



OECD Trento Centre for Local Development  
ANCI Friuli Venezia Giulia  
ComPA Foundation FVG

# The strategic challenges of post-COVID-19 building back better at local level

Thematic meetings for the  
Municipalities of Friuli Venezia Giulia





## Context and objective of the Project

In 2017, an active collaboration between ANCI FVG (Regional Association of the Municipalities of Friuli Venezia Giulia, Italy), ComPA FVG and the OECD Trento Centre for Local Development was established to develop a continuous process of capacity and skills building for local administrators in Friuli Venezia Giulia on policies, strategies, programmes and projects for local, integrated and sustainable development.

The basis of this collaboration, which over the years has been consolidated and articulated in various actions stemming from the **four editions of the Summer School for local administrators in Friuli Venezia Giulia**, was the observation that local administrators face increasingly demanding social and economic challenges in developing their communities, businesses and local civil society. Very often, local administrators lack the tools to act efficiently and effectively.

**Local administrators are called to play an active and propulsive role in the development and delivery of services for their community, identifying innovative solutions. Indeed, the growing complexity of today's reality, globalisation and, most recently, the pandemic that is having devastating effects on many aspects of life, urgently require a solid and timely response from the local authority.**

These challenges are many and often closely interconnected. There is a need to identify new ways of managing and delivering local services, to strengthen the capacity to access European programming funds (new cohesion 21-27, Next Generation EU, etc.), to develop strategic visions so to enable taking urgently needed actions but at the same time ensuring medium- and long-term benefits. For that purpose is urgent to build the capacity to work with local public, private and civil society stakeholders as well as to ensure greater efficiency and effectiveness in dialogue with other levels of public administration (regional, national and European).

The need and urgency to equip the Directing Bodies of ANCI FVG with the tools for successful post-COVID-19 reconstruction became apparent. To this end, the Project aims, through the organisation of a series of webinars and a complementing set of activities, **to jointly reflect and share information and knowledge on relevant topics with administrators of the FVG Municipalities preparing them to seize the emerging opportunities and to deal with the evolving challenges.**

## Purpose

Strengthen the role of ANCI FVG, by proposing to local authorities strategic guidelines for the future as the basis for an authoritative dialogue with regional institutions and Friuli Venezia Giulia's stakeholders.

To offer the ANCI FVG mayors structured opportunities for reflection in order to develop a shared awareness and to define ways of measuring the capacity of the Municipalities to give adequate answers to the requests for recovery emerging from citizens, enterprises and intermediate social bodies of the territories.

## Target audience

The administrators of the local authorities of the Friuli Venezia Giulia region who are members of the governing bodies of ANCI FVG (Assembly, Board, Executive).

## Expected results

Activation of a reflection process involving all governing bodies of ANCI on the future of the local authorities in Friuli Venezia Giulia.

Joint definition of strategic guidelines and concrete actions to formulate projects and legislative proposals to regional institutions.

Drawing up a document containing strategic guidelines on the future of local authorities to be pursued in the coming years.

## Methodological approach

The OECD and ComPA FVG have successfully developed and tested over the last four years the methodological approach proposed for the implementation of the Project. The approach is built on the following elements:

- a. Focus on methods and tools, through active involvement of Italian and international OECD experts, with in-depth knowledge of the topics covered and familiarity with the municipality's organisation;
- b. Construction of contents based on shared experiences among participants;
- c. Blending theoretical knowledge with interactions and participatory workshops to deliver a practice-oriented learning;
- d. Promotion of a climate conducive to discussion and open exchange among participants.

## The 4 phases of the Project

<h3>1 Preparation and preliminary steps</h3> <p>[February - March 2021   In collaboration with the Executive and the Board of ANCI FVG].</p>	
<p>Shared elaboration of the working process.</p> <p>Construction of the stages leading up to the Assembly, exchange of short recorded interviews offering testimonials with distinct visions (proposal of methodological and thematic ideas in dialogue with selected representatives of the Italian institutions and research community in the area of local public administration).</p> <p>Identification of strategic issues of potential interest to local governments to be explored during the Project.</p>	<p>Working hypotheses for strategic issues for local government in post-COVID-19</p> <p>&lt;First indicative list of topics of potential interest   Ideas for discussion emerging from the Executive meeting and the activities of the Administrators' Smart Community&gt;.</p> <ul style="list-style-type: none"> <li>- Environment and Sustainable Development</li> <li>- Declining birth rate, marginality and depopulation of local communities</li> <li>- Digitisation of local PA (ICT services and infrastructure)</li> <li>- Economy and Local Development</li> <li>- Green Economy and Circular Economy</li> <li>- Childhood, education and school services</li> <li>- Local infrastructure (design, operation and maintenance)</li> <li>- Direct interventions in response to COVID-19</li> <li>- Urban planning</li> <li>- Programming and design of European funds (Structural and Recovery)</li> <li>- Redevelopment of the building stock</li> <li>- Role, Functions and Organisation of Local PA</li> <li>- Local health and social services</li> <li>- Simplification of administrative procedures</li> </ul>
<h3>2 Looking beyond the emergency. Mayors and municipalities in FVG facing the challenges of post-COVID-19</h3> <p>[24 March 2021   Webinar with participation of OECD experts and institutional national representatives of ANCI].</p>	
<p><b>Session of the ANCI FVG Assembly</b></p> <p>The aim of the seminar is to officially launch the Project during a presentation of the medium-term action scenarios for the Local Authority and an in-depth examination of the issues that will determine the actions of the Local Authority in the near future. Particular points to address include alternative perspectives on the organisation, the ability to govern decision-making processes, the institutional role of the Local Authority, its possible actualisation and the evolution of public services provision as well as promotion of local social and economic development.</p>	<p><b>Objectives</b></p> <p><b>Raising awareness:</b> broaden the perspective from the immediate emergencies, looking at the scenarios that lie ahead for the local authority after the emergency phase of the pandemic.</p> <p><b>Information:</b> collect information and solicitations from a panel of qualified experts on the organisation of the Authority, its mode of action in managing services and in guiding post-COVID-19 reconstruction and development.</p> <p><b>Discussion:</b> based on the guidelines agreed in the preparatory phase with the Project partners, identify the three priority topics of interest on which to focus in the follow-up phase.</p>

