

**ADMINISTRATIVE CAPACITY INDEX**

**Regions**  
**data collection 2022**

# Emilia-Romagna



## SYNTHETIC INDEX OF PUBLIC ADMINISTRATIVE CAPACITY

PP+ - Good

Rating

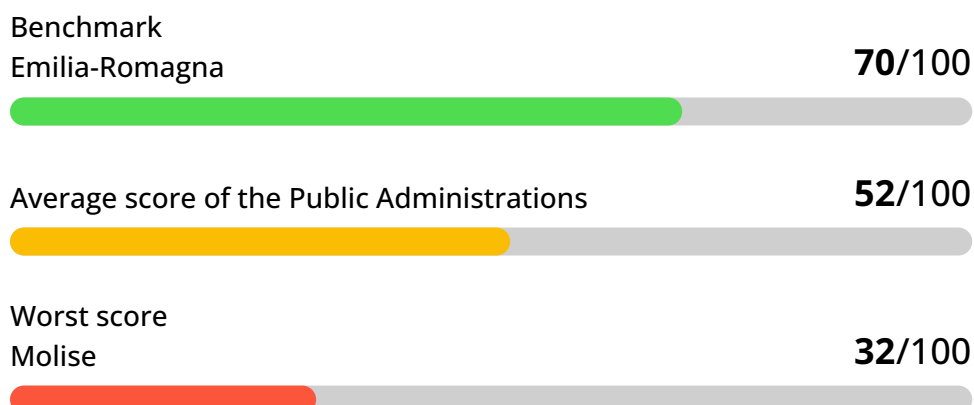
**70**

out of 100

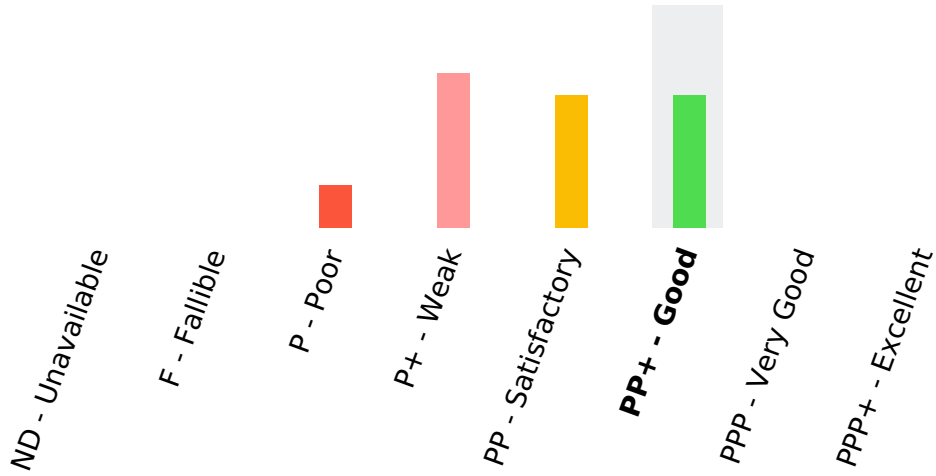
Chronological trend



### Benchmark score

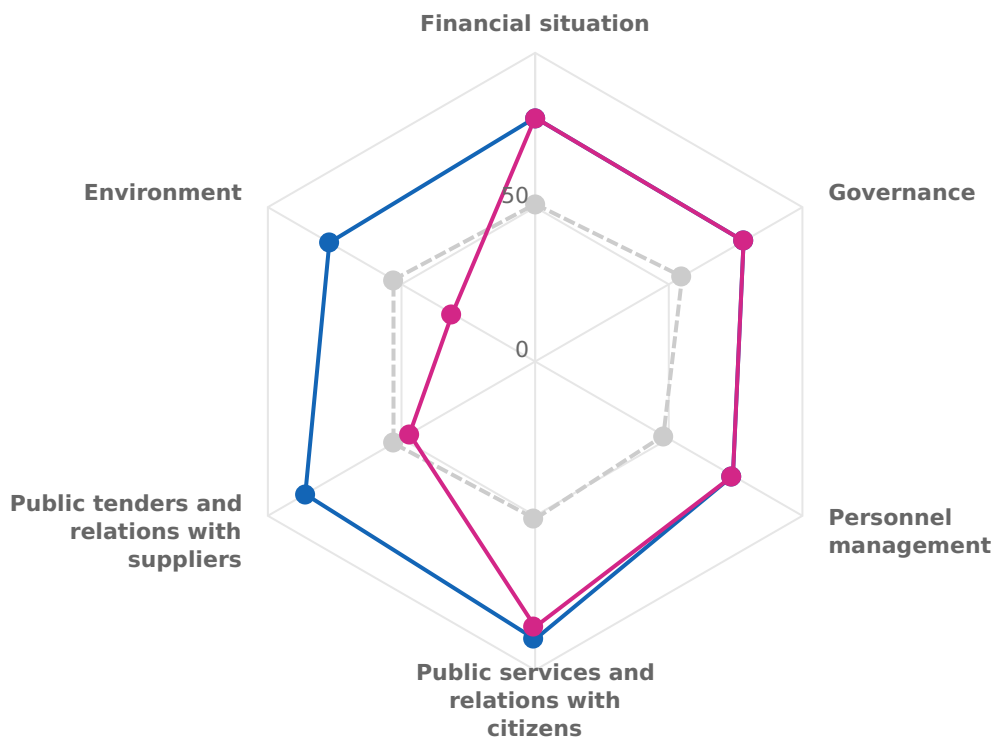


### Distribution of Public Administrations with respect to the rating class



### 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



## 1 Financial situation

PP+ - Good

