rating</i>	Colour	Public Rating	Score	Class of Rating
<i>A</i>	blue	<b>PPP</b>	90-100	Very Good
	light blue	<b>PPP-</b>	80-89	
<i>B</i>	green	<b>PP</b>	70-79	Good
	light green	<b>PP-</b>	60-69	
<i>C</i>	yellow	<b>P+</b>	50-59	Satisfactory
<i>D</i>	rose	<b>P</b>	40-49	Weak
<i>E</i>	red	<b>P-</b>	20-39	Poor
<i>F</i>	gray	<b>F</b>	0-19	Fallible

- Our last annual analysis regards a **sample of significant Municipalities** in Italy: 1 for each of the twenty Regions.

#### SAMPLE OF MUNICIPALITIES ANALYSED – ECONOMIC DIMENSION

City	Region	Per capita income 2015 - euro	Total income 2015 - euro	Active businesses (Loc. units) 2015
Olbia	Sardegna	10.822	647.572.125	5.913
Siracusa	Sicilia	10.869	1.329.195.337	7.813
Brindisi	Puglia	10.965	968.226.799	4.898
Cosenza	Calabria	11.677	788.757.166	6.239
Campobasso	Molise	12.844	643.461.043	4.637
Frosinone	Lazio	12.882	595.518.903	5.529
Salerno	Campania	12.944	1.764.799.986	12.927
Teramo	Abruzzo	13.360	733.467.549	4.841
Terni	Umbria	13.493	1.504.515.708	8.872
Potenza	Basilicata	13.531	908.211.236	5.819
Grosseto	Toscana	13.968	1.146.558.239	7.373
Imperia	Liguria	14.226	597.959.553	3.913
Ancona	Marche	15.521	1.565.424.224	9.374
Brescia	Lombardia	16.416	3.231.176.400	23.823
Cuneo	Piemonte	16.533	926.789.962	5.559
Aosta	Valle D'Aosta	16.810	578.092.815	3.453
Trento	Trentino	17.328	2.032.257.698	10.784
Udine	Friuli V.G.	17.392	1.724.756.603	10.320
Treviso	Veneto	18.190	1.523.034.254	10.247
Parma	Emilia Romagna	18.346	3.517.552.050	19.472

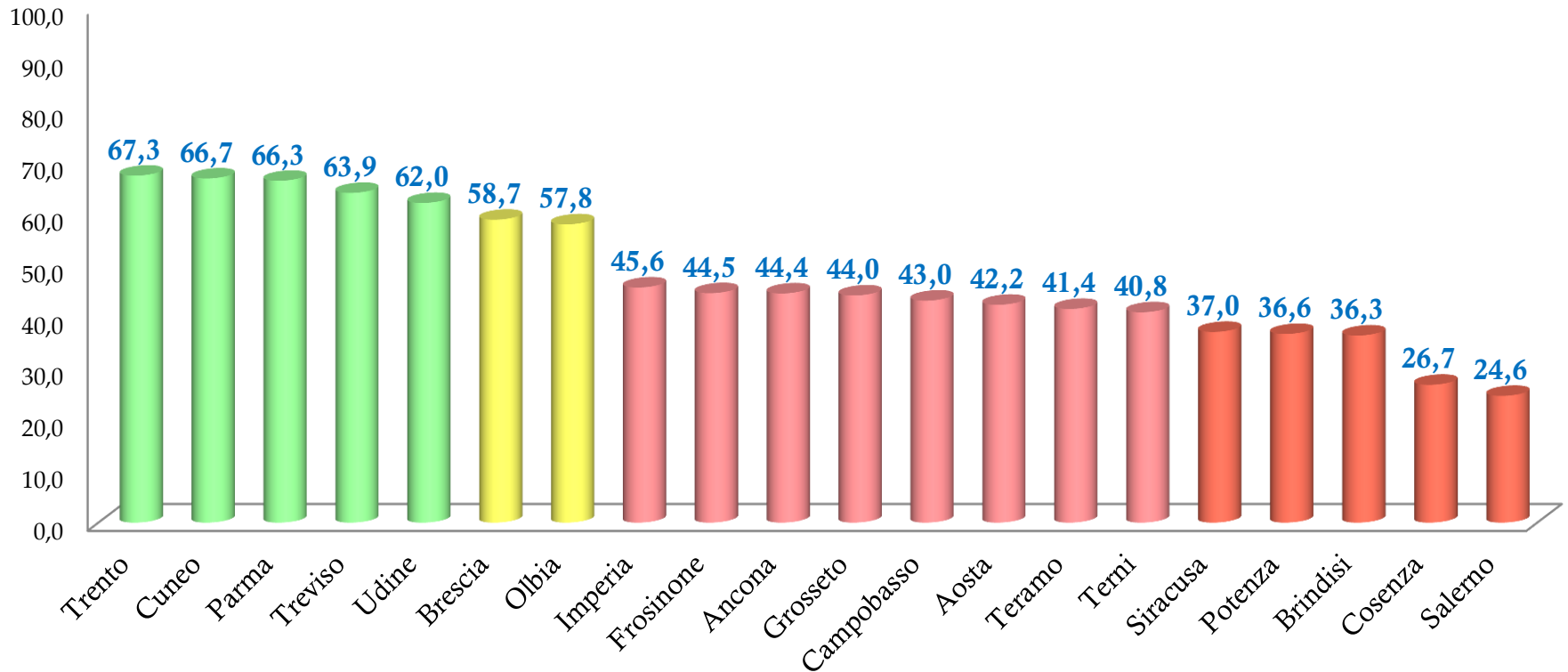
The sample has been chosen on the basis of their *geographical position* (North, Center and South of Italy), *population size* and *per capita income*.

# RANKING



## RANKING AND BENCHMARK

### SAMPLE MUNICIPALITIES - 2017/2015



1. In general, we can say that the **most performing PAs** are also **the most transparent**, and vice versa.
2. Also, we noticed that **the richest Municipalities** are the **most efficient**:
3. As expected, **Municipalities in northern Italy** have better scores than the ones in the South.
4. But it is **not confirmed for all** the northern Municipalities:  
Aosta and Imperia get a low score, in class of rating “Weak”.
5. Also, it doesn’t mean that **all the southern Municipalities** are **less transparent and performing**.

*For example: OLBIA* is in the South, an island, but **its rating is at the same level as the rating of BRESCIA**.

