



# UNPAN Partners' Newsletter

## January – February – March 2023



### 22nd session of the Committee of Experts on Public Administration (CEPA)

In its 22nd session held from 27 to 31 March at UN Headquarters in New York, the UN Committee of Experts on Public Administration (CEPA) discussed key aspects of the theme Urgently transforming institutions for a greener, more inclusive and more resilient world at a time of multiple crises. The session focused on institutional mechanisms for providing support to address climate change; ways to respond to the effects of climate change in institution-building efforts in fragile countries and countries emerging from conflict; the application of the UN principles of effective governance for sustainable development for the achievement of the SDGs; ways to reinvent public sector workforce training and institutional learning towards changing mindsets in the public sector; public financial management in times of emergency and implications for budget credibility; and ways to stimulate public sector innovation through digital technology and measure the impact of digital government. The Committee also engaged in a dialogue with voluntary national review countries and voluntary local review cities to promote peer exchange on experiences and promising practices in implementing SDG 16 – Peace, justice and strong institutions and SDG 17 – Partnerships for the Goals. CEPA also plans to hold a dedicated consultation with observers. The Committee adopted an input to the High-Level Political Forum in

July and a draft resolution for ECOSOC. For more information, click on <https://unpan.un.org/node/1853>



### Transforming Public Service Delivery through Human-Centered Design and Collaborative Governance

The Side Event, held at the margins of CEPA, focused on transforming public service delivery through a human-centered design and collaborative governance. It showcased the innovative practice of the ASAN Service Centers and the ASAN Public Service Assessment Frameworks of the Republic of Azerbaijan. The objective of ASAN is to ensure that public services are delivered in a uniform and coordinated manner across Azerbaijan. “ASAN service” centers are designed to guarantee citizens’ satisfaction and to enhance the quality of the relationship between public servants and citizens. The Side Event included presentations and a panel discussion. For more information, click on <https://unpan.un.org/node/1864>

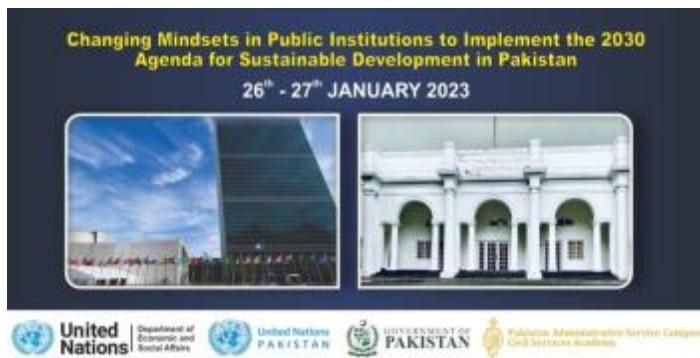


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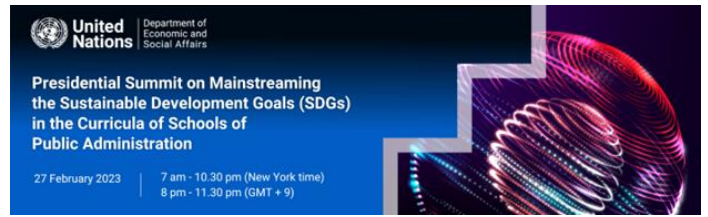
**United Nations E-Government Survey Local Online Service Index (LOSI) Webinar Series – Brazil**

The second LOSI webinar series organized by UN DESA/DPIDG focused on the application of LOSI methodology in Brazil. This webinar, held on 25 January, hosted researchers who conducted the study in Brazilian cities. The webinar highlighted opportunities and challenges on e-government at city levels while aiming at information sharing and capacity building. For more information, click on <https://publicadministration.un.org/en/news-and-events/calendar/ModuleID/1146/ItemID/3169/mctl/EventDetails>.



**Capacity Development Training Workshop on Changing Mindsets in Public Institutions to Realize the 2030 Agenda in Pakistan**

UN DESA/DPIDG and UNPOG, in collaboration with UNRCO in Pakistan and the Civil Services Academy (CSA) Lahore, co-organized a hybrid two-day Capacity Development Training Workshop on Changing Mindsets in Public Institutions to Realize the 2030 Agenda in Pakistan from 26 to 27 January. The Training Workshop was organized for the Officers of the Pakistan Administrative Service (PAS) of the CSA. It aimed to explore ways of changing the mindsets of institutions to align them with the 2030 Agenda for Sustainable Development. The workshop also offered a platform to discuss emerging challenges, opportunities, and the need to create innovative solutions to ensure the successful implementation of the 2030 Agenda in Pakistan. For more information, click on <https://unpan.un.org/node/1856>



**Presidential Summit on Mainstreaming the Sustainable Development Goals (SDGs) in the Curricula of Schools of Public Administration**

UN DESA/DPIDG organized a Presidential Summit on Mainstreaming the Sustainable Development Goals (SDGs) in the Curricula of Schools of Public Administration. The Presidential Summit built on meetings of the Global Network of Schools of Public Administration spearheaded by DPIDG as part of the Global Initiative on Building Capacities of Public Servants for the implementation of the SDGs. For more information, click on <https://unpan.un.org/node/1845>



**Snapshot of Capacity Development Activities 2022**

This report provides an overview of the capacity development activities that UN DESA/DPIDG conducted in 2022, including the substantive support provided to the reinvigorated UN Resident Coordinator system, the development of new strategy guidance notes and methodologies, requests it received from the Member States and how these were addressed, and the key outcomes of its capacity development support. In 2021-2022, DPIDG received 91 official requests for capacity development support. For more information, click on <https://unpan.un.org/node/1833>

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**Activities from UNPAN Members**



**IIAS-SEAPP Doha Conference 2023 on Developmental States and Professionalization of Public Administration and Public Policy**

