



July – August – September 2025



9th Regional Symposium on Effective Governance and AI Transformation: Strengthening Institutions through Technology and Innovation for SDG Acceleration



The 9th Regional Symposium on Effective Governance and AI Transformation is a United Nations Department of Economic and Social Affairs (UN DESA) annual event in the Asia and the Pacific region and beyond. It brought together public sector leaders, policymakers, tech innovators, and development experts to explore how artificial intelligence and institutional innovation can accelerate the implementation of the 2030 Agenda for Sustainable Development.

Organized by the UN DESA's Division for Public Institutions and Digital Government (DPIDG) through its UN Project Office on Governance (UNPOG), in collaboration with the Ministry of the Interior and Safety (MOIS) of the Republic of Korea and Incheon Metropolitan City, the 9th Regional Symposium took place on 24-26 September 2025 in Incheon, Republic of Korea.

Find out [more](#)

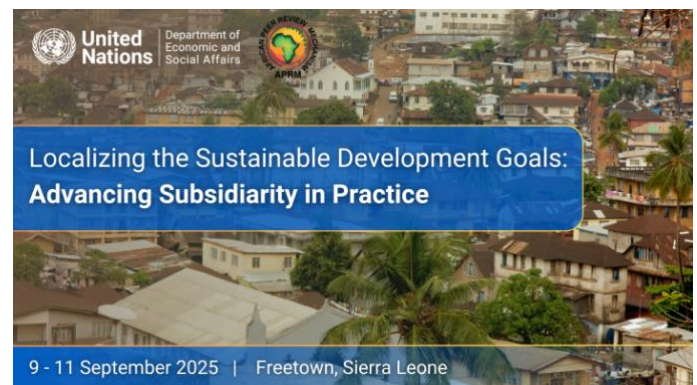
Integrating Strategic Foresight and Systems Thinking into the Dominican Republic's National Planning System



UN DESA/DPIDG) together with the Government of the Dominican Republic's Ministry of Finance and Economy (formerly Ministry of Economy, Planning and Development – MPEyD), and in collaboration with the United Nations Institute for Training and Research (UNITAR) and UN DESA's Financing for Sustainable Development Office, convened a national capacity-building workshop on Integrating Strategic Foresight and Systems Thinking into the Dominican Republic's National Planning.

Find out [more](#)

Localizing the Sustainable Development Goals: Advancing Subsidiarity in Practice



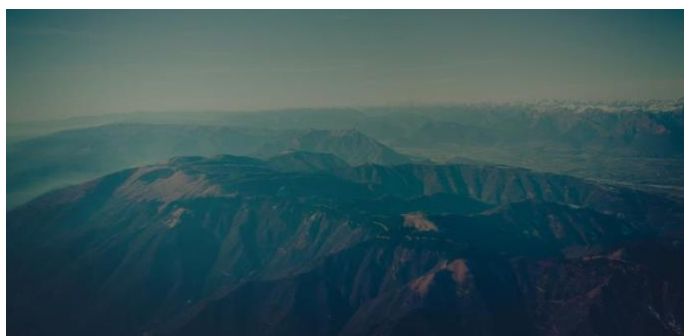
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A Capacity Development Workshop on Localizing the Sustainable Development Goals: Localizing the Sustainable Development Goals: Advancing Subsidiarity in Practice was held in Freetown, Sierra Leone from 9 to 11 September 2025. It was jointly organized by UN DESA/DPIDG, the Ministry of Planning and Economic Development in Sierra Leone, and the African Peer Review Mechanism (APRM). The national workshop was convened to support national and local stakeholders in Sierra Leone in translating the SDGs into actionable local development strategies.

Find out [more](#)

Capacity Building Workshop for Small Island Developing States: Leveraging Big Earth Data to Evaluate the SDGs Progress



Aligning with the Pact for the Future's call to "bridge STI divides," and recommendations of the 2025 STI Forum, which include *inter alia* increasing public and private investment in STI, bridging digital divides, establishing ethical governance for emerging technologies, transforming education, and enhancing international collaboration, UN DESA's Division for Sustainable Development Goals organized a Capacity Building Workshop for Small Island Developing States: Leveraging Big Earth Data to Evaluate the SDGs Progress, which took place in Beijing, China, from 1 to 8 September. It focused on practical applications of Big Earth Data for SDG monitoring and policy implementation.

During the Workshop, DPIDG introduced strategic foresight methodologies to help SIDS policymakers anticipate emerging risks, explore future scenarios, and apply long-term thinking to sustainable development planning.

Find out [more](#)

9th Youth Forum on SDG Implementation



Guided by the UN Youth Strategy 2030, which calls for empowering young people with technical and leadership skills, UN DESA/DPIDG/UNPOG held the 9th Youth Forum on Youth as Innovators: Driving AI Solutions for Sustainable Development. The event was organized in collaboration with the Ministry of the Interior and Safety (MOIS) and the Incheon Metropolitan City, with the support of the Ministry of Environment of the Republic of Korea. It was held virtually on 13 August 2025. The Forum served as a platform for youth to lead discussions on AI's role in achieving the SDGs.

Find out [more](#)

APRM-UN DESA VNR Lab: Promoting Competencies and New Mindsets for the Future of Governance in the Global South



A VNR Lab on Promoting Competencies and New Mindsets for the Future of Governance in the Global South was held at United Nations Headquarters on 23 July 2025, within the framework of the 2025 High-level Political Forum (HLPF). The VNR Lab was jointly organized by the African Peer Review Mechanism (APRM) and UN DESA/DPIDG, in collaboration with the African

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Association for Public Administration and Management (AAPAM).

Find out [more](#)

APRM-UN DESA VNR Lab: Strategic Planning and Foresight for Fulfilling the Financial Gaps of Agenda 2063 and the Sustainable Development Goals



A VNR Lab on Strategic Planning and Foresight for Fulfilling Financial Gaps of Agenda 2063 and the SDGs was held at United Nations Headquarters on 18 July 2025, within the framework of the 2025 High-level Political Forum (HLPF). The VNR Lab was jointly organized by the African Peer Review Mechanism (APRM) and UN DESA/DPIDG in collaboration with the UN Economic and Social Commission (ECA).

Find out [more](#)

Activities from UNPAN Members

AAPAM 5th Strategic Leadership Seminar on Future-Ready Leadership: Driving Sustainable Development Through Strategic Foresight



The African Association for Public Administration and Management (AAPAM), in partnership with the Kenya School of Government (KSG), successfully hosted the 5th Strategic Leadership Seminar from 23rd–26th September 2025 at the KSG Mombasa Campus. The seminar was held under the theme Future-Ready Leadership: Driving Sustainable Development Through Strategic Foresight.