6. The general result is **not encouraging**: **none of the selected sample gets the excellence score** (PPP). Even the **benchmark Municipality stops at 67 over a total of 100**.
7. **TRENTO is the benchmark**, but we have to consider that it benefits from a favorable autonomous regime in Italy.
- CUNEO and PARMA** are **benchmark as well**, since they belong to ordinary regime Regions.

9. The last place in the ranking goes to **SALERNO**.

It is even **overcome** by **COSENZA** and **POTENZA**, which have been declared insolvent.

It **neglects** accountability.



The screenshot shows the official website of the Comune di Salerno. The header includes the city's coat of arms and a search bar. The main navigation menu lists various services and administrative functions. The central content area displays the 'Relazione sulla Performance' (Performance Report) for the year 2018, dated October 30, 2018. A large, hand-drawn yellow arrow is superimposed over the page, pointing upwards from the bottom left towards the top right, symbolizing growth or improvement.

COMUNE DI SALERNO

martedì 30 ottobre 2018 - ore 13.23

Cerca nel sito  »

► Ricerca avanzata  
► Mappa del sito

Ti trovi qui: [home](#) > [Amministrazione trasparente](#) > [Performance](#) > [Relazione sulla Performance](#)

**Relazione sulla Performance »**

Pubblicazione ai sensi del Decreto legislativo n. 33/2013 art. 10, c. 8 lett. b

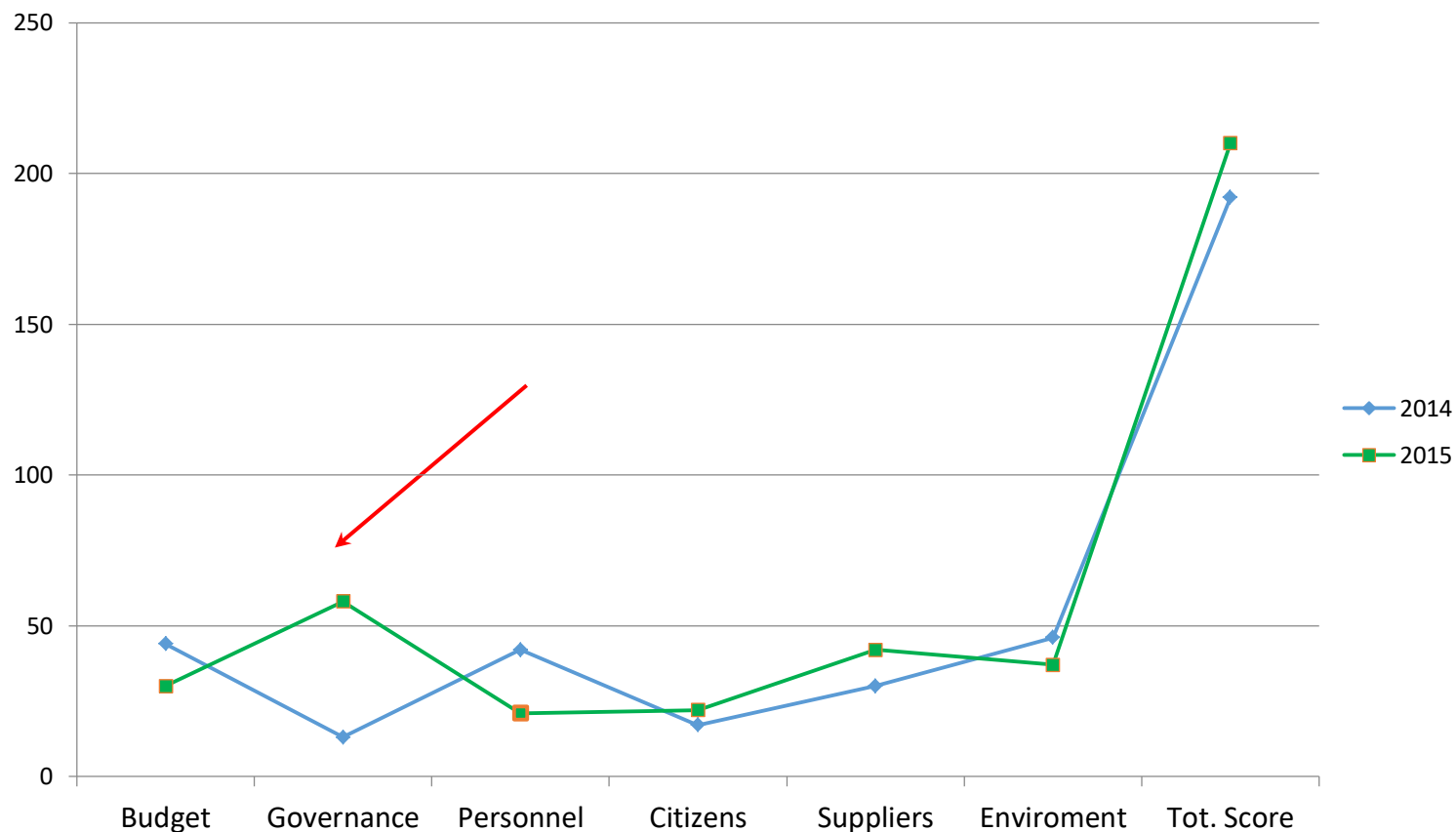
**Il Comune**

- Chi amministra
- Settori
- Sala stampa
- Bandi di gara e contratti

**Servizi**

- Aree Tematiche
- Servizi Online
- Albo pretorio Online
- Io sono...
- Cosa fare per...
- Amministrazione Trasparente

