

# APULIA REGION AS CAF COMPETENCY CENTER FOR LOCAL MUNICIPALITY

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10<sup>th</sup> CAF Users' Event under the Polish Presidency of the Council of the EU

10<sup>th</sup> April 2025, Warsaw

# OUTLINE

1. Context (background of the organisation)
2. Background of the case
3. Process/dynamics
4. Results/outcome
5. Lessons learned & key recommendations
6. Contact details

## BACKGROUND OF THE ORGANISATION

- The project was implemented by the Italian Public Administration Department, the Apulian administration, as lead partner, and 4 municipalities. It was supported by FormezPa as Italian CAF Resource Centre.
- Apulia is a southern region of 4 million inhabitants. According to the Italian constitution, the regional Administration, a 1.804 employees, is composed by the legislative Assembly and the Government, formed by 10 Chancellors and headed by the President. Mr Michele Emiliano is the President in charge.
- The Governing Body, focused on an “ambidextrous” model, consists of 10 Departments, responsible for the exploitation functions, as the exploration functions are delegated to the regional Agencies.
- In order to enact multilevel governance, the regional administration can lead the municipalities in some functions, such as innovation and development policies, migration inflow, procurements, public services and others.

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## BACKGROUND OF THE PROJECT

Since the 2022 the Public Administration Department has been implementing the Integrated Plan of Activity and Organization, a new approach to the planning matters, aimed by simplifying the exploitation processes.

In this context, the CAF project aimed to build a Competency centre for good TQM and planning practices to be shared into regional municipalities, focused on self assessment and improvement processes.

Performed by 4 municipalities selected through a public tender (Bari, Bisceglie, Manduria, Trani) and the regional Training and Labour Department, it started by asking their employees to answer with a specific score to some questions regarding the five Enabler Criteria of the model through a dedicate questionnaire.

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## THE CAF CENTER FOR LOCAL MUNICIPALITIES

OBJECTIVES	OUTCOME
1) Acting self assessment process	Self-assessment implemented in 1 regional department and 4 municipalities
2) Analyzing weaknesses and problems	Common and individual needs for enhancement
3) Supporting further diffusion of the CAF Model	Building a Competency Centre in a multilevel Governance

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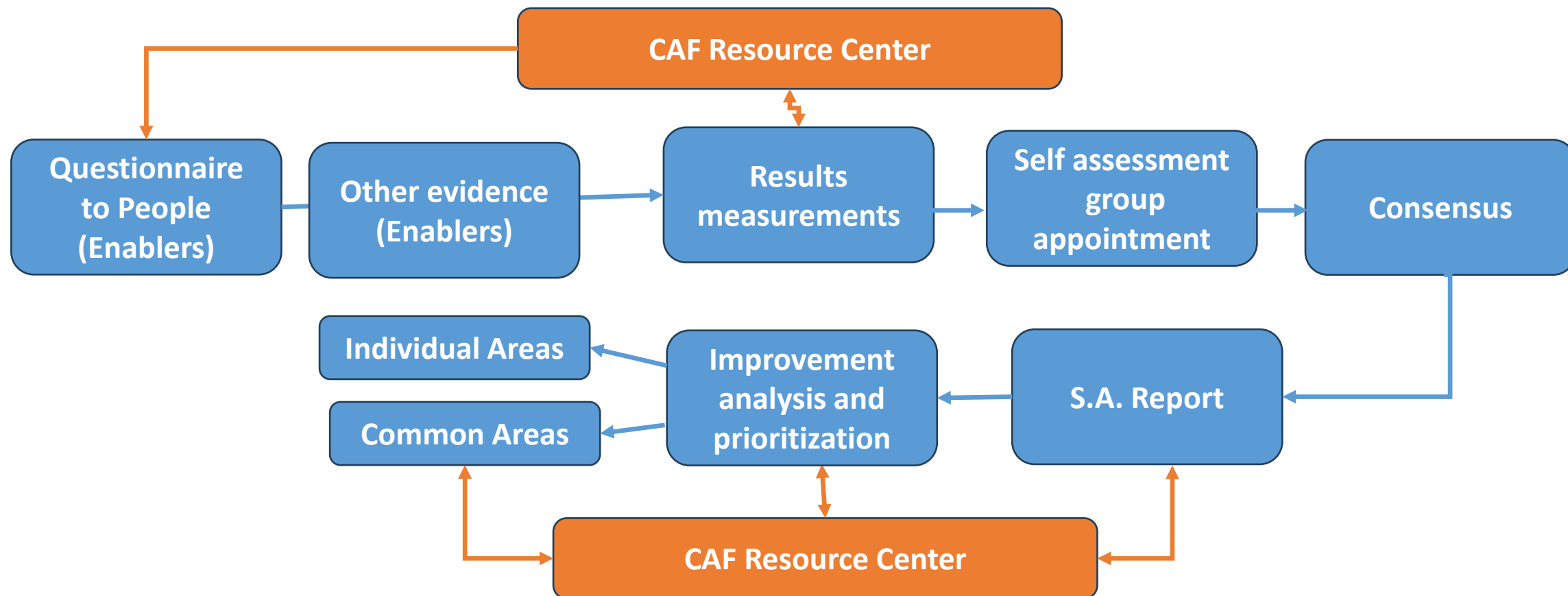
# PROCESS/DYNAMICS