Co-organized by the International Institute of Administrative Sciences (IIAS) and the School of Economics, Administration and Public Policy (SEAPP) at the Doha Institute for Graduate Studies (DI), the IIAS-SEAPP Doha Conference 2023 provided an opportunity for exchanging experiences, sharing knowledge, and fostering government action to address complex policy dilemmas and constraints. For more information, click on <https://unpan.un.org/node/1781>



**18th Annual IPAC Leadership Summit**

This event featured speakers on topics that are sure to resonate with public servants from all areas and levels of government. This one-day virtual webinar included both strategic and practical learning and provides participants with the insight, skills, and connections to keep pace in a new hybrid, dynamic and uncharted world. For more information, click on <https://unpan.un.org/node/1847>



**ASPA's 2023 Annual Conference**

ASPA's 2023 Annual Conference was online this March. A professional development event for those who practice, teach or study public administration, ASPA's Annual Conference is the only space in the profession that convenes everyone for in-depth conversations, research presentations, workshops, networking and much more. This year's event encouraged broad participation from around the world, enabling those who could not attend in-person events to join these discussions. For more information, click on <https://unpan.un.org/node/1822>



**The visit of DG REGIO at EIPA Maastricht**

On 24 January, the European Institute of Public Administration (EIPA) hosted representatives from DG REGIO at their office in Maastricht. Recognizing EIPA's extensive expertise in the field of Structural and Cohesion Funds, EIPA engaged in insightful discussions about current and potential initiatives related to EU Cohesion and Public Administration. These efforts aim to bolster the involvement and endurance of the public administrations of Czechia and Slovakia.

Since 2013, EIPA has served as the primary training provider on EU Cohesion Policy 2014-2020 and 2021-2027 for national managing authorities' personnel. These undertakings were executed under two successive Framework contracts for DG REGIO, European Commission. We are looking forward to collaborating with DG REGIO on upcoming initiatives that fortify the region's public sector. Read more about the visit [here](#).

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**Online Conference: International Benchmarking Study: Public Sector Performance 2022 Edition**

[Online Conference on International Benchmarking Study: Public Sector Performance 2022 Edition – Eipa was held from 2-3 February.](#)

In search for practices which lead to excellent performance, the European Institute of Public Administration (EIPA) and the Ministry of the Interior and Kingdom Relations of the Netherlands have performed a study to evaluate the effectiveness, efficiency, cost-effectiveness, satisfaction and trust of citizens, enterprises and other relevant stakeholders regarding available products, services, provisions and outcomes in ten policy areas. 35 countries were evaluated, with a longitudinal perspective. During the conference, the results of the in-depth analysis of the first four policy areas (public administration, education, housing and social safety) were shared and discussed.

experts provided insights into the EU response to Ukraine's invasion.

The discussion covered the ongoing conflict in Ukraine and its implications for EU sanctions under CFSP. Moreover, the speakers discussed the challenges the EU faces in terms of immigration policy, the Energy Union, and the potential for EU enlargement. You can watch the recording of the discussion [here](#).



**International Benchmarking Study: Public Sector Performance 2022 Edition**

[Research and Performance Analysis - Eipa](#)

The in-depth study identifies challenges, shares the most recent advancements and analyses performances across the policy areas of Public Administration, Social Safety, Education and Housing. The study was conducted in collaboration with the Ministry of Interior and Kingdom Relations of the Netherlands and evaluates the effectiveness, efficiency, cost-effectiveness, satisfaction and trust of citizens, enterprises and other relevant stakeholders regarding available products, services, provisions and outcomes in ten policy areas. The study examines 35 countries, with a longitudinal perspective.



**EIPA in conversation with – The EU's response to Ukraine's invasion: One year after**

On 24 February, one year after the invasion of Ukraine, the European Institute of Public Administration (EIPA) hosted an online discussion as part of the "EIPA in Conversation with" series. EIPA speakers and external



**Knowledge Sharing for Excellent Public Administrations: Leaders Teaching Leaders**

[Knowledge Sharing for Excellent Public Administrations: Leaders Teaching Leaders was held online on 30 March.](#)

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Knowledge sharing in organisations can take place in multiple directions such as horizontally (among colleagues at the same level of the hierarchy) and vertically (among the different levels of hierarchy such as knowledge flow from top to bottom or bottom to top).

Often, the immediate leaders can influence knowledge sharing within all these directions by developing a conducive or obstructive environment. How leaders interact and transmit trust within the organisation will help to deploy an efficient knowledge management culture, of openness and transparency.

**The round-table covered:**

- Knowledge sharing in organisations;
- Various factors that can affect knowledge sharing, including interpersonal trust, organisational culture, organisational support, and rewards;
- The role of leaders in promoting knowledge sharing;
- How employees who follow their leaders can contribute to and enhance the knowledge-sharing culture within an organisation.



**EIPA training offer 2023 is available in English, French and German**

EIPA’s training offer – now available in [English](#), [French](#) and [German](#) – is a guide for professionals who want to boost their knowledge, sharpen their skills, and stay ahead of the curve. In the EIPA catalogue, you will find a comprehensive, yet non-exhaustive, list of EIPA’s training offerings for the upcoming year.

EIPA has specialised in short courses that offer professionals a concise and practice-oriented understanding of issues, insight into the broader context and other actors’ perspectives, and tools they can use in their jobs. The entries summarise the topics on which EIPA can offer expertise and the main learning benefits

of courses in these areas. Discover the topics and learning benefits of our courses and take the first step towards achieving your professional goals for 2023.



**Exploring EU's Digital Markets and Data Regulation: Key Updates for 2022**

This European Institute of Public Administration (EIPA) [blog](#) provides an overview of the changes in the EU digital markets and data regulations in 2022. The EU's Digital Services Act (DSA) and Digital Markets Act (DMA) are two significant pieces of legislation that aim to create fair and open digital markets. The DSA establishes new obligations for online platforms, while the DMA addresses the dominance of large tech companies. Additionally, the EU introduced new regulations on artificial intelligence (AI) and the handling of data.

