REP

Research Center on Public Entities   A company of **Fondazione Etica**

ADMINISTRATIVE CAPACITY INDEX

Regions 2024

Emilia-Romagna

Population
4,455,188

GDP per capita
€ 39,819.73
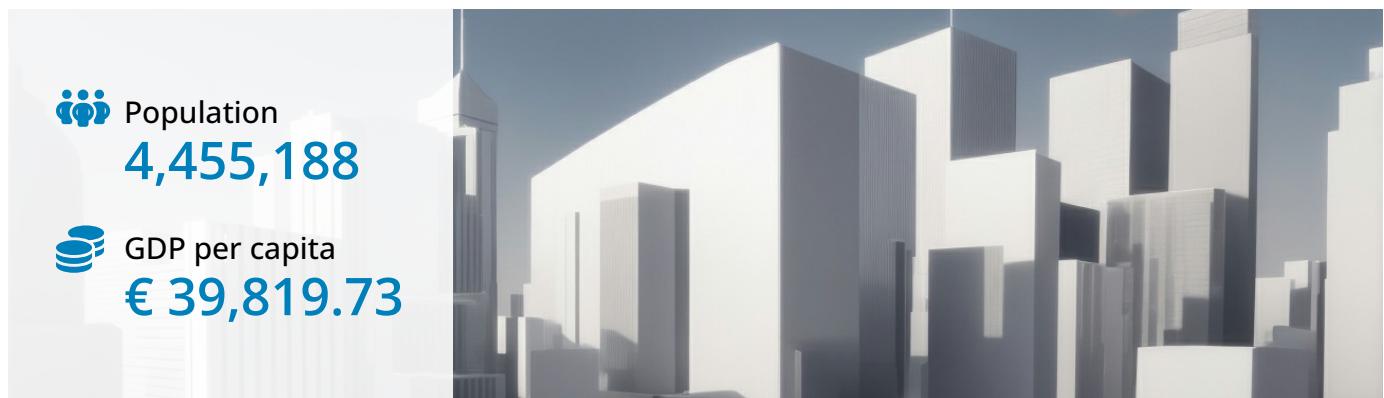
SYNTHETIC INDEX OF PUBLIC ADMINISTRATIVE CAPACITY

PP+ - Good
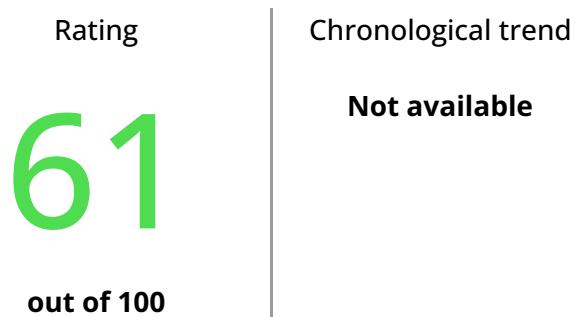
Rating	Chronological trend
61 out of 100	**Not available**

Benchmark score

Benchmark
P.A. Trento
Sardegna
62/100

Average score of the Public Administrations
**50**/100

Worst score
Molise
22/100

Distribution of Public Administrations with respect to the rating class

ND - Unavailable
F - Fallible
P - Poor
P+ - Weak
PP - Satisfactory
PP+ - Good
PPP - Very Good
PPP+ - Excellent
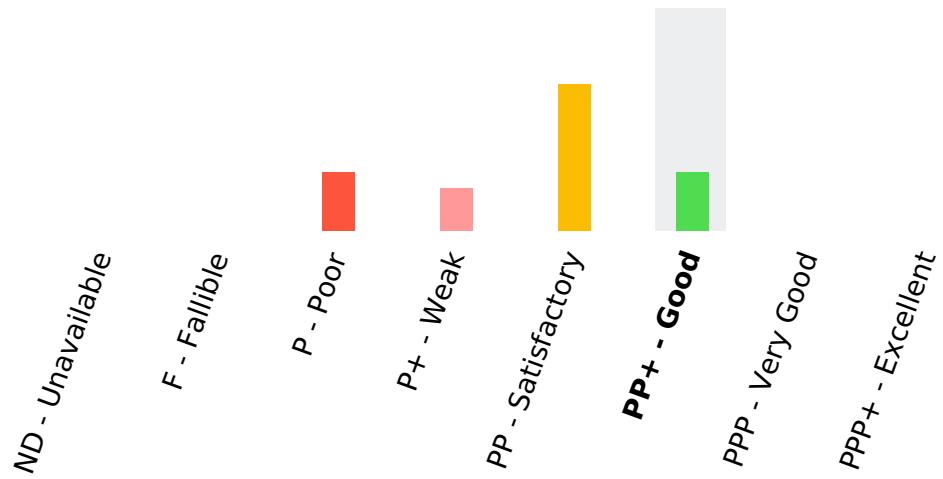
Administrative capacity: summary of the 6 macro-indicators