This five-day continental seminar brought together over 150 senior leaders and practitioners from Africa representing diverse sectors across Africa's public service landscape.



The seminar provided a dynamic platform for leaders to reflect on emerging governance challenges, share transformative ideas, and develop practical foresight tools for sustainable leadership in an ever-evolving environment.

Participants engaged in interactive sessions, case studies, and discussions that encouraged innovative thinking, collaboration, and policy coherence across different sectors and institutions.

Key sub-themes focused on strategic planning and foresight, policy coherence, evidence-based policymaking, digital transformation, and leadership innovation. The dialogue reflected Africa's urgent need to transition from reactive governance to proactive, systems-oriented leadership capable of anticipating global shifts.

Delegates adopted actionable recommendations across seven thematic areas, calling for governments to:

- i. Institutionalize foresight and strategic planning in governance.
- ii. Invest in digital transformation and innovation for inclusive service delivery.

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- iii. Leverage education and skills development to harness Africa's demographic dividend.
- iv. Advance green and inclusive economic transformation through renewable energy and circular economy practices.
- v. Enhance regional integration by prioritizing cross-border infrastructure and AfCFTA implementation.
- vi. Promote policy coherence via whole-of-government and whole-of-society collaboration.
- vii. Strengthen succession planning and institutional adaptability in public service management.

The seminar reaffirmed AAPAM's commitment to fostering bold, accountable, and visionary leadership that turns uncertainty into opportunity. Seminar resources are accessible via: <https://www.aapam.org/future-ready-leadership-driving-sustainable-development-through-strategic-planning-and-foresight/>

Navigating AI: Age of the Agent for Public Service

Following the success of its AI literacy programs, IPAC is proud to introduce Navigating AI: Age of the Agent for Public Service, a free three-part training series running on November 19, November 26, and December 3, 2025 (1:00–2:30 pm ET).

This series explores how AI agents are transforming public sector workflows, service delivery, and decision-making. Designed specifically for public servants, each 90-minute session features demonstrations, expert-led instruction, and interactive Q&A.

Topics include:

- The evolution of AI literacy into practical, agent-based applications.
- How agents can automate workflows, enhance decision-making, and improve citizen services.
- Governance frameworks to ensure ethical and responsible adoption.

Participants who complete all three sessions will receive a certificate of completion and access to curated learning resources.

By equipping public servants with both knowledge and tools, this series supports Canada's goal of building a modern, innovative, and accountable public service.

Free for UNPAN Members and recorded to accommodate global time zones.

URL: <https://www.ipac.ca/ai>

SAS x IPAC Securing Public Trust Webinar Series

The Institute of Public Administration of Canada (IPAC), in collaboration with SAS, presents the Securing Public Trust Webinar Series, launching on November 20, 2025 (1:00–2:30 pm ET), with two additional sessions continuing into 2026.

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This three-part series addresses a critical challenge for modern governments: how to strengthen accountability, detect and prevent fraud, and safeguard citizen confidence in public institutions.



The first session, Securing Public Trust: Proactive Strategies to Mitigate Fraud Risk, features Shaun Barry (SAS), Sarah Paquet (FINTRAC), and Bonnie Lysyk (OSC). Together, they will explore advanced analytics, technology-enabled fraud detection, and organizational strategies for risk mitigation.

Key Messages:

- Public trust must be actively protected through vigilance and transparency.
- Analytics and data-driven tools are central to preventing fraud and reducing vulnerabilities.
- Embedding accountability culture is key to sustaining legitimacy and ethical practice.

Free for UNPAN Members and recorded for global accessibility.

URL: <https://www.ipac.ca/fraudseries>

IPAC's Annual National Public Service Symposium



The Institute of Public Administration of Canada (IPAC) proudly hosted its Annual National Public Service Symposium from September 10–12, 2025, at the Halifax Convention Centre.

With over 1,400 in-person and virtual participants, the Symposium featured keynote addresses, cultural ceremonies, breakout sessions, and networking opportunities — creating one of IPAC's most impactful gatherings to date.

Highlights included:

- An Opening Panel, Leading from the Centre, with Tracey Taweel (Nova Scotia), Jamie Aiken (PEI), and Denis Mahoney (NL).
- Breakouts such as Securing Public Trust: Proactive Strategies to Mitigate Fraud Risk (SAS, FINTRAC, OSC) and From Idea to Impact: The Story of the Nova Scotia Health Innovation Hub (EY).
- Keynotes including Modern Infrastructure Priorities for a Stronger Canada (EY, CDPQ, Transport Canada, First Nations Major Projects Coalition) and AI – Breaking the Mold with Marlene Floyd (Microsoft), Jennifer LaPlante (Nova Scotia), and leaders from ESDC and the Privy Council.

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- A closing keynote, Canada's Defence Renaissance, with Rear-Admiral Josée Kurtz, Rear-Admiral Jason Armstrong, and Dr. Adam Lajeunesse.



Three Key Messages:

1. Public trust requires vigilance: Fraud prevention, transparency, and accountability are vital for legitimacy.
2. Digital innovation is accelerating: AI, cybersecurity, and digital tools are transforming governance and service delivery.
3. Resilient leadership is essential: Collaboration across sectors and adaptive policy design will shape Canada's future.

New Professionals Conference



December 17, 2025 (11:30 am–4:00 pm ET)

The annual New Professionals Conference supports early-career public servants, providing them with opportunities to connect, learn, and strengthen their leadership potential.

This year's program will feature keynote speakers, interactive breakout sessions, and networking opportunities tailored to emerging leaders in public service. Core themes include:

- Leadership development and navigating complex systems
- Equity, diversity, and inclusion in modern governance
- The role of digital tools and AI in shaping the workforce of the future

Participants will leave with actionable strategies, peer networks, and insights to support their professional journeys — helping equip the next generation of leaders for a resilient, innovative, and citizen-centred public service.

UN Engagement: Regional Symposium on Effective Governance and AI Transformation



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At the 9th Regional Symposium on Effective Governance and AI Transformation: Strengthening Institutions through Technology and Innovation for SDG Acceleration, held in South Korea, David Fulford, IPAC CEO, shared insights on Skilling, Upskilling, and Retaining Public Sector Talent to Leverage AI for the SDGs.

The event brought together 39 speakers and moderators, 460 in-person participants, and over 1,600 virtual attendees from 50+ countries.

David Fulford's contribution highlighted the success and lessons learned from its four-part AI training series, which trained over 20,000 public servants in AI literacy and application — reinforcing Canada's global leadership in ethical and inclusive AI capacity-building.