10. POTENZA: even if *it has been declared insolvent*, the **chronological trend shows its improvement.**



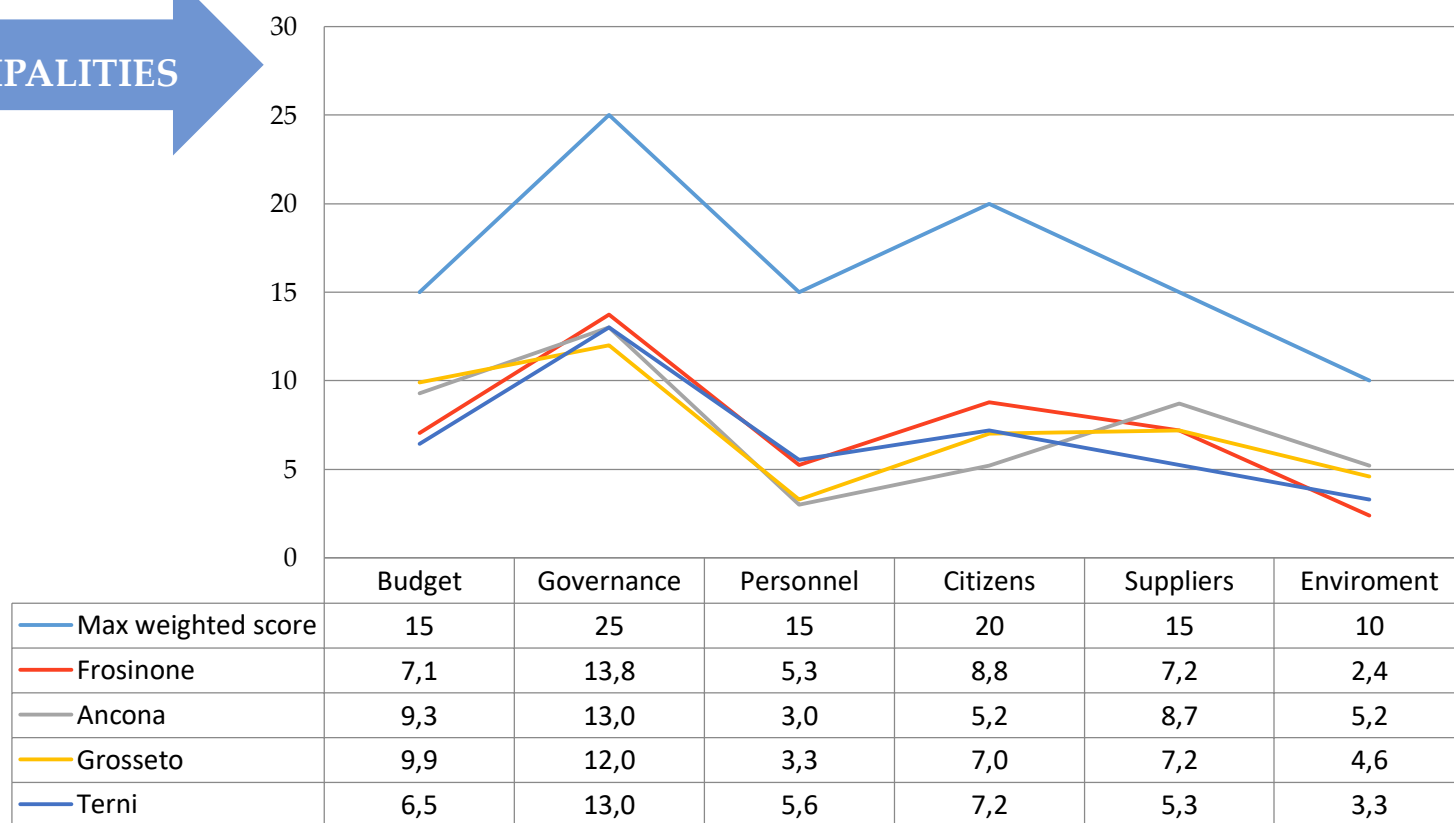


## 11. **CENTRAL MUNICIPALITIES:** their performance is **very disappointing**.

They are 4 Municipalities and they are all in *class of rating Weak*.

Two of them, **TERNI AND FROSINONE**, are in *rebalancing procedure*.

### CENTRAL MUNICIPALITIES



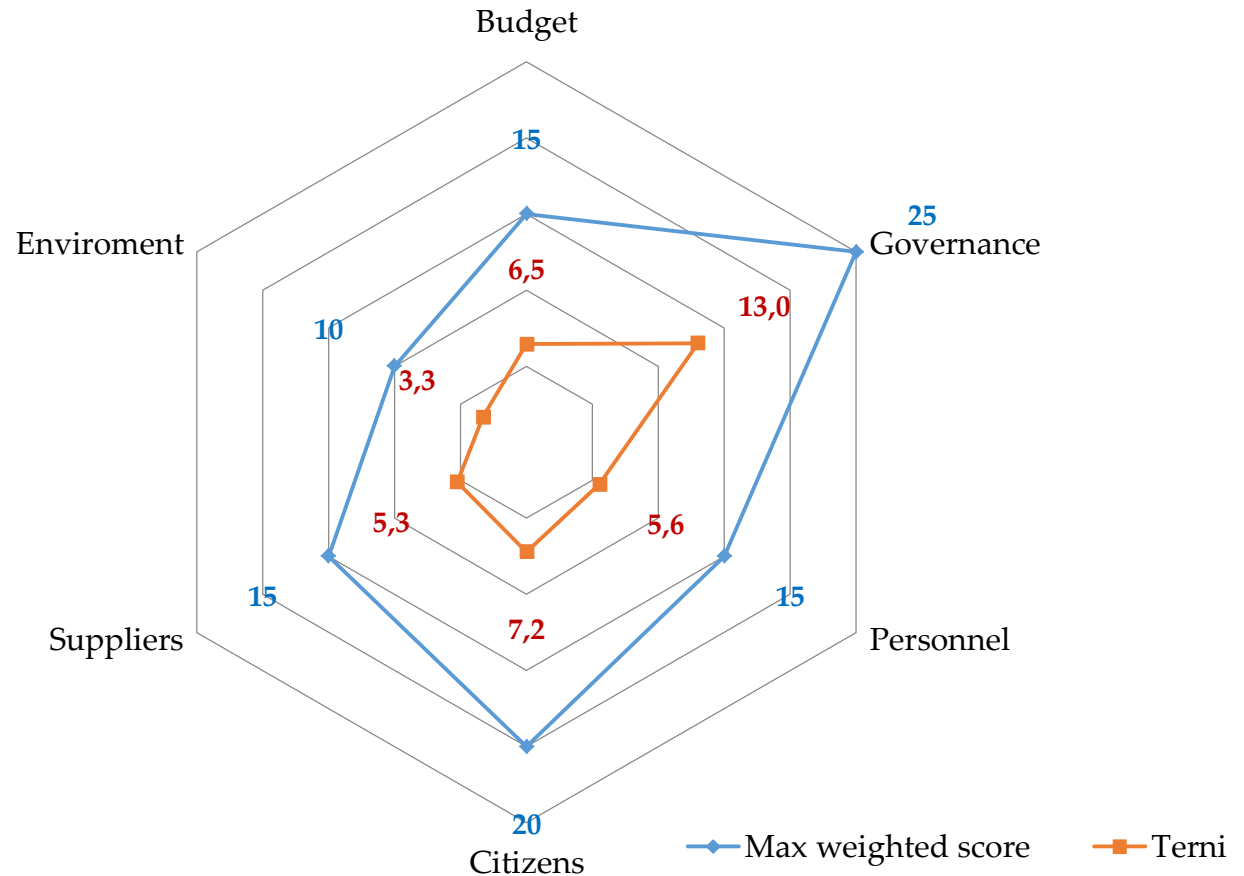
## 11. TERNI

### - Economic and financial area:

in 2014, Terni got **the worst score**; in 2016, it had to **adhere to the rebalancing procedure**.

