



UNPAN Partners' Newsletter

October – November – December 2023



18th Internet Governance Forum: "The Internet We Want - Empowering All People"

The 18th annual meeting of the Internet Governance Forum was hosted by the Government of Japan in Kyoto from 8 to 12 October 2023. The Forum's overarching theme was The Internet We Want - Empowering All People.

The 18th IGF covered the following sub-themes:

- AI & Emerging Technologies
- Avoiding Internet Fragmentation
- Cybersecurity, Cybercrime & Online Safety
- Data Governance & Trust
- Digital Divides & Inclusion
- Global Digital Governance & Cooperation
- Human Rights & Freedoms
- Sustainability & Environment

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



Capacity Development 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 UN DESA/DPIDG in collaboration with the Resident Coordinator Office in Ecuador co-organized this workshop in Quito. The workshop was aimed at government officials and practitioners with a policy, leadership and/or implementation role in the government's digital transformation agenda to improve public service delivery. It included targeted, innovative, and customized training, including sessions to discuss the governments' priorities, assess the existing institutional arrangements in the country, and design a roadmap for effective government digital transformation for effective public service delivery. The workshop provided a platform to share solutions and benefited from the presentations of innovations in changing mindsets, innovation, and digital governments and ICT use that have been introduced in other public institutions. The workshop facilitated knowledge exchange, provided support, and promoted peer-to-peer learning. For more information, click [here](#).

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Workshop on Strengthening Institutional Capacities in Africa for Effective Implementation of the 2030 Agenda and Agenda 2063: Follow-up to the 2023 SDG Summit

UN DESA and the African Peer Review Mechanism (APRM) organized a continental workshop entitled "Strengthening Institutional capacities in Africa for effective implementation of the 2030 Agenda and Agenda 2063: Follow-up to the 2023 Summit". This was the fourth in a series of jointly organized workshops in support of building effective, accountable and inclusive institutions in Africa at all levels. At the midpoint of the 2030 Agenda, the workshop also examined the outcome of the 2023 SDG Summit and its implications for Africa. For more information, click [here](#).



Philippine Mayors Forum on Innovation, Digital Governance, and Resiliency Building towards Accelerated Implementation of the 2030 Agenda in the Philippines

The Department of the Interior and Local Government (DILG) of the Philippines, with the support of UN DESA/DPIDG and its Project Office on Governance (UNPOG), and in collaboration with the UN Resident Coordinator's Office and United Nations Development Programme (UNDP) Philippines organized the

Philippine Mayors Forum: Innovation, Digital Governance, and Resiliency Building towards Accelerated Implementation of the 2030 Agenda in the Philippines on 27 October 2023.

The forum was organized in response to the expressed need for capacity development on the implementation of the Sustainable Development Goals (SDGs) and to bring to the Philippines the knowledge generated at the UN DESA Regional Symposium 2022 held in the Republic of Korea. The forum was attended by Mayors from cities and municipalities across the Philippines, National Government officials, UN representatives, and international experts joining as resource speakers. For more information, click [here](#).



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

UN DESA/DPIDG and the International Association of Schools and Institutes of Administration (IASIA) organized a Regional Workshop for the Review of the Standards of Excellence for Public Administration Education and Training in Asia and the Pacific. The workshop took place on 3 November 2023. The purpose was to gather inputs from Asia and the Pacific on the review and/or update of the Standards of Excellence for Public Administration Education and Training and to align them to the 2030 Agenda for Sustainable Development and the Sustainable Development Goals. The Standards were originally established in 2008 before the 2030 Agenda for Sustainable Development was adopted by 193 Member States. Schools of public administration, networks, academia and representatives of international and regional organizations, including all actors and stakeholders, were invited to attend this event. For more information, click [here](#).

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Joint UNDESA and APS-HRMnet Capacity Development Workshop on

“Reaffirming state-people governance relationships through the lenses of Human Resource Managers in Africa”

as an integrated part of the 8th Annual Conference of African Public Service- Human Resources Managers Network (APS-HRMnet)

UN DESA and APS-HRMnet joint Workshop on “Reaffirming state-people governance relationships through the lenses of Human Resource Managers in Africa”

UN DESA/DPIDG joined efforts with APS-HRMnet to organize a Joint Capacity Development Workshop on the theme “Reaffirming state-people governance relationships through the lenses of Human Resource Managers in Africa”. The event was integrated into the 8th Annual Conference of African Public Service-Human Resource Managers Network (APS-HRMnet) on the theme "Bringing citizens and government closer: The Role of Human Resource Management in service delivery for transforming public service and achieving the SDGs" which took place from 6 to 10 November 2023 in Nairobi, Kenya.

The Joint Capacity Development Workshop brought together the human resource community of Africa, academia and civil society representatives, private sector representatives, training and research institutes, public sector management specialists, and development partners. It provided a discussion platform for high-level representatives to discuss main challenges and opportunities in addressing issues of (i) shaping the workforce for the future, (ii) citizens engagement and participatory decision making, (iii) performance management and measurement for enhanced productivity, (iv) human resource metrics for organizational effectiveness, (v) change management and organizational design, (vi) learning and development for thriving organizations, (vii) innovation as a cornerstone for a sustainable public service for the 21st century and beyond. For more information, click [here](#).

Capacity Building Workshop on Strengthening National Capacities for Spreading Digitalization at Local Levels

UN DESA, UN ESCAP, and UNU-EGOV organized this workshop in Bangkok from 21 to 23 November 2023. The workshop acted as a forum for knowledge sharing, best practices, and capacity building in local e-government development. It helped strengthen collaboration among government agencies, with the support of UN DESA, ESCAP, and UNU-EGOV, both at the national and local levels. Furthermore, it played a pivotal role in promoting gender equality, disability inclusivity, and the protection of human rights within the digital era. For more information, click [here](#).



Workshop on the Review of the Standards of Excellence for Public Administration Education and Training in the context of 7th edition of the African Forum of Territorial Managers and Training Institutes Targeting the Local Government

UN DESA and the International Association of Schools and Institutes of Administration (IASIA) organized a Regional Workshop for the Review of the Standards of Excellence for Public Administration Education and Training in Africa. The workshop took place on 22 November 2023. The Workshop was organized in the framework of the 7th Edition of the African Forum of

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Territorial Managers and Training Institutes Targeting the Local Government (FAMI7_2023) focusing on "The contribution of Local and Regional Governments to the achievement of the African Continental Free Trade Area (AfCFTA)". It was held in the City of El Jadida, in the Region of Casablanca-Settat, Kingdom of Morocco in a hybrid modality. The event was conducted in French with interpretation from French to English.

The purpose of the Workshop was to gather inputs from Africa on the review and/or update of the Standards of Excellence for Public Administration Education and Training which were originally established in 2008 before the 2030 Agenda for Sustainable Development was adopted by 193 Member States.

Schools of public administration, networks, academia and representatives of international and regional organizations were invited to attend this event. For more information, click [here](#).

Government for Public Service Delivery. The in-person workshop was a follow-up of the online Training of Trainers (ToT) held on 14 June 2023. For more information, click [here](#).