● **Score of the Public Administration**
● **Benchmark Public Administration for each macro-area**
● **Average score of Public Administrations assessed**

Financial situation

Governance

Personnel management

Public services and relations with citizens

Public tenders and relations with suppliers

Environment

50

0
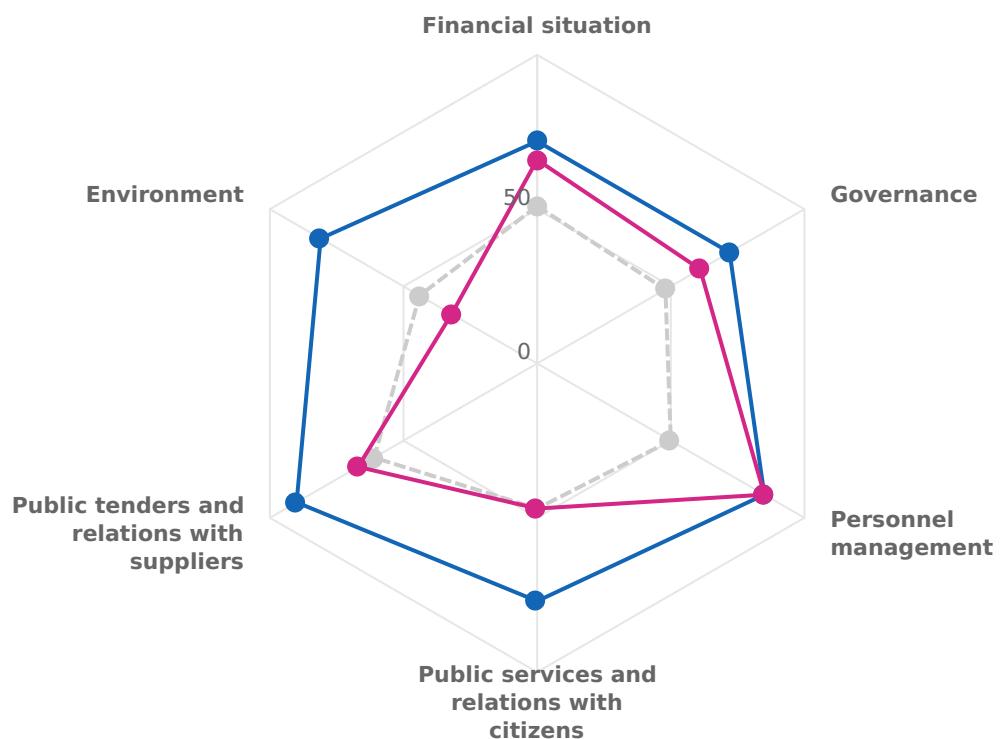
① Financial situation

PP+ - Good

Rating

66

out of 100

Chronological trend

Not available
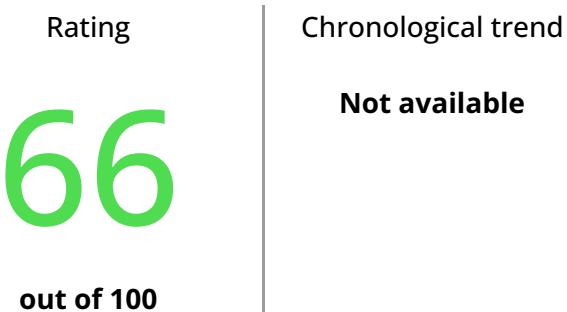
Benchmark score

Benchmark
Friuli-Venezia Giulia

72/100

Average score of the Public Administrations

51/100

Worst score
Molise

10/100

Distribution of Public Administrations with respect to the rating class

Rating classes:
- ND - Unavailable
- F - Fallible
- P - Poor
- P+ - Weak
- PP - Satisfactory
- **PP+ - Good**
- PPP - Very Good
- PPP+ - Excellent
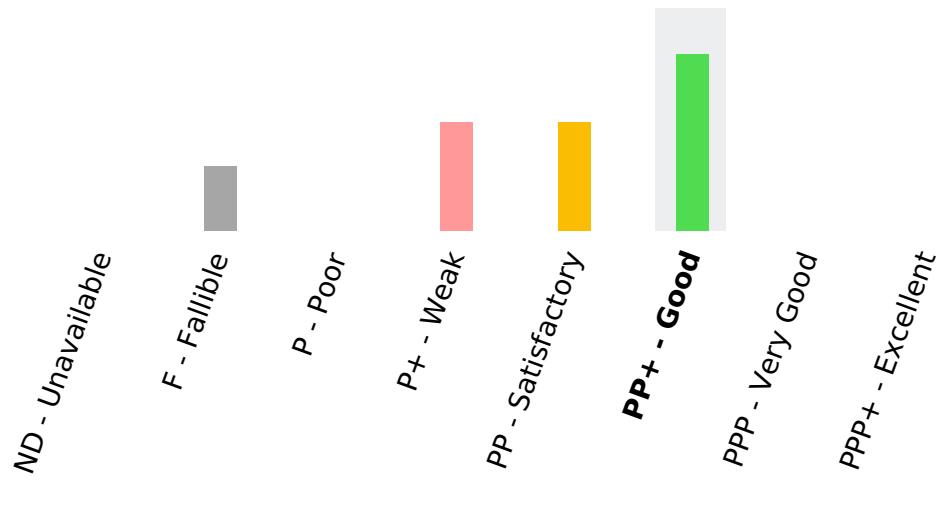
Strengths

- Spending rigidity
- Per capita debt from financing
- Per capita debt to suppliers
- Off-budget debts recognized and financed
- Deficit/surplus on health expenditure per capita
- EU funds management - effected payments

Weaknesses

- Capital account expenditure on total expenses
- Coverage of current expenditure and loan repayments through current revenues

INDICATORS OF THE MACRO-INDICATOR FINANCIAL SITUATION

