



UNPAN Partners' Newsletter

July - August - September 2023



HLPF-VNR Lab: Principles of effective governance in VNRs: Enhancing policy coherence for sustainable development

The VNR (Voluntary National Review) Lab intended to facilitate peer-to-peer learning on how to enhance policy coherence aimed at accelerating the full implementation of the 2030 Agenda for Sustainable Development. It invited countries to share concrete examples of measures undertaken to foster and track policy coherence, including related challenges and success stories as well as progress made since their last VNR presentation. Given their active engagement in promoting policy coherence at the regional level, the VNR lab also invited APRM and the OECD to provide a

regional perspective and elaborate on good practices. For more information, click [here](#).

Capacity Development Training of Trainers Workshop on Changing Mindsets for Innovation, Implementing Digital Transformation, and Improved Public Service Delivery for Sustainable Development Goals Implementation in Ecuador

The Office of the President of Ecuador, the Ministry of Telecommunications and Information Society and DPIDG, in collaboration with the Resident Coordinator Office in Ecuador, co-organized a Training of Trainers (ToT) online workshop with the objective of presenting the content in Spanish of UN DESA's Curriculum on Governance for the Sustainable Development Goals (SDGs) and the main modules of the toolkits on Innovation and Digital Government for Public Service Delivery and the Digital Transformation. The objective was to build a team of trainers in coordination with the Ministry of Telecommunications and Information Society trainers on the use of the Curriculum on Governance for the SDGs toolkits to help them train Ecuador's public servants with innovative mindsets and behaviors to better address current and future challenges related to digital government transformation implementation. For more information, click [here](#).



Workshop on Building Partnerships for Sound Policymaking and Effective Institutions to Implement the Sustainable Development Goals at the Local Level

The Workshop marked the first occasion for national research institutions, local and regional governments,

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and national government ministries to gather and enhance their collaborative efforts towards implementing the SDGs at the local level. It aimed to provide practical eye-level policies that local and regional governments from different regions, environments, level of infrastructure, number of human resources, and amount of allocated budget can adopt for SDG implementation. The Workshop encouraged the formation of a robust policy network among the national research institutes and encouraged their active participation in formulating practical policies for SDG localization. For more information, click [here](#).



National Workshop on Risk-informed Governance and Decision-making for Circular Economy, Green Growth, Resilience and Climate Action in Mozambique

This workshop aimed to build the capacity of national and local government officials to accelerate progress on the 2030 Agenda for Sustainable Development and the African Union Agenda 2063. Participants strengthened their capacities as they gained knowledge and understanding on key issues focused on harnessing risk-informed governance, circular economy, green growth, government innovation, climate action, disaster risk reduction (DRR) and resilience to design and implement strategies to help minimize the adverse impact of climate change and promote inclusive public service delivery. For more information, click [here](#).



Capacity Development Training of Trainers Workshop on Changing Mindsets for Innovation, Digital Transformation, and Improved Public Service Delivery for Sustainable Development Goals Implementation in Guatemala

The objective of this in-person workshop was to work with INAP’s trainers, educators, experts and technical staff to further evaluate and customize the translated training materials contained in the Toolkits on Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development (which were originally presented on an online workshop) to the needs of Guatemala as identified by INAP and help them develop the necessary skills to be able to carry-on the training of Guatemala’s civil service on the important role they play in SDGs implementation. For more information, click [here](#).

Expert Group Meeting on Enhanced Innovation to Build Resilient and Responsive Public Administration to Support the Implementation of the 2030 Agenda for Sustainable Development - An SDGs Mid-Term Review Perspectives

This Expert Group Meeting provided an opportunity to discuss public service delivery at the intersection of innovation, public sector rebuilding and multiple crisis through the lenses of mid-term review of the SDGs. It aimed to provide a platform to discuss the adaptive responses to continuity and innovation in public service delivery, lessons learnt, and to discuss the way forward in a world where the role of governance will be crucial in collective efforts to rebuild societies at a time of intersected crisis and ensuring SDG implementation. For more information, click [here](#).

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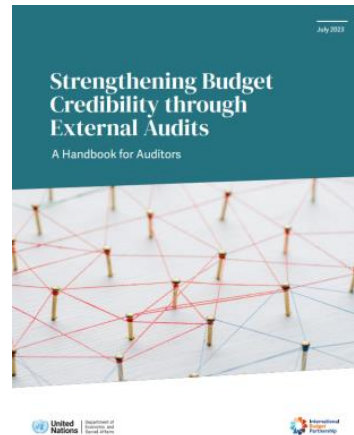
African Regional Workshop on the Review of the Standards of Excellence for Public Administration Education and Training

UN DESA and the International Association of Schools and Institutes of Administration (IASIA) organized an African Regional Workshop for the Review of the Standards of Excellence for Public Administration Education and Training. The purpose of the event was to gather inputs from Africa on the review and/or update of the Standards of Excellence for Public Administration on Education and Training which were originally established in 2008 before the 2030 Agenda for Sustainable Development was adopted by 193 Member States. For more information, click [here](#).



SDG High Impact Initiative on FutureGov - Building Public Sector Capabilities for the Future

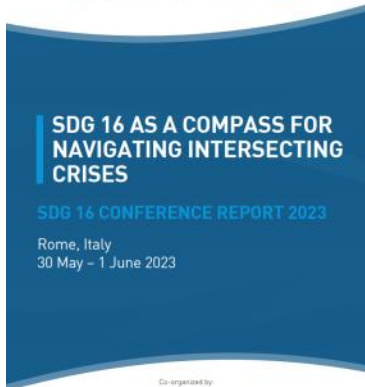
The FutureGov High Impact initiative was designed to support Member States through their public sector transformation journeys as they improve the way they design, finance, deliver, and evaluate public services. It launched at the SDG Action Weekend (16-17 September 2023) by UN DESA, UNDP, and a coalition of countries and organizations committed to enhancing the public sector, to support the achievement of the SDGs and national priorities. For more information, click [here](#).



Global launch – Handbook on strengthening budget credibility through external audits

DPIDG collaborated with the International Budget Partnership (IBP) to support Supreme Audit Institutions in conducting analyses of the credibility of government budgets through external audits (SDG16.6.1). “Strengthening Budget Credibility through External Audits: An Auditor’s Handbook” is the output of a two-year collaboration between Supreme Audit Institutions, civil society, international organizations, and other public finance experts. The handbook explores different approaches to auditing budget credibility. Drawing on SAIs’ experience in different regions, the result is a practical overview of existing and potential audit work that can contribute to improving budget credibility. The handbook is envisioned as a living technical document that will be updated based on insights from capacity development activities. For more information, click [here](#).

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SDG 16 Conference 2023 Report – SDG 16 as a compass for navigating intersecting crises

The report of the SDG 16 Conference 2023 is now available. The conference brought together representatives of governments, international organizations, civil society, youth and

academia to identify solutions to accelerate progress towards SDG 16 and promote its role in supporting the transition to a more sustainable world. The Conference reviewed progress and challenges related to SDG 16, focusing on conflict and shrinking trust in public institutions. The event also explored SDG 16’s catalytic role in responding to food systems and climate change crises. For more information, click [here](#).

a continuous knowledge transfer value chain. If implemented, this strategy can simultaneously address the financial resource challenges as well as competency needs geared towards organizational productivity and performance in Africa and Palestine. For more information, click [here](#).



Rivers of South Asia: Connecting Ecology, People, and Governance

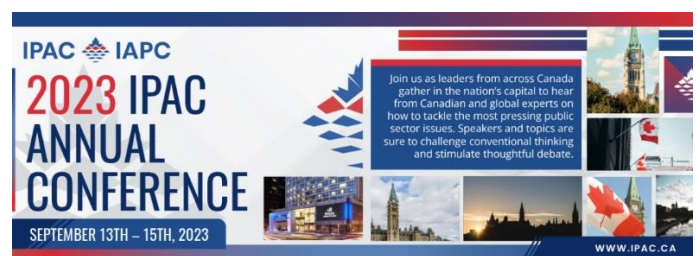
The International Conference on Rivers of South Asia: Connecting Ecology, People, and Governance was organized by the South Asian Institute of Policy and Governance (SIPG) of NSU, the Faculty of Arts and Social Sciences (FASS) of University Brunei Darussalam, and the National River Conservation Commission (NRCC), Bangladesh. For more information, click [here](#).

Activities from UNPAN Members



AAPAM’s Training of Trainer (ToT) Programme

The Training of Trainers (ToT) model is intended to engage master trainers in coaching new trainers that are less experienced with a particular topic or skill, or with training overall. The ToT model has been applied across many disciplines to provide would-be trainers with the necessary knowledge and skills for training others. The AAPAM leadership development and training toolkit focusing on the CEPA principle of competence advocates for ToT as a strategy to enhance competence in public administration as well as raising a community of experts capable of delivering training programmes thus creating



IPAC Annual Conference | 75th Conference

The IPAC annual conference was in Ottawa, Canada. The Conference focused on the essential role of public administration in a time of instability and social upheaval, and it addresses key issues such as AI and Chat GPT. An Indigenous-led panel discussed how public servants can collaborate more successfully with Indigenous organizations.