Spanish-speaking Countries Workshop for 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 a Regional Workshop for the Review of the Standards of Excellence for Public Administration Education and Training in Spanish-speaking countries. The workshop took place on 4 December 2023. The event was conducted in Spanish.

The purpose of the Workshop was to gather inputs on the review and/or update of the Standards of Excellence for Public Administration Education and Training which were originally established in 2008 before the 2030 Agenda for Sustainable Development was adopted by 193 Member States.

Schools of public administration, networks, academia and representatives of international and regional organizations were invited to attend this event. For more information, click [here](#).



Capacity Development Workshop on "Changing Mindsets for Innovation, Digital Transformation, and Improved Public Service Delivery for Sustainable Development Goals Implementation" in Bolivia

The Association of Bolivian Municipalities (AMB) and UN DESA/DPIDG, with the support of the UN Bolivia, co-organized a training workshop with the objective of applying the contents of UN DESA's Curriculum on Governance for the Sustainable Development Goals (SDGs), in particular the main modules of the toolkits on Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development, and on Innovation and Digital

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Workshop on “Strengthening Innovation in Public Service to achieve the Sustainable Development Goals” in Zambia

UN DESA/DPIDG organized a capacity development workshop entitled “Strengthening Innovation in Public Service to achieve the Sustainable Development Goals” under the umbrella of the 42nd Annual Roundtable Conference of the African Association for Public Administration and Management (AAPAM). It took place in Livingstone, Zambia, from 5 to 8 December 2023. The workshop linked to key activities of the AAPAM Roundtable Conference, which was held on the theme of “Building Resilient Societies through Effective Governance and Public Administration in Africa: An Imperative for the Realisation of the SDGs and Agenda 2063 Aspirations”. For more information, click [here](#).

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

This workshop, co-designed with the National Institute of Public Administration (INAP), and with the support of the UN Resident Coordinator’s Office, contributed to the strengthening of capacities of the Guatemala public sector to better understand the important role they play in implementing the SDGs with an emphasis on changing mindsets for innovation in the provision of government services.

The objective of the workshop, which took place in Guatemala City, was to support the INAP trainers and technical team on the practical use of the Changing Mindsets toolkit, part of the Curriculum on Governance for the SDGs, to help them train Guatemalan government public servants with innovative mindsets and behaviors to better address current and future challenges related to SDGs implementation. INAP’s first use of the toolkit aimed at civil servants from the Ministry of Finance in charge of supporting small and mid-size enterprises and civil servants of government agencies which work, and are part of supporting, the achievement of SDGs 8, 9, 10, and 16. For more information, click [here](#).



Middle East Regional Workshop for 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 a Regional Workshop for the Review of the Standards of Excellence for Public Administration Education and Training in the Middle East. The workshop was held in the context of the Middle East and North Africa Public Administration Research (MENAPAR) conference.

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The purpose of the event was to gather inputs from the Middle East on the review and/or update of the Standards of Excellence for Public Administration Education and Training and to align them to the 2030 Agenda for Sustainable Development and the Sustainable Development Goals. The Standards were originally established in 2008 before the 2030 Agenda for Sustainable Development was adopted by 193 Member States.

Schools of public administration, networks, academia and representatives of international and regional organizations were invited to attend this event. For more information, please click [here](#).



UN DESA’s Division for Public Institutions and Digital Government launches new website

UN DESA/DPIDG has launched a [new divisional website](#). The revamped DPIDG website highlights the work of the division in a user-friendly manner, with activities conveniently accessible from the homepage. Alongside news and events, the website features information on the division’s intergovernmental support and multistakeholder dialogue, publications and research, capacity development highlights, as well as the Sustainable Development Goal 16 blog and videos. The key topics of the division’s work, namely transformational leadership and new mindsets for SDGs, participation and accountability, public institutions for SDGs, public service innovation, digital government and local governance are highlighted. The new website is available

here: <https://publicadministration.desa.un.org/>



The World Public Sector Report 2023, entitled “Transforming institutions to achieve the Sustainable Development Goals after the pandemic” is now available

The World Public Sector Report 2023 examines the role that national institutional and governance innovations

and changes that emerged during the COVID-19 pandemic can play in advancing progress towards the 2030 Agenda for Sustainable Development. The report focuses on three main questions: How can governments reshape their relationship with people and other actors to enhance trust and promote the changes required for more sustainable and peaceful societies? How can governments assess competing priorities and address difficult policy trade-offs that have emerged since 2020? What assets and innovations can governments mobilize to transform the public sector and achieve the SDGs? The report addresses them in chapters composed of short overviews followed by a set of in-depth contributions (23 in total) from a wide range of experts which examine institutional changes observed in different contexts, sectors and policy processes and explore the potential of those with a positive impact on the achievement of the SDGs to be sustained beyond the pandemic. The report aims to draw attention to institutional change as a key component of the societal transformations required to realize the 2030 Agenda for Sustainable Development. For more information, click [here](#).

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Activities from UNPAN Members

تحت الرعاية السامية لصاحب الجلالة الملك محمد السادس
SOUS LE HAUT PATRONAGE DE SA MAJESTÉ LE ROI MOHAMMED VI

جامعة شعيب الدكالي
UCLG AFRICA
CGLU AFRIQUE

Rejoignez-nous au FAMI VII - 2023
7^{ème} édition du Forum Africain des Managers Territoriaux
et des Instituts de Formation ciblant les Collectivités Territoriales

Sur le Thème :
« La contribution des Collectivités Territoriales à la réalisation
de la Zone de Libre-Echange Continentale Africaine (ZLECAF) »

Du 20 au 26 Novembre 2023
El Jadida, Région de Casablanca-Settat, Royaume du Maroc

Prochainement sur le portail de CGLU Afrique : www.uclga.org
Pour vous inscrire au FAMI 7_2023, veuillez scanner le QR-code :

"Ensemble pour une Afrique Locale Performante"

7th Edition of the African Forum of Territorial Managers and Training Institutes Targeting the Local Government

The general theme of the 7th edition of the African Forum of Territorial Managers and Training Institutes Targeting the Local Government (FAMI7_2023) was "The contribution of Local and Regional Governments to the achievement of the African Continental Free Trade Area (AfCFTA)". It aimed to be a meeting that leaves no one behind, dedicated to Local and Regional Governments and Training Institutes in Africa, but also to all the other actors and stakeholders concerned by the dynamics of Decentralization, Local Governance and Local and Territorial Development in Africa.

The FAMI7_2023 was the occasion to present and debate on the stakes and the place of African Local and Regional Governments in the dynamics of the economic integration of the Continent. For more information, click [here](#).