Indicator name	Unit of measure	Value	Scoring criteria	Score	Evaluation of the indicator
Financial autonomy	%	90.21	High score for high values	4	▮▮ Medium
Financial pressure per capita	€ p.c.	2,721.42	High score for low values	4	▮▮ Medium
Collection capacity	%	83.14	High score for high values	4	▮▮ Medium
Spending capacity	%	84.35	High score for high values	4	▮▮ Medium
Spending rigidity	%	1.81	High score for low values	8	▮▮▮ High
Capital account expenditure on total expenses	%	7.0	High score for high values	1	▮ Low
Per capita debt from financing	€ p.c.	251.16	High score for low values	6	▮▮▮ High
Per capita debt to suppliers	€ p.c.	41.41	High score for low values	6	▮▮▮ High
Off-budget debts recognized and financed	%	0.0	High score for low values	8	▮▮▮ High

Indicator name	Unit of measure	Value	Scoring criteria	Score	Evaluation of the indicator
Coverage of current expenditure and loan repayments through current revenues	%	103.99	High score for high values	1	▌ Low
Deficit/surplus on health expenditure per capita	€ p.c.	0.01	High score for high values	8	▌▌▌ High
Expenditure for accredited private facilities on expenditure for health services	%	37.2	High score for low values	4	▌▌ Medium
EU funds management - effected payments	%	104.0	High score for high values	8	▌▌▌ High