The blog highlights the importance of data protection and the need for businesses to comply with the EU's General Data Protection Regulation (GDPR). It also outlines the EU's efforts to establish a single market for data, which facilitates the sharing of data across borders. Read the full blog [here](#).

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### **The European Health Data Space: Strengthening Patients' Rights**

The [blog](#) discusses the European Health Data Space (EHDS), a project launched by the European Union to improve the sharing and use of health data in the region. The EHDS aims to enable citizens to access and control their own health data while also promoting interoperability and collaboration among healthcare providers and researchers.

The implementation of EHDS increases efficiency in healthcare, better disease prevention and treatment, and more innovative research. The blog points out the importance of protecting patients' rights with regard to data privacy and security. EHDS also faces some challenges that will need to be addressed, such as ensuring data quality and addressing technical and legal barriers to data sharing.

The EHDS is subject to the General Data Protection Regulation (GDPR) and other relevant laws, and patients have the right to access, correct, and delete their own health data. Therefore, the success of the EHDS depends on cooperation among stakeholders, including healthcare providers, researchers, patients, and policymakers. Read the full text [here](#).



### **Data Protection and the Healthcare Sector: Key Updates in 2022**

The [EIPA blog](#) explores the current state of data protection regulations in the healthcare sector. There are several key updates that came into effect in 2022, including the revised EU Medical Device Regulation (MDR) and In Vitro Diagnostic Regulation (IVDR), which increase patient safety and data protection by requiring more rigorous testing and certification of medical devices.

The General Data Protection Regulation (GDPR) and the ePrivacy Regulation also continue to apply to the healthcare sector in 2022, and the blog provides guidance on how healthcare organisations can remain compliant with these regulations. Additionally, the blog highlights the importance of data security in the healthcare sector, particularly in light of the increase in remote healthcare services due to the COVID-19 pandemic. Learn more [here](#).



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**ReSPA Open Days in the Western Balkans: Meetings with the Stakeholders Offer Avenues for Joint Regional Initiatives to Advance Public Administration Agenda and Accelerate European Integration**

Series of the Open Days, held in March in the capitals of ReSPA Members, served as an opportunity for the ReSPA team to present and discuss ambitious outcomes envisaged for this year with 30+ networking, learning and capacity development activities. Shaped to foster policy development, accelerated EU integration, HR Management and digitalization, the activities put the civil servants and the citizens in the centre.

More than 120 participants, composed of ReSPA's Governing Board, Programme Committee and Working Group Members and highly-ranked representatives of the European Delegations in the Western Balkans had an opportunity to discuss with the ReSPA team the reform agenda and final tuning of the activities while opening avenues for new initiatives.

Embarking on regional collaboration and with strong support from the European Commission the ReSPA team continue to propel more transparent, accountable and professional public administration to the benefit of citizens and businesses in the Western Balkans.

Read about ReSPA Open Day in Sarajevo, Skopje, Tirana, Belgrade and Podgorica:

- Sarajevo: <https://www.respaweb.eu/0/news/537> ;
- Skopje: <https://www.respaweb.eu/0/news/539>;
- Tirana: <https://www.respaweb.eu/0/news/540> ;
- Belgrade: <https://www.respaweb.eu/0/news/541> ,
- and Podgorica: <https://www.respaweb.eu/0/news/545>



**ReSPA Has Started Re-introducing the CAF**

As firm CAF believers, the whole ReSPA team as a Self-Assessment Group will work towards improving organisational performance to ultimately better support the Western Balkans public administrations performances and services.

Within its [Regional Quality Management Centre](#) ReSPA is working on increasing the institutionalisation of CAF within public institutions, aiming to upgrade administrations' quality management as a prerequisite for better work performance and provision of quality public services for the citizens in the Western Balkans.

For more information, click on <https://www.respaweb.eu/0/news/544>



**ReSPA Director Contributed to the Multilateral Meeting "International Cooperation in the Spotlight" Hosted by National Academy for Public Administration Serbia**

*"All that ReSPA does go in the same direction: modernization of the public administration focusing on human capital and regional collaboration. In that process, inter-institutional cooperation and opportunities for sharing experiences of us who propel the continuous growth of civil servants are of immeasurable importance"* said Director Maja Handjiska-Trendafilova opening the second day of the Meeting.

For more information, click on <https://www.respaweb.eu/0/news/542>

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**ReSPA keeps supporting Quality Management development in the Western Balkans public administrations by expanding CAF projects:**

ReSPA has started with the CAF Implementation in PARCO, Bosnia and Herzegovina. For the first time, the Workshop was facilitated by CAF Facilitators trained within ReSPA Regional Quality Management Centre.

For more information click on <https://www.respaweb.eu/0/news/538>

ReSPA held CAF Consensus Workshop at the Ministry of Agriculture, Forestry and Water Economy of North Macedonia which raised a new vision on how to advance the overall performance of the institution.

For more information click on <https://www.respaweb.eu/0/news/535>

ReSPA held CAF Consensus Workshop at the State Commission for Prevention of Corruption of North Macedonia which helped the SCPC team to move forward in a structured manner towards better quality processes.

For more info click on <https://www.respaweb.eu/0/news/543>

maturity around the world, with feasibility and impact increasing rapidly. These transformations have triggered diverse new business models, as well as influential societal innovations and impactful use cases in government operations and policymaking cycles. A widely present example today is the continuously evolving applications of AI-driven chatbots over the past decade. Today, their applications have reached sophisticated levels of maturity driven by advancements in Generative AI and Large Language Models. The rapidly expanding digital readiness of societies, coupled with the digitization of private and public sector organizations, suggest that the impact of these transformations will only expand on disrupting business models, labor markets and service delivery approaches across the economy. In such cases of transitions through rapid digital transformations, the policy, regulatory and ethical implications for societies and economies tend to go through turbulent phases. What are the gaps, challenges and future policy directions to grow the digital economy and drive AI impact towards public value creation, while governing the transition responsibly? The Mohammed bin Rashid School of Government (MBRSG), in partnership with Dubai Digital Authority and with the support of Microsoft conducted a comprehensive study to identify opportunities and challenges to AI adoption in Dubai and the future of the its digital economy. The ultimate aim of the study is to distil policy directions and recommendations both informed by international best practice but rooted in localized policy, socioeconomic, legal and cultural contexts.