### - Public procurements and suppliers area:

in 2014 Terni was among the lowest places for transparency towards suppliers; in autumn 2016, a raid by police led to the arrest of the Mayor for alleged **rigged contracts**.



12. The **last positioned Municipalities** complained for the result.

The **best positioned** Municipalities emphasized their result on local media.



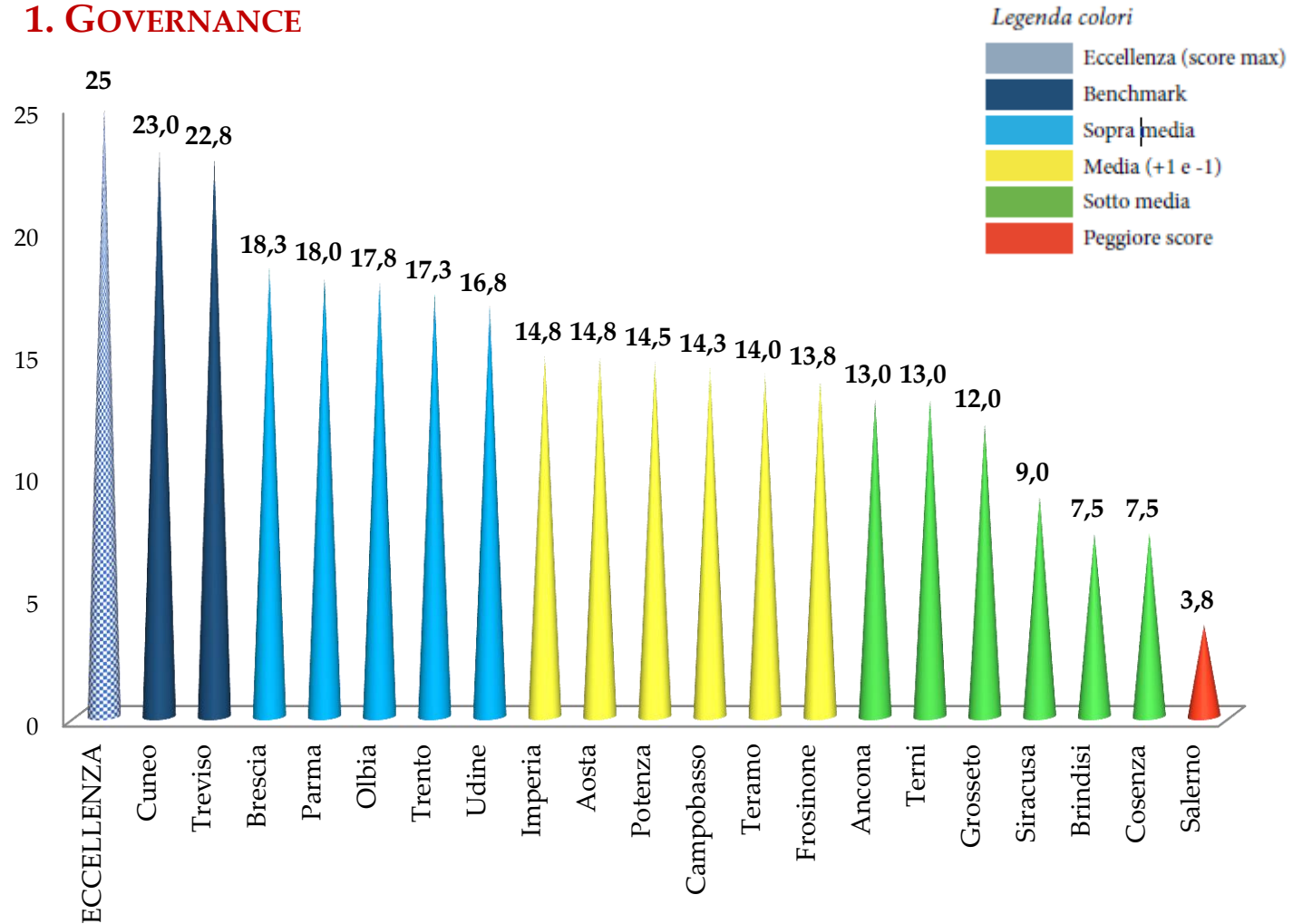
## Regione Toscana

Regione Toscana has been the most corageuos  
Region to **formally adopt the Public Rating** in  
Italy as a tool of accountability.