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The Conference had a panel of immigration leaders addressing the question of “Are we ready for 500,000 newcomers a year.” IPAC partnered with managers and executives to develop a session entitled “Leaning In & Leaning Out: Exploring the Courage to Lead and Bravely Set Boundaries.” For more information, click [here](#).



Call for Papers
International Conference on ‘Rivers of South Asia: Connecting Ecology, People, and Governance’
Date: 22-23 July 2023

Blended mode- Virtual and Physical (at North South University, Dhaka)

Organizers:
South Asian Institute of Policy and Governance (SIPG), North South University, Bangladesh,
Faculty of Arts and Social Sciences (FASS), Universiti Brunei Darussalam, Brunei and
National River Conservation Commission (NRCC), Bangladesh.

Call for Papers International Conference on Rivers of South Asia: Connecting Ecology, People, and Governance

The conference aimed to explore the ‘life-world’ of the rivers that have shaped the ecological, economic, cultural, and political processes affecting both human and more-than-human lives. The recent spell of drought on the Yangzi, Amazon, and Rhine, among other rivers, has shown that global warming is poised to affect more people and biodiversity (and their complex interactions) on the river basins than those merely on the coastal areas. In this larger context, this conference developed interdisciplinary conceptual and methodological tools for river studies with a focus on three broad thematic areas: Spiritual engagements, literature, folklore, paintings, and other creative representations of the river; Ecological and economic changes that have mutually shaped river systems, especially since the 1950s; Dynamics of policy and governance relating to river systems and corresponding popular responses. For more information, click [here](#).



3rd Webinar of 2023: Lessons from the COVID-19 Pandemic and Building State Capacity for a Transformative Future

The 3rd webinar of 2023, organized by South Asian Network for Public Administration (SANPA) and South Asian Institute of Policy and Governance (SIPG), North South University, took place on 30 September 2023. For more information, click [here](#).

Proposal for the second book under SANPA Book Series: Springer, USA

FROM VISION TO REALITY
Sustainable Development through Effective Governance in South Asia

Call for paper for the second book under the SANPA - Springer series

South Asian Network for Public Administration (SANPA) is delighted to share the call for papers for the second book under the SANPA-Springer series. Building on the first book's success, it looks forward to impactful and quality submissions for this book. For more information, click [here](#).



Call for AAPAM Innovative Management Award 2023

The African Association for Public Administration and Management (AAPAM) announced a call for submissions for the AAPAM 14th Innovative Management Award. The AAPAM Innovative Management Award is a continental-wide award to honor public sector institutions, organizations and ministries which have made exceptional and

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longstanding contributions to public service delivery. The Awards will be presented at the 42nd AAPAM Roundtable Conference. Winners and other leading entries will be extensively publicized and featured in the AAPAM Newsletter. For more information, click [here](#).

This marked 10 years since the programme was launched under the Caribbean Leadership Project continued under CARICAD. This is the 20th Cohort of scheduled programming, in addition to several customised programmes for a range of stakeholders.



CARICAD's Horizon Newsletter

The Caribbean Centre for Development Administration (CARICAD) is pleased to share its July 2023 special Hurricane edition of the Horizon Newsletter. It highlights how *Preparation Can Save Your Life*. In an era where technological

advancements bring greater comfort and convenience to modern life, families must consider planning for electrical power interruptions during a storm. The article *“Technology, Electricity and our Vulnerability to Interruptions during Hurricanes”* outlines specific precautions that must be taken when using generators and explores ideas for preparing citizens for survival without electricity. In addition, you can read the harrowing experience of one survivor of Category 5 Hurricane Irma, and some valuable lessons learnt along the way. For more information, click [here](#).

Organisational Review and Reclassification – Public Service of the Commonwealth of Dominica

The Caribbean Centre for Development Administration (CARICAD) recently concluded an Organisational Review and Reclassification (ORR) exercise in the Public Service of the Commonwealth of Dominica (PSCoD). This exercise was in response to Dominica’s National Resilience Development Strategy (NRDS) and its Public Sector Transformation Strategy (2021 – 2025). CARICAD adopted a holistic approach to assess the status of the public service, against the vision for resilience in terms of capacity, structure, and compensation. This encompassed a series of reviews and interventions designed to optimize organisational performance. The ORR provided essential insights regarding the human resource (HR) ‘infrastructure’ and the enabling environment required to facilitate good climate governance and resilient development for the Commonwealth of Dominica. Bearing in mind the transformative context, the ORR was not just about addressing present challenges in the public service; it was also about anticipating future hurdles. By streamlining the structure, understanding the true essence of each role and reclassifying them accordingly, the PSCoD, through the ORR, would have positioned itself for future sustainable growth and success. For other CARICAD member states looking to refine their outcomes-focused operational strategies, CARICAD’s approach to the ORR serves as an insightful case study.



Launch of the 20th Cohort of CARICAD’s Leadership Development Programme (LDP)

On 7 September 2023 CARICAD launched its flagship Mid-Level LDP with 16 public sector leaders from British Virgin Islands, Barbados, Antigua and Jamaica.



XXVIII Congreso Internacional del

CLAD

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



CENTRO LATINOAMERICANO DE ADMINISTRACIÓN PARA EL DESARROLLO



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 announce the

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celebration of the “XXVIII International Congress of CLAD on State and Public Administration Reform” to be held in Havana, Cuba, from 21 to 24 November 2023, in the Havana International Conference Center.

During the Congress, renowned specialists present Plenary Lectures. Panels make 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 and 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 (EIAPP)

Within the framework of the 2023 Academic Program of the [CLAD School](#), the following International Virtual Conferences (Webinars) have been organized: Webinar CLAD: The problems of democratic government: a conceptual construction of response (May 18, Speaker: Luis Aguilar Villanueva); Webinar CLAD: Artificial intelligence and the use of algorithms (May 24, Speaker: Juan Antonio Garde Roca); Webinar CLAD: Latest advances in modernization in Peru (June 7, Speaker: Heber Cusma Saldaña); Webinar CLAD: Survey on the values of the Argentine civil service (July 12, Speaker: Alejandro M. Estévez); Presentation of the book edited by CLAD: Ibero-American Governance: to change public

administration (July 19, Speaker: Francisco Velázquez); Webinar CLAD: Citizen participation, an opportunity to improve our democracies (September 27, Speaker: Ramón Jáuregui). For more information, click [here](#).

During the recent months these virtual International Courses have been coordinated: Public ethics, good governance and integrity frameworks: forming agents of change (May 15 - July 9); II Face-to-face Course: Strategic competencies of public officials: leadership, teamwork, public ethics and innovation (June 5-9, in Dominican Republic); Basic principles of Open Government: an Ibero-American perspective (May 15 - June 30); Management of the labour skills of civil servants (May 22 - July 7); Robust governance and smart innovation (May 29 - July 21); State and society in Latin America: formation, performance, organization, transformation (August 7 - October 13); Governance of Artificial Intelligence in Public Administration. Strategies, services, organizations and people (September 4 - October 6). For more information, click [here](#).



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 were 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 participated in the Contest. Individual or group works were submitted.

In addition to the pecuniary prizes, the authors of the winning works will receive, round trip, from their city of origin to Cuba, headquarters of the XXVIII International

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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 ended on 7 July 2023. In September, the International Jury determined the winners of three prizes and two honorable mentions, whose full texts can be consulted. For more information, click [here](#).



CLAD's Journal Reform and Democracy: 82nd edition

This is 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 82nd edition has the following articles: 1) The Re-birth of the Dictatorship: its Charm and Disappointment (Luis F. Aguilar); 2) Leviatan against COVID-19 (Víctor Lapuente); 3) Open Government Policies in Ibero-America. Exploring a Decade of Changes in the Context of the Open Government Partnership (2011-2021) (Álvaro V. Ramírez-Alujas); 4) Perspectives of the Open State in the Exponential Era, in Light of the Latin American Experience (Oscar Osztrak); 5) Integrity and Transparency in Public Procurement as a Tool for Effectiveness and Efficiency in pos-COVID Public Management (Concepción Campos Acuña); 6) Senior Public Management System in Chile (2004-2015): Analysis of its Effects on Institutional Performance Using Panel Data (Marjorie Morales Casetti, Rodrigo Salas Portuguez and Marco Bustos Gutiérrez); 7) Transparency of Political Parties in Spain and e-Accessibility for People with Disabilities (Gema Sánchez Medero, Gema Pastor Albaladejo and Sergio Jiménez Meroño); 8) The Fight against Technological Unemployment. Analysis of Subnational Cases in Mexico (Enrique Cabrero Mendoza and Miguel Adolfo Guajardo Mendoza); and 9) The Digital Participatory Budgeting and the Question of Deliberation: the Case of "Decide Madrid" (Carmen Pineda Nebot and Benjamín Goldfrank). In order to consult these full texts and their abstracts, click [here](#).