Link: <https://www.mbrsg.ae/home/events-and-lectures/public-lectures/advancing-ai-in-government?lang=en-US>



**Advancing Artificial Intelligence Impact in Dubai**

Innovative Artificial Intelligence (AI) and data-heavy applications have become a driving force in advancing the digital economy globally. The scope and scale of their use cases have reached sophisticated levels of



**The Global Economic Diversification Index 2023**

Economic diversification has been a guiding policy theme for commodity producing nations to minimize volatility, support economic growth and development and create jobs alongside greater private sector activity and more sustainable public finances. While research about economic diversification centers around

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its determinants and the impact of policies on economic development, there had been no agreed, available measure or index of economic diversification till the first edition of the Global Economic Diversification Index (EDI) was published in 2022. The EDI measures and ranks countries on the extent of their economic diversification from a multi-dimensional angle, exploring diversification of economic activity, international trade as well as of government revenues (away from a dependence on natural resource or commodity revenue).

The EDI is based solely on quantitative indicators, with no survey or perception indicators, providing a quantitative benchmark and ranking of the economic diversification of countries, using 25 publicly available indicators, data and information. This edition of the EDI extends the coverage to a total of 105 countries, for the period 2000 to the Covid19 affected 2020 and 2021, allowing an international, cross-country, regional comparison and ranking of commodity dependent countries.

The United States, China and Germany hold on to their top 3 positions in this edition of the EDI. Nations that rank 4th to 10th have only a 6-point difference between them, highlighting the strength of diversification among the highly ranked countries. Three oil producing nations remain in the bottom 10 nations across the period, but the MENA region has recorded an improvement towards the latter part of last decade (supported by the acceleration of many oil producer’s diversification plans). Overall regional rankings held steady even during the pandemic years though the scores were much lower with North America topping the list. The analysis highlights that while commodity dependent nations have made gains in both output and trade diversification sub-indices over time, revenue diversification has been holding back overall advances for many. Tax revenue as a % of GDP in Norway, highly ranked in the revenue sub-index, stands at a high 30%+ and compares to single digit readings in countries like Bahrain, Iran or Kuwait, to name a few.

Following the onset of COVID-19, which put the brakes on non-oil sectors of focus (like tourism, infrastructure and logistics), there has been an accelerated shift in policies rolled out to enable economic transformation. This includes structural reforms (especially directed at the labour market and increased mobility), embracing the digital economy, efforts to broaden the tax base and a concerted push towards the privatisation of certain

state-owned assets and enterprises to de-risk fossil fuel assets among others. This will support the next phase of economic diversification in the region.

Link: <https://economicdiversification.com/>



### **The Future of SMEs in the UAE**

This report presents the results of pioneering national-level fieldwork by The Mohammed bin Rashid School of Government (MBRSG), in partnership with the Ministry of Economy and with support from Google. It details how the ramifications of COVID-19

in the UAE have impacted SMEs. Driven by data, the report aims to extract trends, develop lessons, and highlight policy directions that can contribute toward the ease of doing business across the SME ecosystem in the country. Through primary fieldwork, it extracts insights from the practical experiences of a sample of more than 280 SMEs and start-ups collected throughout an unprecedented and economically turbulent period. In doing so, the report’s findings give voice to the diverse types of start-ups and SMEs that went through significant upheavals during that period. Building on the case of the UAE, the valuable findings presented here aim to contribute to developing evidence-based policy directions for the sector across the region.

Link: <https://www.mbrsg.ae/home/research/economic-policy/the-future-of-smes-in-the-uae>

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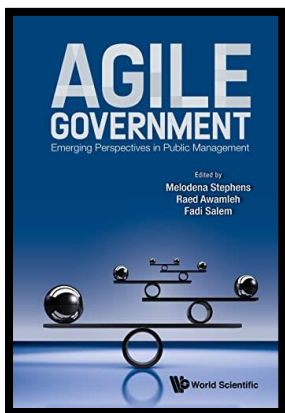
### 2022 Arab SDGs Index and Dashboards Report

The Arab region continues to face developmental challenges on numerous fronts. The ongoing “Decade of Action for the Sustainable Development Goals” effectively started with a socioeconomic shock triggered by a global pandemic. This further

disrupted developmental trajectories in several countries in the Arab region, many of which were already going through violent conflicts or internal political turbulence. Today, accelerating efforts to achieve the Sustainable Development Goals (SDGs) is more pressing than ever.

At this crucial point in time, the objective of the Arab Region SDG Index and Dashboard is to provide a data-driven practical tool for governments, policymakers and other stakeholders to measure progress on the SDGs, and to highlight implementation challenges and data gaps. The 2022 Arab Region SDG Index and Dashboard comprises 110 indicators covering the 17 SDGs, each of which have an assigned score (0–100) and a traffic light color (green, yellow, orange, or red) to indicate performance. In addition, arrows visually indicate trends in progress towards achieving the goals for those indicators where data for multiple years are available.

Link: <https://arabsdgindex.com/>



### Agile Government: Emerging Perspectives in Public Management

The governments of today are not able to transform and adapt to changes in the world around them, as demanded by their constituents. The nature of work, value of public goods, and the constant bombardment of crises are making the old bureaucratic

structures obsolete.

Agile Government is an emerging theme, that of government-wide reinvention for adaptiveness and responsiveness. It places the accountability, delivery, capture, design and creation of public value at the heart of the government. The concept of agile government is confused with terms like Agile Manifesto, agile governance, agility among others, and because of this, needs some unpacking.