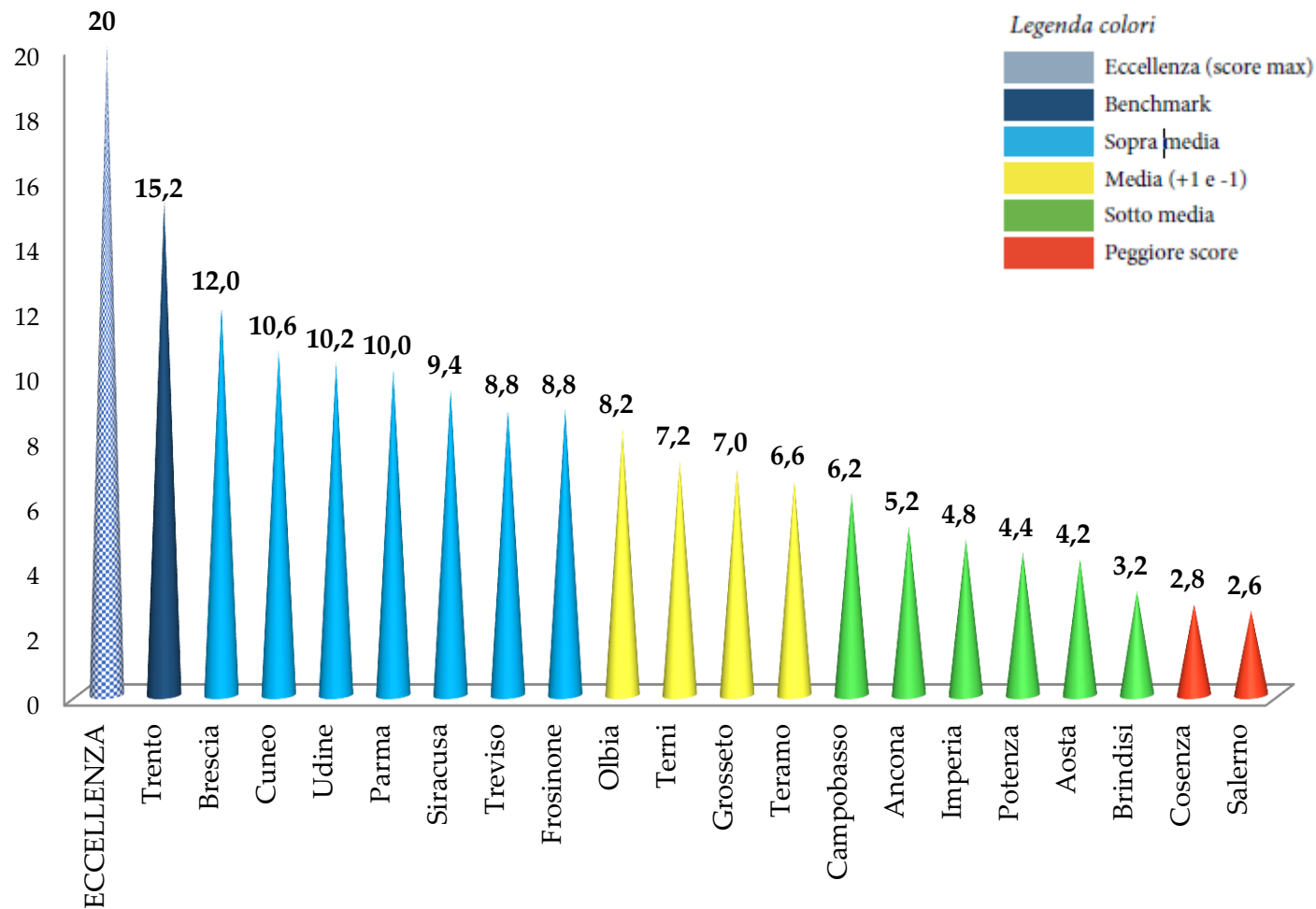
## RESULTS BY MACRO-AREA



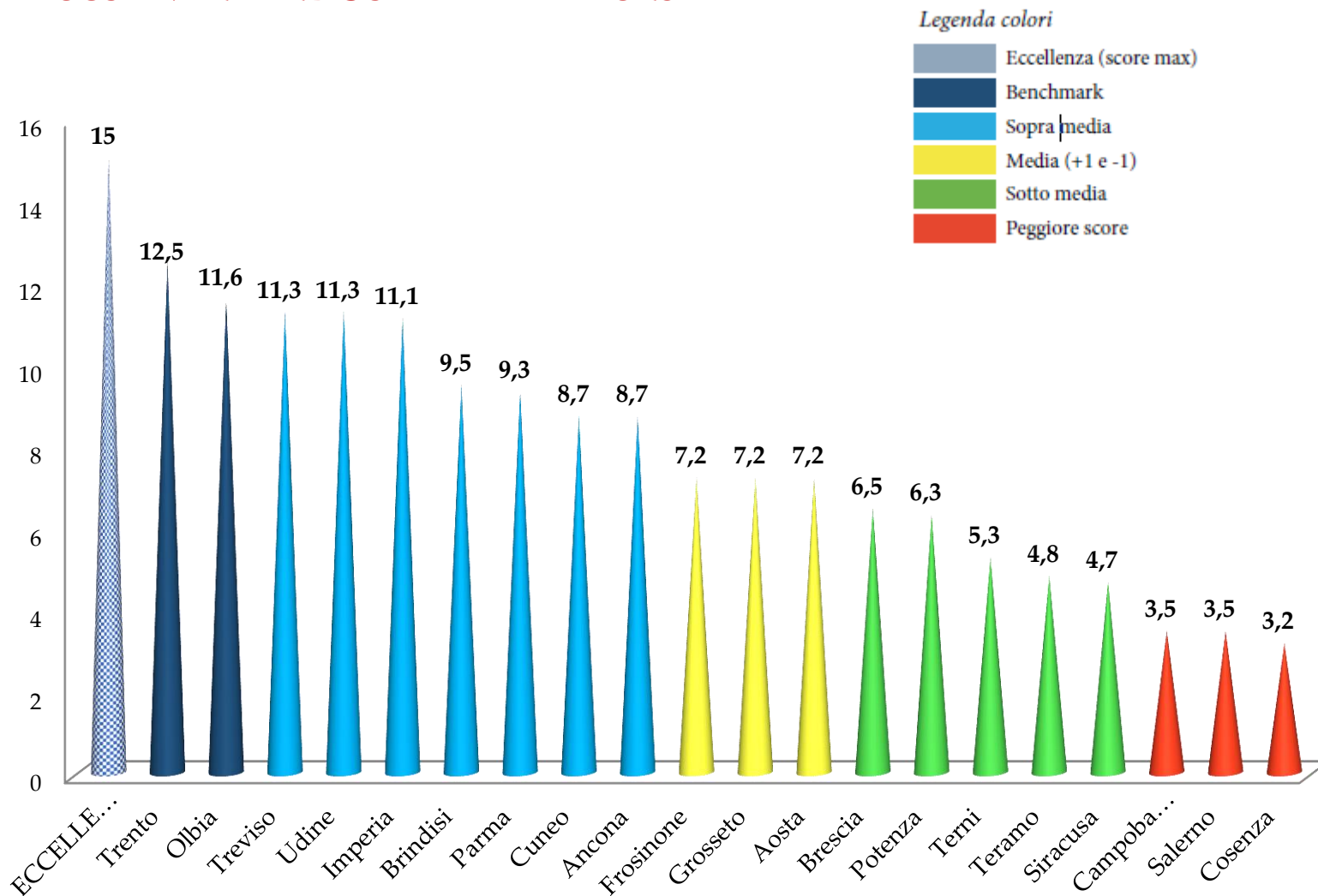
### 1. GOVERNANCE