XIV CONSAD Public Management Congress reinforces federative cooperation and expands the National Pact for Innovation

From 26 to 28 August 2025, Brasília hosted the XIV CONSAD Public Management Congress, consolidating the CONSAD Network as Brazil's leading platform for innovation, federative cooperation, and institutional strengthening among state and municipal governments. The event reaffirmed the Network's role as a permanent space for learning, dialogue, and the co-creation of evidence-based public policies.

Over three days, the Congress brought together over 3,000 participants, including governors, mayors, secretaries, and public sector experts, in a programme exceeding 50 hours of discussions and technical sessions. The agenda focused on key themes such as digital transformation, results-based governance, integrity, sustainability, and human capital development in the public sector.

A milestone of this edition was the launch of the National Pact for Public Management and Innovation, which now brings together 21 state governments, becoming the largest federative cooperation initiative in Brazil focused on innovation and public sector modernization. With the accession of 11 new states, including Minas Gerais, the Pact strengthens the National Programme for Public Management and Innovation (PNGI) and expands the reach of digital solutions and capacity-building initiatives developed in partnership with the Federal Government.

Supported by over 15 institutional sponsors and with Band TV as media partner, the Congress achieved broad visibility on television, radio, and social media, reinforcing the national dialogue on transparency and innovation in government.

For the Ciiap, a CONSAD partner since 2024, this edition symbolizes the integration of national and international knowledge networks, aligned with UNPAN's mission to strengthen institutional capacities and promote public administration as a driver of sustainable development.

Learn more: <https://www.congressoconsad2025.com.br/>



Opening session of the XIV CONSAD Public Management Congress, held in Brasília (Brazil), bringing together more than 3,000 participants from state and municipal governments across the country.

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European Institute of Public Administration (EIPA) – News:

An overview of EIPA news items can be found [here](#).



**Applications for
EPSA 2025-26 Are
Now Open!**



Applications for EPSA 2025-26 Are Now Open!

On 1 October 2025, the European Institute of Public Administration (EIPA) officially launched the 10th anniversary edition of the European Public Sector Award (EPSA) with a kickoff event that brought together nearly 150 potential applicants from 21 countries.

Under the theme Driving Competitiveness through Reforms and Investments, EPSA 2025-26 invites public administrations at all levels (European, national, regional and local) to submit their most impactful and innovative projects. Read more: [Applications for EPSA 2025-26 Are Now Open!](#)

**Beyond Budgets:
Benchmarking Trends
in Sport Participation
Across Europe**



Beyond Budgets: Benchmarking Trends in Sport Participation Across Europe

The European Institute of Public Administration (EIPA) unveiled the key findings of the third chapter of its 2024 International Benchmarking Study on Public Sector

Performance, focused on the role of sport and exercise and developed in cooperation with the Ministry of the Interior and Kingdom Relations of the Netherlands. Alongside the findings, EIPA also launched the interactive dashboard designed for easy access to the data. Both were presented during an online event that brought together public sector professionals, policymakers, and experts to explore comparative insights from 35 countries.

Read more: [Beyond Budgets: Benchmarking Trends in Sport Participation Across Europe](#)

**Negotiate to Win! Training
Montenegrin Officials for
EU Accession**



Negotiate to Win! Training Montenegrin Officials for EU Accession

As part of the ongoing support from the Luxembourg Ministry of Foreign and European Affairs, Defence, Development Cooperation and Foreign Trade and EIPA for EU enlargement reform efforts in the Balkans, EIPA's experts Frank Lavadoux and Juan Diego Ramírez-Cárdenas Díaz conducted the training Negotiate to Win! Essential Skills for Negotiations in Podgorica on 10 and 11 September. Designed for Montenegro's Human Resource Management Authority, the activity was organised within the framework of the Luxembourg Technical Assistance Programme.

Read more: [Negotiate to Win! Training Montenegrin Officials for EU Accession](#).

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EIPA Luxembourg Launches the MELS 2025-2027 Academic Cycle



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On 12 September, EIPA Luxembourg Centre for Judges and Lawyers in Luxembourg welcomed the new cohort of the Master of European Legal Studies (MELS Online) for the 2025-2027 academic cycle. The event brought together first- and second-year students, alumni, experts, and the MELS team for an afternoon of exchange and reflection.

This year's intake includes scholarship holders supported by the Ministry of Foreign and European Affairs, Defence, Development Cooperation and Foreign Trade of Luxembourg. Selected from EU candidate countries – Albania, Bosnia and Herzegovina, Kosovo, Moldova, Montenegro, North Macedonia, Serbia, Türkiye and Ukraine – as for the previous editions these students enrich the programme with diverse perspectives and experiences.

Read more: [EIPA Luxembourg Launches the MELS 2025-2027](#).

EU Environment Aca- demy 2025: Advancing Environmental Gover- nance in the Western Balkans



EU Environment Academy 2025: Advancing Environmental Governance in the Western Balkans

In cooperation with the Swedish Environmental Protection Agency, EIPA Luxembourg – the European Centre for Judges and Lawyers is implementing the fourth edition of the EU Environment Academy for the Western Balkans, led by the expert Igor Dizdarevic.

The EU Environment Academy is designed to support legislative approximation and the integration of the EU acquis in environmental protection. Funded by the Swedish Environmental Protection Agency, the Academy delivers practical, and transformational training to professionals across the Western Balkans—crucial for advancing their countries' EU accession processes.

Read more: [EU Environment Academy 2025 - EIPA](#)

The 10th European CAF Users' Event – Full Report Now Available



The 10th European CAF Users' Event – Full Report Now Available

The 10th European CAF Users' Event (April 2025, Warsaw) brought together 130 participants from 21 countries to explore the theme Smart Governance: People-Centred, Efficiency-Driven. The event was organised in close cooperation with the European CAF Resource Centre at EIPA, the network of CAF National Correspondents and experts, with the support of the Polish Presidency of the Council of the European Union.

Read more: [Full Report of the 10th European CAF Users' Event - EIPA](#)



Supporting Public Administration in the Age of AI: Meet Michaela



Supporting Public Administration in the Age of AI: Meet Michaela

Michaela Sullivan-Paul is a Senior Research Officer in EIPA's Digital Policy team, where she specialises in Artificial Intelligence. She holds a Dual Master's Degree in Public Policy from Sciences Po, Paris, and the University of Tokyo, and has contributed to international discussions on AI and innovation through her work with organisations such as the OECD, UNESCO, and the Forum on Information and Democracy. Her expertise supports policymakers, regulators, and practitioners in addressing pressing challenges including digital and AI literacy, mis- and disinformation, democratic resilience, and the wider societal and environmental implications of digital transformation.