SANPA-SIPG Webinar 2023: 4
Political Patronage in Asian Bureaucracy

Saturday, 25 November 2023 4:30 pm (GMT+6) Zoom Meeting ID: 970 1682 3609 Passcode: 784101

Keynote speaker: Professor Guy Peters (University of Pittsburgh), Professor Colin Knox (Ulster University), Moderator: Dr. Durga Prasad Chetty (Eskisehir University)

Panelists: Professor Shahghhan Bhuiyan (The American University in Cairo), Dr. Suparna Sani (Sriwijaya State University), Panelist: Dr. Kohel Suzuki (Lantern University), Consulting experts: Professor Syeda Liana Kabir (University of Dhaka)

Jointly Organized By:
South Asian Network for Public Administration (SANPA) and South Asian Institute of Policy and Governance (SIPG)

SANPA -SIPG 4th Webinar 2023: Political Patronage in Asian Bureaucracy

The 4th webinar of 2023 was held on 25 November 2023. Please see the webinar [flyer](#) for all relevant information. For more information, click [here](#).

AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT (AAPAM) ASSOCIATION AFRICAINE POUR L'ADMINISTRATION PUBLIQUE ET LE GESTION (AAAPAM)

Republic of Zambia

42ND AAPAM ROUNDTABLE CONFERENCE

Building Resilient Societies in Africa through Effective Governance and Public Administration: An Imperative for the Realisation of the SDGs and Agenda 2063 Aspirations

Avani Victoria Falls Hotel and Resort Livingstone, Zambia

Registration www.aapam.org Date: 5th-8th December 2023

42nd AAPAM Annual Roundtable Conference

The theme of the conference was 'Building Resilient Societies in Africa through Effective Governance and Public Administration: An Imperative for the Realisation of the SDGs and Agenda 2063 Aspirations.' This roundtable conference also witnessed the 14th AAPAM Innovative Management Award (IMA) Ceremony. The IMA promotes excellence and best practice by recognizing and celebrating institutional creativity in enhancing service delivery in the continent. For more information, click [here](#).

2023 EROPA CONFERENCE BULLETIN

"The Role of Public Governance in Socio-Economic Recovery and Development Towards the Sustainable Development Goals"

October 16-20, 2023 | National Convention Center, Hanoi, Viet Nam

WHAT'S INSIDE THIS ISSUE:
CONFERENCE PLENARY HIGHLIGHTS
CONFERENCE PAPER AWARDEES
68TH EXECUTIVE COUNCIL MEETING HIGHLIGHTS
CONFERENCE GALLERY

2023 EROPA Conference

The Eastern Regional Organization for Public Administration (EROPA), together with Viet Nam, through the National Academy of Public Administration

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(NAPA), successfully concluded its 68th Conference and 29th General Assembly on 16-20 October 2023 at Hanoi, VietNam, with the conference theme “The Role of Public Governance in Socio-Economic Recovery and Development Towards the Sustainable Goals”.

The conference welcomed prominent names from the public administration community and more than 300 scholars, practitioners, academicians, young scholars, and individuals interested in discourses about recent trends, practices, and developments in the theory and practice of public administration in the Asia-Pacific region and beyond.

Highlights of the event are featured in the recently released EROPA Conference Bulletin, which can be viewed [here](#). The same will also be posted [here](#).



IPAC Annual Conference

The IPAC Annual Conference in Ottawa saw over 1500 attendees, both in-person and virtually from across Canada, converging to explore the critical role of public administration in an era marked by social instability and rapid change. Against this background, the conference underscored the increased importance of government action.

This conference addressed critical global themes: rebuilding robust post-COVID economies, accelerating climate objectives, fortifying global partnerships, and tackling complex challenges spanning housing, immigration, economic stability, and affordability.

The sessions tackled pressing issues such as the housing crisis, AI integration including Chat GPT advances, the evolution of digital government, mental health advocacy,

energy transition, and the pivotal matters of diversity and immigration. Panel of Indigenous leaders provided invaluable insights, and key takeaways as to the importance of consultation and input from the communities impacted by legislation.

The keynote session, featuring the Secretary of Cabinet of the federal government of Canada, John Hannaford, and moderated by leading consultant, Zabeen Hirji, emphasized the urgency of adapting to profound change with clarity and new working methods. Hannaford's opening address underscored the need for clarity amidst uncertainty and the significance of values and ethics as guiding compasses through change. He championed collaboration, pride in service, and the fostering of a culture valuing mistakes as learning experiences. Diversity and inclusion were reiterated as indispensable for an effective public service reflective of Canada's diverse populace.

Through in-depth discussions and focused sessions, attendees gained enriched insights and actionable strategies. They learned how to foster strengthened networks vital for steering public administration towards a more inclusive, resilient, and responsive future.

Throughout the panels and immersive sessions, attendees gained insights, strengthened their networks, and were given the tools to develop actionable strategies.



IIAS-KSG Mombasa Conference 2024: Join the Conversation on International Collaborative Governance

The International Institute of Administrative Science (IIAS), in collaboration with the Kenya School of

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Government (KSG), is pleased to announce the forthcoming IAS-KSG Mombasa Conference 2024, scheduled to take place from February 26 to 29 in Mombasa, Kenya. The event invites representatives from national and international institutions, public administration experts, public policy advocates, government leaders, scholars, university students, and interested individuals to explore the theme of "International Collaborative Governance.

In today's global landscape, where the challenges facing nations transcend borders, the IAS-KSG Mombasa Conference 2024 serves as an intellectual platform for discussing contemporary public governance topics and aligns with the collaborative governance tradition in public administration, emphasizing the importance of solidarity at all levels and strengthened multilateralism. Distinguished experts in the field, Dr. Younes Abouyoub (United Nations) and Dr. Tom Wanyama (KSG), will serve as the scientific chairpersons, ensuring that the discussions maintain both academic rigor and practical relevance.

Besides the main conference track on International Collaborative Governance, the event will host 15 thematic tracks covering contemporary public governance issues, such as Commons, Coproduction, Partnerships, Civil Society, CSOs, Skills, Social Media, Digital Transition, 4IR, Decolonization, Intersectionality, BRICS, Intergovernmental Coordination, Climate Resilience, and SDGs.

This conference marks a significant return to Sub-Saharan Africa, reaffirming IAS's commitment to the region. With member state countries such as Cameroon, Ethiopia, Kenya, Namibia, and South Africa, IAS aims to attract more African countries to engage in discussions that shape global public administration.

The annual IAS Conference aims to foster collaboration and knowledge-sharing among researchers and professionals in public administration. The event provides a unique opportunity for participants to engage in meaningful discussions, share research findings, and contribute to the advancement of the field. For more information, click [here](#).



New Website of the International Institute of Administrative Sciences

IIAS Unveils Its New Website

The International Institute of Administrative Sciences (IIAS) is proud to announce the launch of its renewed website, aimed at furthering its mission of improving public governance research, education, and practice.

The new website offers an enhanced user experience, providing a platform for scholars, practitioners, and students to access valuable resources and collaborate in advancing the field of public administration and management.

The redesigned website provides a modern and intuitive interface especially developed to help visitors explore the wide and diverse range of research groups, projects, events, and other initiatives built within IIAS and its entities. With a user-friendly navigation, it will be easier to access key information about IIAS's publications, conferences, members, and partnerships.

Some of the key features of the new IIAS website include:

Repository: A one-stop comprehensive repository of publications, providing a wealth of knowledge to support research and practice, all in one place.

Event Calendar: Up-to-date information about conferences, workshops, seminars, and other events hosted by IIAS, its entities, and partner organizations, stimulating scholarly exchange and collaboration.

News and Updates: A regularly updated news section keeping the public informed about the latest developments in the field of public governance and IIAS's contributions.

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We invite you to explore the new website and engage with its wealth of resources. As IIAS continues to expand its network, the website will serve as a dynamic hub for knowledge sharing, collaboration between scholars and practitioners, promoting innovation, and driving positive change worldwide. For more information, click [here](#).



Developments in Administration (DinA) Releases Fifth Volume with Exclusive African Focus

The Developments in Administration (DinA) journal has released its fifth volume, marking a significant milestone in its commitment to providing a platform for underrepresented material, authors, and institutions in the realm of public administration.

The DinA journal stands at the intersection of public administration, development studies, and area studies, naturally open to critical theoretical perspectives and Southern epistemologies to analyze fresh empirical material. This volume, the third since the journal's revitalization in 2021, solidifies its identity with an exclusive focus on the African continent.

The articles delve into different public governance themes, including strategies employed by trade unions and governments in the educational sector in the Democratic Republic of Congo, the impact of New Public Management (NPM) financial reforms on local government performance in Cameroon, strategies to combat corruption in Kenya during the COVID-19 pandemic, a comparative study on the Sustainable Development Goals (SDGs) targets in Ethiopia and Tanzania, and an analysis of the financial management reforms in Cameroon.

DinA has undergone significant enhancements, including a transition to the PKP platform, implementation of plagiarism checks, double-blind peer review, and adoption of open access licenses. The journal now incorporates authors processing charges in membership contributions and conference registration fees, providing copyediting services to authors, with the IIAS Scientific Committee serving as the Editorial Board.

Visit the DinA journal website to access the fifth volume and stay updated on contemporary public governance themes. For more information, click [here](#).



TED 2024 Invites Scholars and Practitioners for Groundbreaking Dialogue on Digital Governance in the Age of AI

The Trans-European Dialogue (TED) is set to convene its 13th edition in Dubrovnik, Croatia, from 7 to 8 March 2024. The event falls under the auspices of the European Group for Public Administration (EGPA), regional group of the International Institute of Administrative Sciences (IIAS), and The Network of Institutes and Schools of Public Administration of Central and Eastern Europe (NISPAcee). Hosted and organized by the Faculty of Law, University of Zagreb, in collaboration with the Centre for Advanced Academic Studies and the Inter-University Centre in Dubrovnik, TED 2024 promises to be a landmark event in the realm of public administration.

Under the overarching theme of "Digital Governance in the Age of AI: Evolving Policies, Regulations, and Practices," TED 2024 will provide a unique platform for senior public administration experts, encompassing both academics and high-level practitioners, to engage in a comprehensive dialogue. For more information, click [here](#).

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LAGPA Conference

15-17 January 2024
Santiago, Chile

LAGPA Annual Conference: Exploring the Role of Latin American Public Administration in New Regional Scenarios

The Latin American Group for Public Administration (LAGPA) is delighted to extend a cordial invitation to the LAGPA Conference, hosted in collaboration with the Faculty of Government at the University of Chile and the University of Valle in Cali, Colombia. The conference is scheduled to take place in Santiago de Chile from 15 to 17 January 2024, at the University of Chile.

Addressing the central theme "The Role of Latin America Public Administration in The Face of New Regional Scenarios", the conference will bring together experts, academics, professionals, and leaders in public administration to deliberate on crucial issues affecting Latin America. This year's focus revolves around the evolving role of public administration in the region amidst changing landscapes and challenges. For more information, click [here](#).



SAVE THE DATE

EGPA 2024 Conference
3-6 September 2024
Athens, Greece

Save the date for the EGPA 2024 Conference!

The EGPA 2024 Conference will take place in Athens, Greece, from 3 to 6 September 2024. The Annual Conference of the European Group for Public Administration will be organized in close cooperation with Panteion University of Social and Political Sciences. Additional information, including the call for papers, will be progressively published on the conference website. For more information, click [here](#).



Newly Published Book Explores Public Administration in the Nordic Context

The latest addition to the Governance and Public Management series, titled Finnish Public Administration: Nordic Public Space and Agency, delves into the intricacies of public governance in Finland. Edited by Elias Pekkola, Jan-Erik Johanson, and Mikko Mykkänen, the book offers a comprehensive analysis of various aspects of Finnish public administration.

The book addresses key themes relevant to the Finnish administrative landscape, with in-depth examinations of health policy, budgeting processes, and education policy. By doing so, it provides readers with a nuanced understanding of the challenges and dynamics shaping public administration in Finland.

A distinctive feature of the publication is its focus on situating Finnish public administration within the broader context of Nordic administrative developments. This comparative approach offers valuable insights into the unique aspects of Finnish governance while highlighting shared trends and practices across the Nordic region.



As part of the Governance and Public Management series, published by the International Institute of Administrative Sciences (IIAS) in collaboration with Palgrave, the book aligns with the series' commitment to delivering high-quality research to a global audience. The series emphasizes diverse perspectives and approaches, reflecting the IIAS's dedication to maintaining a neutral and objective voice based on factual evidence.

Finnish Public Administration: Nordic Public Space and Agency is poised to become an essential resource for scholars, policymakers, and practitioners interested in gaining a deeper understanding of the Finnish administrative system and its broader implications within the Nordic context. For more information, click [here](#).



Stay Informed with the IIAS Newsletter

Stay up-to-date with the latest events, publications, and news from the International Institute of Administrative Sciences (IIAS). The IIAS Newsletter is a gateway to valuable insights and inspiration in the world of public governance. Whether an academic, practitioner, or student, the Newsletter is tailored to meet your interests. For more information, click [here](#).



Latest Issue Released

International Review of Administrative Sciences (IRAS): Latest Issue Released

Discover the latest insights in public administration with the newly released issue of IRAS (Volume 89, Issue 4, December 2023). With an Impact Factor of 2.3 and a 5-Year Impact Factor of 2.6, the journal is a must-read for public governance researchers and practitioners. For more information, click [here](#).

LAGPA
CALL-FOR-PAPERS
RAP-GLAP
Revista de Administración Pública del Grupo Latinoamericano por la Administración Pública

Call for Papers: RAP-GLAP - Revista de Administración Pública del Grupo Latinoamericano por la Administración Pública

We invite professors, researchers, and PhD students to submit their unpublished manuscripts to RAP-GLAP. As an international platform for research in public administration and public policy, RAP-GLAP welcomes articles in Spanish, English, French, and Portuguese. Submit your work to lagpareview@gmail.com and be part of the vibrant discussion on Latin American and Caribbean governance. Visit our website for previous editions and more information. For more information, click [here](#).

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through solutions communities can implement to move forward into a hopeful, resilient future.

More details and registration information is online. Attendees needing support documentation may contact aspaconference@aspanet.org for assistance.

The Arab Region SDGs Index and Dashboards Report 2023

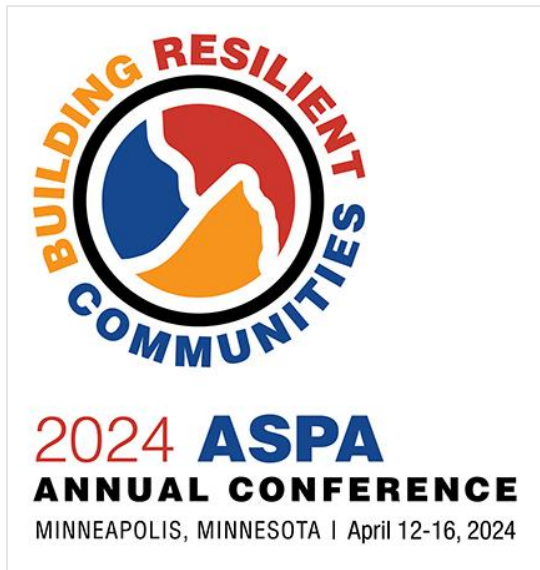
The Arab Region SDG Index and Dashboards 2023 Report, published by the Mohammed Bin Rashid School of Government in partnership with the Sustainable Development Solutions Network (SDSN) provides a data-driven practical tool for governments, policymakers and other stakeholders to measure progress on the SDGs, and to highlight implementation challenges and data gaps, as a foundation for actions.



Practically, the Index comprises 113 indicators covering the 17 SDGs, each of which have an assigned score (0–100) and a traffic light color (green, yellow, orange, or red) to indicate performance. In addition, arrows visually indicate trends in progress towards achieving the goals for those indicators where data for multiple years are available. Among the indicators, the 2023 Arab Region Index has 29 unique indicators that specifically reflect regional priorities and challenges. The full dataset and report can be accessed at: <https://arabsdgindex.com/>

The report was launched at the 28th United Nations Framework Convention on Climate Change (UNFCCC) Conference of Parties (COP) in the United Arab Emirates (UAE). Therefore, this edition of the Arab Index, includes a section dedicated to highlighting findings related to environmental sustainability and climate action.

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



ASPA 2024 Annual Conference Brings Public Service Professionals to Minneapolis This April

The American Society for Public Administration will hold its 85th Annual Conference in Minneapolis, Minnesota, 12-16 April 2024. The theme of the event is “Building Resilient Communities.” What does this mean? We often think of “resilience” as the ability to overcome, grow, adapt and innovate. And, we know that “community resilience” is garnering attention across the public service profession around the globe. But, the definition is complicated, especially given the interconnection of local knowledge, community networks and relationships, governance and leadership, community capital and economic investment, inclusivity, social and economic equity, climate adaptation and environmental justice. ASPA’s 2024 Annual Conference aims to help attendees understand the myriad connections and complex systems involved.

Six tracks will guide the discussions: global and comparative perspectives; emergency preparedness, public health and disaster response; good governance and democratic resilience; social equity, diversity and inclusion; innovative human resource management; and environmental management and effective technology.

Attendees from across the United States and more than 40 countries around the world will meet in Minneapolis for this event and discuss the most pressing challenges the public administration profession is facing today. The lens of community resilience will guide all of the discussions, while also providing space for thinking

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1st Global Conference on Economic Diversification Research

MBR School of Government, Dubai, 2024

The MBRSG will host the 1st Global Conference on Economic Diversification in Dubai in 2024 to address methodological, theoretical, policy focused and thought-leadership outcomes based on the EDI dataset and beyond.

About the Global Economic Diversification Index (ED) - The Mohammed bin Rashid School of Government (MBRSG) published the first edition of the EDI at the World Government Summit. The EDI is built on a cross-country, time series empirical analysis, allowing for a historical analysis of the evolution and extent of economic diversification across countries. Such an analysis represents a building block for further work to understand the macro-economic shifts, policy adjustments and strategic changes that allowed countries to either successfully diversify or, on the contrary, be held back in their path to diversification.

The inaugural edition of the EDI was based on the analysis of data from 83 countries, covering economies from all regions of the globe, income levels, and resource wealth/dependency. In 2023, the second edition of the Global EDI expanded the scope of coverage and analysis to include more than 100 countries. The third edition of the EDI is planned in 2024, with even further expanded coverage and thematic analysis.

As such, the EDI aims to fill the gap in the existing literature, data and empirical analysis: it represents a significant innovation and important addition to the analysis, discussion and policy efforts related to economic diversification. Furthermore, as a composite indicator, the EDI looks beyond trade to also include production/output and government revenue diversification, as the three dimensions forming the basis of the index. By design, the EDI is addressed as a rigorous ‘reproducible research’ and is solely based on publicly available data from reputable sources, following a methodology peer-reviewed by a panel of international experts. To ensure the highest levels of methodological rigor, data validity, robustness, inclusiveness, acceptance and impact on policy discourses, the MBRSG has conducted peer and expert reviews at different stages of the EDI’s construction.

Please contact EDI@mbrsg.ac.ae for more information. For more information, click [here](#).

Call for contributions: The Policy Review Volume 3 on AI Impact on Government

The Dubai Policy Review (DPR) is published by the Mohammed bin Rashid School of Government with the aim of contributing to the advancement of future governance and public policy, through rigorous, accessible and actionable thought-leadership and practice-oriented knowledge. The journal targets the policy and government community with the objective of contributing to higher government quality, better government practice and informing future policymaking directions. The Dubai Policy Review (DPR) offers insight on future trends in public policy and government practice from global thought leaders in diverse public policy domains. These include, but are not limited to, innovation, digital transformation, social policy, economics, political science, management, leadership, wellbeing and sustainable development.

Please access this link for the DPR’s contribution guidelines: <https://dubaipolicyreview.ae/guidelines/>



Artificial Intelligence Ethics in the Age of Generative AI: Certified AI Ethics training course

4 – 8 March 2024

The IEEE Standards Association (IEEE SA) and the Mohammed Bin Rashid School of Government (MBRSG) have the pleasure to organize this first of its kind in-person training at the MBRSG premises in Dubai.

In this training, you will learn how to address social responsibility in Autonomous Intelligent Systems (AIS) while improving your current business model, by joining a community of AI Ethics experts in mastering the IEEE CertifAIEd approach.

Training Objective:

This course has been developed for individuals who are interested in learning how to assess Autonomous and Intelligent Systems (AIS) for their conformity to ethical privacy, transparency, accountability and algorithmic bias criteria required by the IEEE CertifAIEd Program.

Completion of this course is an integral first step towards becoming recognized as an IEEE CertifAIEd

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Authorized Assessor.

What you will get from this training:

- Become proficient in the key principles of AI Ethics and the IEEE CertifAIED criteria and certification process
- Work with experts and other trainees on how to assess products, services, and systems from an ethical perspective.
- Learn what the IEEE CertifAIED mark exemplifies on AIS products, services, and systems
- Gain knowledge of fundamental concepts such as ethical profiling, assessment, and certification

Who can participate:

There are no prerequisites for attending the training; however, taking the IEEE Awareness Module on AI Ethics or other training or background in ethics, artificial intelligence, standards development, certification programs and conformity assessment is encouraged.

To for the Certification Course: <https://www.mbrsg.ae/home/executive-education/open-enrolment-programs/>



The Annual Meeting of the OECD National Schools of Government

MBRSG, Dubai, UAE - 28-29 May 2024

The Mohammed Bin Rashid School of Government will be hosting the upcoming annual meeting of the OECD National Schools of Government in Dubai, United Arab Emirates. The theme of this year’s meeting will focus on Transforming the Public Sector.

Please email FutureGov.Research@mbrsg.ac.ae for further information.



Re-imagining Accessibility Rights in the Age of Artificial Intelligence Policy Council

The Mohammed Bin Rashid School of Government held a Policy Council on the topic of Re-imagining Accessibility Rights in the Age of Artificial Intelligence, in collaboration with World Enabled.

The policy council session was led by Dr Victor Pineda, President and Founder of World Enabled, and Non-Resident Fellow at the MBR School of Government. Dr Pineda’s presentation was followed by a closed roundtable discussion attended by AI and disability experts.

Date: 8 December 2023



Responsible Generative AI Workshop: Towards Systematic Ethical AI Assessment - Dubai Assembly for Generative AI 2023

The MBR School of government, in collaboration with Digital Dubai and IEEE, conducted a workshop titled “Responsible Generative AI - Towards Systematic Ethical AI Assessment in Dubai” at the Dubai Assembly

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on Generative AI. MBRSG and Digital Dubai led this workshop, guiding participants through the complex landscape of AI ethics. Participants discussed the challenges and responsibilities of implementing generative AI in different sectors.

Date: October 12, 2023.



Towards Universal Principles for Generative AI in Research and Education - Policy Council on Generative AI in Research and Education

The MBR School of government conducted a policy council session titled "Towards Universal Principles for Generative AI in Research and Education" at the Dubai Assembly for Generative AI on October 12, 2023. The closed roundtable discussion was attended by a select group of Experts and Academics in AI and Education. The objective of this roundtable was to discuss current challenges, opportunities, and concerns of integrating AI in Research and Education and how can educators and institutions of higher learning and research must attend to the ecosystems in which Generative AI adoption happens as much as to the technology itself.

To get a copy of the Generative AI Principals for Research and Education, please send an email to FutureGov.Reaearch@mbrsg.ac.ae



17th Annual Conference of the Arab Society of Economic Research: Climate Change and its Implications on Arab Economic Development

The Arab Society for Economic Research, in collaboration with the Mohammed Bin Rashid School of Government in Dubai, organized its 17th Annual Scientific Conference on the 4th and 5th of November 2023 in Dubai. The conference title was "Climate Change and its Implications on Arab Economic Development" and covered the main themes of climate change impacts, sustainable development, energy transition, and climate finance.

The conference was attended by government officials, former ministers, academics and policymakers from the Arab world. Over 7 sessions, the conference discussed topics covering areas such as anticipating the future impact of climate change on sustainable Arab development, the future of water, energy, and food security, the green economy and sustainable economic development in the Arab region.

The conference was held based in line with the Mohammed bin Rashid School of Government's commitment to supporting government excellence in the UAE and the broader Arab world. Its support includes providing an integrated system of educational and training programs, research and studies, documenting the UAE's model and facilitating the sharing of knowledge between governmental entities in the UAE and among Arab countries.

Press Release Link: <https://wam.ae/a/dvld1>

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2nd Arab Climate Forum 2023: Sustainable Agriculture and Food Security: Together to Achieve the Resilience and Social Development of Small-Scale Farmers

The second edition of the Arab Climate Forum was hosted by the Mohammed bin Rashid School of Government (MBRSG) and launched in collaboration with the Arab NGO Network for Development (ANND) and the Arab Gulf Programme for Development (AGFUND).

Held under the patronage of HRH Prince Abdul Aziz bin Talal bin Abdul Aziz Al Saud, Chairman of AGFUND, the forum's theme revolved around "Sustainable Agriculture and Food Security: Together to Achieve the Resilience and Social Development of Small-Scale Farmers."

Coinciding with the lead-up to COP28, the two-day forum addressed the impact of climate change on agriculture and small-scale farmers in Arab countries. Discussions revolved around food security, supply chain challenges, and strategies to bolster the resilience and adaptability of small-scale farmers, emphasizing the adoption of climate-smart agriculture practices.

Date: November 13-14, 2023

Conference Link: <https://arabcf.org/>



Data Protection Certification Course

Between 4 and 8 December 2023, The European Institute of Public Administration (EIPA) hosted its bi-annual certified Data Protection Certification course. Future data protection specialists and practicing professionals immersed themselves in a week-long course dedicated to addressing the complexities of data protection issues. Through thought-provoking lectures, practical tasks and workshops, participants delved into GDPR-related challenges, fostering an environment ripe for new perspectives and solutions.



EIPA Event Series (in German): Neue Entwicklungen in der Arbeitswelt – New Work in Kürze (New Developments in the Workplace – New Work in a Nutshell)

Explore insights from our recently concluded **Neue Entwicklungen in der Arbeitswelt – New Work in**

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Kürze event series, where we explored the evolving landscape of modern work.

Uncover key takeaways driving:

- productivity
- hybrid work models
- diversity management strategies, and
- the pivotal role of well-being in fostering a thriving workforce

Dive into a deeper understanding of pivotal shifts impacting the public sector and ongoing conversations driving continuous improvement.

Read the full story [here](#).



EIPA in conversation with Dynamic Excellence with CAF: Agile Strategies for Advancing Continuous Improvements

As part of the “EIPA in conversation with” series, the European Institute of Public Administration (EIPA) hosted an online expert exchange on agile management, organisational development, action plans and a presentation of the CAF E-tool: a lighthouse of diversity and knowledge sharing. The recording of the event is available [here](#).

EIPA’s online European Public Procurement certification event

EIPA was delighted to invite the first successful batch of EIPA’s Certified European Public Procurement Professionals to an online celebratory event. On this occasion, EIPA officially recognised their achievement, and also provided them with the opportunity to take

part in an insightful debate on the related topic of Artificial Intelligence.

Special guests Dr. Aris Georgopoulos and Prof. Albert Sanchez-Graells, joined the event and engaged in a thought-provoking discussion on the topic: “Can procurement drive public sector Artificial Intelligence adoption?”

More information about the certification can be found [here](#).



European Institute of Public Administration (EIPA) – Monthly newsletter

In its Monthly newsletter, EIPA informs its readers about recently held events, news, new publications and blogs and upcoming events. Have a read on the newsletters of [October](#) and [November](#).

To receive the EIPA Monthly newsletter as well as regular updates about upcoming courses, you can [subscribe here](#).

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Op-Ed: “C-632/20 P, Spain v Commission: What is Kosovo for the EU? A third country? A third State? Aren’t both concepts the same?”

In 2008, the National Assembly of Kosovo voted in favour of declaring its independence from Serbia. Kosovo’s unilateral declaration of independence caused a schism on the international scene. While 104 States have acknowledged Kosovo as an independent State, others still consider it a part of Serbia. Nor do all EU Member States acknowledge Kosovo as an independent State; five (Cyprus, Greece, Romania, Slovakia, and Spain) have not done so. These Member States’ reluctance to recognise Kosovo as an independent State was evident at the recent Committee of Ministers of the Council of Europe’s [vote](#) to decide whether can Kosovo join the institution. Cyprus, Romania and Spain voted against while Greece and Slovakia abstained.

The existence of divergent approaches towards the independence of Kosovo among Member States has not prevented the European Union from developing strong ties with Kosovo over the years. In 2008, a few months after Kosovo proclaimed its independence, the EU launched its EULEX Mission ([Council Joint Action 2008/124/CFSP](#)) to strengthen the rule of law and the democratic functioning of Kosovo. It also appointed a special representative for Kosovo. EU-Kosovo relations reached a turning point with the signing of a [Stabilization and Association Agreement](#) in 2016 (‘Stabilization Agreement’). Among its objectives, the Stabilization Agreement aims at progressively incorporating the EU acquis into Kosovo’s legal order. In order to safeguard the position of those Member States which had not recognised Kosovo, Article 2 of the Stabilization Agreement clarifies that ‘none of the terms, wording or definitions used in this Agreement, including the Annexes and Protocols thereto, constitute

recognition of Kosovo by the EU as an independent State nor does it constitute recognition by individual Member States of Kosovo in that capacity where they have not taken such a step’.

Case [C-632/20 P](#), *Spain v Commission* provided the Court of Justice of the European Union with the opportunity to explore the status of Kosovo under EU law.



Enhancing the European Administrative Space (ComPact): What it is (not) and what is (not) in it for the national administrations

On 25 October 2023, the European Commission presented the long awaited Communication “Enhancing the European Administrative Space (ComPact)”. The Communication proposes a comprehensive set of measures to reinforce the capacities of public administrations across the EU to implement policies, anticipate and mitigate crises and manage structural transformations.

This blog reflects on the context and scope of the Communication, and aims to explain in practical terms its implications and benefits for the Member States, what could it bring to the accession countries, how concrete actions will be funded and what is the roadmap for 2024.

What is ComPact and what does it mean for the national administrations within and beyond the EU?

Read the full blog [here](#) (15 minute read).

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Competitive Dialogue – Bringing the dialogue to a successful conclusion

In Directive 2014/24/EU – the latest EU Public Procurement Directive – Competitive Dialogue was made easier to justify than in the former directives and are thus more readily available for use. It was also introduced as an available procedure in the utilities sectors in Directive 2014/25/EU.

Previous articles in this series have considered how Competitive Dialogue can now be justified and how to make the best use of the dialogue phase to enable the awarding body to achieve its objectives.

- Competitive Dialogue – How to make best use of the dialogue phase
- Competitive Dialogue – A tool with many uses

In practice, Competitive Dialogue procedures can often be lengthy, with consequences for both the awarding body, which needs to bring the dialogue phase to a conclusion to be able to call for final tenders, and for candidates for whom the dialogue phase usually involves significant costs.

One of the key decisions for an awarding body is when to close the dialogue phase and call for final tenders.

Article 30(5), Directive 2014/24/EU, states that “ The contracting authority shall continue the dialogue until it can identify the solution or solutions which are capable of meeting its needs”.

Article 30(6), Directive 2014/24/EU, states that “Having declared that the dialogue is concluded and having so informed the remaining participants, contracting authorities shall ask each of them to submit their final tenders on the basis of the solution or solutions presented and specified during the dialogue. Those tenders shall contain all the elements required and necessary for the performance of the project”.

These legal provisions require significant practical skills for an awarding body to use them effectively.

Recent Trends in the Case Law of the Court of Justice of the EU

Luxembourg (Luxembourg), 18-19 January 2024

This annual event will bring together leading specialists to review and comment on a number of key judgements that the Court of Justice of the European Union (CJEU) delivered in the past 12 months. The 2024 edition of the “Recent Trends in the Case Law of the Court of Justice of the European Union” will be the occasion to celebrate EIPA’s longstanding contribution to the dissemination, understanding and application of EU law among legal professionals and to shed light on contemporary legal challenges, in particular those stemming from the EU’s digital transition.

The conference will encourage interaction and will be an informative and pleasant networking opportunity for all participants. The conference is addressed to academics, legal practitioners from the EU institutions, legal professionals working for the Member States or as advocates, but also judges, lawyers and civil servants coming from candidate countries.

The 2024 edition will feature three panels. The first will discuss some prominent cases on the specific effects of the EU values and the relations between the EU and the national legal orders. The second panel will focus on judgements that shape the action and functioning of the EU in selected and varied policy areas such as competition, consumer protection and restrictive measures. The last panel will be dedicated to decisions that pertain to our 2024 topic: the EU’s digital transition. The variety of fields covered and the expertise of our speakers will provide a clear overview of the most important trends in the recent case law of the CJEU and

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will lead to informed discussions on contemporary legal questions.

Finally, the 2024 conference will give the floor to eminent guests to provide insights on the possible interactions between the European Public Prosecutors Office (EPPO) and the CJEU as well as on the specific role of the Advocate Generals of the Court of justice.

The methodology of the conference:

The commentaries and analyses of the rulings discussed during the conference will be conducted by prominent specialists in EU law, including Members of the CJEU, the European Chief Prosecutor, EU officials, academics and CJEU legal secretaries.

Each session will be followed by discussions aimed at addressing specific questions and further clarifying key ideas. Participants will have the opportunity to exchange relevant professional experiences during these discussions. Additionally, breaks will offer networking opportunities, allowing legal professionals to socialise and engage on matters related to EU law.

Strategic Public Procurement: Achieving Innovation, Green and Social Dimensions

Maastricht (Netherlands), 22-23 February 2024

- How can we implement strategic procurement while complying with all the legal requirements?
- How to embed innovative, green and social aspects for buying goods, works and services?
- What types of procedures are best suited to promote innovation strategically?
- How strategic public procurement can help to tackle challenges public authorities are dealing with, such as sustainable economic recovery, green energy, transition to circular economy, create new jobs?
- What funds are available to support strategic public buying?

You will find answers to these and many other practical questions with this course, while enhancing ability to plan, implement and evaluate public procurement decisions.

Over two days you will learn how to use procurement strategically, by going through different case examples with practitioners presenting their cases. The overview of real examples will shed light on the dos and don'ts of buying strategically while complying with the rules, and making the best use of public money.

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

What you will learn:

You will gain knowledge, skills and methods on:

- Concepts of innovative, green and social procurement;
- Principles and rules for compliance;
- Phases of the process, from needs assessment to final evaluation;
- Dos and don'ts in daily practice;
- Funds available for financing innovative, green and social procurement in Europe.

Course methodology:

The course will be led by experts with decades of research and practical experience in public procurement in general and in innovative, green and social public procurement in particular. Civil servants implementing strategic procurement in different countries and agencies will present their hands-on experience and the lessons learned.

The course delivery will combine interactive presentations showcasing practical examples, quick polls to consolidate concepts and interactive group exercises.

Introductory and Practitioners' Seminar: European Public Procurement Rules, Policy and Practice

Maastricht (Netherlands), 5-8 March 2024

This comprehensive seminar will provide 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

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insights into the application of professional procurement practices.

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 this 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

Methodology:

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

Understanding EU Decision-Making: Principles, Procedures, Practice (incl. online Introductory Course)

Maastricht (Netherlands), 17, 19 & 24-26 April 2024

'I'm participating in that meeting in Brussels next week. Is it an expert group or a comitology committee?' 'I need to brief my 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 focuses in detail on EU law-making.

What you will learn:

- The legal bases for what the EU can and cannot do, and the different powers that Member States have given to the EU
- The main ways in which decisions are taken, i.e. the toolbox of EU policy-making
- The hierarchy of EU law and the differences between legislative acts, implementing acts (the world of 'comitology'!) and delegated acts using topical case studies
- The ordinary legislative procedure and how 'trilogues' work
- 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-making process

Course methodology:

This course is based on 'blended learning' methodology with both online and in-person interaction prior, during and after the course. Throughout the course, there is plenty of time for questions and opportunity for discussions.

The course methodology was updated to include:

- Additional interactive online elements to facilitate participants' independent learning
- Extended time in sessions to allow for targeted feedback on independent learning activities
- New examples and updated case studies to embed practical knowledge into current developments of EU decision-making

We believe the best way to learn is by applying practical knowledge. That is why this course includes:

- Extensive insights with multiple examples and real-life cases
- Quizzes
- Group exercises
- Role plays and simulation exercises

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- Input from experienced EU practitioners as the basis for discussion among participants about the practical demands of participation in the policy process

To get maximum benefits out of this course, irrespective of your level of knowledge on EU decision-making, you can book the full training programme, consisting of two modules: Introductory Course (online) and Main course (in-person).

European Defence and Security Procurement – Recent Developments

Maastricht (Netherlands), 14-15 May 2024

This course will help you gain knowledge and skills in defence and security procurement, its rules and procedures and the changes experienced due to the war crisis in Europe. We will discuss around the European Defence Procurement Directive, the new tool European Defence Fund, capability planning and joint procurement in the EU.

This is a unique opportunity if you want to equip yourself with the tools needed to be abreast of the latest developments in the field.

What will you learn:

At the end of this course, you should have a good understanding of:

- The scope and content of the European Defence Procurement Directive
- Key tools to understand the latest developments
- The European Defence Fund
- Capability planning
- Joint procurement in the defence sector

Course methodology:

The course will be delivered face to face, in Maastricht with a series of lectures and examples, with enough time to allow participants to ask questions in an interactive way. The participants will gain access to the EIPA Moodle platform, where they will have at their disposal all the presentations used during the course, as well as additional reading materials.

CAF Success Decoded: Leadership Commitment and Agile Management

Barcelona (Spain), 22-24 May 2024

The Common Assessment Framework (CAF) is a total quality management (TQM) model that supports organisations in their pursuit for continuous improvement. Strong leadership commitment to pursuing excellence both internally and externally, supporting positive initiatives and inspiring others by acting as a role model is of vital importance. The CAF Criterion 1 deals specifically with leadership, covering four sub- criteria to be evaluated. The aim of this course is to deeply explore and master the CAF through robust leadership engagement and full commitment from the onset of CAF implementation.

Allow us to elevate your understanding by merging leadership engagement and agile methodologies for the efficient implementation and monitoring of CAF action plans. Why is this approach pivotal? It ensures that leaders possess comprehensive insights into the current status, enables staff to operate within an inclusive and transparent environment and ensures full organisational awareness across all levels and sectors.

What you will learn:

Leadership mastery: Cultivate a culture of continuous improvement, resilience and adaptability within your organisation.

Agile expertise: Implement agile methodologies to respond swiftly to changing needs, ensuring your projects are always on track.

TQM proficiency: Utilise advanced TQM tools to enhance efficiency, reduce waste and enhance overall performance.

CAF action plans: Develop and manage comprehensive action plans based on CAF assessments, aligning organisational objectives with agile strategies.

You will possess the skills to develop agile action plans, navigate complex challenges and inspire your teams to excel. Not just theory, this course offers actionable strategies for immediate implementation, so that you can apply new-found knowledge in your professional context right away.

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By the end of the course, you will have a comprehensive understanding of the critical role of leadership commitment, agile management principles and TQM tools in developing, implementing and monitoring CAF action plans. You will leave the course equipped with practical skills, actionable strategies and the confidence to drive positive change within your organisations.

Course methodology and highlights:

Engaging lectures will provide participants with in-depth knowledge of leadership commitment, agile management principles and TQM tools. Real-world examples and case studies will be used to illustrate key concepts. The participants will have the opportunity to work in groups, analyse case studies and develop sample agile CAF action plans, promoting active learning and practical skill development. Q&A sessions with guest speakers will encourage interaction and in-depth discussions.

Recent Developments in European Public Procurement and Case Law

Maastricht (Netherlands), 4-5 June 2024

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

The first part of the course will concentrate on recent developments in public procurement at European level and the second part will be devoted to recent case law.

You will receive an insight into the recent jurisprudence of the General Court. This case law relates to challenges to contract awards by the EU institutions/agencies/bodies and is based on procurement under the Financial Regulation. Special attention will be given to the recent case law of the Court of Justice of the EU (CJEU) in the field of procurement. In addition, the essence of the remedies directives and the related case law will be presented and interpreted for you.

This course is part of the programme for obtaining

EIPA's European Certification for public procurement professionals. See more information [here](#).

What will you learn:

At the end of this course you should have a good understanding of:

- The current legal developments in procurement at European level
- The recent jurisprudence of the CJEU and its implications in the field of procurement, including remedies
- The recent jurisprudence of the General Court and its implications for the application of the rules

Public Sector Performance Programme 2022-2025 - An International Benchmarking Study: Sub-study 2023 Final Conference

Online, 8-9 February 2024

In search for practices which lead to excellent performance, EIPA and the [Ministry of the Interior and Kingdom Relations](#) of the Netherlands have performed a study to evaluate the effectiveness, efficiency, cost-effectiveness, satisfaction and trust of citizens, enterprises and other relevant stakeholders regarding available products, services, provisions and outcomes in ten policy areas in 35 countries, with a longitudinal perspective.

During the conference, the results of the in-depth analysis of the policy areas (Economy, Infrastructure and Science, Technology and Innovation; Social Security, Employment, Income and Wealth; Environmental Protection and Climate Change) conducted by the EIPA team and external experts in 2023 will be shared. The best practices and trends in four domains will be presented by external experts and followed by a discussion panel to further deepen the knowledge and share lessons learned.

More information on the event can be found [here](#).

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



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