### 3 Themes and challenges. Constructing proposals and solutions for local administrators in Friuli Venezia Giulia

[April - November 2021 | A series of three seminars with the ANCI FVG Board on the priority themes identified by the Assembly].

For each of the topics identified by the Assembly in its March session, a workshop will be organised for the ANCI FVG Board, with the aim to deeper understand the main aspects characterising the topic and its implications for the action of the Local Authority, identifying the determining factors to be considered. Each event will involve OECD experts to focus on the subject and to moderate the participants' work sessions.

#### Objectives

**Identification:** define and analyse the aspects determining the topic matter of the seminar, from the point of view of the local authority.

**Articulation:** determine a set of decisive problematic elements with which the local authority and the administrator will have to deal.

**Formulation:** identify the issues towards which ANCI FVG's intervention should be directed in order to facilitate and support the action of the Municipalities in the thematic area of intervention (e.g.: further specific in-depth studies, dedicated training courses, regulatory innovation actions, lobbying and institutional awareness actions, etc.).

### 4 Mayors and Municipalities in FVG facing the challenges of post-COVID-19. Pathway processes and possible solutions

[December 2021 | Event to return and discuss the main results of the work of the Executive, identification of priorities for action for ANCI in 2022].

#### Session of the ANCI FVG Assembly

The aim of the final session is to present and discuss within the Assembly the results based on the insights from the Board thematic seminars.

Then, through discussion, opinions and positions expressed by the members of the Assembly will be collected and used to validate the guidelines formulated by the Board in the thematic tables, to be taken as guidelines for the strategic orientation of ANCI FVG action for 2022.

#### Objectives

**Sharing:** present, by the ANCI Board, the OECD and ComPA experts, the results of the in-depth analysis of the three themes identified with particular reference to the actions proposals for ANCI FVG.

**Validation:** adopt the guidelines for action proposed by the Board for each of the topics, gathering the positions and opinions of the members of the Assembly.

**Strategic orientation:** outline in a shared manner, starting from the results of the thematic insight, the strategic guidelines for ANCI FVG's action in 2022. These could refer both to actions to be undertaken for each of the topics dealt with in 2021 and to new thematic areas on which to start a reflection process.

## Calendar 2021

1	03 February	ANCI Executive - Presentation of the Project concept
	24 February	ANCI Executive - Presentation of the Project Plan
2	25 February end of March	Sharing of short testimonies, reflections and points of view by selected experts on the perspectives of Mayors and Municipalities in FVG facing the challenges of post-COVID-19
	24 March	ANCI FVG Assembly Session (Webinar Zoom   2 hours) <i>Looking beyond the emergency. Mayors and municipalities in FVG facing the challenges of post-COVID-19</i>
3	27 May	ANCI FVG Board Meeting   I virtual thematic workshop
	June*	ANCI FVG Board Meeting   II virtual thematic workshop
	September*	ANCI FVG Board Meeting   III virtual thematic workshop
	October November	Elaboration of strategic guidelines for ANCI FVG's intervention to support the action of municipalities
4	December*	ANCI FVG Assembly Session (Webinar Zoom   2 hours) <i>Mayors and Municipalities in FVG facing the challenges of post-COVID-19. Pathways processes and possible solutions</i>

(\*) Date to be confirmed

## Working Group

**Alberto Bramanti** is an Associate Professor of Applied Economics (Regional and Urban Economics and Policy) at Bocconi University in Milan (Department of Political and Social Sciences - SPS), where he teaches Economic Scenarios; Economics and Policy of Global Markets and Cities and Regions: Managing Growth and Change. He is a member of the Managing Committee of GREEN (Research Centre on Geography, Resources, Environment, Energy & Networks). The main areas of interest on which he has carried out study, research and consultancy activities are the following: Cross-border cooperation and internationalisation processes of territories - Development models, territorial analysis, districts and milieux - Regional policies, governance structures and policy evaluation - Urban and service economics, trade and tourism - Human capital, vocational training and educational success. On these subjects, he has edited/published: 2 books, 33 articles in international and national journals and over 140 chapters in books.