Read more: [Supporting Public Administration in the Age of AI - EIPA](#)

EIPA Training Empowers Moldovan Local Authorities



EIPA Training Empowers Moldovan Local Authorities

On 25 and 26 June 2025, the European Institute of Public Administration (EIPA), delivered the first part of a two-part training series titled Understanding the Local

Impact of EU Accession for the Bureau for European Integration (BEI) of Moldova. The training was organised with the support of the Luxembourg Ministry of Foreign and European Affairs, Defence, Development Cooperation and Foreign Trade as part of a broader effort to prepare Moldovan institutions for EU integration.

Read more: [EIPA Trains Moldovan Local Authorities](#)

European Institute of Public Administration (EIPA) – Blogs

Understanding General Purpose AI

With literacy obligations under the Artificial Intelligence (AI) Act (herein referred to as the EU AI Act) entering into application at the start of February, now is a good time to take a broader look at other key elements of the Act's enforcement. One of the ongoing developments is the drafting of the Codes of Practice (CoP) for General-Purpose AI (GPAI). Designed to bridge the gap between the EU AI Act and practical implementation, these codes will serve as a key compliance tool, particularly for general purpose AI models.

Read more: [Understanding General Purpose AI - Eipa](#)

The Right to Information Evolved: GDPR and the DSA's Transparency Landscape

In the European regulatory landscape, the Digital Services Act (DSA) and the General Data Protection Regulation (GDPR) stand as two pillars of digital governance, each with a strong emphasis on transparency and the protection of fundamental rights. In this regard, while the GDPR focuses on safeguarding personal data and ensuring that individuals have clear and accessible information about how their data is processed, the DSA extends transparency obligations to the digital ecosystem. At their core, both regulations aim to empower individuals by providing insight into how the digital systems function. This alignment underscores their shared objectives of fostering trust and accountability in the digital environment. As discussed in previous EIPA blogs, concepts such as profiling, recommender systems, and transparency play a crucial role in shaping online experiences.

Read more: [The Right to Information Evolved: GDPR and the DSA's Transparency Landscape - Eipa](#)

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The Challenges of Intercultural Interactions in Public Administration

Cultural diversity is a daily reality in public administration, especially within the European Union, where civil servants sometimes have to deal with very different values, practices, and codes. Whether within an organisation itself or in exchanges with other institutions and countries, everyone works between different cultures, which can enrich practices or generate tensions. Faced with these challenges, developing intercultural skills is essential to guaranteeing equality, valuing diversity, and promoting effective cooperation in the service of the general interest.

Read more: [Cultural diversity - EIPA](#)

Strategies for Overcoming the Challenges of Intercultural Interaction in Public Administration

In today's increasingly diverse public sector, the ability to interact effectively across cultures is crucial for delivering high-quality services. Building on EIPA's earlier examination of the main components and challenges of intercultural interaction, this blog delves into practical strategies that European public administrations can adopt to address these challenges and foster more inclusive and effective collaboration.

Read more: [Overcoming Challenges of Intercultural Interaction - EIPA](#)

Best Practices of NextGenerationEU Projects in Urban Areas – Recovery and Resilience Facility (RRF)

In this third blog of the series on EU funds and best practices of projects in urban areas, the focus is on NextGenerationEU, the instrument with the budget of €806.9 billion launched to facilitate the recovery from the Covid crisis. It exists in parallel to the Multiannual Financial Framework (MFF) 2021–2027.

All projects described represent examples of best practices that can inspire other cities in EU Member States, as they contribute to achievement of the main European Commission 2019–2024 objectives and key pillars of the Recovery and Resilience Facility (RRF), such as the green transition and digitalisation, which remain the key topics in the current European Commission 2024–

2029 objectives. In addition, they contribute to the socio-economic development of urban areas, generating new jobs, improving access to culture and education, and developing green infrastructure.

Read more: [Best Practices of NextGenerationEU Projects - EIPA](#)

Regulate Smarter, Not Harder: How Labels Can Achieve Policy Goals Without Overregulation

Is it easier to eat healthily or shop sustainably when the label does the thinking for us? Can a simple A-to-G rating change how we shop for household devices?

These basic questions hint at something bigger: a new policy mindset gaining traction within the EU, one where Behavioural Insights help align policy design with the realities of human decision-making. This blog post explores how labels are being used as a practical example of BI in action, shaping consumer choices, and informing EU policymaking.

Read more: [Regulate Smarter, Not Harder - EIPA](#)

Unpredictable Counterparts: Negotiation Tips for Success

Negotiation is rarely a straightforward process. One of its defining features is unpredictability – the fact that things can happen in an irregular way to the extent that they cannot be predicted by an observer. It's an inevitable factor that influences every interpretation, exchange, and decision. Not only do circumstances shift unexpectedly, but all parties are simultaneously subject to and agents of this unpredictability, introducing new variables at every turn.

Read more: [Negotiation Tips for Success - EIPA](#)

Why Human Resources Must Take on a Strategic Role in Public Sector Organisations

How can digital innovations secure public administration functionality, and how must human resources (HR) evolve from administrative manager to strategic partner? The answer lies in dual transformation: digital tools revolutionise efficiency while HR assumes strategic responsibility for organisational viability. Both are linked as being without strategic reorientation; digital tools

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remain ineffective. Without digital support, HR cannot fulfil its strategic role. While citizens expect seamless digital services, many administrations work with paper files and reactive processes.

Read more: [Why HR Must Take on a Strategic Role in Public Sector Organisations](#).

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

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.

An overview of our upcoming courses can be found [here](#). To learn more about EIPA's services, take a look at the [E-Brochure](#).

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

Certification for European Professionals

At the European Institute of Public Administration (EIPA), we are committed to empowering European professionals with the knowledge they need to excel in public administration. Our certification programmes are designed to validate your expertise and support your career development in key areas of EU governance.

We offer three flagship certifications:

- The Public Procurement Certification, designed to strengthen your understanding and application of EU procurement rules,
- The ProcurCompEU Certification to explore your public procurement capacity through self-assessment, and
- the Data Protection Certification, which equips you with essential skills for managing data protection and GDPR compliance in the public sector.

Click [here](#) for more information on the [EIPA Certifications](#)



Negotiation Marathon: a unique immersive experience



The European Institute of Public Administration (EIPA) and [ESSEC IRENÉ](#), in partnership with the [Organisation Internationale de la Francophonie \(OIF\)](#), are excited to offer a new, exceptional training course: the Negotiation Marathon. Simulating the resolution of a conflict in a multilateral environment, this immersive experience, unique in its duration and nature, encourages participants to explore their limits and develop strategies to overcome them. In this bilingual course, participants explore the boundaries of their negotiating skills in a simulated protracted international crisis. The marathon will take place from 3-4 December 2025 in Maastricht (NL). For more information, visit [EIPA's dedicated page](#).

European Institute of Public Administration (EIPA) – Upcoming courses **The Future of the Green Deal**

Online, 16 September 2025

This 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.