This book is a deep dive into this topic. It offers insights from the theoretical development of the topic of agile government, some lessons from government practices around the world, and ongoing academic and policy research. The project is spearheaded by the Mohammed Bin Rashid School of Government, which is the first teaching and research institution in the Arab world focusing on public policy and governance.

Link:

<https://www.worldscientific.com/worldscibooks/10.1142/12354#t=aboutBook>

### Launch Event and Panel: The Future of SMEs in the UAE

The Mohammed Bin Rashid School of Government (MBRSG), in collaboration with the Ministry of Economy and with support from Google, launched a report titled “The Future of SMEs in the UAE - Drafting a Future Roadmap and Lessons for the Post-Pandemic Phase” at a policy workshop on 26 January 2023 at the UAE Government Accelerators.

The report is based on multi-year fieldwork study by the Policy Research Department at the MBRSG, identifying challenges that face small and medium-sized enterprises (SMEs) in the UAE, and proposing future policy directions to strengthen the sector. The report is based on a series of policy workshops and a country-wide survey involving around 500 start-ups and SMEs over the past two years, in addition to a series of interviews with stakeholders across the UAE. The findings of the fieldwork that was carried out during and after the height of the pandemic were also contrasted with earlier policy research by the School that explored the ecosystem just prior to the COVID-19 pandemic, providing a rare view on the emerging challenges and transformations in the sector.

Press Release Link: <https://www.zawya.com/en/press-release/companies-news/the-future-of-smes-in-the-uae-report-launched-by-mbrsg-ghyrjorx>

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### Launch Event and Panel: The Global Economic Diversification Index 2023

The second edition of the Index, which is developed by the MBRSG in partnership with The World Government Summit, expands its coverage in 2023 to a total of 105 countries, up from 83 last year. It continues to cover all geographies, resource and non-resource-based economies over a period of 22 years. The Index quantifies countries' diversification journey globally, by specifically focusing on three aspects of diversification: Output diversification, trade diversification and government revenue diversification.

The EDI is the first comprehensive global assessment of economic diversification that allows for an international, cross-country, and regional comparison and ranking of countries. As a policy and decision making tool, it is designed to allow countries to visualize their global ranking on each measure of diversification (production, government revenue, trade), across regional and income groups and within their natural resource grouping. The data of the EDI is already informing policy pathways across governments and with international agencies around the world.

Press Release Link:  
<https://www.wam.ae/en/details/1395303128924>



The Mohammed Bin Rashid School of Government (MBRSG), in partnership with the Dubai Digital Authority and Microsoft are pleased to invite you to a major report launch on "Advancing AI in Government: Future Directions for Digital Economy in Dubai". This in-person event will take place on Monday, 20<sup>th</sup> March 2023 at 10:30AM at the Mohammed Bin Rashid School of Government.

The Mohammed Bin Rashid School of Government (MBRSG), in partnership with Dubai Digital Authority and with the support of Microsoft, conducted a comprehensive study to identify opportunities and challenges of the future of Dubai's digital economy, including the role of AI as a key component and driver. The aim of this study is to inform future policies that lead to a thriving digital economy, and pave the way for innovative and ethical adoption of AI applications. The event will be an opportunity to present the report's key findings, followed by a panel discussion with representatives from the Government and Private Sector.

The launch panel will be followed by a closed roundtable policy council on the implications of Generative AI and Large Language Models applications for government, focusing on the case of ChatGPT.

#### Event Agenda

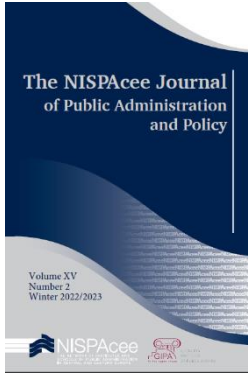
- 10:30-11:00: Registration
  - 11:00-11:15: Welcome Remarks by MBRSG
  - 11:15-11:30: AI and the Digital Economy in Dubai: Field Study Results (Presentation of Study Findings by MBRSG)
  - 11:30-1:00: Advancing AI in Government - Expert Panel Discussion
  - 1:00-2:00: Break and Lunch
  - 2:00-3:30: [BY INVITATION ONLY] Generative AI in Government: The Case of ChatGPT (Closed Expert Roundtable)
- 🕒 10:30am  
📅 20<sup>th</sup> March 2023  
📍 Level 13, Convention Tower - Dubai, UAE



### Invitation to register for 31st NISPAcee Annual Conference 2023

The Future of Public Administration Enabled through Emerging Technologies  
May 25-27, 2023  
Belgrade, Serbia  
Organized in cooperation with the National Academy for Public Administration in Serbia  
Website: [www.nispa.org/conference2023](http://www.nispa.org/conference2023)  
Early registration deadline: April 10, 2023

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**NISPAcee Journal of Public Administration and Policy - Call for Submissions**

The NISPAcee Journal of Public Administration and Policy is currently accepting manuscripts for publication in the next issue. Online system for paper submissions: "[Submission online](#)" Journal web

site: <http://www.nispa.org/journal.php>

Papers can be submitted online via the journal web site. The Journal is listed in SCOPUS and Clarivate Analytics among other citation databases. The Journal is published online by the Open Access publisher De Gruyter Poland/Sciendo: ISSN: 1338-4309 (e-version) <https://sciendo.com/journal/NISPA>



**XXVIII Congreso Internacional del CLAD**

sobre la Reforma del Estado y de la Administración Pública  
La Habana, Cuba 21 al 24 de noviembre, 2023



**XXVIII International Congress of CLAD on State and Public Administration Reform**

The Latin American Center for Development Administration (CLAD) and the Government of Cuba through Ministry of Higher Education are pleased to announce the celebration of the "XXVIII International Congress of CLAD on State and Public Administration Reform" to be held in Havana, Cuba, from November 21 to 24, 2023.