Ibero-American governance: to change public administration/Francisco Velázquez López

This book shows how public administration can have a stable model, but with institutional capacities to adapt to new technological, economic and social challenges. For more information, click [here](#).



Reforme Bulletin (2023)

CLAD publishes the weekly "Reforme Bulletin" on the portal. It is a means of disseminating information that is linked to the programs, projects and services that CLAD promotes. It also includes 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](#).



RICOREP Bulletin (2023)

The RICOREP Bulletin is an information service for members of the Network of Institutions to Combat

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Corruption and Rescue Public Ethics, whose content refers to the main news, events and publications around the fight against corruption and the promotion of public ethics in Ibero-America. For more information, click [here](#).



Risk-informed policymaking, Tunis, 4-6 July 2023

In light of the existing crises, conflicts, wars, climate shocks and development challenges in the Arab region, ESCWA has developed a tool and methodology adapted to the region's volatile environment to respond to its urgent needs and help strengthen cooperation between governments and policymakers. To that end, ESCWA and the Ministry of Planning in Libya are implementing a training programme that seeks to enhance the capabilities of the Ministry's team to capture, understand and interpret risks, analyse their effects and anticipate their future repercussions. The programme aims to aid participants in developing risk-informed policies that would maintain stability and achieve growth and prosperity.

During the workshop, participants conducted a deep dive into the factors contributing to the country's vulnerability and resilience. They were introduced to ESCWA's conceptual framework for assessing vulnerability and resilience, along with an examination of key risk trends spanning the past decade. Building upon the analysis, small groups were formed to address climate, conflict, and development pathways of risk. These groups dissected the root causes behind the country's vulnerabilities and proposed options to build resilience. Additionally, they devised various future scenarios aimed at enhancing prevention and mitigation efforts. A major focus of the workshop revolved around

the challenges associated with effectively translating the outcome of risk assessments into public policies and programming.

The recommendations/Key Messages were as follows:

- Set up a dedicated team within the Ministry of Planning. This team would assume the responsibility of regular risk analysis and monitoring, leveraging ESCWA's quantitative Risk Monitor for Libya while also developing their own qualitative risk assessment modality.
- The team would collaborate with other ministries to form a national core group, encompassing a wide range of risk pathways.
- Strengthening risk-informed policy making in Libya, with ESCWA and its Libyan counterparts engaging in collaborative consultations to this end.

For more information, click [here](#).



ESCWA launches an initiative to reform public administrations in the Arab region, Hybrid, 23 August 2023

The Arab region, with its diversity, faces complex and multifaceted challenges with regard to public administration, including governance weakness, institutional fragility, and an inability to address crises. Against this backdrop, ESCWA launched on 23 August 2023, during a meeting, a regional initiative to develop innovative pathways for public administration modernization and reform in the Arab region.

Governmental representatives, researchers and experts in the field of public administration from international

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and regional organizations, discussed means to reform and modernize public administration systems and set priorities in this regard. This inaugural meeting paved the way for a long-term project aimed at reforming the public sector and charting its future, as the deadline for achieving the SDGs approaches.

Youness Abouyoub, Chief of the Governance and State-Building Section at ESCWA, emphasized that the quality of institutions was one of the main determinants of the differences in development outcomes between countries. He also stressed the need to reform and modernize public administrations to achieve the SDGs by 2030. "While this poses a significant challenge to the region's countries, it is possible to achieve a qualitative leap through sustainable reforms based on new and innovative ideas," he added.

Participants also discussed ways to enhance effective governance, the implications of digital governance on public administration reforms, and development challenges in the Arab region.

The discussions generated the following three key messages:

- Platform for Discussion: Establish a dynamic center for innovative ideas, influencing policy.
- Cross-Regional Exchange: Expand existing dialogue into an annual forum for sharing experiences and ideas across the Arab region.
- Launching a regional participatory process to focus on shared objectives by 2030 and to work collaboratively toward strengthening public institutions, and promoting the implementation of SDG 16, as the enabler for the achievement of all other SDGs.

For more information, click [here](#).



Improving the quality of public services in the occupied Palestinian territory, Beirut, 28-29 August 2023

ESCWA held a workshop on 28 and 29 August 2023 at the United Nations House in Beirut, where Palestinian experts and practitioners discussed means and options to enhance the capacity of Palestinian institutions to provide improved public services, despite the restrictions imposed by Israel.

Seventeen experts from public, private, civic and academic institutions participated in the workshop and discussed ESCWA's assessment of impact of the occupation on the ability to deliver public services. Participants also reflected on the structural challenges, affecting the quality and capacity of services provided by Palestinian institutions, whether in infrastructure, basic services, or the civil and administrative sectors.

Participants then explored possible policies and measures that would improve the quality of public services that take into account structural and occupation-related challenges. Participants finally deliberated about role that ESCWA and the international community could play to support Palestinian public service delivery.

The outcomes of the workshop constitute inputs to the national strategy to improve the quality and capacity of public services in the Occupied Palestinian territory. This strategy is currently being developed by the Government of Palestine, supported by ESCWA, through a programme funded by the Arab Fund for Economic and Social Development.

Key messages:

- The Israeli occupation continues to constitute the largest obstacle to the ability of Palestinian institutions to provide quality public services.
- There are public services that Palestinian institutions can improve in terms of quality and access.
- The international community and UN system should play a role to lift Israeli restrictions impeding the improvement of public services, particularly those that violate international law

For more information, click [here](#).

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Workshop on the Integration of the SDGs in National Planning Processes in the State of Palestine, Beirut, 4-5 September 2023

In collaboration with the Office of the Prime Minister of the State of Palestine, ESCWA held a workshop on 4-5 September 2023 at the UN House in Beirut on the Integration of the SDGs in National Planning Processes in the State of Palestine.

Members of the National Team for Sustainable Development Agenda 2030 in addition to officials from the relevant sections at ESCWA discussed means, mechanisms, and challenges and measures needed to integrate the SDGs into the national planning processes for the years 2024-2029. Discussions were based on the findings of the research and consultation process about priority goals and targets in the Palestinian context carried out by the ESCWA expert in coordination with the national team, as well as on the results of the evaluation conducted by ESCWA on the alignment of previous Palestinian development and strategic plans with the Agenda for Sustainable Development 2030.

The workshop included a dialogue with representatives from the Office of the United Nations Resident Coordinator in Zambia and the Ministry of Planning and Economic Development in Egypt about integrating the SDGs into national planning processes in both countries. Palestinian officials presented an overview about the planning and policy formulation experience of the State of Palestine with the Agenda for Sustainable Development 2030 and opportunities to benefiting from it in the development planning.

ESCWA briefed the participants about latest trends and changes in approaches related to the implementation of

the 2030 agenda and measuring progress therein. ESCWA also presented the approach developed by the Commission to integrate and mainstream the triple nexus (humanitarian - development - peacebuilding) in national programs and interventions and international aid frameworks, focusing on the case of the occupied Palestinian territory.

The outcome of this workshop will be presented to the Government of Palestine as part of the ESCWA's programme to support the Palestinian people which is funded by the Arab Fund for Economic and Social Development.

Key Messages:

- The conditions resulting from the matrix of Israeli policies and practices in the occupied Palestinian territory render the attainment of most of the SDGs almost impossible.
- Integrating the SDGs in Palestinian development plans must be contextualized and based on Palestinian national priorities and accounts for occupation-related limitations on planning and implementation.
- The Palestinian context requires shifting in the approach to development towards one that is more rights-based and in line with the humanitarian-development-peacebuilding triple nexus approach.

For more information, click [here](#).



A seminar on competition law and policy, Beirut, 19 September 2023

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Promoting competition policy among youth in the Arab region is crucial as it empowers them to actively shape the rapidly changing economic landscape, especially in the context of digital advancements. Understanding and supporting competition policy enables youth to make informed consumer choices, advocate for fair pricing, and demand high-quality goods and services.

As part of its mandate to advance competition policy in the Arab Region, ESCWA is actively working to engage youth in this field. One key strategy involves collaborating with universities across the Arab region to incorporate competition policy into academic curricula. This effort aims to raise awareness among students and involve them in understanding the importance of competition policy in promoting economic activities and development, particularly in the context of rapid digital transformation.

ESCWA in collaboration with the Department of Economics at the American University of Beirut (AUB), organized a seminar on competition law and policy on September 19, 2023, at AUB. During the seminar, experts, academics, and policymakers engaged in discussions with students, covering essential aspects of competition policy. These discussions explored the connections between competition policy and economic development, with an emphasis on its role in digital markets and the regulation of dominant positions.

The seminar conveyed several key messages including providing an interactive platform where students engaged with academic and policy experts in the field of competition. In addition, through active participation in discussions and debates about competition-related topics, students were encouraged to advocate for fairness and competitiveness within the economy. Furthermore, the seminar highlighted how competition law and policy are highly relevant in today's world, illustrating their importance to younger generations.