- Among the 452 employees of involved Regional departments and municipalities, 322 (71%) completed the questionnaire. Their indications were the basis of the self – assessment process.
- A self assessment group has been formally appointed for each organization.
- They worked from September 2023 until February 2024, under the supervision of CAF Resource Centre expert.
- The comparison between the results of the questionnaire and strengths/areas for improvement from self - assessment, under the guidance of experts, has been a consistent basis to identify common and specific weaknesses and priorities for improvement.
- No external costs has been charged to the regional organizations: all costs has been financed under a larger project of Public Administration Department.

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## PROJECT FLOW



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# RESULTS/OUTCOME

1. **The Regional department and 4 municipalities have completed the Assessment;**
2. **Common enhancement areas:**
  - a bottom-up approach to improve citizen's communication and participation;
  - increasing people competencies, based middle-term on strategic vision of the organization;
  - systematically adopting customer satisfaction and organizational climate surveys;
  - designing a specific dashboard for performance measurements and promotion of benchmark analysis.
3. **The Regional Competency Centre** is in the process of creation but now it needs to be completed and to be disseminated to the public administrations of the Apulia Region.

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## NEXT STEPS

- Overcome the weakness areas by coordinating the municipalities during the whole improvement process;
- The Regional administration has to promote CAF model and application tool (F@cileCaf) in the public organizations of the Apulian Region;
- Increasing the staff of the Regional Competency Centre;
- The CAF experience is related to the IPAO (Italian Integrated Plan of Activities and Organization) model. This is a Plan under the Italian law which should be adopted by the public bodies on a compulsory base with different activities, related to the planning, the risk assessment model and anticorruption system.

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# LESSONS LEARNED & KEY RECOMMENDATIONS

## WE RECOMMEND 3 PRIORITY ACTIONS FOR SETTING UP A LOCAL COMPETENCY CENTER:

1. Set up a Guidance committee within the regional administration, with diversified experience, in particular: project management, performance evaluation and good knowledge of local entities in the territory;
2. Developing the skills of the committee members - both by involving them in the self-assessment and improvement process with CAF within their administration and by training them on the model's principles and good practices. The training must also concern the main national reform processes underway in order to connect them to the CAF and stimulate interest in its use.
3. Monitoring the progress of the self-assessment and improvement process in local organizations by maintaining constant, even informal contact with the self-assessment groups in order to identify common critical issues and address common/collaborative improvement actions.

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## ACKNOWLEDGMENTS

Let me conclude by thanking my colleagues Angela Guerra and Annapaola Schilardi, who supported the CAF project and worked for its success.

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