Rating

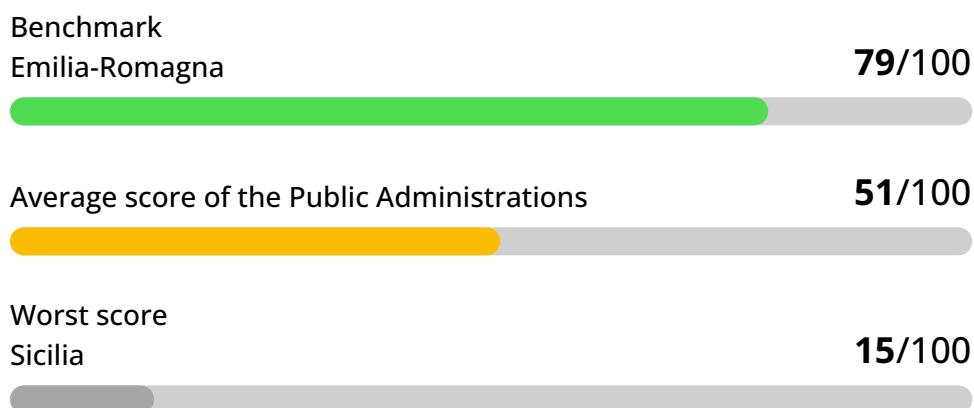
79

out of 100

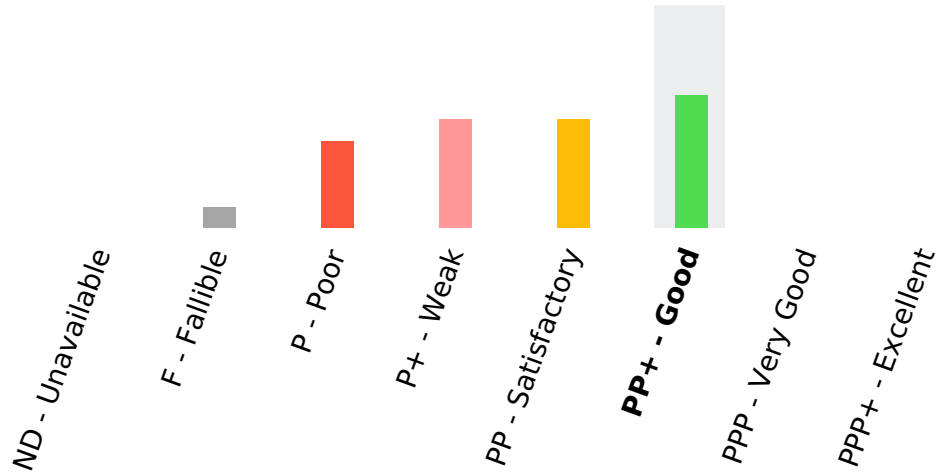
Chronological trend



### Benchmark score



### Distribution of Public Administrations with respect to the rating class










#### Strengths


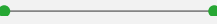




#### Weaknesses

- Spending capacity
- Spending rigidity
- Debt per capita
- Capital account expenditure financed by loans and bonds
- Deficit/surplus on health expenditure per capita
- EU funds management - effected payments