This seminar is one pillar of the collaboration of ESCWA with the Department of Economics at AUB to spread awareness among youth, with more initiatives planned. For more information, click [here](#).



Countering economic dependence and de-development in the Occupied Palestinian Territory



Countering economic dependence and de-development in the Occupied Palestinian Territory, Feb 2023

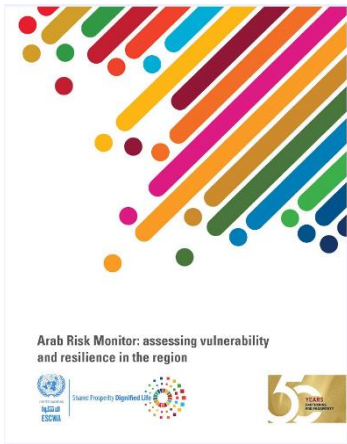
The report analyses how Israeli policies and practices have eviscerated the economy in the occupied Palestinian territory, resulting in de-development and asymmetric

dependence on Israel. It examines the failure of the “development-as-usual” approach to development in the occupied Palestinian territory, which compounded the economic evisceration. The report also highlights the detrimental effect in this regard of prioritizing security, political and territorial considerations at the expense of international law and the rights the Palestinian people.

The report emphasizes the need for a shift in the development approach in the occupied Palestinian territory. It explores options to mitigate, and eventually counter the consequences of economic evisceration and other forms of de-development and social and economic deterioration.

The report proposes a three-pillar rights-based policy framework that seeks to decrease Palestinian economic dependence on Israel; mitigate the ongoing de-development in the occupied Palestinian territory and its social and economic effects; and restore the prioritization of the application of international law and the fulfillment of Palestinian rights, especially the right to self-determination as prerequisite to development and peace. The report also proposes operationalizing the framework using a two-track policy agenda for each pillar: a track for short-term issues of immediate concern and a second for long-term strategic issues. For more information, click [here](#).

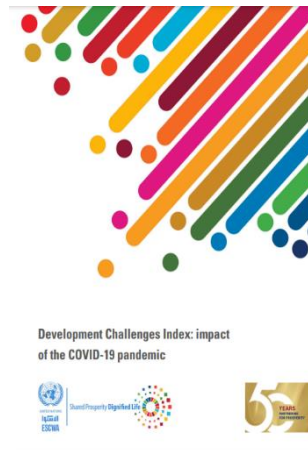
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Arab Risk Monitor: assessing vulnerability and resilience in the region, July 2023

The Arab region grapples with complex and protracted crises aggravated by a multitude of conflicts, climate shocks and development challenges. The damaging effects of these crises impacts people, societies

and institutions, and threatens to undo the progress made. This paper presents the key findings of the United Nations Economic and Social Commission for Western Asia Arab Risk Monitor, which assesses vulnerability and resilience to shocks in 22 Arab countries, exploring the issues shaping risks of conflict, crisis and instability. The analysis reveals that weak institutions, combined with the scarcity of natural resources, perpetuate a vicious cycle of instability and conflict. Over the past decade, the region’s overall risk has increased, primarily driven by the devastating impact of recent conflict. Water scarcity, food insecurity and corruption emerge as key drivers of high vulnerability while inadequate social protection, water stress and a lack of accountability hamper the region’s resilience. Amidst this challenging landscape, efforts to build resilience in the Arab region have shown promise, propelled by the increasing adoption of climate adaptation strategies, the expansion of social safety nets and a significant decline in infant mortality rates. By observing and interpreting structural trends, the Risk Monitor can serve to guide policymakers in the Arab region, development organizations and humanitarian actors who navigate increasingly complex polycrisis dynamics, integrate risk analysis into policymaking and planning, and ultimately advance the Sustainable Development Goals.



Development Challenges Index: impact of the COVID-19 pandemic, July 2023

ESCWA published the Development Challenges Index: impact of the COVID-19 pandemic paper. This paper provides an update on the Development Challenges Index (DCI) to better understand the impact of the COVID-19 pandemic, finding that development progress

has been either reversed or stagnated in all regions. In terms of the share of the three challenges within the overall DCI, no significant changes were depicted, and the governance component retains the largest share. As for the performance in each of the three challenges, the paper finds a deteriorating performance in all three with the governance component being the most impacted. Although, on average, richer countries perform better than poorer ones, the paper examines the DCI results by the different income per capita levels and finds striking differences between these and the DCI levels. Rising income per capita contrasts with accentuated development challenges, especially in the poorest countries. DCI scores by challenge level show that all challenge groups saw an increase or stagnation in their scores between 2019 and 2021, except for medium challenged countries. For more information, click [here](#).



Trends and Impacts in Conflict Settings No. 7: Climate, peace and security in the Arab region, August 2023

The Arab region is facing the dual challenges of climate change and conflict. Ongoing conflicts and fragility exacerbate environmental degradation, limit resources for climate action and increase vulnerability to

climate impacts. Climate impacts, on the other hand, can affect known drivers of insecurity and conflict such as loss of livelihoods and income, food insecurity, competition for resources, and migration. These

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compounding challenges could lead to a vicious cycle of climate vulnerability, insecurity and conflict unless addressed. Responding to such challenges is thus an imperative, but it is also a window of opportunity to promote peace and prosperity across the region. To this end, this report draws on the latest data with respect to fragility, climate change projections and security risks in the Arab region in order to provide a regional overview of climate security risks. This analysis is used to inform recommendations for policymakers, multilateral agencies and relevant stakeholders to mitigate climate security risks in the region. The report concludes that attention must be paid to inequities, the experiences of different population groups and the specificities of local contexts. The quality of governance and capacity of institutions play a key role in strengthening resilience and moderating the risk of tensions and insecurity. Importantly, integrated and cooperative approaches are vital to effectively address the nexus between climate change, peace and security. For more information, click [here](#).



European Public Sector Award (EPSA)

The European Institute of Public Administration (EIPA) is waiting for your application!

Why should you participate in EPSA 2023?

- Gain recognition for your improvement efforts
- Share ideas to benefit others
- Learn from others in feedback on your project
- Create networks across Europe
- Show that the public sector is about self-improvement and thus build trust in government

Get ready to make your mark and stand out from the crowd! Your outstanding achievements deserve recognition, don't wait, the countdown is on! For more information and apply, click [here](#).



The boundaries of arbitration exclusion in the EAPO Regulation

The European Account Preservation Order consists of an interim measure at the EU level. It allows the temporary attachment of debtors' funds in cross-border civil and commercial claims. The EAPO Regulation states that it does not apply to 'arbitration'. The meaning of



New EIPA E-Brochure

The European Institute of Public Administration (EIPA) recently released a digital brochure, a comprehensive guide that highlights EIPA's mission and the wide range of specialised services the Institute provides to empower public officials in their pursuit of excellence in public administration.

This resource is a gateway to gain valuable insights into the Institute and what sets it apart.. For more information, click [here](#).

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'arbitration' is not a settled question among scholars and national courts. In this article, Dr Carlos Santaló Goris, Lecturer at the European Institute of Public Administration (EIPA), explores the underpinning debate surrounding the arbitration exclusion, focusing on the interpretation some national courts have made of it.



European Institute of Public Administration (EIPA) – Monthly newsletter

In its Monthly newsletter, EIPA informs readers about recent events, news, publications and blogs as well as upcoming events. Have a read on the newsletters of July and September. To receive the EIPA Monthly newsletter as well as regular updates about upcoming courses, you can subscribe here.

BLOG

The EPSA 2023-24 Award Categories: What's in the name?

Christoph Klika



The EPSA 2023-24 Award Categories: What's in the name?

Awards are a powerful tool to recognise and reward achievements in the public sector. They drive reform, innovation and creative problem-solving, and motivate civil servants to strive for outstanding performances. By

sharing best practices, awards promote mutual learning and collaboration for the improvement of public service delivery. Moreover, awards enhance public trust in government institution by showcasing transparency and accountability. Hence, awards play a pivotal role for public sector reform and innovation and thus the continuous delivery of high-quality services.

Since 2009, the European Institute of Public Administration (EIPA) has been organising the European Public Sector Awards (EPSA) to contribute to the agenda of public sector reform and innovation. EPSA is the only Europe-wide award scheme open to public administrations at all levels of government. As such, EPSA is in the unique position to recognise and reward achievements of the public sector across Europe. In doing so, EPSA promotes excellence and mutual learning through disseminating knowledge and sharing of best practices.

The new EPSA 2023-24 edition coincides with the European Year of Skills 2023 and, emphasising the importance of knowledge dissemination, was launched under the title "Boosting Innovation Through Learning".