During the Congress, renowned specialists presented Plenary Lectures. Panels made reference to one of the following thematic areas: 1) Professionalization as the basis of the public administration in the 21st century, 2) Innovation, artificial intelligence and its application to public policies, 3) Open Government from the perspective of transparency, citizen participation, communication and social networks in the public management, 4) Inclusive public administration: gender

equality, youth end disability integration as a basis of human development, 5) Management Models and public policies within the framework of SDG and 2030 Agenda, 6) Local management and decentralization from the perspective of cities' sustainable development, 7) Evaluation, quality and other management techniques as tools for the effectiveness of public institutions, 8) Ethics, integrity and the fight against corruption, 9) Public law and legal guarantees as essential elements of the right to good administration, 10) Parliamentary administration and integral management and 11) General trends in reform and modernization of public administration. In addition, recently edited books will be presented. For more information [click here](#).



**Ibero-American School of Administration and Public Policies (EAPP)**

Within the framework of the 2023 Academic Program of the [CLAD School](#), the following International Virtual Conferences (Webinars) have been organized: Webinar CLAD: The selection of public servants in Latin America (January 17, Speaker: Francisco Velázquez López); Conclusions and Projects of the CLAD's Course on "Public Management of Cities" (February 8, Speakers: Tomás Orbea, Eduardo Grin and Alejandro Liberman, teachers of this Course and students with the best projects presented); Presentation of the book edited by CLAD: The State in the Goal Era from the "Intelligent State" to the "Immersive State" (March 1, Speaker: Maximiliano Campos Ríos); Presentation of the Lima Declaration on Gender Equality at Decision-Making Levels of Public Administrations (March 8, Speakers: CLAD Officials). For more information [click here](#).

During the first months of 2023 these virtual International Courses take place: Strategic competencies of public officials: leadership, teamwork and ethics (March 6-31); The 2030 Agenda in Ibero-America: how to move forward without leaving anyone behind? (April 17 - May 9); Public ethics, good governance and integrity frameworks: forming agents of change (May 15 - July 9); Robust governance and smart innovation (May 29 - July 21); Basic principles of Open

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Government: an Ibero-American perspective (May 15 - June 30); Management of the labour skills of civil servants (May 22 - July 7). For more information, [click here](#).

**81 Reforma y Democracia**

**CLAD's Journal Reform and Democracy: 81st edition**



**XXXVI CLAD Contest on State Reform and Modernization of the Public Administration 2023 "The selection process for civil servants"**

In this Contest, the monographs addressed aspects related to the theme of "The selection process for civil servants". The works may be dedicated indistinctly to the regional, subregional or national level, being presented in the official languages of CLAD (Spanish or Portuguese). Persons based in the member countries of the organization may participate in the Contest. Individual or group works may be submitted. In no case will more than one monograph be received per participant, individual or group. Persons who have been awarded a prize or an honorable mention in the last four competitions convened by CLAD, may not participate in this Contest, either individually or as part of a collective work; neither direct nor indirect CLAD employees, nor direct relatives of CLAD officials, nor members of the qualifying jury or personnel in their charge may participate.

In addition to the pecuniary prizes, the authors of the winning works will receive an airfare, in economy class, round trip, from their city of origin to Cuba, headquarters of the XXVIII International Congress of CLAD on the Reform of the State and Public Administration, which will be held at the end of November 2023. The period of receipt of the monographs will end on June 30, 2023, and the authors must take the necessary precautions to ensure that the works reach the General Secretariat at the [concurso@clad.org](mailto:concurso@clad.org) no later than that date and complying with all the requirements. For more information [click here](#).

A quarterly refereed publication dedicated to stimulating intellectual progress in the understanding of State-Society relations, as well as to disseminate proposals and alternatives to guide the transformations required in the Public Administration.

The edition 81st has the following articles: Evaluations that Improve the Performance of Public Interventions in Latin America and the Caribbean (Mauricio García Moreno); Organizations in Times of Uncertainty: from Safety to Contingency (Josep Pont Vidal); Comparative Analysis of the Civil Service Careers: Current Situation of Non-Academic University Staff (Nicolás López-Huenante, Jorge Gamonal Aravena, Gloria Tralma González, Miguel Ángel Morales Segura y Daniel Burgos-Bravo); Motivation for Public Service in Chilean Civil Servants (Carolina Cuevas Gutiérrez, Bastián González-Bustamante, Magdalena Calderón-Orellana y Diego Barría Traverso); Governing by Objectives: Tucumán's SDG Strategic Matrix as a Public Coordination Platform (Cristhian Rubén Seiler); Corruption Risk Factors and Their Effect on the Interoceanic Highway in Peru (Álvaro Mejía, André Uribe, Fabrizzio Florentino, Rafael Vásquez, Julio Moscoso y Juan Acosta); Asymmetry in Intergovernmental Relations: the Case of the State of Autonomies in Spain (Rubén Tamboleo García y Rafael Bañón i Martínez); Lessons Learned in Disaster Risk Management from the Perspective of Citizen Participation (Marta Isabel Canese de Estigarribia, Violeta Prieto Granada, Alberto Brítez, Cecilia María Vuyk Espínola, José Lezcano y Romilio Chamorro. For more information [click here](#).

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The State in the Meta Era: From the "Smart State" to the "Immersive State" /

Maximiliano Campos Ríos

This publication addresses innovations that have or will have a strong impact on the work of public administrations and their officials. For more information [click here](#).

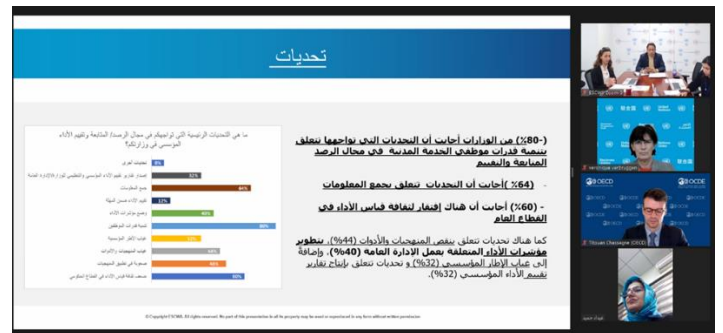
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J-PAL and IPA's [Governance, Crime, and Conflict Initiative](#) (GCCCI) generates evidence on programs designed to strengthen governance, reduce crime and conflict, and support communities recovering from crises. Our [newsletter](#), released three to four times annually, includes summaries of recent GCCCI-supported working or published papers and other J-PAL and IPA resources, such as webinars, policy syntheses, and more. Past topics have included new research findings and webinars on governance, state capacity, forced displacement, and reducing gender-based violence. Subscribe [here](#).