## INDICATORS OF THE MACRO-INDICATOR FINANCIAL SITUATION

| Indicator name   | Unit of measure | Value    | Scoring criteria           | Score | Trend   | Evaluation of the indicator |
|--|-----------------|----------|----------------------------|-------|---|-----------------------------|
| Financial autonomy   | %               | 89.18    | High score for high values | 4     |    | ▬▬ Medium                   |
| Financial pressure per capita  | € p.c.          | 2,387.29 | High score for low values  | 4     |    | ▬▬ Medium                   |
| Collection capacity  | %               | 84.16    | High score for high values | 5     |   | ▬▬ Medium                   |
| Spending capacity  | %               | 90.65    | High score for high values | 10    |  | ▬▬▬ High                    |
| Spending rigidity  | %               | 1.84     | High score for low values  | 10    |  | ▬▬▬ High                    |
| Debt per capita  | € p.c.          | 287.84   | High score for low values  | 10    |  | ▬▬▬ High                    |
| Coverage of current expenditure and loan repayments through current revenues | %               | 103.11   | High score for high values | 4     |  | ▬▬ Medium                   |

| Indicator name   | Unit of measure | Value | Scoring criteria           | Score | Trend   | Evaluation of the indicator |
|--|-----------------|-------|----------------------------|-------|---|-----------------------------|
| New liabilities generated in the current period on the current accumulated liabilities | %               | 62.05 | High score for low values  | 4     |    | ■ ■ Medium                  |
| Capital account expenditure financed by loans and bonds                                | %               | 0.0   | High score for low values  | 8     |    | ■ ■ ■ High                  |
| Deficit/surplus on health expenditure per capita                                       | € p.c.          | 21.0  | High score for high values | 10    |   | ■ ■ ■ High                  |
| EU funds management - effected payments  | %               | 55.0  | High score for high values | 10    |  | ■ ■ ■ High                  |