BLOG

Op-Ed: Refugee Status Withdrawal: the CEAS and the Geneva Convention

Catherine Warin



Op-Ed: Refugee Status Withdrawal: the CEAS and the Geneva Convention (C-8/22, Commissaire général aux réfugiés and aux apatrides (Réfugié ayant commis un crime grave))

In its judgment of 6 July 2023, Commissaire général aux réfugiés and aux apatrides (Réfugié ayant commis un crime grave) (C-8/22), the Court of Justice rules on the interpretation of Directive 2011/95 (the Qualification Directive). More specifically, Article 14(4)(b) of this directive provides that Member States may revoke the status granted to a refugee when he/she, having been convicted by a final judgment of a particularly serious crime, constitutes a danger to the community of the Member State in which he/she is present. The referring

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court seeks interpretation of this provision to know whether conviction for serious crime allows to conclude that the existence of a danger to the community is verified. If that is not so, the referring court wants to know how to assess whether a recognised refugee constitutes a danger to the community. The Court provides useful answers to both questions. Its reasoning also raises further questions pertaining to the relationship between the EU’s legal system –and more particularly, the Common European Asylum System (CEAS)–, the system established by the [Geneva Convention on the Status of Refugees](#), and the legal systems of the Member States.

methodology-focused. The followed approach seems driven by the concern to avoid a Taricco-type constitutional conflict, especially in a context where the Romanian Constitution Court (RCC) has [already made use](#) of radical identity-related arguments. Yet this approach weakens the boldest suggestion of the Opinion: defining an autonomous EU standard of the principle of legality of offences and penalties (Article 49 of the Charter). This Op-Ed will briefly present and comment some aspects of the Opinion, pertaining to the first two questions (for a general presentation see [here](#)).

BLOG

Op-Ed: “AG Opinion in Lin (C-107/23 PPU): Insights on the protection of the EU financial interests and the national principle of *lex mitior*”

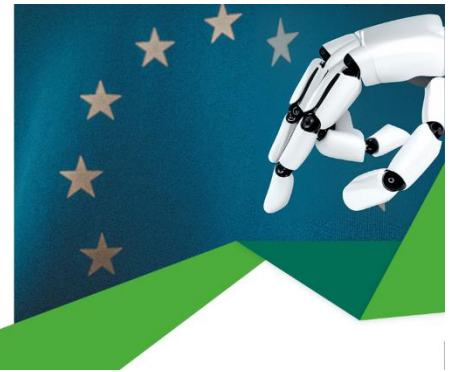
Panagiotis Zinonos



BLOG

Protecting Fundamental Rights in the Age of AI: how Parliament’s latest version of the EU’s AI Act safeguards fundamental rights

Florina Pop
Laura Grant



Op-Ed: AG Opinion in Lin (C-107/23 PPU): Insights on the protection of the EU financial interests and the national principle of *lex mitior*

The Opinion of Advocate General (AG) Manuel Campos Sánchez-Bordona in *Lin* ([C-107/23 PPU](#)) was eagerly awaited to shed light on the, at least apparently, unsettled case law of the Court of Justice regarding the articulation of the principles of dissuasive penalties in cases of serious fraud affecting the EU’s financial interests and the retroactive application of the *lex mitior* (summary of the request available [here](#)). Following a hearing on 10 May 2023, the Opinion was delivered on 29 June 2023 and responded in a rather contrasted manner to those expectations.

While the Opinion follows an adamantly clear structure of reasoning, grounded on the aim of guaranteeing a very high level of protection of fundamental rights, it fails (most probably refuses) to address directly and unambiguously why and how a potential risk of impunity, liable to arise from the application of the *lex mitior* to the detriment of valid provisions of EU law, could and should be tolerated in some cases. Specifically, the Opinion appears more solution-oriented than

Protecting Fundamental Rights in the Age of AI: How Parliament’s latest version of the EU’s AI Act safeguards fundamental rights

As artificial intelligence (AI) technologies continue to advance, risks to fundamental rights undoubtedly surface. Amidst this evolving landscape, the EU’s Artificial Intelligence Act seeks to act as a safeguard to citizens’ fundamental rights. The [latest version](#) was adopted by the [European Parliament](#) in June 2023 and the next step is the final trilogue negotiations between the Commission, Council, and Parliament, with legislators hoping to have the Act adopted as soon as early 2024. In this case, it will apply at the earliest in 2025.

In terms of fundamental rights, after the publication of the [Commission’s](#) original proposal in 2021, several [concerns](#) were raised regarding rights protection by over 120 human rights and civil society groups. Arguably, Parliament’s recent amendments significantly improve the safeguarding of fundamental rights in relation to AI, and these changes have been welcomed. We want to briefly explore some of the Act’s major developments and any challenges that may remain regarding rights protection, particularly in the areas of non-discrimination, freedom of expression, and privacy.

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Invitation to the 32nd NISPAcee Annual Conference 2024; May 23 - 25, 2024, Tbilisi, Georgia

The conference is organized in cooperation with the Caucasus University, Tbilisi, Georgia. The Main conference theme is public administration in post-conflict reconstruction. In addition, 9 NISPAcee research WGs, an Open Session and several panel sessions will be included into the conference programme.

A Call for papers on the Main Conference theme/WGs/Panels/Sessions and an online application with paper proposals will be opened at the beginning of October 2023.

Main Conference Theme: The process of state reconstruction after the violent conflict (inter or intra state) is long and marred with challenges. As public administration is the bedrock for a functioning state, it is imperative to revisit how public administration can help create a foundation for a sustainable development of governance to stall or preclude violent conflict on the one hand and anticipate challenges and opportunities of post-conflict reconstruction when conflict was not avoided. At the same time, taking stock of decades of peacebuilding experiences, it is timely to revisit and compile some of the best practices to produce theoretical and practical approaches to the most pressing post-conflict situations in CEE region as well as globally. The call for papers will be open to all types of research papers relevant for the theme: conceptual, theoretical, comparative or case studies, policy and applied assessments. For more information, click here.



EU Law Training Needs Assessment Survey

The European Institute of Public Administration (EIPA), in a consortium led by ICF, has been entrusted with a significant project, aimed at assessing the training needs of EU legal practitioners, by the Directorate-General for Justice and Consumers (DG JUST).

This project focuses on developing comprehensive training e-Capsules in three key areas of EU law: fundamental rights, civil matters, and criminal matters.

A critical part of this assessment involves gathering data from about 800 legal professionals across the 27 Member States through an online survey. A survey was designed to collect essential information about the training needs of legal practitioners.

The insights you provide will directly shape the development of these e-Capsules.

Upcoming Events



EIPA Event Serie: New Developments in the Workplace – New Work in a Nutshell – Meeting with Experts; Online Series, 28 September – 23 November 2023

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Mark your calendar and join us for an exciting event series on the topic of New Work! Each week, we will discuss a different theme with our speakers. We are sure to cover your specific field of expertise as well.

Learning points:

- Gain insights and solutions from renowned experts in business, administration, and science.
- Tackle challenges arising from demographic and societal changes, internationalisation, digitisation, and AI through proactive measures.
- Increase efficiency and employee engagement by improving organisational structures and processes.
- Learn both strategically and practically about approaches for a new understanding of health in administration and the alignment of Occupational Health Management.

Check out [the event brochure](#) (in German).

EIPA
IN CONVERSATION WITH

Bringing Knowledge into Action: Ways to increase learning in public organisations with CAF

3 October 2023
13.00 - 14.00 CET

EIPA

EIPA in conversation with Bringing Knowledge into Action: Ways to increase learning in public organisations with CAF; Online, 3 October 2023,

Public sector organisations looking to remain relevant and competitive in our current context must become learning organisations.

Learning Organisations are organisations based on knowledge-oriented leadership practices, encouraging learning transfer at all levels with all members, and together as a collective, in order to achieve long-term success.

In that sense, a learning organisation is closely tied to efficient Knowledge Management practices, which are part of the Total Quality Management model (TQM),

more specifically the Common Assessment Framework tool (CAF).

As a way to increase learning in public organisations, Knowledge Management practices need to come into action. This will enable public organisations across the globe to boost, transform and efficiently manage their performance, as well as to adapt to the greater public service orientation and transform them into learning organisations.

What will the round-table cover?

- The concept and importance of learning organisations.
- Concepts of Total Quality Management, Common Assessment Framework and Knowledge Management and their relation with the improvement of quality in public sector organisations, as well as taking a step forward towards becoming a learning organisation.
- Experiences and lessons learned by the speakers
- Practical examples of the CAF tool and Knowledge Management in use and the transition of public sector organisations into learning organisations.

Public Administration
Input and Activity

ONLINE EVENT

Public Administration Performance Study: Dashboard Launch

Input and Activity Indicator
E-participation Index (EPI)

Average of E-participation Index (EPI) over time

Ministerie van Binnenlandse Zaken en Koninkrijksrelaties

EIPA

Public Administration Performance Study: Dashboard Launch; Online, 13 October 2023

Are you curious about the factors that drive excellent performance in public administration?

Mark your calendar for 13 October from 14.00 to 14:45 CET and join EIPA's event Public Administration Performance Study: Dashboard Launch. During the event, experts will discuss the key findings on the

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performance of public administration from the International Benchmarking Study 2022-25, and they will officially launch the dashboard! the interactive platform will transform the way you explore data.