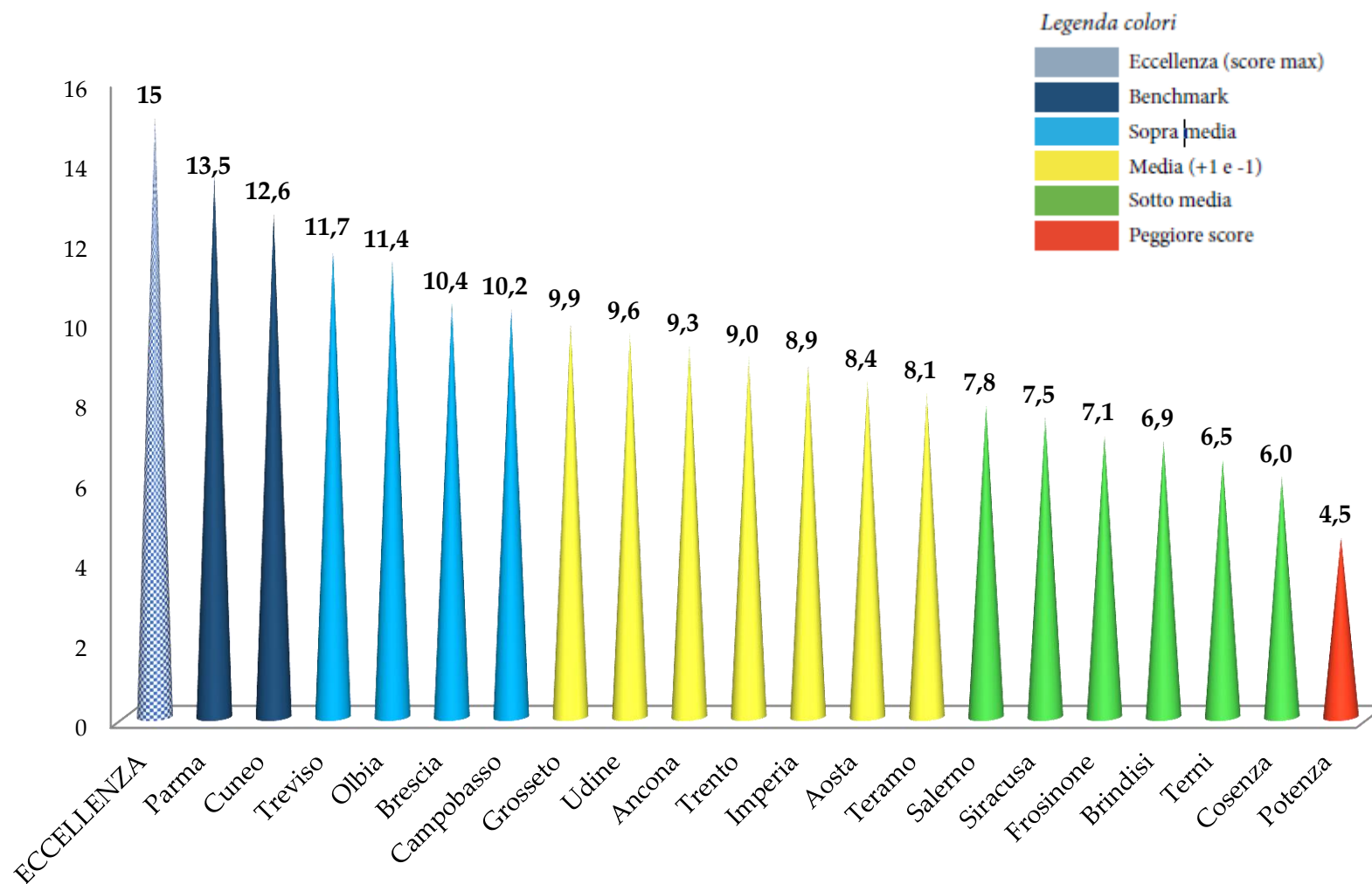
## 2. SERVICES TO CITIZENS



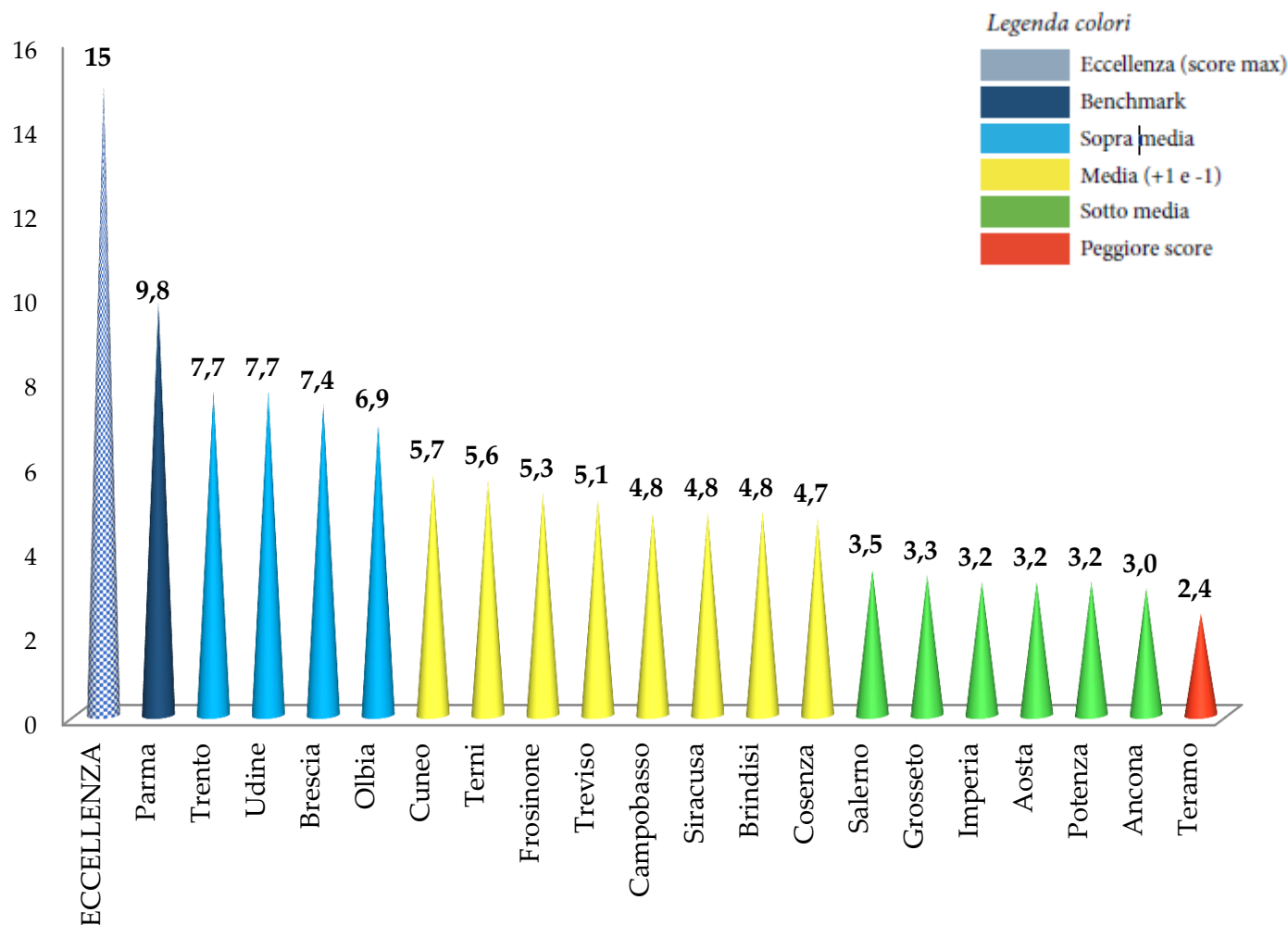
### 3. PROCUREMENT AND SUPPLIER RELATIONS