② Governance

PP+ - Good
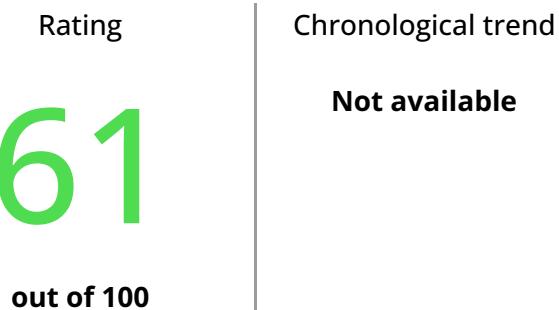
Rating

61

out of 100

Chronological trend

Not available

Benchmark score

Benchmark
P.A. Trento

72/100

Average score of the Public Administrations

48/100

Worst score
Molise

17/100

Distribution of Public Administrations with respect to the rating class

- ND - Unavailable
- F - Fallible
- P - Poor
- P+ - Weak
- PP - Satisfactory
- **PP+ - Good**
- PPP - Very Good
- PPP+ - Excellent
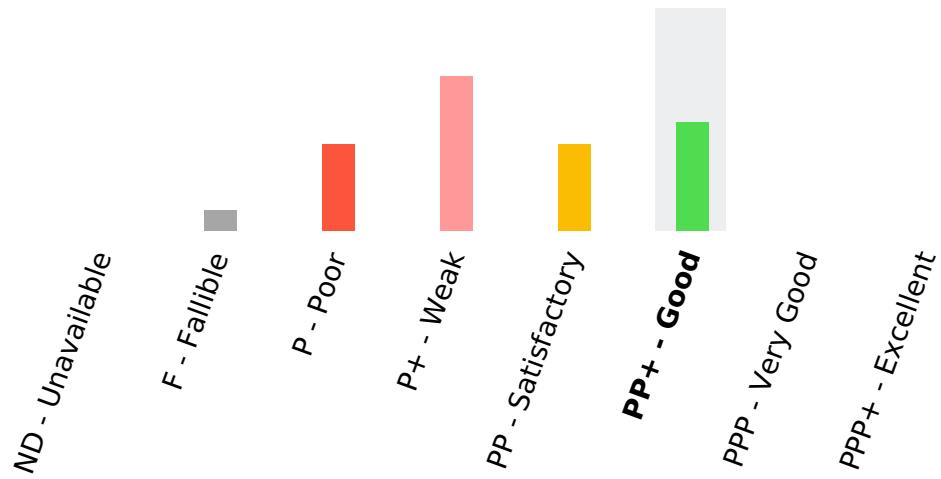
⚡ Strengths

- Integrated Activity and Organisation Plan (PIAO) - Public Value
- Service outsourcing
- Subsidiary companies
- Compliance with public works supervision
- Anti-corruption measures undertaken

Weaknesses

- Digitalization expenditure incidence
- Investment expenditure on digitalization per 1,000 inhabitants
- Public real estate properties - report
- Public Real Estate properties - management

INDICATORS OF THE MACRO-INDICATOR GOVERNANCE

Indicator name	Unit of measure	Value	Scoring criteria	Score	Evaluation of the indicator
Integrated Activity and Organisation Plan (PIAO) - Public Value	abs	100.0	High score for high values	8	High
PIAO - Performance	abs	85.0	High score for high values	3	Medium
Efficiency indicator - activities and delivery times (M2)	abs	60.0	High score for high values	5	Medium
Digitalization expenditure incidence	%	0.21	High score for high values	1	Low
Investment expenditure on digitalization per 1,000 inhabitants	€/1,000 inhabitants	755.3	High score for high values	1	Low
Service outsourcing	%	1.57	High score for low values	10	High
Subsidiary companies	%	100.0	High score for high values	10	High
Public real estate properties - report	abs	42.0	High score for high values	1	Low
Public Real Estate properties - management	€ p.c.	-2.2676	High score for high values	1	Low

Indicator name	Unit of measure	Value	Scoring criteria	Score	Evaluation of the indicator
Average completion time for public works	mean	1.02	High score for low values	3	▋▋ Medium
Compliance with public works supervision	%	61.0	High score for high values	8	▋▋▋ High
Anti-corruption measures undertaken	abs	87.2727	High score for high values	10	▋▋▋ High

(3) **Personnel management**

PPP - Very Good

Rating	Chronological trend
85	**Not available**
out of 100	
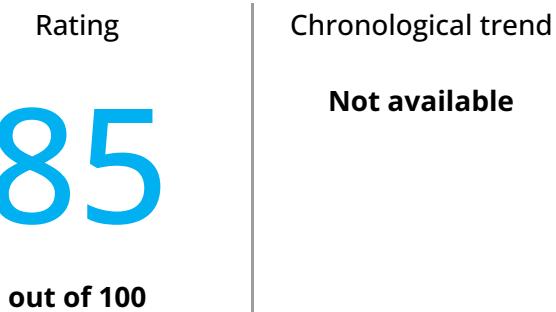
Benchmark score