Introductory and Practitioners' Seminar: European Public Procurement Rules, Policy and Practice Maastricht (NL), 17-20 October 2023

This comprehensive seminar will provide you with an understanding of the principles and procedures of European public procurement policy, focusing on the Public Procurement Directives and relevant case law. You will be guided through the Public Procurement Directive 2014/24/EU and the Utilities Directive 2014/25/EU. During the seminar you will receive insights into the application of professional procurement practices.

The four-day programme will begin with an Introductory Seminar: European Public Procurement for Newcomers to Procurement. The three-day Practitioners' Seminar: European Public Procurement Rules, Policy and Practice will commence on the following day.

This seminar is part of the programme for obtaining EIPA's European Certification for public procurement professionals. See more information [here](#).

What will you learn:

After the four-day seminar you should have:

- a good understanding of the European rules and principles on public procurement, including case law
- awareness of the various phases in the procurement cycle and its practical implications
- insights into professional procurement practices
- an exchange of experiences with professionals from other countries and organisations in dealing with public procurement

Course methodology/highlights:

This introductory and advanced course includes exercises and cases. Participants would benefit from reading Directive 2014/24/EU in advance prior to the course.

Management, Control, Audit and Fraud in the ESIFs and RRF Funded Programmes and Projects: 2021-2027; Madrid (ES), 18-20 October 2023

This three-day course will give you a complete overview and detailed understanding of all practical aspects of control and different types of audits of EU Funds in the programming period 2021-2027, including Next Generation EU. It covers:

- Focused reminder of the relevant legislation and standards
- Methods of increasing efficiency of control and audits
- Risk based management verifications by the MAs and their evaluation
- Fraud prevention landscape in the management and implementation process of ESI Funds and NEXTGENERATION EU
- Practical knowhow through workshops on audit of public procurement, audit of State Aid, and Performance audit.

The unique feature of this course is that it covers the experience of audit experts from EU Commission, OLAF, European Court of Auditors (ECA), and Audit Authorities of Member States.

What will you learn:

We have made this course very practical and interactive. All presentations conducted by audit experts include concrete examples and real-life case studies. Each of them is followed by a practical workshop in small working groups with direct involvement of ECA's expert, where you will learn about errors and irregularities and about how audits are performed, including many real-life cases.

Understanding EU Decision-Making: Principles, Procedures, Practice (incl. online Preliminary Module); Maastricht (NL) & Online, 19 & 25-27 October 2023

"I'm participating in that meeting in Brussels next week. Is it an expert group or a comitology committee?"

"I need to brief the boss about what to expect. Will the Commission ask her to vote?"



“How can I know where our issue is in the EU decision process, and what comes next?”

Simple questions, the answers to which may be complex, and yet can make your job easier. This course will get you up to speed on the essential elements of how the EU system works: the different powers that the EU has, who does what, and how you can have a role in shaping EU decisions. It is concise but thorough, and focusses in detail on EU law-making.

To get maximum benefits out of this course, irrespective of your level of knowledge on EU decision-making, we have included a preliminary online module that introduces the foundations of decision-making in the EU.

What will you learn:

- The legal bases for what the EU can and cannot do
- The main ways in which decisions are taken
- The different powers that Member States have given to the EU
- The differences between legislative acts, implementing acts (the world of ‘comitology’!) and the new delegated acts, relating them to their place in the EU policy cycle, as well as in the hierarchy of laws.
- The decision-making procedures within the Commission, the Council and the European Parliament, and the ways in which national officials and other stakeholders fit into the policy process.
- The ordinary legislative procedure and how a ‘trilogue’ works.
- Delegated and implementing acts using topical cases.

Artificial Intelligence: Laws, Challenges and Opportunities; Online, 25-26 October 2023

Artificial intelligence has become the mainstream data-driven technologies during these last years due to its ability to drive transformation across multiple sectors. While the potential benefits of artificial intelligence technologies can be massive for growth and development, *‘there is no such thing as a technological silver bullet’*.

Over the last decades, the concept of data protection has been provoked by technological innovation, and with artificial intelligence technologies, it is no different.

How can we responsibly develop artificial intelligence technologies and ensure strong legal and regulatory frameworks?

How can we ensure that collected personal data are used with positive benefits by artificial intelligence technologies?

How can we make sure we are not setting an undesirable precedent for the future?

What are the benefits and challenges AI systems can bring to our society?

These are some of the questions we are going to tackle during this course. With a particular focus on European policy-making and the European legal frameworks and proposals, we will pinpoint the challenges and opportunities posed by these new technologies and find clear methods to address such challenges as a pre-condition to develop an ecosystem of trust.

Fundamental Rights in the European Union: Main Principles and Contemporary Challenges Luxembourg (LU), 26-27 October 2023

The Treaty of Rome made no mention of human rights. Six decades later, fundamental rights are consecrated as one of the core values of the European Union and fundamental rights protection is a major concern in all of the EU’s policy areas. Public administrations (whether EU or national) as well as private companies are expected to respect human rights and are closely watched in this respect by courts, EU institutions, shareholders, investors and civil society.

This course proposes to explain the legal and policy system that the EU has established over the years to protect and promote fundamental rights, to a point where fundamental rights have become relevant to all aspects of economic and social activities in the EU.

We will first discuss the place of fundamental rights in the EU system of legal norms and explain their role as a mechanism to control the legality of EU policies and instruments vis-à-vis individuals, whether exercised by the EU or indirectly by Member States. We will pay close attention to the Charter of fundamental Rights, highlighting the breadth of its scope and the innovative nature of many of the rights it enshrines. The efforts undertaken both by the EU decision-making institutions

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and the Court of Justice of the EU (CJEU) to make the Charter effective will be examined.

We will also analyse the relationship of EU fundamental rights to other sets of legal rules (the Internal Market, the Area of Freedom, Security and Justice) and other legal systems: we will discuss the state of play regarding the EU's accession to the European Convention on Human Rights (ECHR), and we will also look at how the EU promotes the protection of human rights on a global scale.

Introduction to the Better Regulation Agenda Online, 3 November 2023

This course provides a thorough overview of the Better Regulation (BR) agenda and its implementation in the EU policy making. It includes an informative session explaining the key concepts of Better Regulation (BR) and how they are applied across the EU policy cycle. It presents the procedures and how the Better Regulation tools are used in practice in the European Commission (EC). It enhances the participants' knowledge on the BR agenda and stands as a comprehensive introduction to the specific BR courses on Regulatory Impact Assessments, Regulatory evaluations and Stakeholder consultation.

What you will learn in this course:

- the key concepts of Better Regulation and how they are applied across the policymaking cycle.
- how BR tools are used in practice in the European Commission (EC).
- what the principle of Subsidiarity is and how the ECs Better Regulation Guidelines and Toolbox set out assurances for this.
- how Member States (MSs) implement the Better Regulation Agenda and what the challenges and drawbacks of different approaches are.

Course methodology/highlights

The course is led by experts who have decades of both research and practical experience in using the Better Regulation instruments both in the EU context and beyond.

The course combines interactive presentations, practical examples and quick polls and group exercises to consolidate the concepts.

Strategic Foresight in Policy-Making: From Anticipating Surprise to Robust Strategy; Online, 6-7 November 2023

This course equips 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 learn about explorative scenarios, horizon scanning, megatrends, Delphi analysis, and wild cards. More importantly, participants learn how to make foresight products useful for policy planning, by transforming foresights into strategic foresight.

The course introduces many different foresight tools along the foresight process in the policy cycle and allows participants to easily identify and discuss opportunities for practical application.

What you will learn in this course:

- the nature, benefits, and limitations of strategic foresight
- the entire foresight toolbox
- the scenario methodology
- how to use strategic foresight in policy planning and decision making

Course methodology/highlights

The two half-day course is led by an expert who has decades of practical experience in Strategic Foresight.

The course combines interactive presentations, practical examples and quick polls and group exercises to consolidate the concepts.

EIPA EVENT

**Zukunft der Arbeit:
Wohlbefinden am
Arbeitsplatz- keine
Utopie**



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EIPA Event: [Zukunft der Arbeit: Wohlbefinden am Arbeitsplatz – keine Utopie](#) (Future of Work: Well-being in the Workplace – Not a Utopia); Online, 7 November 2023, 9:30 AM - 15:30 CET

The well-being of employees in the workplace, and consequently the creation of good working relationships and conditions, is becoming an increasingly important topic in establishing sustainable personnel and health management.

By the end of the workshop, you will:

- Gain an understanding of what well-being in the workplace means and how to address it internally with a focus on sustainability strategy.
- Learn more about trust-based, integrative, and inspiring leadership.
- Be able to propose concrete best practices to your organisation regarding the right to disconnect, the management of psychosocial risks, and the implementation of a mental health strategy.

[Sustainable Finance in the EU: Regulatory Framework and Implementation](#); Online, 7-8 November 2023

What is sustainable finance?