## 4. BALANCE SHEET DATA

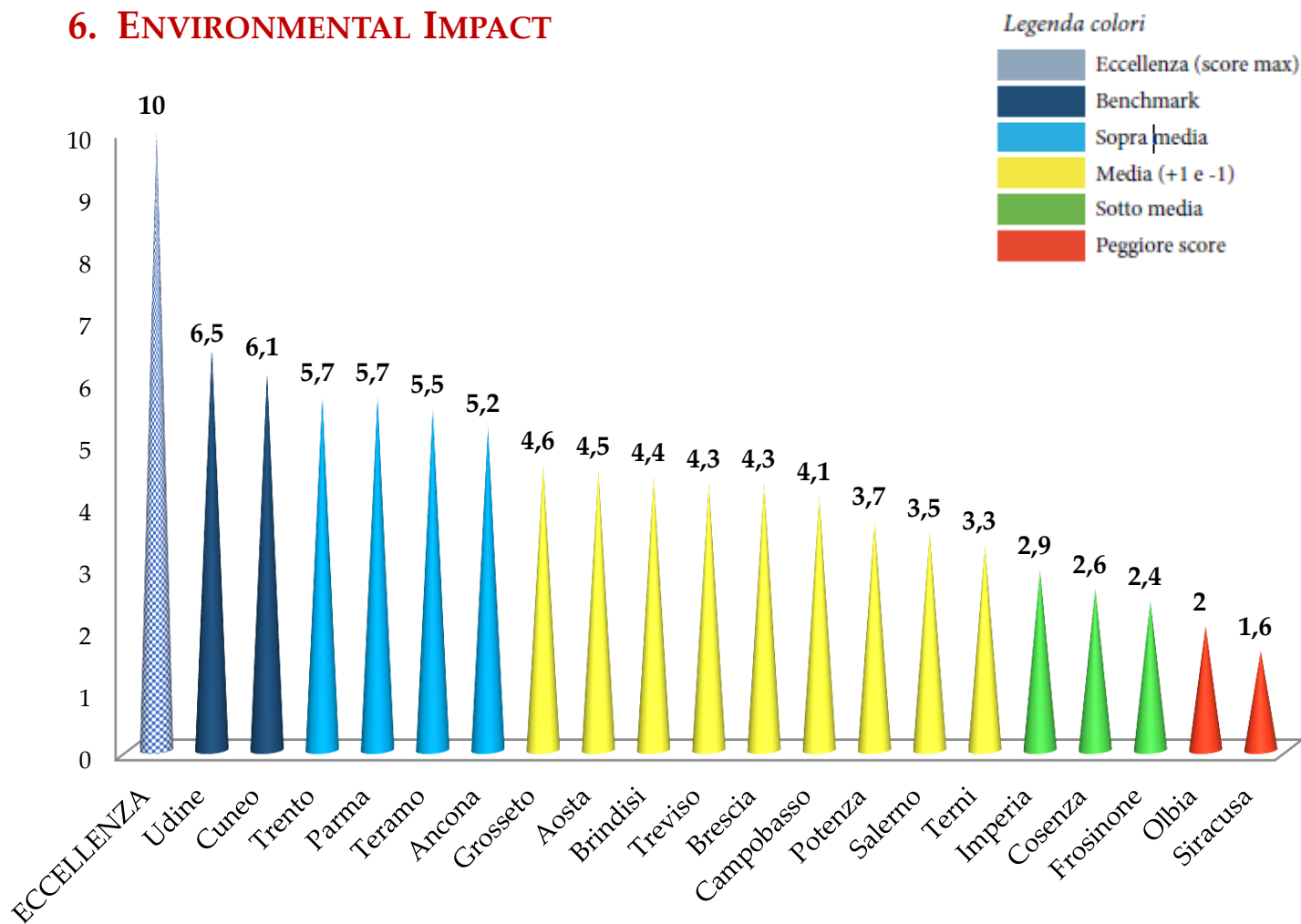


## 5. HUMAN RESOURCES





## 6. ENVIRONMENTAL IMPACT



The Public Rating is INNOVATIVE under different perspectives:

1. It's independent, because the evaluation process doesn't need a direct collaboration with public institutions.
2. It takes the citizens' point of view. As taxpayers, they are the *stakeholders* and also "*shareholders*" of public administrations.
3. It considers both qualitative and quantitative data regarding performance.
4. It compares local and national governments, sparking a healthy competition among them.
5. It periodically identifies a reference benchmark.
6. It involves citizens, encouraging participation and facilitating inclusion.

The Public Rating also:



Corriere della Sera | Giovedì 8 Febbraio 2018

ECONOMIA | 33

## Lo studio

di Corinna De Cesare

Comuni e abitazioni, non solo Affittopoli  
Treviso, Cuneo e Brindisi i più virtuosi

Fondazione Etica: «Le gestioni efficienti garantiscono fino a 40 euro l'anno per cittadino»

C'è uno strumento molto utile che gli enti locali possono utilizzare per avere più risorse: il proprio patrimonio immobiliare. Di cui si è spesso parlato con accezione negativa, da «Affittopoli» in poi. Eppure, in Italia, ci sono Comuni che con i loro immobili riescono persino a guadagnare. Garantendo per ogni cittadino un reddito pro capite annuo che arriva fino a 40 euro.