Benchmark
Emilia-Romagna **85**/100

Average score of the Public Administrations **50**/100

Worst score
Molise **24**/100

Distribution of Public Administrations with respect to the rating class

ND - Unavailable
F - Fallible
P - Poor
P+ - Weak
PP - Satisfactory
PP+ - Good
PPP - Very Good
PPP+ - Excellent
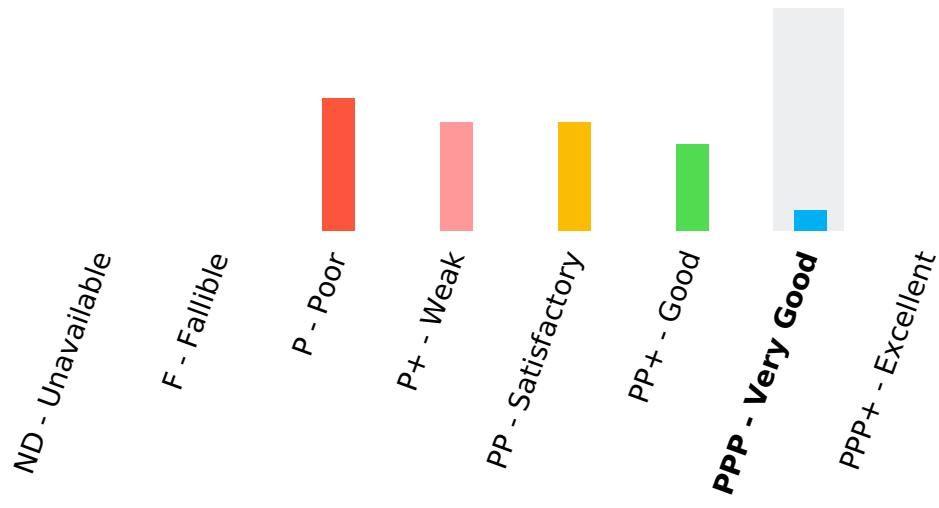
⚡ Strengths

- Per capita personnel expenditure

- Personnel with a permanent contract per 1,000 inhabitants

- Average age

- Graduated (from university) employees (category D)

- Agile working employees out of total permanent employees

- Average days of absence (except holidays and training)

- Average of training days

- EQ (High qualification) /EP (High professionality) profiles in service out of total officials and EQ area

- Total managers on total personnel

- Women managers on total managers

⊘ Weaknesses

- Provided bonus out of allocated ones to managers

INDICATORS OF THE MACRO-INDICATOR PERSONNEL MANAGEMENT

Indicator name	Unit of measure	Value	Scoring criteria	Score	Evaluation of the indicator
Per capita personnel expenditure	€ p.c.	42.95	High score for low values	4	▮▮▮ High
Personnel with a permanent contract per 1,000 inhabitants	value per 1k inhab.	0.8121	High score for low values	6	▮▮▮ High
Personnel in flexible employment out of total employees	%	4.0733	High score for low values	5	▮▮ Medium
Average age	years	51.5	High score for low values	10	▮▮▮ High
Graduated (from university) employees (category D)	%	90.8081	High score for high values	10	▮▮▮ High
Agile working employees out of total permanent employees	%	82.1448	High score for high values	10	▮▮▮ High
Average days of absence (except holidays and training)	days per person	16.1	High score for low values	10	▮▮▮ High

Indicator name	Unit of measure	Value	Scoring criteria	Score	Evaluation of the indicator
Average of training days	days per person	4.82	High score for high values	12	▮▮▮ High
EQ (High qualification) /EP (High professionality) profiles in service out of total officials and EQ area	%	26.4393	High score for low values	4	▮▮▮ High
Total managers on total personnel	%	2.43	High score for low values	4	▮▮▮ High
Women managers on total managers	%	47.73	High score for high values	6	▮▮▮ High
Provided bonus out of allocated ones to managers	%	100.0	High score for low values	1	▮ Low
Degree of differentiation of bonus paid to managers	variance	91.3603	High score for high values	3	▮▮ Medium