**Gianni Ghiani** is Project designer and manager of ComPA fvg. For over twenty years, he has worked in the design and management of adult learning projects. Since 2014, he has been dealing with Public Administration. In particular, he takes care of the training of PA trainers and the training of administrators especially in the field of local development and European policies.

**Daniele Gortan** is the Director of ComPA fvg. Since the 1990s, he has been involved in local development policies and training for the public administration in terms of institutional, organisational and technological innovation, training of public trainers and participatory processes.

**Roberto Poli** is a Professor at the Faculty of Studies in Trento, where he teaches Social Forecasting and is the director of the first level II master's degree in Social Forecasting. Thanks to his recognised expertise in this field, he was awarded the first UNESCO Chair on Anticipatory Systems.

He is the editor of the Handbook of Anticipation and editor of the first series entirely devoted to Anticipation (Anticipation Science, Springer). He is the author of the book "Working with the Future. Ideas and tools for governing uncertainty". As president of -skopia and together with other members, he applies the methods of Futures Studies to corporate business.

**Alessandra Proto** is the Head of the OECD Trento Centre for Local Development, where she has been working since 2004, the year of its establishment. She supervises the Centre's capacity building activities and is responsible for activities related to culture, cultural and creative industries and the development of the Spatial Productivity Lab. She has a degree in Economics of Public Administration and International Institutions from the L. Bocconi University of Milan.

**Paolo Rosso** is a policy analyst at the OECD Trento Centre for Local Development. His main areas of expertise are local development policies, small and medium-sized enterprises, territorial innovation, regional, national and international cooperation initiatives and capacity building for local development. He previously worked as a senior consultant in programmes and projects for several international organisations (OECD, Inter-American Development Bank, World Bank) and national and regional government institutions in local development initiatives and projects related to small and medium-sized enterprises in Italy, Europe and Latin America. In the 1990s, he worked at ERVET - Development Agency of the Emilia Romagna region – as the head of the Territorial Development Unit.

**Federico Sartori** is a territorial planner and consultant, working on projects and policies for local development for organisations and bodies at regional, national and international level. He is a doctoral candidate in "Planning and public policies for the territory" at the IUAV University of Venice, where he works on the analysis of planning and implementation of public policies for territorial development, a subject on which he has published several scientific articles.



## Project partners

### OECD Trento Centre for Local Development

The OECD Trento Centre for Local Development is an integral part of the OECD Centre for Entrepreneurship, SMEs, Regions and Cities. The Trento Centre uses a holistic "from data to practice" approach to policies for sustainable development to offer local policy analysis, advice and capacity building activities for improved policy implementation for people, firms and places. [www.trento.oecd.org](http://www.trento.oecd.org)

### ANCI FVG

The Regional Association of the Municipalities of Friuli Venezia Giulia represents and protects the interests of the Local Authorities, develops relations of collaboration with the Council of Local Authorities, promotes the study of problems of interest for the members, informs, gives advice and assistance to the members, promotes initiatives to spread the knowledge of the local institutions, promotes training initiatives for the administrators and the staff of the Local Authorities. [www.anci.fvg.it](http://www.anci.fvg.it)

### ComPA Foundation FVG

Fondazione ComPA FVG is ANCI FVG's competence centre for the pursuit of ANCI FVG's institutional aims and of the prerogatives assigned to it by the regional legislation in order to support the System of Local Authorities in the activation and development of processes of territorial growth, innovation, reform, organisational improvement, service management and development of the related professional skills. <https://compa.fvg.it>

# The strategic challenges of post-COVID-19 build-back better at local level

Thematic meetings of the Board of the Regional Association of the Municipalities of  
Friuli Venezia Giulia (ANCI FVG)

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## CONTACTS

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The Project "NextPA - changes in progress" is the expression (formalised in 2014) of the joint will of the Public Sector Employers' Associations and of the Autonomous Region of Friuli Venezia Giulia to develop a new training concept to support/accompany the processes of change and innovation of the entire system of Local Authorities.

This project is part of the OECD Centre for Entrepreneurship, SMEs, Regions and Cities activities.

The OECD Centre for Entrepreneurship, SMEs, Regions and Cities provides comparative statistics, analysis and capacity building for local and national actors to work together to unleash the potential of entrepreneurs and small and medium-sized enterprises, promote inclusive and sustainable regions and cities, boost local job creation, and support sound tourism policies. [www.oecd.org/cfe](http://www.oecd.org/cfe)

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