Reforme's Bulletin (2023)

CLAD publishes weekly the "Reforme Bulletin" directly on the Portal. It is a means of disseminating information that is linked to the programs, projects and services that CLAD promotes; also contemplating events, courses, publications, calls and job opportunities of interest to other institutions; as well as the compendium of the most outstanding news in the week of the member countries of CLAD. For more information [click here](#).



Towards an Arab Administrative Reform Process for the SDGs: Institutional Performance Measurement and Management

ESCWA, through its Governance and State-Building section / Governance and conflict prevention Division, organized on 9 March 2023, in partnership with UN DESA/DPIDG and OECD, a webinar on Public Administration Reforms for the Achievement of the SDGs in the Arab Region, particularly the role of Institutional Performance Measurement and Monitoring in increasing the overall effectiveness of public institutions.

The discussions highlighted the role of Institutional Measurement Monitoring as one area that helps increase the effectiveness of public administration. During this webinar, ESCWA presented the results of its preliminary survey launched in November 2022, which aimed to identify where Arab states stand in terms of evaluation of institutional performance, in terms of the 3 priority sectors, namely: Health, Education, and Social Affairs, which are crucial for upholding citizens' Trust and confidence in the state and public institutions. The results of this survey constitute a baseline to discuss and inform the Member States about institutional



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performance measurement management, from the legal, institutional, and implementation aspects, and to identify challenges and opportunities, in order to prioritize the capacity-building needs to be provided by ESCWA, as identified jointly with the participating Member States, in this area.

The discussions highlighted the weaknesses of monitoring and evaluation in public sector institutions, comparatively, in several countries in the Arab region, and mostly those in fragile and conflict settings. It also emphasized the need for regional workshops, training programs, and capacity building for civil servants to implement monitoring and evaluation techniques, enhance their skills and develop implementation guidelines, and training manuals.

**3 key messages:**

- 1- Public institutions in several Arab countries still face challenges in implementing performance measurement, monitoring, and evaluation processes. Results-oriented public administration performance is lacking in most cases.
- 2- Substantial efforts are still required to enhance the skills and culture of performance measurement and performance reporting in public institutions in the Arab region.
- 3- Several Arab countries require capacity-building and technical assistance to enhance the effectiveness and performance of their public institutions, including in the field of monitoring and evaluation, policy coherence, and the overall changing of mind-sets.

The webpage:

<https://www.unescwa.org/events/administrative-reform-realization-sdgs>

**Upcoming Activities**



**Online Training Workshop on Disaster Risk Reduction, Risk-informed Governance, Finance Mechanisms and Innovative Solutions for Local Resilience**

This training will provide concepts, tools and approaches for the Sendai Framework for Disaster Risk Reduction 2015-2030 at the local level, and provide an opportunity to learn about the global initiative on Making Cities Resilient (MCR2030) launched in 2020 to ensure cities become inclusive, safe, resilient and sustainable by 2030, contributing directly to the achievement of Sustainable Development Goal 11 (SDG11) and other global frameworks including the Sendai Framework for Disaster Risk Reduction, the Paris Agreement and the New Urban Agenda. For more information, click on <https://unpan.un.org/node/1870>



**Philippine Mayors Forum on Effective Governance for Sustainable Development to Accelerate the 2030 Agenda in the Philippines - Sharing Global and Local Experiences**

UN DESA/DPIDG and its Project Office on Governance (UNPOG), in collaboration with the UN Resident Coordinator's Office and UNDP Philippines, is organizing a Philippine Mayors Forum on Effective Governance for Sustainable Development to Accelerate the 2030 Agenda in the Philippines- Sharing Global and Local Experiences on 26-27 April 2023. For more information, click on <https://unpan.un.org/node/1850>

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### The New Neo-Weberian State

The South Asian Network for Public Administration will hold its second webinar for 2023 on “The New Neo-Weberian State”. It will be on 29 April at 8:00 AM (Berlin time). Professor Wolfgang Drechsler from the Tallinn University of Technology, an adjunct with the UCL and Harvard University, will present the keynote on the New Neo-Weberian State. The webinar also features SANPA Vice-President Professor Akhlaque Haque as the panelist; SANPA President Professor Habib Zafarullah as the moderator; and Professor Shiladitya Chakraborty from the University of Kalyani will offer the vote of thanks. For more information, click on <https://unpan.un.org/node/1873>



### Regional Symposium on Mainstreaming the Sustainable Development Goals in the Curricula of Schools of Public Administration in Africa

UN DESA/DPIDG, the African Management Development Institutes’ Network (AMDIN), the Kenya School of Government (KSG), and the United Cities and Local Governments of Africa (UCLG-Africa)/African Local Government Academy (ALGA) are co-organizing an online Regional Symposium on Mainstreaming the Sustainable Development Goals in the Curricula of Schools of Public Administration in Africa. The Symposium will bring together experts from schools of

public administration, and institutes of training in Africa to discuss the importance of mainstreaming the Sustainable Development Goals (SDGs) into their curricula. For more information, click on <https://unpan.un.org/node/1867>

### Enforcement of EU State Aid Rules

Luxembourg (LU), 4-5 April 2023  
[Enforcement of EU State Aid Rules](#)

This course will cover the following crucial topics, as the notion of State aid; State aid procedures: notified aid, unlawful aid (recovery), misuse of aid and existing aid; the compatibility of State aid; the Block Exemption Regulations and the horizontal and sectoral aid rules.