Sustainable finance is a key driver of the transition to sustainable economic growth by taking into account considerations on Environmental, Social and Governance (ESG) issues for investment decisions. In the EU, initiatives to facilitate sustainable finance are an essential component of the **European Green Deal**.

EU regulatory framework

At the heart of the regulatory framework on sustainable finance in the EU is the taxonomy regulation. The regulation establishes a classification of sustainable economic activities in line with the so-called Do No Significant Harm principle.

The course presents the regulatory framework of sustainable finance in the EU. It introduces the **EU taxonomy and related legislation** on reporting requirements for financial and non-financial institutions stemming from the taxonomy. It further reflects on the challenges of applying these requirements and provides good practices of implementation in the Member States.

You will learn about

- The key legislative acts of the EU sustainable finance regulatory framework, i.e. taxonomy regulation, green bond standard, Corporate Sustainability Reporting Directive (CSRD) and Sustainable Finance Disclosure Regulation (SFDR).
- The “do no significant harm principle” which is an integral part of the taxonomy and increasingly applied areas beyond sustainable finance, e.g. cohesion policy and the recovery.
- The implementation of the taxonomy and the reporting and disclosure requirements through technical criteria and standards at the EU level.
- The challenges of implementing the regulatory framework in the Member States and good practices of national authorities.

[Introduction to the EU Succession Regulation Luxembourg \(LU\), 7 November 2023](#)

The EU Succession Regulation (Regulation no 650/2012) sets out a unitary regime applicable to cross-border succession cases as it deals with the whole estate and does not make a differentiation between types of property: moveable and immovable property. At the same time, the Regulation provides uniform rules regarding jurisdiction, applicable law, recognition, and enforcement, also establishing the European Certificate of Succession.

This course aims to provide an exhaustive analysis of the Succession Regulation in light of the European Court of Justice’s judgments about this instrument. Following the structure of the Succession Regulation, it dedicates one session for each part of this instrument, from its jurisdictional regime to the European Certificate of Succession.

What will you learn:

You will have the opportunity to learn the following:

- the scope of application of the Succession Regulation
- what rules determine the applicable law to a succession
- the recognition and enforcement regime of the Succession Regulation
- the issuance and characters of the European Certificate of Succession

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- the most relevant contributions of the European Court of Justice case law to the interpretation of the Succession Regulation

Cohesion Policy Project Appraisal 2021-2027, CBA, and Economic Appraisal (Basic and Advanced) Online, 8-10 & 13-14 November 2023

This (2-stage) online course will focus on the new Project Appraisal requirements for EU co-financed investment projects and the new Economic Appraisal *Vademecum* of DG REGIO. It will clarify the link between the Cost-Benefit Analysis (CBA) Guide, CBA requirements and using the *Vademecum*.

For 2021-2027, major projects are no longer specifically defined. Nor will there be an EU approval mechanism for large investment projects co-financed under Cohesion Policy. However, Member states are still obliged to select the most cost-effective projects.

The new Economic Appraisal *Vademecum* provided by the EC for the period 2021-2027 is provided as a supplement to the European Commission (DG REGIO) CBA Guide, which will remain in use. It recommends proportionate efforts in project appraisal and highlights good sectoral practices. It offers a guide to simplified CBA and other appraisal techniques, such as cost-effectiveness tests and multi-criteria analyses.

This 5-day course consists of 2 stages: Basic and Advanced.

Stage 1 Basic (8-9 November) takes place over two half-days and it will cover the methods, concepts and calculations contained in the DG REGIO Cohesion Policy CBA Guide.

Stage 2 Advanced (10 & 13-14 November) spans three half-days. Leading experts from the European Commission, the European Investment Bank and the academic world will discuss:

- Best practice in using CBA for project appraisal
- Best practice lessons from Major Projects
- The new DG REGIO requirements
- Alternative project appraisal techniques; project quality standards, 2021-2027
- Using CBA for other instruments, such as the Connecting Europe Facility

EU Law for Non-Lawyers – Advanced; Luxembourg (LU), 8-10 November 2023

This three-day course will provide you with a concentrated, in-depth introduction into the legal system of the EU and the most important principles governing the adoption and enforcement of European Union law. Each day comprises an autonomous content module, offering the participants the possibility to follow them all, since they can be taken as a coherent pedagogical sequence, or individually.

Module 1. The EU legal system and the relationship between EU law and national law

This module studies the repartition of competences of the EU and Member States in the regulation of policy sectors, analyses in detail the typology of EU legal acts adopted at the EU level, and comments on their respective legal force and their impact on state authorities and individuals.

Module 2. Decision-making procedures for the adoption of EU law

This module explores the roles and competences of the institutions (European Commission, Council of the EU and the European Parliament) in the preparation and negotiation of legal instruments which will become binding EU law.

Module 3. The EU judicial system and enforcement of EU law

This module firstly depicts the organisation of the judicial space in the EU, clarifying the respective role of the Court of Justice of the EU (CJEU) and the national jurisdictions in the enforcement of EU legality. Secondly, it describes the structure and competences of the CJEU. Finally, it provides a detailed and practical account of the various procedures which may be brought before the Court of Justice of the European Union by EU institutions, Member States, and natural and legal persons to contest the legality of EU action to prosecute an alleged breach of EU law by a Member State, or to interrogate the Court about the meaning of an EU law provision.

Regulatory ex-post Evaluations; Online, 9-10 November 2023

This course provides an introduction to the realm of regulatory *ex-post* evaluations. It covers how to design,

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manage and monitor the evaluations, regardless of whether these activities are supported by EU funds. It provides answers to the following questions:

- How can evaluation activities be managed effectively and efficiently?
- How organisations can ensure high-quality *ex-post* evaluations?
- How can evaluation results provide the evidence required for decision-making, and help to improve policies and programmes?

The course discusses how to ensure high-quality *ex-post* evaluations, by drawing on good practices and lessons learned from implementing *ex-post* evaluations in the European Commission. Building on this, the course provides insights into the pillars of sound evaluation design namely, the intervention logic, evaluation criteria, evaluation questions and the evaluation matrix. Moreover, the course provides participants with the opportunity to develop practical skills for managing evaluation studies and stakeholder consultation activities. Finally, the course highlights the latest developments and innovations in evaluations and methods to keep evaluations state-of-the-art in the theory and practice.

What you will learn in this course:

- How to manage an *ex-post* evaluation of a legal act;
- What are the analytical steps of an *ex-post* evaluation
- What evaluation design methodologies can be chosen to evaluate legislation.
- How to adjust expectations and choose the right shortcuts when selecting the best possible methodological approach (e.g. qualitative vs quantitative);
- How the European Commission system ensures transparency and quality of the evaluation work (Stakeholder consultation, regulatory Scrutiny Board)
- What is state-of-the-art in *ex-post* evaluation of legislation and what the future looks like.

Regulatory Impact Assessments; Online, 13-14 November 2023

The online course provides an introduction to Regulatory Impact Assessments (RIAs), covering their uses, methods, and functioning. It offers an overview of

the current state of the art in RIA theory and practice, drawing on the approach followed by the European Commission.

The course enhances participants’ ability to design, manage and communicate the results of *ex ante* Impact Assessments (IAs). It provides answers to the following questions:

- How can an impact assessment (IA) system be developed
- How can an IA system be optimised?
- How can you assess the effectiveness and efficiency of policy proposals?
- How can you ensure high-quality *ex ante* impact assessments?
- How can you use an impact assessment as a supporting tool for decision-making?

The course discusses the concept of a high-quality *ex ante* IA, emphasizing its needs and uses. It focuses on building participants’ knowledge and skills in the main methods employed in IAs, such as cost-benefit analysis. Valuable insights into good practices are provided through lessons learned from the implementation of the European Commission Better Regulation Guidelines and Toolbox, as well as other actors like the OECD and individual countries. Additionally, the course explains how IAs can influence the EU lawmaking process. These concepts are explored through theory, examples, and practical exercises, fostering an interactive learning experience.

A Practical Guide on EU Law for Local Governments: Responding to EU Legal, Institutional and Jurisdictional Challenges; Barcelona (ES), 16-17 November 2023

Are you an official working for a municipality, region or federated entity of an EU Member State or a candidate country?

Would you like to learn about the position of sub-state authorities and administrations in the EU legal system and their responsibilities in the application of EU law? Would you like to obtain an insight into the various forums and mechanisms permitting the intervention of these authorities in the shaping of EU policies?

By attending this highly practical course, you will acquire the practical skills required to voice and

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represent the interest of your local government in the process of adopting EU legal acts.

The course will also equip you with the know-how necessary to ensure their correct legal absorption and administrative application once the acts are approved, and avoid breaches of EU law which could end up to judicial prosecution.

Moreover, the course will instil in you the necessary strategies and skills to defend the interests of your local government against the EU institutions before the Court of Justice of the European Union.

Finally, the course will provide you with necessary know-how to apply for EU funding.