Performance Audits of RRF and ESIFs 2021-2027 by the European Court of Auditors **Madrid (ES), 17-19 September 2025**

Many rules and procedures apply to the very significant amounts of EU money that have been invested during the programming period 2021-2027 from the European Structural Investment Funds (ESIF) and the Recovery and Resilience Facility (RRF). This highly practical course, provided by experts from the European Court of Auditors (ECA), will allow participants to become familiar with these rules and procedures, and discuss many case studies.

Shaping the Future of EU Pharmaceutical Regulation: Current Framework, Reform, and Beyond **Brussels (BE), 25-26 September 2025**

The conference will unite key stakeholders to assess the EU pharmaceutical framework, regulatory reforms, and the broader policy landscape. The event will also address initiatives such as the Critical Medicines Act, measures to combat antimicrobial resistance, and the EU's push to boost biotechnology and biomanufacturing.

Health Data Opportunities, Challenges and Innovation: Data Protection, EHDS and AI **Maastricht (NL) & Online, 29 September – 1 October 2025**

This hybrid course explores the legal, technical, and ethical considerations of health data governance in the European Union. Over three days, participants will gain an in-depth understanding of the General Data Protection Regulation (GDPR), the European Health Data Space (EHDS), and the evolving role of Artificial Intelligence (AI) in healthcare.

Cross-Cultural Negotiation: Break Barriers, Build Bridges

Maastricht (NL), 1-2 October 2025

Develop your intercultural skills by integrating visible (national) and invisible (professional, educational) differences into the management of the process. Learn how to adapt your communication, resolve tensions and build trust with your counterpart. Use practical tools to promote inclusive partnerships in your negotiations, advocacy and intercultural projects.

The course will be conducted in English and French, with simultaneous interpretation provided in both languages.



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

Maastricht (NL), 7-10 October 2025

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

Internal, External and Performance Audit of ESIF and NEXTGENEU Funded Programmes and Projects: 2021-2027

Madrid (ES), 8-10 October 2025

This highly practical 2,5-day course will give you a complete overview and detailed understanding of all practical aspects of the different types of audits of EU Funds in the programming period 2021-2027, including Next Generation EU and the Instrument for Pre-accession Assistance (IPA).

Cohesion Policy Project Appraisal 2021-2027, CBA, and Economic Appraisal (Basic and Advanced)

Online, 8-14 October 2025

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

EU Asylum and Migration Law: Recent Developments and Renewed Challenges

Online, 13-17 October 2025

The New Pact on Migration and Asylum was adopted at last in 2024, with promises of managing and normalising migration for the long term. It provides EU countries with the flexibility to address challenges they face, while maintaining necessary safeguards to protect people in need. This online course, held over two half-days, proposes to revisit the fundamentals of EU migration and asylum law in the light of the recent reforms.

EU Family Law

Luxembourg (LU), 14 October 2025

This course introduces the underlying concepts, main institutions, and major regulatory issues of family law (comprising divorce, parental responsibility, maintenance, and the property regime of legalised couples), both from the Member States' perspectives and that of the European Union.

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

Online, 30-31 October 2025

This two-day course will provide you with a concentrated, in-depth introduction into the legal system of the EU and the most important principles governing the enforcement of European Union law.

European Institute of Public Administration (EIPA) – Upcoming Events

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

PIF Crimes: Enhancing Judicial and Legal Cooperation to Safeguard the EU's Financial Interests

Online | 17 July 2025 | 09.30-12.30 CET

This session is designed to boost your understanding of Directive 2017/1371 and its role in tackling crimes affecting the financial interests of the European Union (PIF crimes). Here is what you can expect:

Deepen your knowledge: gain comprehensive insights into PIF crimes like fraud, large-scale VAT fraud, corruption, asset misappropriation, and money laundering across EU Member States

Explore CJEU jurisprudence: dive into real-life case studies from the Court of Justice of the European Union to understand how PIF-related laws are interpreted and applied in practice

Understand the EPPO's role: learn about the European Public Prosecutor's Office (EPPO) and its procedural impact on PIF crime investigations.

Simultaneous interpretation available in French and Polish.

Who should attend? Judges, prosecutors, and defence lawyers in KSSIP, as well as anyone interested in EU financial crimes.

Unpredictable Counterparts: Negotiation Tips for Success

Online | 16 September 2025 | 12.30-14.00



Our panel will bring together negotiation experts and experienced practitioners to discuss the challenges of negotiating with an unpredictable counterpart – someone whose actions are difficult to anticipate based on available information or prior interactions.

We will explore practical strategies, psychological insights, cultural intricacies, and real-life lessons learned, providing you with actionable advice for managing complex interactions in negotiation processes.

Purpose and Objectives:

To empower participants with practical strategies and techniques for managing unpredictable behavior while enhancing their understanding of how such behavior influences negotiation dynamics and outcomes.

Target audience:

- Public officials involved in negotiations at the EU, national, or local level
- Professionals from the private sector facing unpredictable negotiation partners
- Anyone interested in negotiation, conflict resolution, or public administration

Sport Chapter: Dashboard Launch

Online | 23 September 2025 | 12.30-13.30 CET

In search for practices that lead to excellent performance, EIPA and the [Ministry of the Interior and Kingdom Relations of the Netherlands](#) perform a multiannual [benchmarking study](#) (2022-25) 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.

The third chapter of the study undertaken in 2024 examines the role of sport and exercise, focusing on mass participation and its social and health benefits. Key findings include:

Participation Patterns

- Nordic and Western European countries score above average in physical activity participation, while Central, Eastern, and Southern European countries score below average.
- The COVID-19 pandemic led to a decline in participation rates across all regions from 2015 to 2022.

Expenditure and Efficiency

- Wealthier countries in Northern and Western Europe have higher private spending on sports,

correlating with greater participation, while government expenditure as a share of GDP shows no consistent pattern across regions.

- Public funding is often directed toward infrastructure rather than direct engagement in sports, raising questions about its social return on investment.

Influencing Factors

- Participation correlates more strongly with factors like wealth, civic traditions, culture, and educational attainment than with public spending.
- High satisfaction and social cohesion in Nordic and Western Europe are linked to strong civic traditions, voluntary sectors, and cultural values.

While welfare regimes influence participation, non-policy factors like civic traditions and cultural values appear more significant. Anglosphere countries achieve high participation with lower public spending, emphasising the importance of broader socio-economic and cultural influences.

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

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challenges and best practices encountered in the field.

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

European Institute of Public Administration (EIPA) – News:

An overview of our all our news items can be found [here](#).