Sono questi i dati analizzati da Fondazione Etica per il suo «Rapporto Rating pubblico dei Comuni» (in uscita a marzo) che ha studiato la rendicontazione dei Comuni sui beni immobili e la capacità di gestirli in termini di saldo fitti attivi e fitti passivi. Il risultato è tutto in una classifica che misura anche la capacità gestionale delle amministrazioni. «Quello del patrimonio immobiliare pubblico è un tema importante — spiega Paola Caporossi, direttore di Fon-

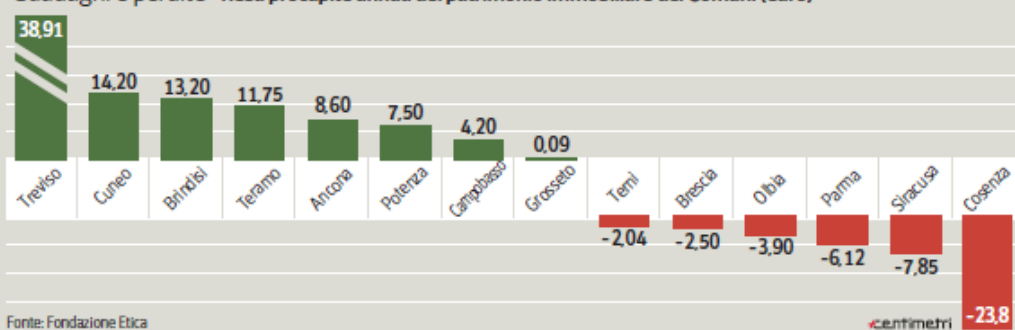
## Chi è



● Secondo il «Rapporto Rating pubblico dei Comuni» realizzato da Fondazione Etica (nella foto, il direttore Paola Caporossi), diversi Comuni riescono a gestire i propri immobili guadagnando

● Treviso guadagna per ogni cittadino

Guadagni e perdite Resa procapite annua del patrimonio immobiliare dei Comuni (euro)



immobiliare. Ma sono positivi anche i saldi di Cuneo e di alcuni Comuni del Centro Sud come Brindisi, Teramo e Potenza. Brindisi è tra l'altro una delle poche amministrazioni locali che su questo tema fa della trasparenza una questione essenziale. Se infatti i Comuni sono obbligati, per legge, a pubblicare l'elenco dei terreni e dei fabbricati posse-

micino, non sanno neanche quanti immobili hanno e devono ancora fare il censimento». Un terzo dei Comuni del campione non ha adempiuto correttamente alla norma. Aosta non pubblica dati aggiornati, Salerno non rende noti i

canoni passivi di locazione, così come Siracusa. Frosinone, invece, non pubblica i dati di locazione attiva e Udine riporta dati non del 2015, limitandosi a quelli del 2013 e 2016. Lo stesso discorso vale per Imperia e anche per Trento, che

pubblica solo i dati 2016 e 2017. Eppure la disposizione di legge è chiara. «Valorizzare e recuperare il patrimonio immobiliare mette in moto un meccanismo di sviluppo, dà lavoro alle imprese, crea ricchezza per la collettività, valorizza il territorio» aggiunge Caporossi. E fa risparmiare. Proprio come aveva spiegato Carlo Cottarelli, commissario alla spending review, che sugli affitti dello Stato fuori controllo (oltre 1,2 miliardi nella sua relazione datata 2015) aveva

## L'indagine

Un terzo dei Municipi del campione non rendiconta la gestione immobiliare

parecchio insistito. «Il saldo fitti in questione può dipendere anche dalle

## Oggi l'incontro Aran-sindacati

Carola Cottarelli: il rinnovo

---

We have been  
reached out by:

**Banks**, which look for more information on the Public Administrations they finance.

---

**Private and Institutional funds**, which want to invest in the most performing Municipalities and Regions.

---

**Private companies**, which want to know if the regional government or ministry they work with usually pays suppliers in time.

---

**Local governments** started to adopt the Public Rating System as a signal of their transparency and as a diagnostic tool.

---

---

**Italian Municipality Confederation** has offered us a collaboration in an anti-corruption project.

---

the Italian **Presidency of the Council of the Ministers – Department of Local Government** signed a Memorandum of Understanding to adopt the Public Rating.

---

**Luiss University**, in Rome, offered us to direct a research laboratory on the evaluation of public institutions based on the Public Rating

---

The Italian Government Authority for Anti-corruption (**ANAC**) has recently proposed us a collaboration to adopt the Public Rating methodology in the national plan for anti-corruption.

---

## WHY SHOULD YOUR STATE ADOPT THE RATING PUBLIC?



It provides a **due diligence of the public system**, identifying where and how improve, by *evaluating transparency, integrity and performance*.

It allows to **allocate public funds** in a **more productive way** by investing more resources in local governments, which show to spend better.

It provides **private investors** and **international funds** a map of the Municipalities and States where their investment risks less.

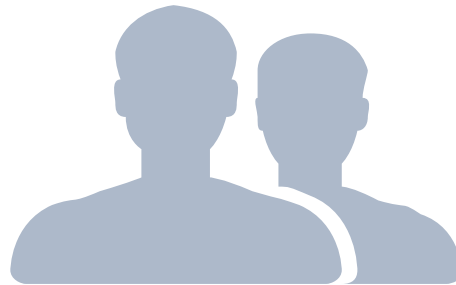
It facilitates a safe **Public and Private Partnership**.

It allows to **involve citizens** in putting pressure on public institutions to become more transparent and efficient.

It makes **civic monitoring** possible and effective.



Fondazione Etica is an **independent Italian** nonprofit **foundation**. It was founded in 2008 by a group of professionals, academics, entrepreneurs, private citizens, who wanted to contribute to the improvement of their country.



It **focuses on improving the public system**: public administrations, on one side; social impact innovation, on the other.

We strongly believe that **economic growth and social development are no possible without a strong and healthy public system**.



## FONDAZIONE ETICA

□ Piazza Loggia 5, 25121 Brescia (Italy)  
Phone +39 030 6062535

□ Via Pertini 53, 58100 Grosseto (Italy)  
Phone +39 0564 490702

E-mail: [info@fondazionetica.it](mailto:info@fondazionetica.it)

Website: [www.fondazionetica.eu](http://www.fondazionetica.eu)  
[www.ratingpubblico.eu](http://www.ratingpubblico.eu)

Director: **PAOLA CAPOROSSI**

E-mail:

[p.capogrossi@fondazionetica.it](mailto:p.capogrossi@fondazionetica.it)  
[p.caporossi@ratingpubblico.it](mailto:p.caporossi@ratingpubblico.it)

Phone: +39 338 868144