Stakeholder Consultation in the Context of Better Regulation; Online, 16-17 November 2023

This online course provides a comprehensive overview of Stakeholder (SH) consultation its methods, tools and processes. It demonstrates how SH consultation should be applied in practice.

It follows the sequential phases of a consultation activity, namely, the planning, design, implementation, reporting and informing. It provides an in-depth understanding of how to use the various methods and tools to consult Stakeholders. Using practical sessions including examples, case studies and exercises, this course enhances participants' capacity to draft fit for purpose and state of the art public consultation questionnaires. It discusses how to ensure that SH input can provide valuable evidence for Impact Assessments and Evaluations.

What will you learn

- How to identify all the relevant stakeholders
- How to design an effective consultation strategy to reach out to all relevant stakeholders
- How to select the appropriate consultation method
- How to set the consultation activities in the right order
- How to draft a user friendly public consultation questionnaire
- How to design short, simple and relevant questions in a neutral manner
- How to effectively communicate consultation activities and reach out to as many SHs as possible

- How to apply innovative consultation techniques to maximize public feedback
- How to perform basic analysis of data
- How to report on the findings of the consultation and inform policy making
- How to work with data protection rules

Cross-Border Civil Judicial Litigation: Service of Documents and Taking of Evidence; Luxembourg (LU), 20 November 2023

In 2020, the recasts of the EU Regulations on service of documents (Regulation no. 2020/1784) and taking of evidence (Regulation no. 2020/1783) in cross-border civil cases were approved by the EU legislator. They entered into force in August 2022.

This course proposes a comprehensive scrutiny of these instruments, highlighting the main innovations brought by their 2020 recast versions. At the same time, it will also examine these instruments in the light of the European Court of Justice case law under previous versions of those instruments and to which extent such case law remains in application.

Besides analysing the referred EU instruments, the course will also provide an overview of the equivalent instruments elaborated by the Hague Conference: the 1965 Hague Service Convention and the 1970 Hague Evidence Convention. In this manner, participants will attain a global picture of the possibilities they might encounter when taking evidence or serving documents in a cross-border context.

What will you learn:

Participants will have the opportunity to learn the following:

- the scope of application of both the Service and Evidence Regulation
- which are the main innovations brought by the 2020 updated versions of the Service and Evidence Regulations
- the different possibilities offered by the Service Regulation to serve documents in other Member States
- the Brussels I bis Regulation's alternative path to the Evidence Regulation to take evidence in another Member State

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- the differences between the EU instruments on service and evidence and their counterparts of the Hague Convention.

Audit and Anti-Fraud in RRF and ESIFs 2021-2027 – Exchange of First Audit Experiences Between AAs, EC, OLAF and ECA; Zagreb (HR), 22-24 November 2023

This workshop for Audit Authorities has as main objective the exchange of experiences regarding anti-fraud measures in EU funding (ESIFs + RRF), conflict of interest, double financing, audit results based on Arachne or other similar tools used by AAs, and measures applied in different Member States to ensure effective and efficient control systems at the national level for the Recovery and Resilience Facility.

What will you learn:

- Changes in the 2021-2027 programming period: simplified costs and financing not linked to costs, proportionate control arrangements, annual accounts and audits, conditionalities, performance and proportional anti-fraud measures.
- Recovery and Resilience Facility (RRF): measures applied in Member States to prevent, detect and correct conflict of interest, double financing, corruption and fraud, similarities and differences of internal control systems created, and audits for RRF. In addition, how to put in place effective and efficient controls and anti-fraud measures for the RRF.
- RePowerEU and modification of National Recovery and Resilience Plans.
- Role of the European Anti-Fraud Office (OLAF) in the fraud detection and prevention in ESIF and RRF co-financed projects and programmes in the current programming period 2021-2027. The presentation of real-life fraud examples with special focus on the RRF.
- European Commission and ECA approach to ESIFs and RRF audits, audit of milestones and targets, main findings of already performed RRF audits, shortcomings and irregularities detected, and EC and ECA’s upcoming RRF audits.
- Practical use of Arachne and similar tools in Member States: how to effectively use Arachne to detect irregularities and fraud in RRF? What are the advantages of data mining programmes?

- Main conflicts of interests and fraud risks in the selection process of project proposals and management verifications in the current programming period. What are the possible risks and fraud schemes in the RRF?
- Main errors and irregularities in projects co-funded by the ESIFs and significant risks related to RRF projects.

New Structural Funds Programmes and the New Regulations 2021-2027; Maastricht (NL) & Online, 28-29 November 2023

New programmes for the 2021-2027 period were delayed, but around 400 programmes have now been agreed and are being implemented. Do you know what the new programmes look like? Do you know all you need to know about the new Structural Funds Regulations, and how they compare to the last period? How have the new programmes selected priorities, activities and planned finances? What flexibilities and simplifications do they have? And how will they report progress and measure performance and impact?

This course will address these questions and examine the 2021-2027 regulations in detail. We will refer to a selection of new Programmes as well as reporting and other templates. We will also see how Cohesion Policy programmes will be coordinated with the RRF and other EU instruments.

What will you learn:

We will help you address the following questions:

- What are the key choices made by Member States for the new programmes? What does financial planning and management look like for 2021-2027?
- Where have programmes been simplified most? And how are simplified cost options being developed and used?
- How will the new Performance framework work and how do we measure progress and success?
- How will real-time reporting work?
- How are programmes improving the selection of operations? How can you “ensure that selected operations present the best relationship between the amount of support, the activities undertaken and the achievement of objectives”? (Article 73, CPR)

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Competitive Dialogue and Negotiated Procedures Master Class; Maastricht (NL), 28-29 November 2023

Competitive dialogue and negotiated procedures are difficult to implement effectively but are essential for complex infrastructure and ICT projects and other public contracts where the awarding body is unsure about the best way to achieve its objectives.

In the 2014 Public Procurement Directives Competitive Dialogue and the new Competitive Procedure with Negotiation are easier to justify than in the former directives and thus are more readily available for use. The rules for the two procedures are different and the procedural rules for the Competitive Procedure with Negotiation are more detailed than the former rules of procedures including negotiation. Competitive Dialogue has also been introduced as an available procedure in the utilities sectors in Directive 2014/25/EU.

The focus of this course is related to the practical application of the 2014 Public Procurement Directives and the Directive 2014/25/EU, recognising that not all ways in which the procedure has been applied are equally effective in securing value for money for the awarding body.

The many practical questions about the effective implementation of these procedures include, for example:

- When is Competitive Dialogue a better procurement route than the Restricted Procedure or the Competitive Procedure with Negotiation?
- What justification will be needed for the use of Competitive Dialogue or the Competitive Procedure with Negotiation in the current directives?
- What do awarding bodies need to do to plan the effective use of these procedures?
- How can awarding bodies best use the flexibility which the procedures provide?

Experience shows that not all methods of using Competitive Dialogue and the Competitive Procedure with Negotiation have so far been equally effective in promoting value for money for the public sector, and objective advice on when and how to use these procedures is hard to find.

This very practical Master Class will give you the opportunity to receive case-specific advice on the issues

arising in your own procurement from our experts and from other participants.

This course is part of the programme for obtaining EIPA's European Certification for public procurement professionals. See more information [here](#).

Course methodology

The approach is based on a high degree of interactive discussion of practical issues faced at all stages of the procurement award process, allowing for maximum possible attention to individual cases.

Data Protection Certification Course; Maastricht (NL) and Online, 4-8 December 2023

Experts and practitioners at the forefront of data protection will guide you along the legal framework of the European data protection legislation, while elaborating on some of the most pressing privacy-related issues that have emerged in the context of the pandemic. This will involve applying an interactive and on-the-job methodology: role playing, concrete and realistic case studies, with both successful and non-successful outcomes and peer-to-peer discussions. By the end of the course, you will be provided with all the tools to design or augment a thorough data protection compliance programme in your organisation.

You will learn about:

- The European legal framework for data protection (including the GDPR);
- Key data protection concepts, principles and obligations;
- Actors, roles and responsibilities;
- The role of the DPO (Data Protection Officer), the EDPS (European Data Protection Supervisor) and the national supervisory authorities;
- Severity assessment of data breaches and assurance role of the DPO (accountability, requirements and demonstrating compliance);
- Cyber security, data protection audits, privacy and digital sovereignty;
- Options and solutions for cross-border data transfer and third-country data transfers;
- e-Privacy design and impact assessment;
- Grounds for processing, including legitimate interest and consent;
- The rights of data subjects and how to handle them.

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Course methodology/highlights

We believe practical know-how is the key to effective learning. This course therefore includes:

- Detailed explanations of the key concepts, principles, actors and roles in the field of data protection and security;
- Role play and group exercises;
- Preparatory workshop for the final certification examination (optional);
- Insights with case-law examples;
- Input and coaching on practical issues encountered by participants from the DPO network, European institutions and agencies, Europol, Eurojust, EDPS, national authorities and other data protection experts;
- A highly interactive approach – the structure of the course will give you opportunities to ask questions and share experiences during the dedicated Q&A sessions.

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