AI in the EU: Preparing for the GPAI Codes of Practice

Artificial Intelligence (AI) regulation is increasingly shaping industries and public services. Our recent EIPA event, “From Draft to Implementation: Preparing for the EU GPAI Codes of Practice,” provided an opportunity to discuss the future of AI regulation and safety in the European Union. The discussion took place the day after the release of the third draft of the Codes of Practice, making it a timely opportunity to unpack the purpose, process, and progress of these highly anticipated Codes. **Read more:** [Preparing for the GPAI Codes of Practice - EIPA](#)

Training Albania’s Public Officials for EU Accession

As Albania moves forward on its path to European Union (EU) membership, strengthening the knowledge and expertise of its public administration is a critical step in ensuring successful accession negotiations and future EU integration. To support this process, the [European Institute of Public Administration](#) (EIPA) held a workshop for the [Albanian School of Public Administration](#) (ASPA) in March. **Read more:** [Training Albania’s Public Officials for EU Accession - EIPA](#)

Moldova Embarks on CAF Implementation to Enhance Public Sector Performance

The State Chancellery of the Republic of Moldova has officially launched the implementation of the Common Assessment Framework (CAF), the leading European self-assessment tool designed to improve institutional performance and administrative efficiency. The working group in charge of the CAF rollout held a training session on April 1-2, 2025, supported by Tihana Puzić, Deputy Head of EIPA’s European CAF Resource Centre. **Read more:** [CAF Implementation in Moldova](#).

Second Edition of the MELS Spring School: Shaping the Future of European Legal Studies

We were pleased to have Master of European Legal Studies (MELS) students visit our Centre for Judges and Lawyers in Luxembourg, during the second edition of the

MELS Spring School. Over the course of a few interesting and fun days, MELS students from all over Europe left their busy jobs behind to get together to discuss and debate a wide range of forward-thinking issues related to EU law and European affairs. **Read more:** [Second Edition of the MELS Spring School: Shaping the Future of European Legal Studies - Eipa](#)

EIPA Benchmarking 2024: Key Healthcare Indicators and Policy Priorities in the Netherlands

Last week, the European Institute of Public Administration (EIPA) unveiled the key findings of the second chapter of its 2024 International Benchmarking Study on Public Sector Performance—focused on healthcare systems and conducted in cooperation with the Ministry of the Interior and Kingdom Relations of the Netherlands. Alongside the findings, EIPA also launched the interactive dashboard designed for easy access to the data. Both were presented during an online event that brought together public sector professionals, policymakers, and healthcare experts to explore comparative insights from 35 countries. **Read more:** [EIPA Benchmarking: Healthcare in the Netherlands](#)

From Screening to Alignment: Equipping North Macedonia for EU Membership

As part of our continued support for EU enlargement and legal harmonisation efforts in the Western Balkans, we delivered a two-day seminar titled “EU Accession Negotiations and Legal Approximation: Mechanics, Legal Requirements and Administrative Implications for North Macedonia”. **Read more:** [Equipping North Macedonia for EU Membership - EIPA](#)

European Institute of Public Administration (EIPA) – Blogs

Understanding General Purpose AI

With literacy obligations under the Artificial Intelligence (AI) Act (herein referred to as the EU AI Act) entering into application at the start of February, now is the perfect time to take a broader look at other key elements of the Act’s enforcement. One of the ongoing developments is the drafting of the Codes of Practice (CoP) for General-Purpose AI (GPAI). Designed to bridge the gap between the EU AI Act and practical implementation, these codes will serve as a key compliance tool, particularly for



general purpose AI models. **Read more:** [Understanding General Purpose AI - Eipa](#)

The Right to Information Evolved: GDPR and the DSA's Transparency Landscape

In the European regulatory landscape, the Digital Services Act (DSA) and the General Data Protection Regulation (GDPR) stand as two pillars of digital governance, each with a strong emphasis on transparency and the protection of fundamental rights. In this regard, while the GDPR focuses on safeguarding personal data and ensuring that individuals have clear and accessible information about how their data is processed, the DSA extends transparency obligations to the digital ecosystem. At their core, both regulations aim to empower individuals by providing insight into how the digital systems function. This alignment underscores their shared objectives of fostering trust and accountability in the digital environment. As already discussed in our previous blogs, concepts such as profiling, recommender systems, and transparency play a crucial role in shaping online experiences. **Read more:** [The Right to Information Evolved: GDPR and the DSA's Transparency Landscape - Eipa](#)

The Challenges of Intercultural Interactions in Public Administration

Cultural diversity is a daily reality in public administration, especially within the European Union, where civil servants sometimes have to deal with very different values, practices, and codes. Whether within an organisation itself or in exchanges with other institutions and countries, everyone works between different cultures, which can enrich practices or generate tensions. Faced with these challenges, developing intercultural skills is essential to guaranteeing equality, valuing diversity, and promoting effective cooperation in the service of the general interest. **Read more:** [Cultural diversity - EIPA](#)

Strategies for Overcoming the Challenges of Intercultural Interaction in Public Administration

In today's increasingly diverse public sector, the ability to interact effectively across cultures is crucial for delivering high-quality services. Building on our earlier examination of the main components and challenges of intercultural interaction, this blog delves into practical strategies that European public administrations can adopt to address these challenges and foster more inclusive and effective

collaboration. **Read more:** [Overcoming Challenges of Intercultural Interaction - EIPA](#)

Workshop on Monitoring and Compliance

Within the framework of continuous cooperation between the Service and Public Administration Commission in the Hashemite Kingdom of Jordan and the United Nations Economic and Social Commission for Western Asia (ESCWA), a joint virtual workshop was held in July 2025 aiming to strengthen the capacities of government entities in the fields of self-assessment, compliance, monitoring, and administrative reform. This workshop came as part of a strategic plan to support reform efforts, institutional transformation, and to consolidate the principles of transparency and accountability. It also contributed to developing governance-based indicators that support public services, participation, equality, and gender mainstreaming. This workshop represented a foundational step in a series of consultative meetings and seeks to explore ways of localizing compliance indicators within different national contexts in Arab countries and adapting them according to the administrative reform priorities in each country. It provided a rich platform for dialogue between stakeholders from Jordan and Morocco. It revealed a clear convergence in challenges and aspirations and created a rare opportunity to benefit from practical experiences on the ground. The discussions clarified pathways toward developing self-assessment mechanisms that balance local specificities with international standards.

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Shaping the Future of Governance: Highlights from IASIA 2025 in Mexico City

The IASIA 2025 Annual Conference took place in Mexico City, Mexico, from October 13 to 17, 2025, under the theme Shaping the Future of Governance: Transforming Mindsets, Enhancing Skills, and Expanding Knowledge. Organized in close collaboration with the National Institute of Public Administration (INAP) of Mexico, the event welcomed over 200 participants from around the world, marking the return of an IIAS event to Mexico more than 50 years after the Institute's first conference outside Europe.

