

“Towards a shared European administrative space – Italian expertise, regionally-owned solutions”

Public Servants’ Capacity Building & Mobility Programme 3.0

The Local-Level Administrations and EU Funds Project Management

28-30 April 2026

Venue: Puglia Region headquarters Acquedotto Pugliese - Palazzo dell'Acqua via Salvatore Cogneiti, 36.

PROVISIONAL AGENDA

Introduction

Public Servants’ Capacity Building and Mobility Programme 3.0, is an initiative designed to foster knowledge exchange, institutional cooperation, and administrative excellence between the Western Balkans and the Italian administration. The initiative is supported by the Italian Ministry of Foreign Affairs and International Cooperation (MFA) and implemented in partnership between ReSPA and the Italian National School of Administration (SNA).

Over the past two years, the Capacity Building and Mobility Programme has brought public servants from the Western Balkans into direct contact with Italy’s rich administrative traditions and innovative governance practices. More than 100 public servants across the region have benefited from the programme’s two previous editions, participating in high-quality training modules, peer exchanges, mobility visits, and high-level policy dialogue. From the lecture halls of Caserta and Bari to immersive learning experiences and ministerial-level discussions in Rome, the programme has generated tangible results: participants returned to their administrations equipped not only with new knowledge, but also with professional networks, practical tools, and a renewed commitment to public service and reform.

In 2026, the programme enters a new phase, building on this strong foundation while introducing a more focused and impact-oriented design. The new edition moves beyond previous formats by concentrating on three high-impact thematic streams that reflect Italy’s strongest areas of expertise and respond directly to the most pressing reform needs of Western Balkan administrations.

The Local-Level Administrations and EU Funds Project Management is the stream that will take place in Bari and will consist of learning from various Italian professionals working in the preparation of EU funding mechanism and the representatives of the regional government of Puglia who will share their experience in the use of EU funds for regional development. The participants will get practical hands-on experience in relation to all stages of the use of EU funds for regional and local development projects.

DAY 1: TUE April 28, 2026

09:30– 10:00	Arrival and registration of participants
10:00 – 10:30	Welcome Remarks & Setting the Stage Speaker _Roberto Venneri _Chair of the Board of Directors of Acquedotto Pugliese
10:30-13.00	Testimonials from representatives of Regione Puglia on concrete cases, to enable an exchange of experiences and best practices The representatives of the Regional Government of Puglia will present their experience in the implementation of EU-funded projects for regional and local development during the two morning sessions followed by peer- exchanges and addressing concrete challenges encountered by the participants. <i>Main Topics</i> • Organization of the European Service of the Province of Lecce. Management of direct and indirect European funded projects.”; Carmelo Calamia, Head of Community Policies, Province of Lecce • Migration policies of the Puglia Region and European financial instruments; (Vitandrea Marzano, Head of the Citizen Security and Migration Policies Section, Puglia Region) • Strategic interventions for water resource management: Andrea Volpe, Head of the International Activities Operational Unit, General Directorate of Acquedotto Pugliese (AQP) • Functions of the Audit Authorities and the control system; Marina Muserra, Audit Authority for the ERDF/ESF+ Programme 2021–2027, Puglia Region
13.00- 14.00	Lunch break
14.00-17.00	Introduction to the rationale of Cohesion Policy and the NRRP Speaker: David Natali The afternoon session will offer the participants an understanding of the overall process that allows for the regional and local development to evolve under the EU- funding opportunities. The experts will explain the current state of play in relation to the Cohesion Policy, how it applies in the EU, and certain expectations for this fund under the new MFF.
17.00	End of the Day

DAY 2: WED April 29, 2026

09:00 – 09:30	Arrival and Registration
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09:30 – 13.00	ETC in the Adriatic: lessons from the past and for the next programming period 2028-2034 The continuation of the sessions of the previous day will focus on concrete delivery mechanisms tackling some of the most important issues regarding implementation and expectations in the Adriatic region with the view of the new multiannual financial framework. Speaker: Dea Hrelja <i>Senior policy analyst and adviser in the evaluation of European Territorial Cooperation Programmes at T33</i>
13.00- 14.00	Lunch break
14.00-16.30	Common Indicator for monitoring system in the EU 21- logic, definitions and quality assessment The afternoon session will delve into more in-depth discussions regarding monitoring implementation and quality management. The participants will understand and expand their knowledge on the under the EU 21- logic. Speaker: Alessandro Valenza – <i>senior expert in European studies and evaluation with a strong background in regional policies at T33</i>
16.30	Conclusion and Wrap- Up

DAY 3: THU April 30, 2026

09:00	Arrival and Registration
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09:30	
09:30	From monitoring performance to pay for performance: 2028-2034 Speaker: Alessandro Valenza –
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13.00	The last day will be dedicated to the continuous tracking of progress to ensure activities, outputs and results align with the project plan, budget and objectives, including the EU guidelines and the implementation in practice.
13.00	End of Program and Departure of Participants

Leadership Development for Senior Public Managers: Leading role, expectations, influence and change in contemporary public administration

Public sector leadership today cannot be reduced to formal authority, technical expertise, or short-term targets. Senior public managers operate in increasingly complex institutional environments shaped by reform pressures, multiple stakeholders, heightened accountability, internal interdependence, and growing expectations regarding both performance and leadership behaviour. In such a context, leadership development requires more than training on tools and techniques. It requires a deeper reflection on how senior managers interpret and enact their role, how expectations shape managerial action, how self-awareness affects leadership effectiveness, and how organisational politics, legitimacy, and emerging trends redefine the practice of management. This course is designed for senior public officials from ReSPA countries and combines conceptual reflection, peer learning, interactive discussion, and comparative exchange. It is structured to ensure that participants not only discuss leadership in abstract terms but also critically examine the managerial role as experienced in contemporary public administration.

Venue: SNA Roma _Via Maresciallo Caviglia, 24.

Leadership Development

Date	Time (from-to)	Topic of the lesson
DAY 1: TUE June 23, 2026	TBC	Visit to Palazzo Vidoni
	14:00-15:00	Leadership in contemporary public administration: setting the scene: • Leadership in complex public organisations • From formal authority to organisational leadership • Balancing institutions, people, legitimacy, and performance • Why leadership development matters at the senior level Speaker: Barbara Quacquarelli: <i>Associate Professor of Business Organization at Milano Bicocca University</i> <i>Coordinator for the Human Resources Development and Innovation Division at the SNA (National School of Administration)</i>
	15:00-17:00	Comparative panel: Italian and Balkan senior public leaders in dialogue Speaker: Barbara Quacquarelli:
DAY 2: TUE June 24, 2026	09:00 – 11:00	The nature and evolution of the role of management • The nature and evolution of the role of management • The changing meaning of management in public organisations • From control and supervision to direction, coordination, and enabling conditions • The growing complexity of the managerial role in contemporary public administration

	11:00 – 13:00	Expectations, context, and the need for continuous leadership development • The importance of expectations and their context • Explicit and implicit expectations • Conflicting expectations from superiors, peers, staff, institutions, and stakeholders • If I reach my goals, do I still need to improve my leadership skills? • Performance versus leadership quality • Short-term achievement and long-term organisational impact Speaker: Luca Solari _ <i>Professor of management practice at University of Milan</i>
	Lunch break	
	14:00 – 16:00	Managing one's role: self-awareness, organisational politics and emerging themes: • Managing one's role: self-awareness, organisational politics and emerging themes • The essential decisions of a manager in "managing" his/her role • How managers allocate attention, time, visibility, accessibility, and control • How to promote self-awareness in the role • Leadership and organisational politics • Power, influence, legitimacy, coalitions, and resistance • Emerging themes • New expectations toward management • Uncertainty, overload, hybrid work, reputation, and AI-related transformations Speaker: Luca Solari _ <i>Professor of management practice at University of Milan</i>

Module 'Digital Transformation

Venues: SNA Caserta.

Date	Time (from-to)	Topic of the lesson
Day 1 8 July 2026	09:00 – 11:00	Overview on Governance and Regulatory Framework of Digital Transformation in Italy - European Context and Italy's Positioning (EU digital decade targets, NRPP) - The Digital Administration Code (CAD): origins and objectives, digital first/once only - Role of AgID (Agency for Digital Italy) - Role of the Department for Digital Transformation - The Three-Year ICT Plan for Public Administration (structure and objectives, guiding principles, National enabling platforms -SPID, pagoPA, ANPR, IO App) Speaker: Caterina Flick_ Professor and consultant specializing in corporate criminal law and corporate administrative liability, as well as cyberlaw, cybercrime, privacy, and online reputation.
	11:00 – 13:00	Strategic Technological Drivers in Public Administration: Artificial Intelligence - Cloud models & target patterns (IaaS / PaaS / SaaS; hybrid and multi-cloud patterns; shared platforms) - Italy's Cloud Strategy framework - Qualification of cloud services (Cloud Italia / ACN Catalog) Speaker: Mauro Iacono_ Associate Professor in Information Processing Systems at University Vanvitelli
	Lunch break	
	14:00 – 16:00	Case studies and applications National Digital Platforms (PagoPA) Speaker. Massimiliano Gambardella_Expert
Day 2 9 July 2026	09:00 – 11:00	Strategic Technological Drivers in Public Administration: Cybersecurity and resiliency - Italian National AI Strategy, EU AI Act - Trustworthy AI - AI Applications in the Public Sector

		Speaker: Giancarlo Sperli _ <i>Professor of Information Processing Systems at the Federico II University of Naples</i>
	11:00 – 13:00	Strategic Technological Drivers in Public Administration: Identity and Trust Services - National Cybersecurity Agency (ACN) and National Strategy - AgiD “minimum security controls” for PA - National Cybersecurity Perimeter - NIS2 and CER Directive implications Security by Design in the Three-Year Plan Speaker: Roberto Setola: <i>Rector’s Delegate for Cybersecurity and the Academic Director of the Level II Master’s Program in “Homeland Security: Systems, Methods, and Tools for Security and Crisis Management”</i> <i>Expert at the Prime Minister's Office on the resilience of critical infrastructure.</i>
	Lunch break	
	14:00 – 16:00	Case studies and applications ACN (Cybersecurity and AI) Bernardo Palazzi Speaker: Bernardo Palazzi <i>Expert at National Cybersecurity Agency.</i>
Day 3 10 July 2026	09:00 – 11:00	Strategic Technological Drivers in Public Administration: Cloud Strategy for Government - IAM/IdM, SSO, MFA, LoA (Levels of Assurance) - Authentication vs authorization (RBAC/ABAC) - Federation model (IdP, SP,..) - Digital Signatures and Legal Validity, certified Electronic Mail - eIDAS 2.0 and EUDI Wallet Speaker: Alessandra De Benedictis _ <i>Professor of Information Processing Systems at University of Naples</i>
	11:00 – 13:00	IA for training of HR in PA AI and potential for the development and training of public servants Speaker: Mario Pireddu _ <i>Associate Professor of Educational Technology at the University of Tuscia</i> <i>SNA Professor, AI Expert</i>