## 2 Governance

PP+ - Good

Rating

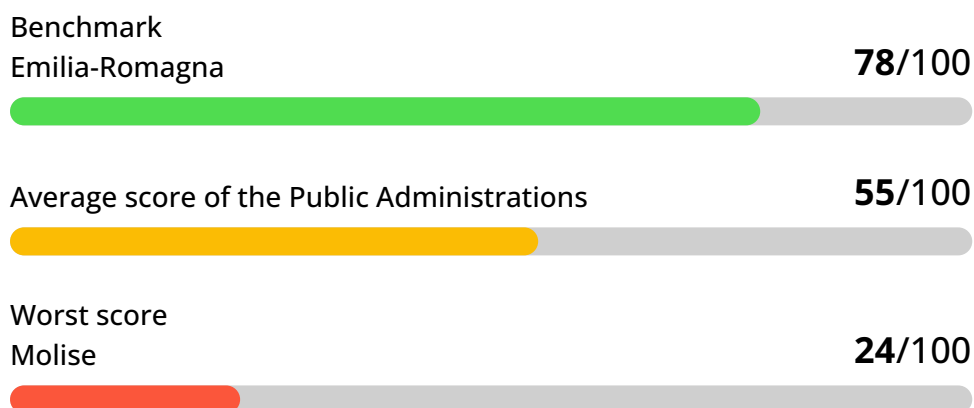
78

out of 100

Chronological trend

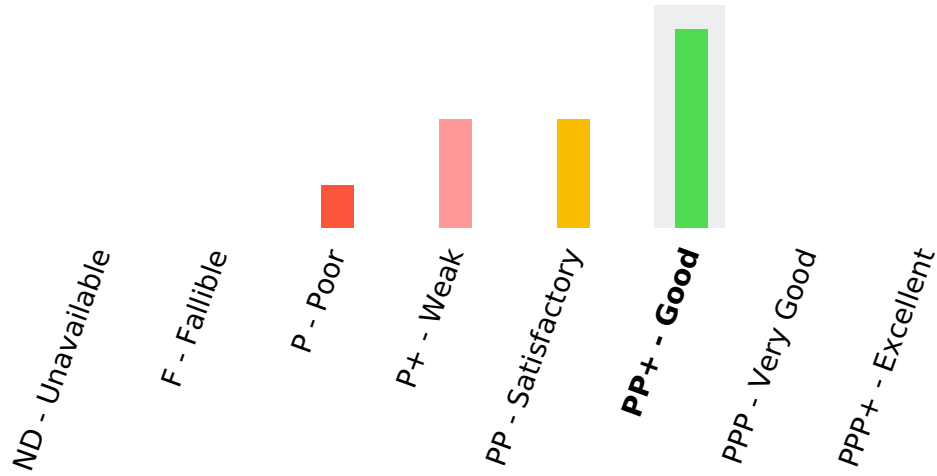


### Benchmark score





### Distribution of Public Administrations with respect to the rating class



#### Strengths












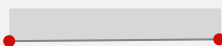







#### Weaknesses

- E- Government
- Performance
- Working from home (WFH)
- Public works incompleted
- Subsidiary companies
- Anti-corruption measures undertaken

- Public Real Estate properties - management

## INDICATORS OF THE MACRO-INDICATOR GOVERNANCE

| Indicator name                             | Unit of measure | Value | Scoring criteria           | Score | Trend   | Evaluation of the indicator  |
|--|-----------------|-------|----------------------------|-------|---|--|
| E- Government                              | value           | 22.8  | High score for high values | 12    |    |  High     |
| Degree of digitalization                   | value           | 0.3   | High score for high values | 6     |    |  Medium   |
| Performance                                | value           | 111.0 | High score for high values | 12    |    |  High     |
| Working from home (WFH)                    | value           | 11.0  | High score for high values | 10    |  |  High   |
| Public works incompleted                   | number          | 0.0   | High score for low values  | 8     |  |  High   |
| Public Real Estate properties - report     | value           | 101.0 | High score for high values | 5     | Trend not available   |  Medium |
| Public Real Estate properties - management | € p.c.          | -2.35 | High score for high values | 1     |  |  Low    |
| Subsidiary companies                       | absolute value  | 86.67 | High score for high values | 12    |  |  High   |
| Anti-corruption measures undertaken        | value           | 16.8  | High score for high values | 12    |  |  High   |

### 3 Personnel management

PP+ - Good

Rating

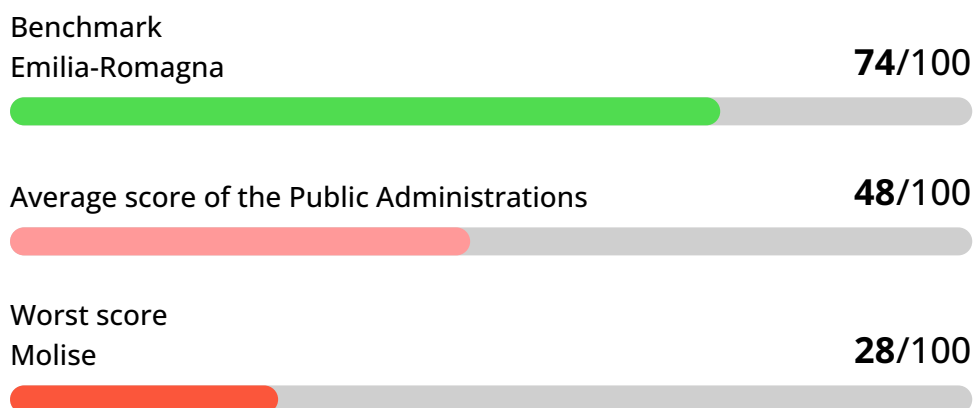
74

out of 100

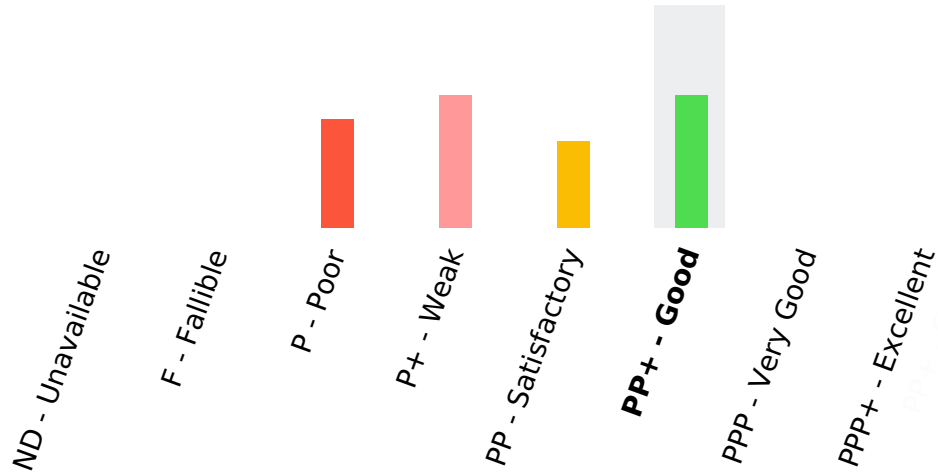
Chronological trend



#### Benchmark score



### Distribution of Public Administrations with respect to the rating class



#### Strengths




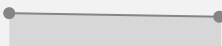
















#### Weaknesses

- Per capita personnel expenditure
- Personnel with a permanent contract per 1,000 inhabitants
- Personnel with a degree on total personnel
- Average days of absence (sick leave)
- Women managers on total managers
- Average of training days

- Provided bonus out of allocated ones to managers

## INDICATORS OF THE MACRO-INDICATOR PERSONNEL MANAGEMENT

| Indicator name  | Unit of measure | Value | Scoring criteria           | Score | Trend   | Evaluation of the indicator  |
|---|-----------------|-------|----------------------------|-------|---|--|
| Per capita personnel expenditure                          | € p.c.          | 38.71 | High score for low values  | 10    |    |  High     |
| Personnel with a permanent contract per 1,000 inhabitants | val./1.000 ab.  | 0.75  | High score for low values  | 10    | Trend not available   |  High     |
| Personnel with fixed-term contract on total personnel     | %               | 3.29  | High score for low values  | 5     |   |  Medium   |
| Average age   | years           | 53.06 | High score for low values  | 4     |  |  Medium |
| Personnel with a degree on total personnel                | %               | 60.04 | High score for high values | 8     |  |  High   |
| Average days of absence (sick leave)                      | days per person | 14.02 | High score for low values  | 8     |  |  High   |
| Total managers on total personnel                         | %               | 3.27  | High score for low values  | 5     | Trend not available   |  Medium |

| Indicator name                                      | Unit of measure | Value | Scoring criteria           | Score | Trend   | Evaluation of the indicator  |
|---|-----------------|-------|----------------------------|-------|---|--|
| Women managers on total managers                    | %               | 46.79 | High score for high values | 8     | Trend not available   |  High     |
| Provided bonus out of allocated ones to managers    | %               | 100.0 | High score for low values  | 1     |    |  Low      |
| Average of training days                            | days per person | 3.21  | High score for high values | 10    | Trend not available   |  High     |
| Degree of differentiation of bonus paid to managers | variance        | 83.33 | High score for high values | 5     |  |  Medium |

**4** Public services and relations with citizens

PPP - Very Good

Rating

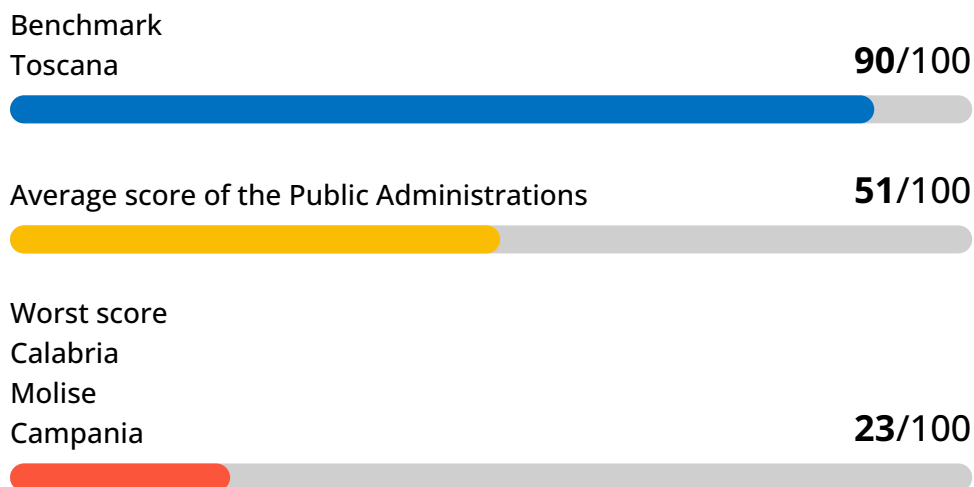
86

out of 100

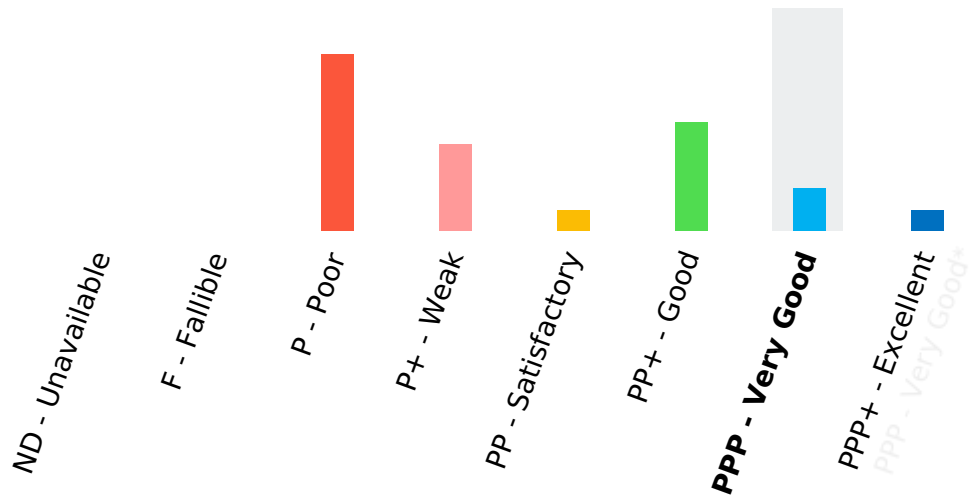
Chronological trend



**Benchmark score**



### Distribution of Public Administrations with respect to the rating class



#### Strengths





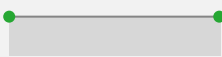



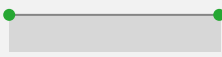



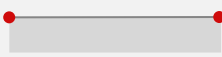

#### Weaknesses




- Efficiency indicator - reporting (general)
- Efficiency indicator - timing supervision (general)
- Landline high-speed internet access covering
- Hospital migration
- Beds in residential healthcare facilities per 10k inhabitants
- Integrated Home Care services
- Per capita territorial pharmaceutical expenditure
- Citizens involvement

- Accredited private healthcare facilities per 10k inhabitants



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

| Indicator name  | Unit of measure | Value | Scoring criteria           | Score | Trend   | Evaluation of the indicator  |
|---|-----------------|-------|----------------------------|-------|---|--|
| Efficiency indicator - reporting (general)                    | value           | 111.0 | High score for high values | 10    | Trend not available   |  High   |
| Efficiency indicator - timing supervision (general)           | value           | 111.0 | High score for high values | 10    | Trend not available   |  High   |
| Landline high-speed internet access covering                  | %               | 30.2  | High score for high values | 10    |   |  High   |
| Hospital migration  | %               | 4.8   | High score for low values  | 10    |  |  High |
| Beds in residential healthcare facilities per 10k inhabitants | val./10.000 ab. | 104.4 | High score for high values | 10    |  |  High |
| Integrated Home Care services                                 | %               | 3.6   | High score for high values | 10    |  |  High |
| Accredited private healthcare facilities per 10k inhabitants  | val./10.000 ab. | 3.38  | High score for low values  | 1     |  |  Low  |

| Indicator name                                    | Unit of measure | Value | Scoring criteria           | Score | Trend   | Evaluation of the indicator |
|---|-----------------|-------|----------------------------|-------|---|-----------------------------|
| Per capita territorial pharmaceutical expenditure | € p.c.          | 10.6  | High score for low values  | 10    |  | High                        |
| Citizens involvement                              | value           | 15.0  | High score for high values | 10    |  | High                        |
| FOIA register: accepted requests                  | %               | 90.28 | High score for high values | 5     |  | Medium                      |

## 5 Public tenders and relations with suppliers

P+ - Weak

Rating

47

out of 100

Chronological trend



### Benchmark score

Benchmark

Liguria

Umbria

86/100



Average score of the Public Administrations

53/100



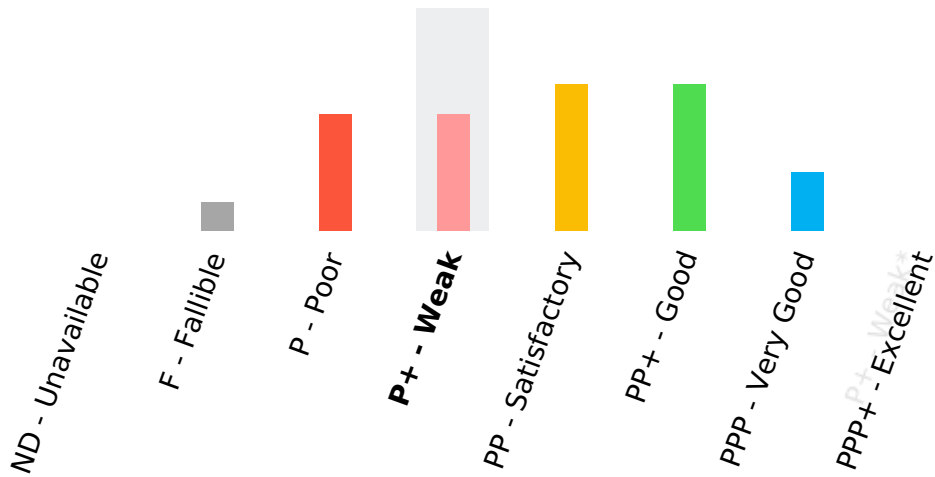
Worst score

Abruzzo

18/100



### Distribution of Public Administrations with respect to the rating class



#### Strengths




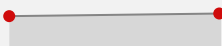









- Timeliness of payments indicator
- Number of corporate creditor per 10k inhabitants



#### Weaknesses

- Recurring contractors in direct procurements
- Direct procurements on global public tenders - amount
- Settlement of commercial debts incurred during the fiscal year

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

| Indicator name   | Unit of measure | Value      | Scoring criteria           | Score | Trend   | Evaluation of the indicator  |
|--|-----------------|------------|----------------------------|-------|---|--|
| Recurring contractors in direct procurements                   | %               | 38.42      | High score for low values  | 1     |    |  Low      |
| Direct procurements on global public tenders - number          | %               | 72.23      | High score for low values  | 7     | Trend not available   |  Medium   |
| Direct procurements on global public tenders - amount          | %               | 43.18      | High score for low values  | 1     |   |  Low      |
| Timeliness of payments indicator                               | days            | -<br>15.27 | High score for low values  | 16    |  |  High   |
| Per capita total amount of debts with suppliers                | € p.c.          | 2.67       | High score for low values  | 7     |  |  Medium |
| Number of corporate creditor per 10k inhabitants               | val./10.000 ab. | 0.21       | High score for low values  | 14    |  |  High   |
| Settlement of commercial debts incurred during the fiscal year | %               | 74.22      | High score for high values | 1     |  |  Low    |

## 6 Environment

P - Poor

Rating

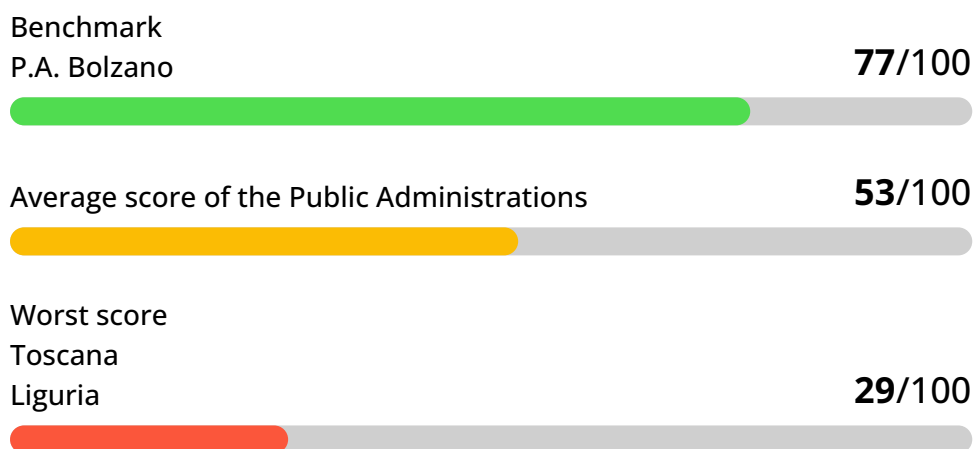
31

out of 100

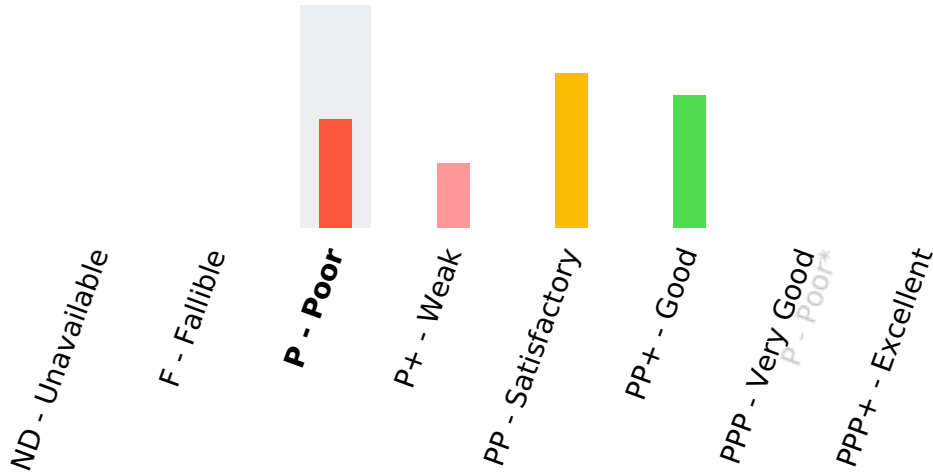
Chronological trend



### Benchmark score



### Distribution of Public Administrations with respect to the rating class



#### Strengths

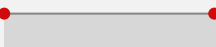







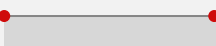





- Urban waste disposal at landfill





#### Weaknesses

- Air quality - PM 2.5
- Land consumption
- Soil waterproofing due to artificial covering
- Population exposed to flood risk
- Electricity consumption covered by renewable sources

## INDICATORS OF THE MACRO-INDICATOR ENVIRONMENT

| Indicator name                                | Unit of measure | Value | Scoring criteria          | Score | Trend   | Evaluation of the indicator  |
|---|-----------------|-------|---------------------------|-------|---|--|
| Air quality - PM 2.5                          | %               | 89.4  | High score for low values | 1     |    |  Low      |
| Land consumption                              | %               | 8.9   | High score for low values | 1     |    |  Low      |
| Contaminated sites                            | ‰ inhabitants   | 1.7   | High score for low values | 6     |   |  Medium   |
| Urban waste disposal at landfill              | %               | 9.2   | High score for low values | 14    |  |  High   |
| Soil waterproofing due to artificial covering | %               | 8.9   | High score for low values | 1     |  |  Low    |
| Population exposed to landslide risk          | %               | 2.0   | High score for low values | 6     |  |  Medium |
| Population exposed to flood risk              | %               | 62.5  | High score for low values | 1     |  |  Low    |



| Indicator name                                       | Unit of measure | Value | Scoring criteria           | Score | Trend   | Evaluation of the indicator   |
|--|-----------------|-------|----------------------------|-------|---|---|
| Electricity consumption covered by renewable sources | %               | 22.1  | High score for high values | 1     |  |  Low |