(4) **Public services and relations with citizens**

P+ - Weak

Rating

47

out of 100

Chronological trend

Not available

Benchmark score

Benchmark
P.A. Bolzano

77/100

Average score of the Public Administrations

47/100

Worst score
Molise

22/100

Distribution of Public Administrations with respect to the rating class

ND - Unavailable
F - Fallible
P - Poor
P+ - Weak
PP - Satisfactory
PP+ - Good
PPP - Very Good
PPP+ - Excellent
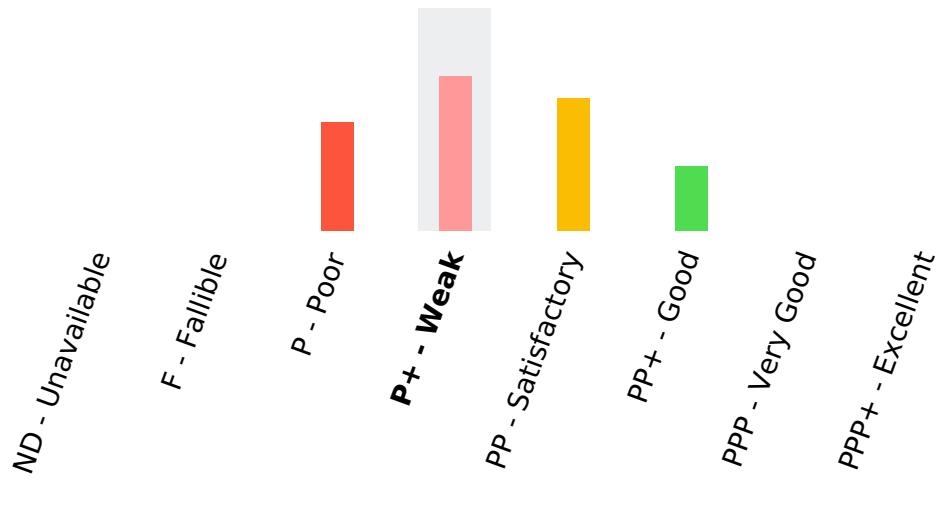
Strengths

- Hospital migration
- Per capita territorial pharmaceutical expenditure
- Essential levels of care - global indicator

Weaknesses

- Accredited private healthcare facilities per 10k inhabitants
- Per capita investments in transport and the right to mobility
- Per capita investment in economic development and competitiveness
- Per capita current expenditure on social rights, social policies and family
- Per capita current expenditure on education and right to study per school-age population

INDICATORS OF THE MACRO-INDICATOR PUBLIC SERVICES AND RELATIONS WITH CITIZENS

Indicator name	Unit of measure	Value	Scoring criteria	Score	Evaluation of the indicator
Hospital migration	%	5.5	High score for low values	8	▮▮▮ High
Accredited private healthcare facilities per 10k inhabitants	value per 10k inhab.	3.3691	High score for low values	1	▮ Low
Per capita territorial pharmaceutical expenditure	€ p.c.	9.4	High score for low values	8	▮▮▮ High
Services guaranteed in time (priority class B)	abs	77.45	High score for high values	4	▮▮ Medium
Essential levels of care - global indicator	abs	285.2	High score for high values	8	▮▮▮ High
Landline high-speed internet access covering	%	57.6	High score for high values	4	▮▮ Medium
Per capita expenditure on health protection	€ p.c.	2,510.66	High score for high values	3	▮▮ Medium

Indicator name	Unit of measure	Value	Scoring criteria	Score	Evaluation of the indicator
Per capita investment in health protection	€ p.c.	129.69	High score for high values	3	▌▌ Medium
Per capita investments in transport and the right to mobility	€ p.c.	38.87	High score for high values	1	▌ Low
Per capita investment in economic development and competitiveness	€ p.c.	22.94	High score for high values	1	▌ Low
Per capita investment in land planning and housing construction	€ p.c.	13.31	High score for high values	4	▌▌ Medium
Per capita current expenditure on social rights, social policies and family	€ p.c.	50.98	High score for high values	1	▌ Low
Per capita current expenditure on education and right to study per school-age population	€/school-age citizen	118.41	High score for high values	1	▌ Low