### European Public Procurement, PPP/Private Finance and Concessions

Barcelona (ES), 18-19 April 2023  
[European Public Procurement, PPP/Private Finance and Concessions](#)

This course will provide an understanding of the latest rules and developments in European public procurement, PPP/private finance and concessions. It should be of benefit to representatives from contracting authorities and businesses who need to familiarise themselves with the rules and policies at European level.

### Data Protection and the Healthcare Sector

Maastricht (NL), 24-25 April 2023  
[Data Protection and the Healthcare Sector](#)

The new Data Protection and the Healthcare Sector course aims to provide all professionals working in the healthcare sector (from lawyers and consultants to research and development teams) with a solid understanding of how data protection impacts their sector, the legal aspects and the new challenges facing the healthcare sector with respect to data protection.

### Monitoring, Indicators and Evaluation Plans for EU Cohesion Policy Programmes, 2021-2027

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Online, 25, 26 & 28 April 2023

[Monitoring, Indicators and Evaluation Plans for EU Cohesion Policy Programmes, 2021-2027](#)

New Structural and Cohesion Funds programmes for the period 2021-2027 have now been agreed and are being implemented. Many Member States are still setting up monitoring systems and writing Evaluation Plans for the new period. Are Member States clear about what the New Regulations say about the new monitoring and evaluation requirements?

### **Knowledge Management in Public Sector Organisations: The Do's and Don'ts**

Barcelona (ES), 27-28 April 2023

[Knowledge Management in Public Sector Organisations: The Do's and Don'ts](#)

This course will provide a sound understanding of the knowledge management concept; you will learn to apply proven tools and how to implement KM in your teams and in your organisation.

### **General Aspects of EU Law I: EU Law for Non-Lawyers – Introduction**

Luxembourg (LU), 2-4 May 2023

[General Aspects of EU Law I: EU Law for Non-Lawyers – Introduction](#)

This three-day course will provide you with a concentrated, in-depth introduction to the legal system of the EU and the most important principles governing the adoption and enforcement of EU law.

### **Introduction to the Better Regulation Agenda**

Online, 9 May 2023

[Introduction to the Better Regulation Agenda](#)

This course will cover the fundamental principles of Better Regulation (BR) and how they are implemented throughout the policymaking cycle. You will learn about the practical application of BR tools within the European Commission, as well as how Member States implement the Better Regulation Agenda.

### **The European Arrest Warrant – An Essential Update for Practitioners**

Luxembourg (LU), 10-11 May 2023

[The European Arrest Warrant – An Essential Update for Practitioners](#)

The course maps out the distinct challenges the application of the European Arrest Warrant is confronted with today, focusing on procedural safeguards, detention conditions and judicial independence, complemented with an e-learning module on the key concepts of the EAW.

### **European Defence and Security Procurement – Recent Developments**

Maastricht (NL), 10-11 May 2023

[European Defence and Security Procurement – Recent Developments](#)

This course will provide you with an update on the legal and financial issues in European defence procurement. Legal experts and practitioners will explain in an accessible manner the recent legal developments and recent news in the field of European defence procurement.

### **Regulatory ex-post Evaluations**

Online, 11-12 May 2023

[Regulatory ex post Evaluations](#)

Learn how to design, manage and monitor high-quality ex post evaluations.

### **Financial Management of EU Structural and Cohesion Funds: Moving From 2014-2020 to 2021-2027**

Online, 15-17 May 2023

[Financial Management of EU Structural and Cohesion Funds: Moving From 2014-2020 to 2021-2027](#)

How do the new Structural Funds Regulations change Financial Management and Audit rules for 2021-2027?

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What are the key live issues for Financial Management and Audit of Operational Programmes as we conclude the 2014-2020 period and how are these likely to evolve in the new period?

### **Regulatory Impact Assessments**

Online, 16-17 May 2023

[Regulatory Impact Assessments](#)

Gain expertise in creating, overseeing, and effectively presenting the outcomes of rigorous ex ante impact assessments.

### **Stakeholder Consultation in the Context of Better Regulation**

Online, 22-23 May 2023

[Stakeholder Consultation in the Context of Better Regulation](#)

Acquire skills in developing, managing, and communicating effective stakeholder consultation activities for regulatory Impact Assessments and ex-post Evaluations.

### **Strategic Foresight in Policy-Making: From Anticipating Surprise to Robust Strategy**

Online, 5-6 June 2023

[Strategic Foresight in Policy-Making: From Anticipating Surprise to Robust Strategy](#)

Strategic Foresight is a toolbox that can be used by policy makers. This course will equip participants with the relevant knowledge about the most essential foresight tools, how these tools can be combined and what it takes to implement them. Participants will learn about explorative scenarios, horizon scanning, megatrends, Delphi analysis, and wild cards.

### **Data Protection Certification Course**

Maastricht (NL) & Online, 19-23 June 2023

[Data Protection Certification Course](#)

The Data Protection Certification course is designed to provide you with optimum preparation. It will answer your questions related to becoming a Data Protection Officer and high-level professional and it will help you deal with everyday data protection issues.

### **Competitive Dialogue and Negotiated Procedures Master Class**

Maastricht (NL), 27-28 June 2023

[Competitive Dialogue and Negotiated Procedures Master Class](#)

Competitive dialogue and negotiated procedures are difficult to implement effectively but are essential for complex infrastructure and ICT projects and to modernise public services in the current fiscal climate. In this very practical Master Class you receive case-specific advice on the issues arising in your own procurement.

### **The New ESF+ Regulations and Programmes 2021-2027**

Online, 7-9 June 2023

[The New ESF+ Regulations and Programmes 2021-2027](#)

What does your new ESF+ Programme 2021-2027 look like? Are you confident that you will reach your target groups and spend the entire budget in the best way possible? Will you be able to achieve and demonstrate clear programme successes and measurable results? What are the challenges you will face to ensure that all spending is eligible and the audit trail is protected.

To contact the UNPAN team, click on the following icons:

