



## UNPAN Partners' Newsletter

January – February – March 2025

### Changing Mindsets for Innovation and Public Sector Transformation



The United Nations Department of Economic and Social Affairs (UN DESA), Division for Public Institutions and Digital Government (DPIDG), organized two Capacity Development Workshops on Changing Mindsets for Innovation and Public Sector Transformation in collaboration with the Caribbean Centre for Administration Development (CARICAD) and the Caribbean Office of the Economic Commission for Latin America and the Caribbean (ECLAC). They were held from 24th to 26th March 2025 in Nassau, Bahamas. One workshop was directed to the 26 Permanent Secretaries of The Bahamas and their key staff. The second workshop was directed to General Directors, Senior Public Officers at the level of Directors, Director Generals, Heads of Agencies and Authorities and Chairman of Boards/Board of Directors in charge of public policy implementation. At the request of the Director of Labour of the Ministry of Labour and Public Service, representatives of the youth (students of the International School of Business, Entrepreneurship and Technology - ISBET) participated in the event. More information is available [here](#).

### United Nations E-Government Survey Local Online Service Index (LOSI) Webinar Series Episode 6 – Tunisia



UN DESA/DPIDG, in collaboration with United Nations University Operating Unit on Policy-Driven Electronic Governance (UNU-EGOV), held its sixth session of the Local Online Service Index (LOSI) webinar series on 13 February. It focused on the application of LOSI methodology in Tunisia. The webinar hosted researchers who conducted the study in 24 cities in Tunisia assessing their e-government service provision. The webinar provided an opportunity for city officials to learn and discuss the upcoming UN E-Government Survey 2026. More information is available [here](#).

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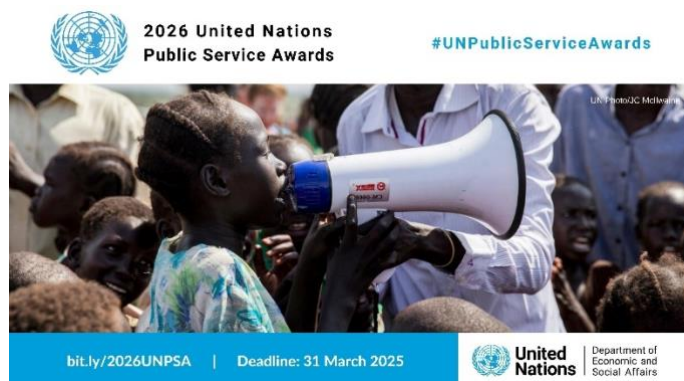
## Capacity Development Workshop on a National Data Governance Framework and Digital Government in The Gambia



UN DESA/DPIDG hosted a two-day capacity development workshop, in collaboration with the Ministry of Communication and Digital Economy of the Government of Republic of The Gambia, to engage government officials and other stakeholders, focusing on digital government, data, and data governance with the objective of strengthening the capacity of public sector employees in the concerned governmental organizations with regards to understanding how to improve the performance of digital government and strategize related initiatives.

The workshop was organised under the scope of the UN Peace and Development Fund's (UN PDF) capacity development project on Developing institutional capacities for digital data management and cooperation to advance progress toward the Sustainable Development Goals. The aim of the UN PDF 2030-Sub-Fund Project is to implement innovative, forward-looking and pro-active projects in support of the 2030 Agenda and the Sustainable Development Goals (SDGs).

## 2026 United Nations Public Service Awards (UNPSA)



Applications are open for the 2026 United Nations Public Service Awards (UNPSA) with an extended deadline of 15 April.

UNPSA recognizes excellence in public service at the national, sub-national and local level. It rewards the creative achievements and contributions of public service institutions that lead to a more effective and responsive public administration worldwide. It promotes the role, professionalism and visibility of the public service.

Applications for the 2026 UNPSA are invited in four categories: 1) Delivering inclusive and equitable services to leave no one behind; 2) Gender-responsive public services; 3) Transparent and accountable public institutions to achieve the SDGs; 4) Participation and public engagement for inclusive decision-making.

Applications must be submitted before 15 April 2025, 23:59 EDT.

For more information and to apply, visit [publicadministration.desa.un.org/2026-un-public-service-awards](https://publicadministration.desa.un.org/2026-un-public-service-awards)

## Activities from UNPAN Members

### American Society for Public Administration: 2025 Annual Conference

More than 1200 attendees gather in Washington, DC, March 28-April 1, for ASPA's 2025 Annual Conference, the premier annual public administration event of the year. Attendees will include hundreds of individuals representing more than 40 nations around the globe, taking advantage of this annual opportunity to discuss the challenges and successes facing public administration. The theme for the conference, "Not Robots yet: Keeping Public Servants in Public Service," will guide the conversations, while also exchanging ideas about a host of changes and challenges sweeping the globe and altering the public administration landscape. Six tracks are featured: good governance and service delivery; social equity, diversity and inclusion; ethics, trust and accountability; the tools; human resources management; and public service around the world. All topics will invite attendees to share new and evolving research and

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practice with each other, for the betterment of all. We look forward to seeing international friend and colleagues for this event. More information is available at [www.aspanet.org/annualconference](http://www.aspanet.org/annualconference)

## Modernizing public administrations for the SDGs in the Arab region, January 2025



The Economic and Social Council has affirmed, in several resolutions on public administration and development, that service to citizens should be at the centre of transforming public administration. The Council also maintained that sustainable development at all

levels must include transparent, participatory and accountable governance and a professional, ethical, responsive and information and communications technology-enabled public administration. This report argues that developing an effective and efficient public administration, with skilled civil servants capable of addressing contemporary demands and challenges, plays a pivotal role in a country's pursuit of sustainable development. As such, public administration modernization and institutional development are main contributors to political stability, conflict prevention and the promotion of development and peaceful societies in the member countries of the Economic and Social Commission for Western Asia (ESCWA).

The report showcases the strong correlation between public administration modernization and development outcomes. It demonstrates that countries that have progressed along a sustainable development trajectory are often the ones that effectively harness the capabilities of their civil services at both the national and subnational levels. It also highlights how civil services serve as the driving force behind transformative initiatives and the construction of prosperous societies. The report also proposes a number of recommendations, including the establishment of a regional platform for

public administration and civil service modernization in the Arab States.

<https://www.unescwa.org/publications/modernizing-public-administrations-sdgs-arab-region>

## Arab Governance report V – For People-centred governance: The role of public governance in post-conflict recovery - publication and policy brief

The Arab region faces complex, interconnected crises across socioeconomic, institutional and environmental dimensions. This report explores pathways to reform public governance, particularly in conflict-affected and fragile States, to ensure sustainable recovery and prevent further conflict. The ESCWA report calls for bold reforms addressing institutional fragility, inefficiency and exclusion, so as to create a foundation for lasting peace, sustainable development and inclusive public governance in the Arab region.

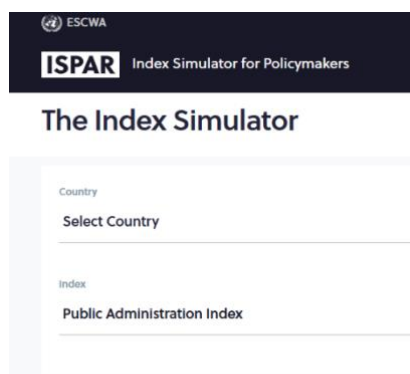
Enhancing government effectiveness, reducing corruption and fostering transparency are key to this reform. Strong, accountable institutions are essential to restoring public trust and ensuring that public governance systems serve all citizens, especially marginalized groups in fragile States. An integrated approach that aligns humanitarian, development and peace-building efforts is needed for long-term stability. Digital transformation also presents an opportunity to modernize public governance, improve transparency and enhance service delivery. Governments in the Arab region must invest in digital infrastructure and adopt risk-informed policies to prepare for future shocks, such as environmental disasters and political instability. To be published soon.

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## Public Administration Index – Digital platform for Arab member states

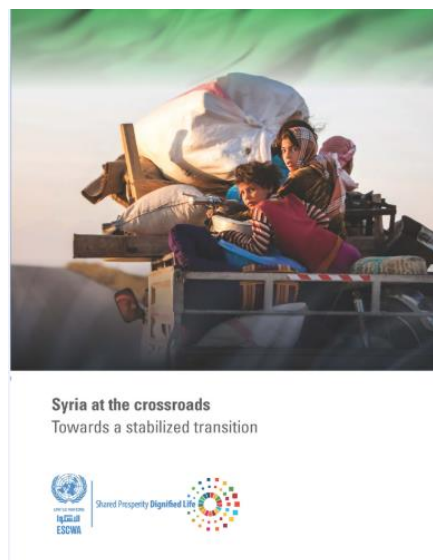


The Public Administration Index (PAI) is a composite measure developed by ESCWA and designed to evaluate a country's performance across eight thematic pillars, capturing the breadth of public governance and institutional effectiveness.

Each dimension within the index represents a core aspect of public administration, collectively offering an integrated summary of average achievements in governance quality and institutional effectiveness. This index assesses the performance of governments in resource management, public policy implementation, and citizen engagement, ultimately reflecting the overall quality of public sector performance and service delivery. It provides an evidence-based assessment of how well public administration functions in critical areas, helping to identify strengths, gaps, and areas for improvement in public governance. It also serves as a diagnostic tool for policy makers and stakeholders to help benchmark performance, drive reforms, and foster best practices that enhance the governance and administrative capacities essential for achieving sustainable development.

[https://ispar.unescwa.org/indices.aspx#theme\\_5](https://ispar.unescwa.org/indices.aspx#theme_5)

## Syria at the crossroads: Towards a stabilized transition: Report and policy brief, January 2025



This report provides an in-depth analysis of the profound challenges facing the Syrian Arab Republic and explores potential pathways for the country following the fall of the Assad regime. It examines the economic devastation that the years of

conflict have caused, marked by a 64 per cent contraction in GDP, rampant inflation and widespread destruction of critical infrastructure. The compounding effects of prolonged conflict, sanctions, natural disasters and ongoing humanitarian crises have left millions of people displaced and in dire need of aid.

The report outlines three possible future scenarios: a stabilized transition, prolonged instability, and war and fragmentation. The “stabilized transition” scenario offers a hopeful outlook characterized by inclusive governance, economic revitalization and robust international cooperation, forecasting significant GDP growth and a notable reduction in poverty rates. Achieving this best-case scenario, however, will require entrenched divisions to be overcome and state institutions to be rebuilt, as well as the provision of substantial global and regional support. The middle-ground scenario, “prolonged instability”, is less optimistic, forecasting a limited economic recovery, continued fragmentation of governance structures, and persistent poverty. The “war and fragmentation” scenario is less optimistic still: it predicts further economic collapse and poverty, severe social fragmentation, an escalating humanitarian crisis, and broader regional instability. The bleak consequences of the latter two scenarios underscore the importance of prioritizing a peaceful and inclusive transition. With this in mind, the report emphasizes actionable policies focused on reconstruction, reconciliation and governance reform while highlighting the significance of sanctions relief and regional integration as essential drivers of

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sustainable recovery. By taking this comprehensive approach, the report aims to help the Syrian Arab Republic navigate the crossroads it has reached and lay the foundation for sustainable peace and development.

<https://www.unescwa.org/publications/syria-crossroads-stabilized-transition>

<https://www.unescwa.org/publications/syria-crossroads-stabilized-transition-policy-brief>

### **Operationalizing Triple Nexus in Iraq**

United Nations Economic and Social Commission for Western Asia (UN ESCWA)/United Nations Trust Fund for Human Security (UNTFHS)/United Nations System Staff College (UNSSC) and the League of Arab States (LAS) organized a meeting in Iraq that aims to Operationalize the Triple Nexus within a Risk-Informed and Human Security Approach. The process relies on an evidence-based and consensus-building approach, it seeks to strengthen prevention, mitigate humanitarian crises, and address development challenges. The meeting took place on 3 February 2025 and consisted of a 25-member national task force, which were drawn from key ministries and public entities.

The meeting provided a comprehensive assessment of multidimensional risks, utilizing background briefs on financial flows, stakeholder mapping, and policy frameworks.

The workshop identified key drivers of vulnerability at the national level, analyzed national policymaking gaps, and assessed the challenges to achieving the Triple Nexus within public institutions. As a follow-up, ESCWA shared a detailed report summarizing the key priorities discussed in the workshop, which will be refined and translated into a national plan of action during the upcoming July 2025 workshop in Baghdad.

### **Committee on Technology for Development, 5th session**



The Committee on Technology for Development is a platform for member States to follow up on progress in technology-related activities undertaken by Arab countries and the ESCWA secretariat since its previous session, which was held in Beirut on 14 and 15 November 2022.

This session discussed digital transformation in the Arab region and the maturity of digital government services, new technologies and innovation in government entities, digital inclusion, digital trust and cybersecurity, and the relationship between digital and environmental development.

As part of its proceedings, the Committee held a round table on accelerators for operationalizing the Arab Digital Agenda.

More information:  
<https://www.unescwa.org/events/committee-technology-development-5th-session>

### **Digital transformation in the Arab region and digital government services maturity**

The [document](#) highlights the importance of digital transformation in the Arab region, especially in the field of government work. It also underlines the efforts of the Economic and Social Commission for Western Asia (ESCWA) to support digital transformation through its activities, especially through the development of the Government Electronic and Mobile Services (GEMS) Maturity Index. The Committee on Technology for Development is invited to review the document and submit proposals on promoting digital transformation in the Arab countries.



## Asia-Pacific Governance Watch 251 and 252



These reports cover various topics of Asia and the Pacific governance, such as 1) government policy and legislation; 2) government system and civil services; 3) management, capacity building and innovation; 4) economic and social development and ICT; 5) public finance; and 6) private sector. Read issue [251](#) and issue [252](#).

## Highlights of the IIAS-DARPG India Conference 2025



The IIAS-DARPG India Conference 2025, held from February 10 to 14 at Bharat Mandapam, New Delhi, brought together over 750 delegates from 58 countries to discuss next-generation administrative reforms under the theme Empowering Citizens and Reaching the Last Mile. The event featured 66 sessions and 7 plenaries, fostering dialogue on governance innovation, inclusive public administration, and emerging global challenges.

The conference was inaugurated by Dr. Jitendra Singh, Union Minister of State, who launched Viksit Bharat@2047: Governance Transformed, a 710-page publication outlining India's governance evolution and its path toward developed nation status by 2047.

Key conference tracks covered topics such as policy reforms, decolonial public administration, BRICS-Global South relations, smart cities, artificial intelligence, and digital transformation. Prominent scholars, including Prof. Wolfgang Drechsler, Prof. Suresh Misra, and Dr. Steve Troupin, led discussions on the future of administrative reforms.

Prof. Andrew Massey delivered the Guy Braibant Lecture, emphasizing the role of public administration scholars in addressing global challenges like climate change, migration, and governance crises.

The conference also featured cultural experiences, including visits to the Prime Minister's Museum and Agra Fort, enriching the delegates' understanding of India's heritage.

Participants praised the conference for its high-quality discussions, networking opportunities, and academic insights. Scholars highlighted its impact on policy-making, governance innovation, and the role of civic technology.

More information is available at <https://iias-iiisa.org/news/next-generation-administrative-reforms-take-center-stage-at-iias-darpg-india-conference-2025/>

## New Book Release: Public Administration in Italy in Political and Historical Context: The Craft of the Italian State



## New Book Release



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The Institute of International and Administrative Sciences (IIAS) is proud to announce the release of *Public Administration in Italy in Political and Historical Context: The Craft of the Italian State*, edited by leading experts Edoardo Ongaro, Carla Barbati, Fabrizio Di Mascio, Francesco Longo, and Alessandro Natalini. This comprehensive volume is the first of a three-part series that delves deeply into the development of public administration, management, and governance in Italy.

This book presents a detailed examination of the societal, institutional, and political contexts of Italy's public administration. Offering a thorough historical overview, it traces the evolution of the Italian administrative system from the establishment of Italy as a unitary state in 1861 to its current form. The book also explores the reforms that have shaped the public sector, focusing on essential components such as strategic planning, financial management, expenditure management, and performance management.

In addition to providing a historical perspective, the book highlights the reform trajectories of public services in key policy sectors such as healthcare, social care, and higher education. The contributors to this volume include some of Italy's foremost scholars in the fields of public management, political science, law, history, and economics, many of whom have served in direct administrative roles within the Italian public sector.

This book is an invaluable resource for students, researchers, and professionals in public administration, management, and governance, particularly those with an interest in the Italian context.

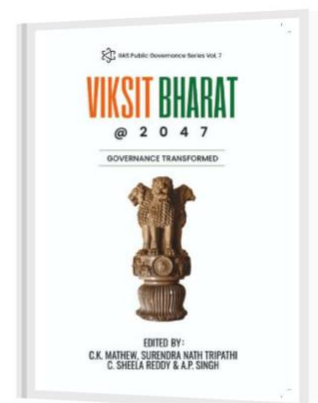
The Governance and Public Management Series, published in collaboration with Palgrave, embodies our commitment to a neutral and objective voice, firmly rooted in evidence-based analysis. Dedicated to advancing the understanding of public governance and public management, the series seeks to uncover insights into causes and consequences while fostering expertise in innovation, improvement, and reform.

More information at <https://iias-iisa.org/news/new-book-release-public-administration-in-italy-in-political-and-historical-context/>

## IIAS and DARPG Release Book on India's Public Administration and Governance



### New Book Release



The International Institute of Administrative Sciences (IIAS) and the Department of Administrative Reforms and Public Grievances (DARPG), Government of India, unveiled a landmark publication, *Viksit Bharat@2047: Governance Transformed*, during the IIAS-DARPG India Conference 2025. The book, part of the IIAS Public Governance Series, provides a comprehensive exploration of India's public administration, offering a strategic roadmap for achieving developed nation status by 2047.

*Viksit Bharat@2047: Governance Transformed* delves into the historical evolution, contemporary challenges, and future prospects of public administration in India. It examines the complexities of governance across federal, state, and local levels, addressing critical themes such as digital transformation, citizen-centric governance, social justice, gender inclusion, and climate change. The book also provides detailed insights into key policy sectors, including health, education, rural and urban development, agriculture, and international relations.

Authored by a team of experts with deep knowledge of India's governance landscape, the book blends academic rigor with practical insights. It serves as an authoritative reference for early-career civil servants, policymakers, government administrators, and academics worldwide.

The IIAS Public Governance Series aims to make its scholarly content widely accessible, with volumes available for free as e-books and for purchase in paperback. As IIAS approaches its centenary in 2030, this publication marks an important milestone in its mission to foster global knowledge exchange in public governance.

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More information is available at <https://ias-iisa.org/news/ias-and-darpg-release-book-on-indias-public-administration-and-governance/>

### Launch of the Knowledge Management Platform: A Gateway to Public Administration Excellence



The Knowledge Management Platform (KMP) stands at the forefront of innovation, poised to elevate the capabilities of public administrators and foster enhanced regional collaboration. This cutting-edge platform serves as a pivotal resource to drive professional growth and streamline public administration reform across the Western Balkans and the European Union.

- **Learning Materials and Trainings:** Dive into a comprehensive suite of learning materials and overview of training opportunities tailored for public administration professionals.
- The **Learning Corner** offers a wealth of materials, including video-based sessions, executive training options, manuals, and downloadable presentations covering essential topics like human resource management, digital transformation, and public policy development.
- **Training Opportunities** provide information on a variety of tailored trainings offered by ReSPA and its partners. These resources are meticulously crafted to empower professionals to advance their skills and support their roles within public administration.
- **Expert Connections:** KMP facilitates access to technical support, providing KMP Community Members with information about experts who can support them in tackling specific challenges, enhancing efficiency and problem-solving capabilities.

- **Community Collaboration:** The Platform forge connections with peers and institutions regionally and throughout the EU. This collaborative space facilitates knowledge exchange, enabling members to share achievements, participate in discussions, exchange best practices, contribute blogs, and highlight experiences among community members.
- **EU integration Dashboard** offers visualization of data presented in annual EU country reports, providing an easy-to-follow overview of the progress of the Western Balkans administration on their EU path. It is easy to track the progress of each administration in different clusters and compare the progress from one year to another.

<https://kmp.respaweb.eu/home>

### ReSPA Newsletter: Stay Informed, Stay Connected

ReSPA has launched a quarterly newsletter to inform public administrators across the Western Balkans about the latest developments, success stories, and upcoming activities.

By fostering learning, networking, and collaboration among public administration teams in the region and strengthening ties with peers in EU Member States, ReSPA continues to play a vital role in enhancing governance quality and advancing European integration.

Readers can explore inspiring initiatives through the newsletter, gain insights into the joint efforts of outstanding regional public administration teams, and stay updated on ReSPA's collaborations with key partners and the European Commission. Together, we are shaping modern, resilient, and inclusive societies—bringing the Western Balkans closer to the European family.

Don't miss out—stay connected and be part of the transformation!

Subscribe now <https://www.respaweb.eu/0/subscribe>

Read ReSPA Newsletter #2 (September-December 2024) [https://respaweb.eu/admin/newsletter\\_preview.php?id=1&lang=1](https://respaweb.eu/admin/newsletter_preview.php?id=1&lang=1)

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## Meeting of the Regional Thematic Group on Digital Transformation and Training on eIDAS and eIDAS 2.0



ReSPA brought together senior officials leading digitalization efforts across the Western Balkans and members of the Digital Transformation Working Group to discuss the implementation of eIDAS and eIDAS 2.0. The meeting focused on fostering collaborative knowledge exchange to address barriers and enhance digital governance, aiming for more efficient public service delivery.

The publication of the eIDAS 2.0 regulation marked the initial step towards the introduction of the European Digital Identity Wallet (EUDI Wallet) and new trust services. Following this, the upcoming release of new eIDAS implementing acts by the EU Commission, slated for publication by May 2025, is considered a crucial guideline for the implementation of the EUDI Wallet in the region. The results from the large-scale EUDI Wallet pilots, expected to offer valuable insights and practical experience, will play a significant role in shaping the real-world deployment of the EUDI Wallet.

The gathering evaluated the progress of WB administrations in digitalization and explored opportunities facilitated by ReSPA's support mechanisms, assessing the current state of digitalization across the region, drawing on insights from sources such as Digital Compass 2030, and international surveys including the UN e-Government Survey, World Bank GovTech Maturity Index, Digital Economy and Society Index (DESI), Balkan Barometer 2024, Global Cybersecurity Index, and Global Innovation Index. These findings highlighted substantial advancements in e-government services while

underscoring persistent challenges such as policy alignment, digital skills gaps, cybersecurity risks, and deficiencies in digital infrastructure.

Bojana Bajić from ReSPA concluded that the meeting provided a vital platform for members to strategize on digital transformation initiatives, focusing on implementing eIDAS and eIDAS 2.0, aligning legal



frameworks, and addressing technical aspects of eWallet and trust services.

<https://www.respaweb.eu/0/news/746>

## Navigating AI: A Practical Guide for Public Servants



IPAC and Microsoft have partnered up to create a free AI Training Series designed to provide public servants with the skills and knowledge to effectively utilize artificial intelligence. Led by David Marotte, Quebec Leader for Data and Artificial Intelligence at KPMG, the sessions teach participants how AI can improve services, drive innovation, and increase efficiency.

Launched in November 2024, there have been two cohorts of the four-part workshop so far, with more to come. As of today, IPAC has trained 10,000 public servants and will have trained 25,000 by the end of June 2025.

Each session in the workshop highlights the most important aspects of AI in relation to in the public sector. The first workshop, titled, 'Introduction to AI

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Literacy' introduces the fundamentals of AI and explains its role in the public sector. The next session, 'The Art of Prompt Engineering' will delve into the communication tactics that craft the most effective prompts to maximize outputs. Third, in, 'AI Tools to Boost Productivity', participants explore how tools such as Microsoft 365's Copilot can streamline daily and public service operations. The last workshop, titled, 'Use Cases for AI in the Public Sector' explores real world examples of successful AI implementations in the public sector and their outcomes across all levels of government.

This event has proven to be an invaluable resource in deepening participant's understanding of AI's role in public service, from foundational concepts to practical applications. For those looking to further their development, registration is open now for two additional cohorts—one in English and one in French—taking place at the end of April 2025.

Register at: [ipac.ca/ai](https://ipac.ca/ai) or [ipac.ca/fr/ai](https://ipac.ca/fr/ai)

## IPAC New Professionals Event

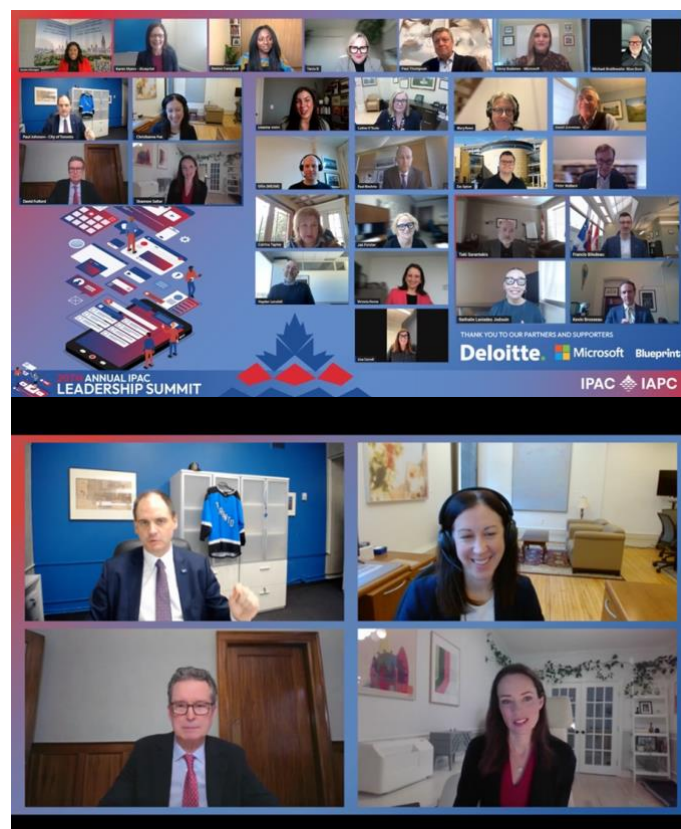


The 2025 IPAC New Professionals Summit on January 16 was a resounding success, bringing together new professionals in public administration for a day of learning, networking, and insightful discussions. Through many engaging conversations, the event highlighted the passion and dedication of new professionals eager to shape the future of government.

The day featured four sessions, each tackling key aspects of public service. Inside Government: Navigating Complexities and Driving Impact featured expert insights from Mala Khanna, Eric D., and Serge

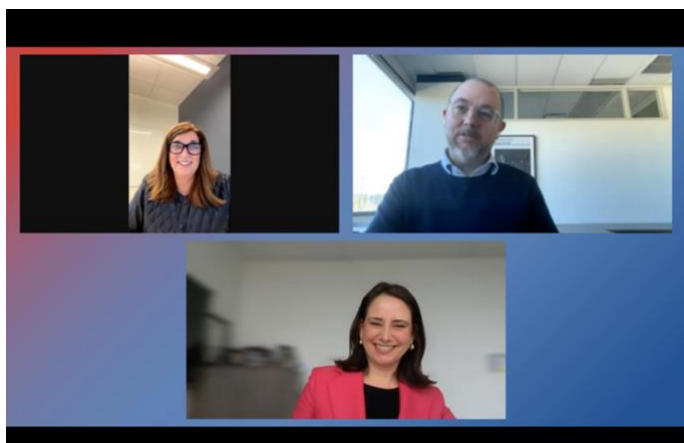
Bijimine, moderated by Khadeja Elsibai, MPPAL. The Collaboration Equation: Tackling Big Problems as One explored innovative teamwork strategies with speakers Matthew Cutler, Katy Lalonde, and Jessica Forbes, moderated by Delila Gracia K. The Growth Blueprint: Building Your Career and Personal Brand provided career guidance from William Hatcher, Josh Hjartarson, Ph.D., and Gabriel Duguay, moderated by James M. FitzGerald, Ph.D. Finally, Future-Ready Government: Crafting Tomorrow's Public Service explored the evolving landscape of public administration with speakers Zachary Spicer, Evert Lindquist, and Zayna Khayat, Ph.D., moderated by Olivia Hamilton.

## IPAC's 20th Annual Leadership Summit



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On March 6th, 2025, IPAC hosted its 20th Annual Leadership Summit, an event where public servants across Canada, in all levels of government, connected to explore the transformative potential of leadership in shaping a better future. The theme, "Innovating for Impact: Shaping the Future of Public Leadership," sparked dynamic discussions on how public sector leadership can evolve to meet the demands of a rapidly changing world.

The event featured engaging keynotes and panels addressing critical topics such as artificial intelligence, homelessness, and mental health. One notable panel, "Canada's Next Chapter: Utilizing Recent Shocks to the System to Reorient and Chart the Next Phase," included Christiane Fox (Deputy Clerk of the Privy Council), Shannon Salter (Deputy Minister to the Premier & Secretary of Cabinet), and Paul Johnson (City Manager of Toronto). The session explored how recent economic and geopolitical shocks have reshaped Canada's public service landscape and discussed strategies to turn these disruptions into opportunities.

The "NextGen Digital in Government" session focused on how public sector organizations are adapting their digital strategies during intense technological change and increasing public demand. Experts interacted with the audience to share insights on AI, cloud computing, and IT models to illustrate the future of efficiency in daily tasks.

Another keynote, "Future-Ready Leadership: Navigating Change and Complexity," moderated by Taki Sarantakis, Deputy Minister at the Canada School of Public Service, explored what it means to be a leader in today's world, and how that definition goes way beyond one's job title. It emphasized the importance of forward-thinking approaches in

navigating change, whether through technology or organizational management.

With a focus on strategic leadership, policy innovation, and public sector resilience, the conference provided actionable takeaways for professionals navigating complex government landscapes. The discussions reinforced the importance of collaboration, adaptability, and future-ready leadership in Canada's public service.

### **The Launch of the Global Risk and AI Safety Preparedness (GRASP) and AI Safety Connect 2025**

The Mohammed Bin Rashid School of Government (MBRSG) launched the Global Risk and AI Safety Preparedness (GRASP) initiative during the AI Action Summit in Paris in February 2025. GRASP is a pioneering initiative by the MBRSG, supported by the Future of Life Institute, that brings together global expertise to ensure the safe development and deployment of advanced AI systems. The initiative focuses on practical solutions to protect public safety and critical infrastructure as AI capabilities continue to expand.



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The Global AI Safety mapping was launched during the AI Safety Connect workshop on the side of the AI Action Summit, which will also be published on OECD.ai. This mapping aims to assist policymakers, entrepreneurs, cutting-edge laboratories, and investors in navigating AI Safety solutions.

GRASP Initiative Website: <https://mbrsg.ae/grasp>

AI Safety Connect Website:  
<https://www.aisafetyconnect.com/>

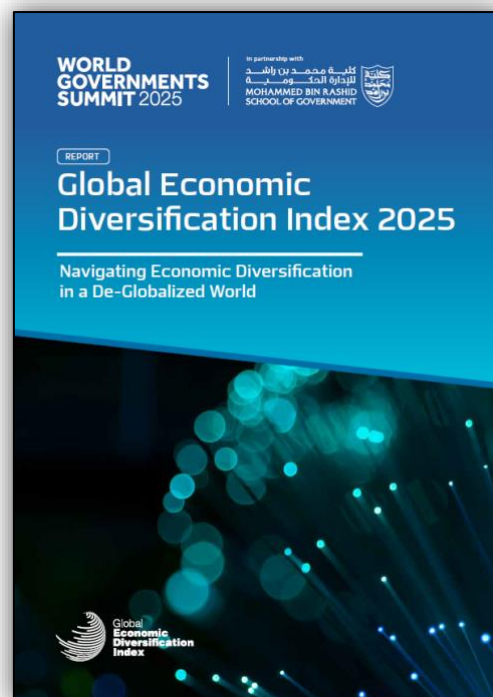
### Launch of the Economic Diversification Index 2025 at the World Government Summit

The **Economic Diversification Index (EDI) 2025** was launched during the **World Government Summit**, featuring a keynote speech by **Dr. Abdallah Al Dardari, Assistant Secretary-General of the United Nations and Director of the UNDP Regional Bureau for Arab States**. The index provides a comprehensive assessment of

| Countries by region |                   |                  |                 |                  |                              |
|---------------------|-------------------|------------------|-----------------|------------------|------------------------------|
| Find your countries |                   |                  |                 |                  |                              |
|                     |                   |                  |                 | Show 25+ entries |                              |
| Countries           | Revenue sub-index | Output sub-index | Trade sub-index | Average          | Profile                      |
| 15  GERMANY         | 186.20            | 101.71           | 131.44          | 139.78           | <a href="#">View profile</a> |
| 2  UNITED KINGDOM   | 164.05            | 102.07           | 124.67          | 130.23           | <a href="#">View profile</a> |
| 9  IRELAND          | 139.83            | 100.92           | 142.47          | 127.74           | <a href="#">View profile</a> |
| 14  FRANCE          | 153.68            | 102.49           | 122.33          | 126.17           | <a href="#">View profile</a> |
| 1  SWITZERLAND      | 125.99            | 100.37           | 142.85          | 123.07           | <a href="#">View profile</a> |
| 4  NETHERLANDS      | 143.16            | 101.54           | 122.07          | 122.26           | <a href="#">View profile</a> |
| 10  ITALY           | 133.80            | 102.52           | 120.49          | 118.94           | <a href="#">View profile</a> |
| 19  BELGIUM         | 126.30            | 102.92           | 123.18          | 117.47           | <a href="#">View profile</a> |

economic diversification across 115 countries over 23 years, highlighting the importance of economic policies that foster diversification and sustainable growth, particularly for nations reliant on natural resources.

The report finds that the United States, China, and Germany remain the most diversified economies, while Mexico and Malaysia continue to lead among commodity-dependent nations. Countries such as Saudi Arabia, the UAE, and Qatar have made notable progress in diversification efforts since 2000, highlighting the role of policy reforms in economic transformation.



Building on previous editions, the EDI+ index explores the impact of digital trade on diversification, revealing that digital transformation is accelerating economic progress in emerging economies. However, lower-income nations face challenges in recovering pre-pandemic levels without substantial investment in digital infrastructure.

The EDI 2025 serves as a crucial tool for policymakers, researchers, and global stakeholders to analyze economic diversification trends, assess policy effectiveness, and shape strategies for long-term resilience and growth.

Date: February 2025

Press Release Date:  
<https://news.uppersetup.com/economy/2025/02/13/uae-recognized-as-gcc-regions-most-diversified-economy-in-global-economic-diversification-index-2025/>

Publication and data Link:  
<https://economicdiversification.com/>

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## MBRSG and UNDP Forge Strategic Partnership for AI and Digital Governance



The **Mohammed Bin Rashid School of Government (MBRSG)** and the **United Nations Development Programme (UNDP)** signed a **Memorandum of Understanding (MoU)** at the **World Government Summit 2025**, marking a significant step toward enhancing digital transformation and AI governance in the Arab region. The signing ceremony featured Dr. Abdallah Al Dardari, Assistant Secretary-General and Director of the UNDP Regional Bureau for Arab States, and Dr. Ali bin Sebaa Al Marri, Executive President of MBRSG.

This partnership aims to strengthen government innovation, digital governance, and AI-driven policymaking. It focuses on capacity building, AI ethics frameworks, and policies that improve government efficiency and public service delivery. The collaboration also seeks to enhance AI's role in economic and sustainable development by integrating responsible governance models.

The MoU aligns with regional and global efforts to promote ethical AI adoption and strengthen digital governance policies. Through joint research, training, and knowledge-sharing initiatives, MBRSG and UNDP will support policymakers and government leaders in navigating the evolving digital landscape. This agreement reinforces Dubai's position as a hub for AI governance research and policy development, contributing to long-term sustainability and digital innovation.

Date: February 2025

More information: <https://www.undp.org/arab-states/press-releases/mohammed-bin-rashid-school-government-signs-mou-undp-advance-digital-transformation-and-ai-governance>

## Launch of the Arab Region SDG Index and Dashboard 2025 at the World Government Summit



The **Arab Region SDG Index and Dashboards Report 2025** was launched at the **World Government Summit**, featuring a keynote address by **Professor Jeffrey Sachs, President of the UN Sustainable Development Solutions Network (SDSN)**. This collaborative effort between the Mohammed Bin Rashid School of Government (MBRSG) and UN Sustainable Development Solutions Network (SDSN) provides a comprehensive assessment of the Arab region's progress toward achieving the Sustainable Development Goals (SDGs).

The report evaluates 115 indicators across all 17 SDGs, assigning scores from zero to 100, and utilizes a traffic-light system to indicate performance levels. A special chapter examines resilience in the Arab region from a sustainable development perspective.

Key findings reveal an average regional SDG score of 60.5, with Algeria, Egypt, Jordan, Morocco, Tunisia, and the UAE achieving two-thirds of the journey toward the SDGs. However, Least Developed Countries (LDCs) and conflict-affected nations face significant challenges, highlighting disparities in progress and resilience.

The 2025 Index introduces a new indicator measuring support for UN-based multilateralism, with approximately one-third of Arab countries meeting this target. Despite challenges, advancements are noted in SDG 9 (Industry, Innovation, and Infrastructure),

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particularly in digital infrastructure, and SDG 3 (Good Health and Well-being), especially in basic health outcomes.

The report serves as a strategic tool for policymakers, international organizations, and stakeholders, offering guidance on targeted interventions to drive sustainable progress across the region.

Date: February 2025

Press Release Date:

<https://www.wam.ae/en/article/bi6kb3p-wgs-2025-mohammed-bin-rashid-school-government>

Publication and data link: <https://arabsdgindex.com/>

### MBRSG partners with the UN ESCWA on the Digital Cooperation and Development Forum (DCDF2.0)



As a key partner in regional efforts to support the achievement of the Sustainable Development Goals in the Arab region, particularly those related to digital development. The MBRSG partnered with the UN ESCWA on the Digital Cooperation and Development Forum (DCDF2.0) and the Consultative Experts Meeting on Streamlining Outcomes of Previous Deliberations on Environmental Issues and on Artificial Intelligence. The Forum also convened the first High-Level Partners Conference on the Arab Digital Agenda (HLPC\_ADA) and the Arab Internet Governance Forum in Amman on the 23<sup>th</sup> of February 2025.

Conference details:

<https://www.unescwa.org/events/digital-cooperation-and-development-forum-2025>

**European Institute of Public Administration (EIPA) – Services for European Public Administration and Beyond**

Co-funded by the  
Erasmus+ Programme  
of the European Union



Founded in 1981 and headquartered in Maastricht, NL, with our European Centre for Judges and Lawyers (ECJL) in Luxembourg, the European Institute of Public Administration (EIPA) is dedicated to enhancing the skills and capacities of public officials involved in EU affairs. EIPA offers a wide range of services, including learning and development programmes, technical assistance, and comparative research. Each year, the Institute supports over **10.000 civil servants** from national public administrations, EU institutions, bodies, and agencies, delivering more than **15.000 days of training and activities**. EIPA is financed via its member states, grants, projects and the European Commission through the Erasmus+ programme. For more information, visit [www.eipa.eu](http://www.eipa.eu).

An overview of our upcoming courses can be found [here](#).

To learn more about EIPA's services, take a look at the [E-Brochure](#).



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## European Institute of Public Administration (EIPA) – Training Offer 2025

EIPA's new training offer for 2025 is now available in [English](#), [French](#), [Italian](#), [German](#) and [Spanish](#).



## 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 [January](#) and [February](#).

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

## European Certification for Public Procurement Professionals

Become a better public procurement professional and get certified with the European Institute of Public Administration (EIPA). EIPA has a wealth of experience in elevating the standards of public procurement for over two decades. The certification programme in public procurement offers a customised approach that can meet the diverse needs of professionals in the field. The programme provides a comprehensive understanding of the day-to-day challenges and questions that arise in European procurement and also offers a range of modules for advanced specialisation.

More information on [EIPA's European Certification for Public Procurement Professionals](#)



## European Institute of Public Administration (EIPA) – Digital Learning Hub

The EIPA Digital Learning Hub, developed by the European Institute of Public Administration (EIPA), offers a range of online modules that can be accessed free of charge. The modules are designed to provide individuals with skills in various areas related to public administration and governance such as [Cybersecurity Toolkit](#) and [European Arrest Warrant](#).

The modules offered are built upon real-life case studies, ensuring that learners gain insights into the challenges and best practices encountered in the field.

Register for free: [EIPA Digital Learning - Eipa](#)

## European Institute of Public Administration (EIPA) – News



## Better Public Services: Lessons From the EPSA 2023-24

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The European Public Sector Award (EPSA) 2023-24 goes beyond recognising innovation. It fosters knowledge exchange and collaboration in public administration. Key initiatives include policy briefings on innovation, six webinars with 300+ participants, hands-on workshops, and a database of 470 best practices. Supported by the European Commission, EPSA continues to drive excellence and transformation in the public sector.

**Read more:** [EPSA Best practices dissemination - EIPA](#)



### **First Charter Up! Roundtable on the Application of the EU Charter of Fundamental Rights**

EIPA's first *Charter Up!* Roundtable in Luxembourg brought together experts to discuss the practical application of the EU Charter of Fundamental Rights. With its 25th anniversary approaching, discussions focused on discrimination, asylum rights, and integrating the Charter into national practices. Part of the *Charter Up!* project, the event supports human rights practitioners through training, a legal helpdesk, and a jurisprudence database. More events will follow, including a seminar on 26 February 2025. **Read more:** [First Charter Up! Roundtable - EIPA](#)



### **EIPA-BAKöV Partnership Enhances EU Policy Training for the German Public Sector**

EIPA and BAKöV concluded three tailored courses on *EU Policymaking and Priorities*, enhancing German public officials' understanding of EU governance, sustainability, and digital transformation. The programme combined theory with practical case studies, ensuring long-term learning. A new cooperation agreement for 2025–2026 reinforces their commitment to high-quality training, with more tailored activities planned. **Read more:** [EIPA-BAKöV Partnership Enhances EU Policy Training for the German Public Sector - Eipa](#)



### **How To Strengthen Quality Management in Public Administration: New EIPA Report Out**

EIPA's latest study examines the institutionalisation of Quality Management (QM) across EU Member States and candidate countries, using the Common Assessment Framework (CAF) as a benchmark. Findings reveal diverse approaches, with candidate countries relying on centralised initiatives while Member States adopt decentralised models. Key takeaways highlight the importance of leadership, adaptability, and knowledge-sharing. The report provides practical recommendations to strengthen QM, ensuring transparency, efficiency, and resilience in governance. **Read more:** [How To Strengthen Quality Management in Public Administration: New EIPA Report Out - Eipa](#)





### EIPA Benchmarking Study Out: How Europe Can Improve Public Health Outcomes

EIPA's new benchmarking study highlights strengths and challenges in European healthcare. While long-term care investment reduces mortality, preventive care remains underfunded, and health inequalities persist. The study stresses the role of physical activity in improving health, calling for policies that promote daily movement and non-competitive sports. Tackling lifestyle-related diseases requires stronger EU collaboration and private sector accountability. **Read more:** [EIPA Benchmarking Study 2024](#)



### International Best Practices in Social Security: What Works and Why

EIPA's latest benchmarking study examines social security policies across OECD countries, highlighting trade-offs in income support, targeting, and labour

market outcomes. Key findings include the need to balance benefit effectiveness with administrative complexity and work incentives. Countries like the UK and New Zealand streamline access, while Germany and Sweden prioritise targeting but face bureaucratic hurdles. The study underscores that no single model is optimal, emphasising the importance of policy adaptability to national contexts. **Read more:**

[International Best Practices in Social Security - EIPA](#)

### Promoting Public Administration Reform in the Eastern Partnership (EaP) Countries



### Promoting public administration reform in the Eastern Partnership (EaP) Countries

EIPA has been awarded the Eastern Partnership (EaP) GIZ tender to provide CAF quality management training in EaP countries. This initiative, part of the "Public Administration Reform in the Eastern Partnership Countries III" project, aims to strengthen institutional capacity and improve governance. Key efforts include supporting Ukraine's CAF strategy, appointing a CAF correspondent in Georgia, and expanding digital tools for assessment. The partnership with GIZ will further embed CAF in reform strategies, with EaP representatives set to participate in the 10th European CAF Users' Event in April 2025. **Read more:** [Promoting public administration reform in the Eastern Partnership \(EaP\) Countries - Eipa](#)

### European Institute of Public Administration (EIPA) – Blogs

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### **The Future of Public Procurement: Deploying the new Public Procurement Data Space (PPDS)**

The Public Procurement Data Space (PPDS), launched in September 2024, centralises EU public procurement data to improve transparency and policy analysis. By integrating national data, it aims to enhance accountability through AI tools. However, its voluntary nature may cause fragmentation if Member States don't fully participate. Its success depends on cooperation across all levels to ensure comprehensive data sharing.



### **EU Funds and Best Practices of Projects in the Province of Barcelona**

The blog showcases successful EU-funded projects in Barcelona, including "Yes We Rent!" for affordable

housing, "AgriUrban" for sustainable food production, and "LIFE RethinkWaste" for improved waste management. These projects highlight the impact of EU funds in solving urban challenges through collaboration and innovation.



### **The NIS2 Directive: the Road Map to Strengthen Cybersecurity Across the EU**

The NIS2 Directive, effective from January 2023, broadens EU cybersecurity requirements, now including public administrations and essential services. It mandates stricter measures, risk assessments, and rapid incident reporting. While some EU countries have been slow to adopt it, the directive aims to boost cross-sector collaboration and resilience. Non-compliance can result in heavy fines, emphasising the need for strong cybersecurity in the public sector.



### **Strategic Public Procurement: A Lever for Good Governance and Sustainability in an Evolving Geopolitical Landscape**

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Strategic public procurement is evolving to support sustainability, innovation, and policy goals. The EU is revising its procurement laws to boost resilience against global trade challenges, focusing on green procurement, digital tools, and social impact. This shift requires enhanced professional skills and governance to align procurement with long-term sustainability and policy objectives.



### Creative Bureaucracies in Times of AI – Knowledge Management is Key

Creative bureaucracies use AI and knowledge management to boost innovation, efficiency, and ethical governance. Leaders must foster knowledge-sharing and digital upskilling, while AI governance ensures alignment with public values. Strategic KM practices improve decision-making and agility in the public sector.

## Upcoming Activities

Join the EGPA 2025 Conference in Glasgow



The European Group for Public Administration (EGPA), the Regional Group of the International Institute of Administrative Sciences (IIAS), is pleased to invite scholars, researchers, and practitioners from around the world to participate in the EGPA 2025 Conference, which will take place from August 26 to 29, 2025, in the historic city of Glasgow, Scotland, UK.

Hosted in close collaboration with the University of Glasgow, this landmark event celebrates the 50th anniversary of EGPA, providing an unparalleled opportunity to reflect on the past five decades of public administration research and envision the future of governance across Europe and beyond.

The EGPA 2025 Conference will bring together leading experts and emerging scholars to discuss key issues in public administration, governance, and policy. This year's theme, EGPA at 50: Prospects for Public Administration across Europe, will guide a rich program of plenary sessions, study groups sessions, panels, and specialized workshops.

Participants will have the opportunity to engage in insightful discussions on many public governance topics and connect with an international network of academics and practitioners. Ph.D. students are also invited to participate in the PhD symposium.

We invite abstract submissions from scholars and practitioners interested in sharing their latest research and insights. Proposals could be submitted to any of the 23 Permanent Study Groups or special thematic panels until March 28, 2025.

More information is available at <https://iias-iisa.org/egpa-conference/>

**Save the Date: IASIA 2025 Conference is Coming Soon**



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The International Association of Schools and Institutes of Administration (IASIA), a key entity within the International Institute of Administrative Sciences (IIAS), is pleased to invite scholars, practitioners, and policymakers to the IASIA 2025 Conference, which will take place from October 13 to 17, 2025, in the vibrant metropolis of Mexico City, Mexico, hosted by INAP-Mexico.

Under the theme Building Effective and Innovative Governance Future: Changing Mindsets, Sharpening Skills, Knowledge, and Competencies, the conference will explore the evolving role of public administration in a rapidly changing world. The event will bring together leading international experts, emerging scholars, and professionals to discuss innovative governance models, leadership development, and capacity-building strategies essential for the future of public administration.

Participants will engage in plenary sessions, panel discussions, thematic workshops, and study group meetings, covering a wide range of contemporary governance challenges. The conference will provide a unique platform to exchange ideas, develop professional networks, and contribute to shaping the next generation of public service leadership. IASIA 2025 welcomes submissions of abstracts and panel proposals from researchers and practitioners to present their insights on public administration, governance, and policy innovations.

More information is available at <https://iias-iisa.org/iasia-conference/>

### Launching Public Servants' Capacity Building and Mobility Programme 2.0: Connecting the Western Balkans with Italian Public Institutions



Following the successful 2023-2024 implementation of the Capacity Building and Mobility Programme, funded and supported by the Italian Ministry of Foreign Affairs and International Cooperation, in collaboration between the Regional School of Public Administration (ReSPA) and the Italian National School of Administration (SNA), ReSPA continues to advance this initiative.

The programme is meticulously structured to include mentorship, training sessions, practical assignments, policy brief development, and study visits. It operates through three focused streams:

1. **EU Single Market Stream:** Enhancing capacities crucial for supporting the implementation of Growth Plans, Reform Agendas, and the Western Balkans Common Regional Market (CRM).
2. **European Affairs and Integration Stream:** Providing comprehensive insights into EU operations and contemporary challenges, fostering negotiation skills, communication, and awareness of key EU issues such as the Strategic Agenda and institutional reforms.
3. **Enhanced Cooperation with SNA and DFP:** Promoting learning and exchange of best practices in public service management, improving continuous learning systems in the Western Balkans.

These components empower over 50 participants to apply their enhanced knowledge and skills in practical job settings.

The programme's **Opening Conference and Induction Day** will convene high-level representatives from Italy, the Western Balkans, and the European Commission, alongside the new cohort participants. This event serves as a strategic platform for discussions on European integration, modernizing the public sector, and governance best practices.

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<https://respaweb.eu/0/events/488/opening-conference-and-induction-day-towards-a-shared-european-administrative-space-connecting-western-balkans-with-the-italian-administration-20>

### Study Visit to Greece: Unlocking Best Practices in Digital Transformation



Building on ReSPA's proactive partnerships with EU Member State institutions and its strong commitment to advancing digital transformation in public administration, we are delighted to announce an exclusive Study Visit to Greece from 2–4 April 2025 in Athens.

This initiative comes in response to the growing demand for capacity-building and learning opportunities in digital transformation and is inspired by Greece's remarkable recent achievements in modernizing public administration. Organized by ReSPA in collaboration with the National Center for Public Administration and Local Government (EKDDA) under a recently signed Memorandum of Understanding, the visit will offer participants first-hand insights into cutting-edge digital governance practices and explore how effective e-government strategies can drive efficiency, transparency, and improved services for both citizens and businesses.

The three-day event will focus on offering a comprehensive view of current trends, technological advancements, and the future of digital governance, structured around the following themes:

- Setting the Stage for Transformation – Understanding the foundations of successful digital governance
- Exploring Digital Governance and Strategy – Examining policies, frameworks, and best practices
- Artificial Intelligence, Cybersecurity, and Emerging

Technologies – Navigating innovation and secure digital transformation in public administration

<https://www.respaweb.eu/0/events/486>

### Certified AI Ethics Assurance Program in the Age of Generative AI: Advancing Responsible AI Governance



The **Mohammed Bin Rashid School of Government (MBRSG)**, in collaboration with the **IEEE Standards Association (IEEE SA)**, is organizing the **3rd batch of the Certified Artificial Intelligence Ethics Assurance program**, scheduled to take place from **26 to 30 May 2025**.

This Executive Education program focuses on ensuring ethical assurance in Autonomous Intelligent Systems (AIS), helping organizations integrate responsible AI practices across various sectors. It provides professionals with the knowledge and tools to assess AIS for ethical conformity, covering key principles such as privacy, transparency, accountability, and algorithmic bias—core criteria under the IEEE CertifAIEd™ Program.

IEEE CertifAIEd™ is a global certification program that supports the responsible development and deployment of AI by providing guidance, assessment, and independent verification. The program helps organizations enhance trust in AI systems, improve quality, and scale ethical innovation.

Completion of this course is a significant step toward becoming a globally recognized IEEE CertifAIEd Authorized Assessor, equipping participants with essential skills to evaluate and implement AI ethics frameworks in alignment with international standards.

For further details on upcoming batches or to enroll in the AI Ethics Assessor Training Course, please contact [futuregov.research@mbrsg.ac.ae](mailto:futuregov.research@mbrsg.ac.ae).

Registration and Background information on the course: <https://mbrsg.ae/open-enrolment-programs/artificial-intelligence-ethics-in-the-age-of-generative-ai---batch-3>

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## Call for Papers: 2<sup>nd</sup> Global Conference on Economic Diversification



The 2nd Global Conference on Economic Diversification will be hosted by the Mohammed Bin Rashid School of Government (MBRSG) in 2025. The Conference seeks papers that address methodological, theoretical, policy dimensions of economic diversification, building on the EDI dataset and beyond. GCED brought together research scholars, academics, policy experts and government decision makers from around the world working on the frontiers of research and implementation of economic diversification. Organized by MBRSG, the inaugural event brought together experts from universities, policymaking institutions, and international organizations to explore policies and research on economic diversification. The event will welcomed 150 participants from 30 countries, with 19 academic papers accepted for publication.

The full conference proceedings will be published by Springer and will be accessible through the EDI website. If interested in submitting a paper for future editions of the conference, please contact [EDI@mbrsg.ac.ae](mailto:EDI@mbrsg.ac.ae)

Date: 2025

Conference website:  
<https://economicdiversification.com/conference/>

## European Institute of Public Administration (EIPA) – Upcoming courses

### Financial Management and Audit of EU Structural Funds: Programme Finance, Simplification, Key Audit Issues and Public Procurement

**Online, 1-3 April 2025**

How have Programme Finance, Financial Management and Audit rules changed for the new 2021-2027 period? What are the key live issues for finance, control and audit at present and how are these likely to evolve in the new programming period? What do new Programmes look like and have they taken advantage of the new, extraordinary financial flexibilities?

### Practical EU Presidency Skills

**Maastricht (NL), 1-3 April 2025**

Join our immersive training programme designed to equip you with essential skills and strategies for navigating the challenges of an EU Presidency. Gain insights into effective leadership, negotiation techniques, and collaborative decision-making to drive impactful results during your tenure.

### Understanding EU Decision-Making: Principles, Procedures, Practice

**Maastricht (NL) & Online, 2-16 April 2025**

This course provides an in-depth understanding of EU decision-making, focusing on its legal principles, procedures, and key actors. It covers the EU's institutional framework, policy-making tools, and the legislative process, including comitology. Participants will learn through interactive online elements, group exercises, and insights from EU experts.

### Anti-Corruption in Public Procurement: Digital Solutions

**Online, 2-3 April 2025**

This course will guide you through the EU anti-corruption policies in public procurement and provides you with the skills to identify and prevent corruption in

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procurement procedures. Topics include the Anti-Corruption Regulatory Framework, risk indicators, the role of digitalisation, corruption as an exclusion criterion, and the professionalisation of public procurement officials.

**Supporting the Capacity for Social Innovation Using EU Funded 2021-2027 Programmes**

**Rome (IT), 7-8 April 2025**

The course will provide a clear understanding of the new complex context of implementation of EU funds programmes, will offer a general tool kit for applying VUCA in EU-funded programmes and will present recommendations for needed organisational changes in Managing Authorities.

**Regulatory Impact Assessments**

**Online, 14-15 April 2025**

This 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 Future of the Green Deal**

**Online, 6 May 2025**

This online course provides a comprehensive overview of the main features of the EU Green Deal and what it entails in terms of policies and environmental/climate legislation. It focuses on the main outcomes of the Green Deal and explores what should be expected in the future.

**Buying AI and Using AI in Procurement**

**Maastricht (NL), 7-8 May 2025**

This course offers participants an in-depth exploration of the intersection between AI and public procurement, providing a thorough understanding of regulatory frameworks, practical applications, and emerging trends.

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

**Maastricht (NL), 13-14 May 2025**

This course provides a comprehensive exploration of the rules, procedures, and evolving dynamics of defence and security procurement in Europe. Legal experts and practitioners will explain in an accessible manner the recent legal developments and news in the field of European defence procurement.

**Recent Developments in European Public Procurement and Case Law**

**Barcelona (ES), 3-4 June 2025**

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.

**Cross-Border Civil Judicial Litigation: Service of Documents and Taking of Evidence**

**Luxembourg (LU), 3 June 2025**

This course will provide you with a comprehensive understanding of the EU instruments governing the service of documents and the taking of evidence between Member States, with a particular emphasis on emerging issues and the impact of digitalisation. It will also explore the legal and policy considerations shaping the evolution of EU legislation in the field of judicial cooperation in civil and commercial matters.

**Implementing Structural Funds Programmes 2021-2027: The Mid-Term Review, Programme Progress and Challenges**

**Barcelona (ES), 18-19 June 2025**

By the spring of 2025, around 400 Structural and Cohesion Fund programmes (as well as JTF programmes) will have completed their mid-term review within the 2021-2027 programming period. Do you know what the 2021-2027 programmes look like and how they have been progressing? After delays to the start of programmes caused by COVID, what have the most common challenges been?





**Competitive Dialogue and Negotiated Procedures  
Master Class**

**Maastricht (NL), 24-25 June 2025**

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.

**Audit, Anti-fraud Prevention, and Detection in RRF and  
ESIFs 2021–2027: Practical Use of Arachne**

**Sevilla (ES), 30 June – 2 July 2025**

This course has a very practical and interactive character. All presentations, given by audit and fraud prevention experts from the European Commission and the European Anti-Fraud Office (OLAF), include concrete examples and real-life case studies.

**European Institute of Public Administration  
(EIPA) – Upcoming Events**

An overview of the upcoming events by the European Institute of Public Administration (EIPA) can be found [here](#).

**Environmental Protection and Climate Change Chapter:  
Dashboard Launch**

Online, 20 March

EIPA's event on 20 March will present the results of a benchmarking study conducted with the Dutch Ministry of the Interior. The study, part of a multi-year project, assesses environmental protection and climate change performance in 35 countries, examining spending, air quality, water, waste, energy, and biodiversity. While emissions have decreased and renewable energy use has grown, significant challenges remain in meeting environmental targets. Public trust and effective communication are essential, as scepticism about government actions and policy costs persists. The study identifies trends, best practices, and the ongoing need

for stronger efforts to tackle environmental challenges. Registration is free. **Info and registration:** [Benchmarking Public Performance - EIPA](#)

**Current Developments and Challenges in EU  
Administrative Law**

Online, 10 April 2025

Join leading academic experts and EU officials as we explore key developments and challenges in EU administrative law. Discussions will cover institutional changes, the impact of digitalisation and AI, regulatory complexities, and the role of rights and accountability in EU administration. **Info and registration:** [Administrative Law - EIPA](#)

**Health Chapter: Dashboard Launch**

Online, 15 May 2025

The European Institute of Public Administration (EIPA) and the Dutch Ministry of the Interior are conducting a multi-year benchmarking study (2022-2025) across 35 countries to assess public sector performance. The 2024 study focuses on the Dutch health system, highlighting its strengths, such as universal coverage and strong long-term care, while addressing challenges in vaccination rates, infant mortality, health inequities, financial barriers, and workforce shortages. The event will present key findings and introduce an interactive dashboard to support policymakers in improving efficiency and outcomes. **Info and registration:** [Benchmarking Health Public Performance - EIPA](#)

**The European Arrest Warrant and the Charter of  
Fundamental Rights**

Online, 3 June 2025

This event explores the latest CJEU case law on the European Arrest Warrant (EAW), focusing on legal challenges in balancing mutual recognition, trust, and fundamental rights.



- For: Legal professionals handling cross-border cases
- Key Takeaways: Insights into EAW application and recent rulings

**Info and registration:** [European Arrest Warrant and Charter of Fundamental Rights](#)

To contact us email  
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Follow us at @unpan

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