⑤ Public tenders and relations with suppliers

PP+ - Good
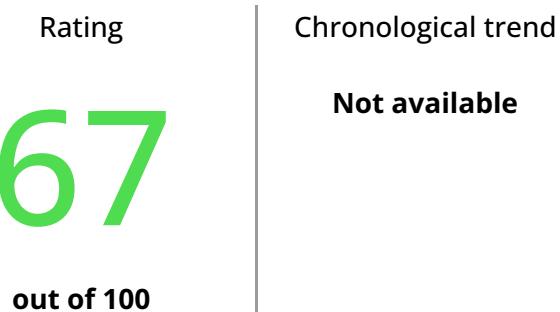
Rating	Chronological trend
67 out of 100	**Not available**

Benchmark score

Benchmark
P.A. Bolzano
90/100

Average score of the Public Administrations
61/100

Worst score
Calabria
25/100

Distribution of Public Administrations with respect to the rating class

ND - Unavailable
F - Fallible
P - Poor
P+ - Weak
PP - Satisfactory
PP+ - Good
PPP - Very Good
PPP+ - Excellent
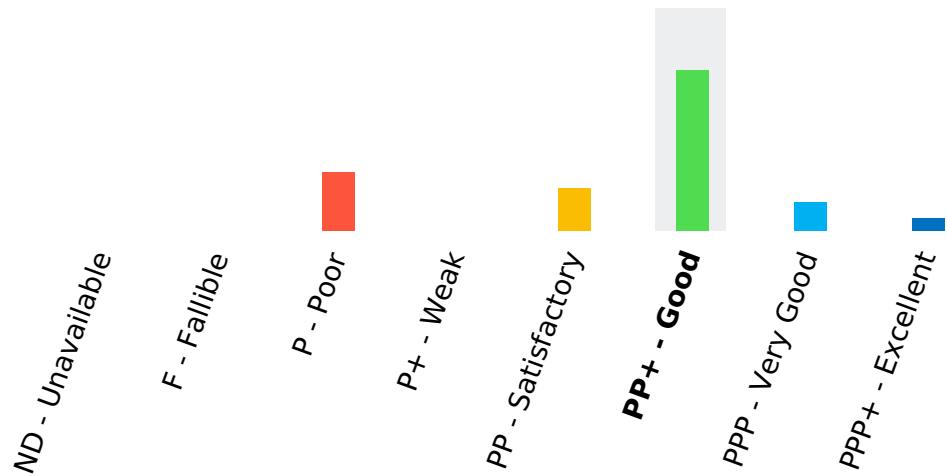
⚡ Strengths

- TPI (Timeliness of Payment Indicator) - Ordinary component

- TPI (Timeliness of Payment Indicator) - Healthcare component

- Number of corporate creditor per 10k inhabitants

- Incidence of direct awards to affiliated companies on total contracts - amount

⊘ Weaknesses

- Direct procurements on global public tenders - number

INDICATORS OF THE MACRO-INDICATOR PUBLIC TENDERS AND RELATIONS WITH SUPPLIERS

Indicator name	Unit of measure	Value	Scoring criteria	Score	Evaluation of the indicator
Direct procurements on global public tenders - number	%	79.63	High score for low values	1	▌ Low
Direct procurements on global public tenders - amount	%	11.04	High score for low values	6	▐▐ Medium
TPI (Timeliness of Payment Indicator) - Ordinary component	days	- 13.65	High score for low values	16	▐▐▐ High
TPI (Timeliness of Payment Indicator) - Healthcare component	days	- 42.05	High score for low values	10	▐▐▐ High
Per capita total amount of debts with suppliers	€ p.c.	3.254	High score for low values	5	▐▐ Medium
Number of corporate creditor per 10k inhabitants	value per 10k inhab.	0.193	High score for low values	10	▐▐▐ High
Settlement of commercial debts incurred during the fiscal year	%	72.65	High score for high values	4	▐▐ Medium
Settlement of commercial debts incurred during previous years	%	54.43	High score for high values	5	▐▐ Medium
Percentage of framework agreement contracts on total contracts – amount	%	29.68	High score for low values	6	▐▐ Medium

Indicator name	Unit of measure	Value	Scoring criteria	Score	Evaluation of the indicator
Incidence of direct awards to affiliated companies on total contracts - amount	%	0.0	High score for low values	4	▮▮▮ High

⑥ Environment

P - Poor

Rating	Chronological trend
32	**Not available**
out of 100	

Benchmark score

Benchmark
Sardegna **81**/100

Average score of the Public Administrations **44**/100

Worst score
Sicilia **21**/100

Distribution of Public Administrations with respect to the rating class

ND - Unavailable | F - Fallible | **P - Poor** | P+ - Weak | PP - Satisfactory | PP+ - Good | PPP - Very Good | PPP+ - Excellent
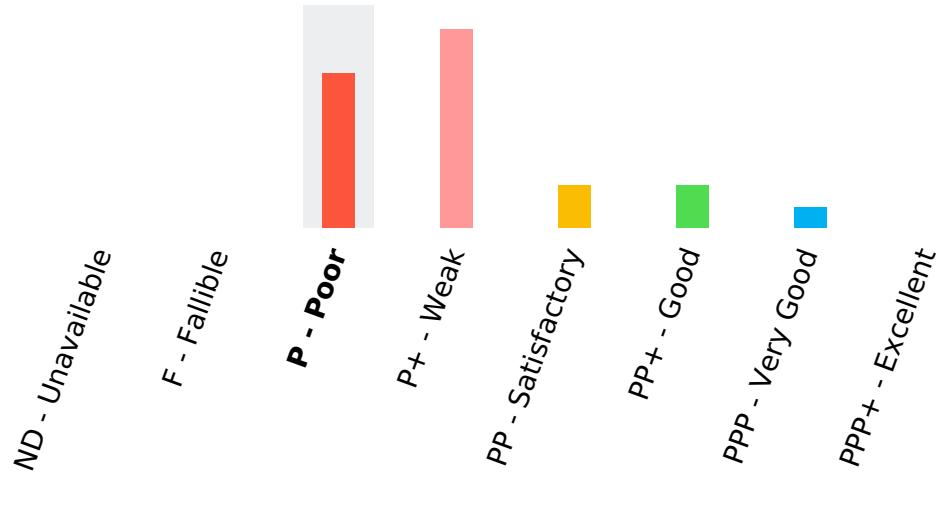
⚡ Strengths

- Per capita investment in air quality and pollution reduction
- Urban waste disposal at landfill

Weaknesses

- Per capita expenditure on environmental protection, enhancement and restoration
- Per capita investment in the unified regional policy for sustainable development and the protection of land and environment
- Per capita current expenditure on protected areas, nature parks, nature conservation and afforestation
- Air quality - PM 2.5
- Per capita investment in integrated urban water management
- Per capita investment in waste management
- Electricity consumption covered by renewable sources
- Population exposed to flood risk
- Per capita investment in soil defense

INDICATORS OF THE MACRO-INDICATOR ENVIRONMENT

Indicator name	Unit of measure	Value	Scoring criteria	Score	Evaluation of the indicator
Per capita expenditure on environmental protection, enhancement and restoration	€ p.c.	1.77	High score for high values	1	🟥 Low
Per capita investment in the unified regional policy for sustainable development and the protection of land and environment	€ p.c.	0.0	High score for high values	1	🟥 Low
Per capita current expenditure on protected areas, nature parks, nature conservation and afforestation	€ p.c.	2.26	High score for high values	1	🟥 Low
Air quality - PM 2.5	%	89.4	High score for low values	1	🟥 Low
Per capita investment in air quality and pollution reduction	€ p.c.	5.32	High score for high values	8	🟩🟩🟩 High
Per capita investment in integrated urban water management	€ p.c.	0.0	High score for high values	1	🟥 Low
Urban waste disposal at landfill	%	5.2	High score for low values	8	🟩🟩🟩 High

Indicator name	Unit of measure	Value	Scoring criteria	Score	Evaluation of the indicator
Per capita investment in waste management	€ p.c.	0.0	High score for high values	1	▌ Low
Electricity consumption covered by renewable sources	%	19.6479	High score for high values	1	▌ Low
Population exposed to landslide risk	%	1.9953	High score for low values	4	▐▐ Medium
Population exposed to flood risk	%	62.5216	High score for low values	1	▌ Low
Per capita expenditure on soil defense	€ p.c.	7.07	High score for high values	3	▐▐ Medium
Per capita investment in soil defense	€ p.c.	2.65	High score for high values	1	▌ Low