The conference featured high-level plenary sessions, thematic panels, and interactive forums, with participants engaging in the work of IASIA's dynamic Working Groups. A dedicated PhD seminar provided early-career scholars with the opportunity to present research and receive feedback, while statutory meetings reflected on governance, accountability, and strategic direction within the organization.

Beyond the scientific program, IASIA 2025 offered a social agenda designed to foster networking and collaboration, including a gala dinner, receptions, and cultural activities for delegates, such as a guided visit to the Teotihuacán Pyramids.

IASIA 2025 successfully combined scholarly exchange, professional development, and cultural engagement, reinforcing its role as a premier platform for advancing knowledge and dialogue in public administration.

Stay tuned: information about the IASIA 2026 Annual Conference will be shared soon, including dates, location, and the call for papers.

More information at: <https://www.iasa-iiisa.org/news/shaping-the-future-of-governance-highlights-from-iasia-2025-in-mexico-city/>



New IRAS Issue Explores Next-Generation Reforms, Public Leadership, and E-Government

Volume 91, Issue 3 (September 2025) of the International Review of Administrative Sciences (IRAS) is now available. This issue brings together cutting-edge research on public administration, exploring themes such as administrative reforms, organizational learning, citizen engagement, and the role of digital governance.

The issue opens with the Braibant Lecture 2025, Next Generation of Administrative Reforms: Empowering Citizens, by Andrew Massey, providing forward-looking insights into how public institutions can enhance citizen participation and strengthen governance.

The issue also includes a book review:

- Local Government and Governance in Germany: Challenges, Responses and Perspectives – Hellmut Wollmann, Cham, Switzerland: Springer, 2024

Seven peer-reviewed research articles examine global challenges in public administration, including crisis management, e-Government development, deliberative democracy, and public sector financial reporting:

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- Public leaders' organisational learning in times of recurring crisis and the role of public service motivation: a case study on local governments in Oromia Regional State, Ethiopia – Bacha Kebede Debela
- Cross-country differences in implicit citizenship and servanthip theories: Contrasting evidence from Germany and Taiwan, Province of China – Anne Dahlweg, Yu-Wei Guo, Helen K. Liu, Rick Vogel
- Empathy, stress, and coproduction: Experience of public professionals in Chinese healthcare – Yanwei Li, Hongbo Yu
- e-Government development and environmental performance: Unravelling the dual mediation of regulatory enforcement and citizen participation in China – Dongmei Mu, Xueping Liang, Daifu Yang
- Who supports deliberative mini-publics in a context of direct democracy? The role of trust and dissatisfaction – Daniel Kübler, Robin Gut, Andri Heimann, Nenad Stojanovic, Céline Colombo
- Attempts at making public sector accrual accounting and reporting useful and useable: The preparers' perspective – Levi Gårseth-Nesbakk, Pawan Adhikari, Tobias Polzer
- Do institutional pressures influence online social and environmental disclosure in Italian healthcare organizations? – Diana Ferullo, Francisco Javier Andrades-Peña, Giuseppe Nicolò, Natalia Aversano

Together, these contributions offer valuable insights into how public institutions worldwide are adapting to complex challenges, improving governance, and fostering citizen engagement.

Explore the new issue to stay up-to-date with the latest research on public administration and governance.

More information: <https://www.ias-iisa.org/news/new-iras-issue-explores-next-generation-reforms-public-leadership-and-e-government/>



IIAS Website Gets Major Update: Enhanced Layouts, Multilingual Access, and More Interactive Content

The International Institute of Administrative Sciences (IIAS) is excited to announce a major update to its website, designed to improve user experience and make content more accessible, dynamic, and interactive.

Key sections of the website, including the EGPA and IASIA pages, now feature refreshed layouts aimed at helping users to find information more easily. Visitors can explore a wealth of materials, including institutional videos, photo galleries, and other multimedia content, providing a richer, more engaging experience.

In line with IIAS's global mission of promoting public governance research, education, and practice, the website now supports all six official UN languages: English, French, Spanish, Arabic, Russian, and Chinese. Users can select their preferred language in the top-right corner of the site, expanding the reach of IIAS's resources and ensuring accessibility for a wider international audience.

These improvements reflect IIAS's commitment to providing a user-friendly and informative platform that highlights the work of its entities while supporting collaboration across the global public administration community.

More information: <https://www.ias-iisa.org/news/ias-website-gets-major-update-enhanced-layouts-multilingual-access-and-more-interactive-content/>



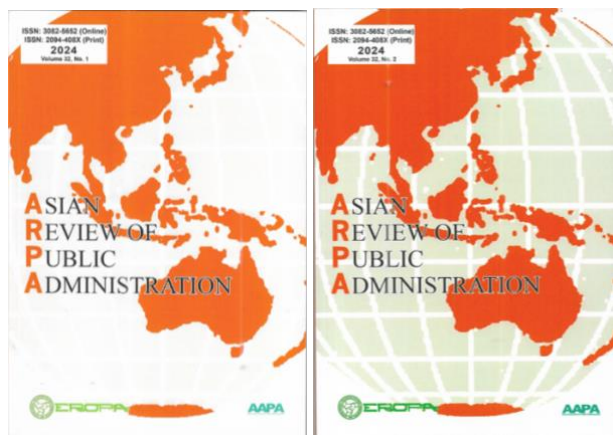
ARPA 2024 Double Issue Now Available

The [Asian Review of Public Administration \(ARPA\)](#), the flagship journal of the [Eastern Regional Organization for Public Administration \(EROPA\)](#), has just released its latest Double Issue, now out in both digital and print formats. The open-access online edition can be accessed [here](#).

This issue brings together insightful articles from Kazakhstan, Malaysia, Mongolia, Nepal, and the Philippines, tackling timely themes such as public sector innovation, governance reform, sustainable development, and digital transformation in public administration.

ARPA continues to welcome manuscript submissions for its upcoming editions. Interested contributors may email their papers to publications@eropa.co. All manuscripts undergo a peer-review process prior to publication.

For those who prefer the feel of print, physical copies can be ordered by sending an email to publications@eropa.co or finance@eropa.co.



AAPAM 5th Strategic Leadership Seminar



Theme: Future-Ready Leadership: Driving Sustainable Development Through Strategic Foresight

The African Association for Public Administration and Management (AAPAM), in partnership with the Kenya School of Government (KSG), successfully hosted the 5th Strategic Leadership Seminar from 23 to 26 September 2025 at the KSG Mombasa Campus.

The seminar was held under the theme Future-Ready Leadership: Driving Sustainable Development Through Strategic Foresight.

This five-day continental seminar brought together over 150 senior leaders and practitioners from Africa representing diverse sectors across Africa's public service landscape.



The seminar provided a dynamic platform for leaders to reflect on emerging governance challenges, share transformative ideas, and develop practical foresight tools for sustainable leadership in an ever-evolving environment.

Participants engaged in interactive sessions, case studies, and discussions that encouraged innovative thinking, collaboration, and policy coherence across different sectors and institutions.

Key sub-themes focused on strategic planning and foresight, policy coherence, evidence-based policymaking, digital transformation, and leadership innovation. The dialogue reflected Africa's urgent need to transition from reactive governance to proactive, systems-oriented leadership capable of anticipating global shifts.

Delegates adopted actionable recommendations across seven thematic areas, calling for governments to:

- i. Institutionalize foresight and strategic planning in governance.
- ii. Invest in digital transformation and innovation for inclusive service delivery.
- iii. Leverage education and skills development to harness Africa's demographic dividend.

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- iv. Advance green and inclusive economic transformation through renewable energy and circular economy practices.
- v. Enhance regional integration by prioritizing cross-border infrastructure and AfCFTA implementation.
- vi. Promote policy coherence via whole-of-government and whole-of-society collaboration.
- vii. Strengthen succession planning and institutional adaptability in public service management.

The seminar reaffirmed AAPAM's commitment to fostering bold, accountable, and visionary leadership that turns uncertainty into opportunity.

Seminar resources are accessible via at

<https://www.aapam.org/future-ready-leadership-driving-sustainable-development-through-strategic-planning-and-foresight/>

Upcoming Activities

44th AAPAM Annual Roundtable Conference on Agile Public Administration: Partnership and Digital Transformation for Citizen-Centric Service Delivery

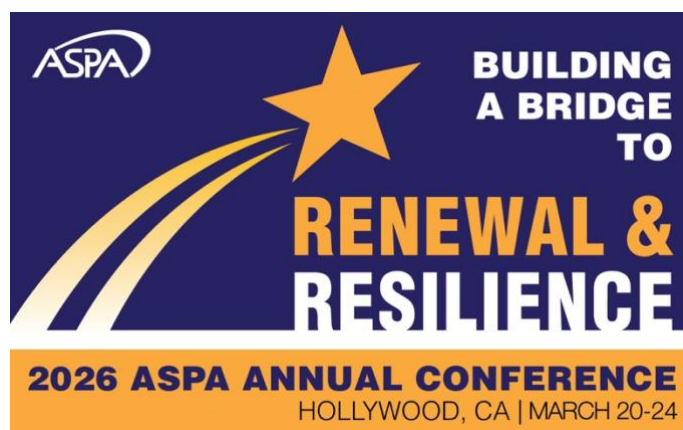


The African Association for Public Administration and Management (AAPAM) in partnership with the Kingdom of Eswatini, will host the 44th AAPAM Roundtable Conference, in the Kingdom of Eswatini from 2 to 5 December 2025. The Kingdom of Eswatini, through the ministry of public service, welcomed the opportunity host an AAPAM Roundtable for the 3rd time, having hosted in 1991 and 2007.

Over the years, the AAPAM Roundtable conferences have provided a vibrant platform for public policy dialogues, capacity development, knowledge exchange, mentorship, professional networking and recognition of excellence in the research and practice for governance stakeholders.

The theme Agile Public Administration: Partnership and Digital Transformation for Citizen-Centric Service Delivery will guide discussions in plenary sessions, specialized breakaway sessions, parallel sessions and sideline meetings for the vast array of conference delegates including ministers, heads of public service, practitioners from both public and private sectors, civil society leaders, scholars, researchers, young professionals, students and development partners. AAPAM partners including UN DESA will be hosting a specialized workshop focusing on Changing Mindsets for Effective Governance and Inclusive Digital Governance.

As host, the Kingdom of Eswatini will take the centre stage as they share with the Continent the strides made to actualize their national development agenda, SDGs and Africa Agenda 2063 focusing on strategies for strengthening institutions; public sector performance; economic empowerment and innovations. Participants will also have the unique opportunity to experience the rich history, scenic landscape and cultural heritage. Delegates are welcome to register for the 44th Roundtable Conference at www.aapam.org



American Society for Public Administration 2026 Annual Conference Focuses on the Renewal

The American Society for Public Administration (ASPA) will host its 2026 Annual Conference in Hollywood, California, March 20-24 2026. The premier annual public administration event of the year, it regularly draws over 1,200 attendees representing more than 40 nations

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around the globe. The 2026 theme is Building a Bridge to Renewal and Resilience. Seven tracks will organize the discussions including: citizen engagement and participation; AI and digital transformation; public workforce, HR and organizational culture; democratic governance and public trust; emergency management, environmental sustainability and crisis response; public finance and economics; and global governance and administration. Those who are able to attend can expect robust conversations and critical in-person discussions on these themes and beyond. Keep an eye on ASPA's website, www.aspanet.org/annualconference, for updates, and follow ASPA X (<https://x.com/ASPANational>) and Bluesky (<https://bsky.app/profile/aspanational.bsky.social>) accounts for updates! ASPA hopes to see you on the Walk of Fame in March!

European Institute of Public Administration (EIPA) – Upcoming courses

Regulatory Impact Assessments

Online, 4-5 November 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.

Management, Implementation, and Audit of the 2023-2027 CAP – Practical Use of Arachne in the MS

Padova (Italy), 5-7 November 2025

This highly practical course will provide participants with a comprehensive overview and detailed understanding of all the practical aspects of the management, implementation, control, audit and fraud prevention in the 2023-2027 Common Agricultural Policy (CAP) and its funds.

Enhancing Use, Admissibility, and Exchange of E-Evidence in the EU

Maastricht (Netherlands), 6-7 November 2025

This course equips practitioners with the skills to handle, exchange, and present electronic evidence effectively,

ensuring admissibility standards and strengthening cross-border cooperation.

European Public Procurement, Concessions, and Contract Management

Barcelona (Spain) 6-7 November 2025

This course covers the latest rules and developments in European public procurement, concessions, and contract management. Ideal for contracting authorities and businesses, it provides essential knowledge of European-level regulations and policies. Participants will also benefit from a platform to exchange experiences and concerns in these areas.

Human-Centric Innovation and Quality in Public Services

Barcelona (Spain), 11-13 November 2025

This course brings together cutting-edge thinking on innovation, digital transformation, and quality management in public administration.

This unique course is the result of a high-level collaboration between the OECD's Observatory for Public Sector Innovation (OPSI), the OECD/SIGMA Programme, and EIPA.

Exchange of Audit Findings and Anti-Fraud Measures Application in RRF and ESIFs 2021-2027: AA, EC, OLAF and ECA

Zagreb (Croatia), 12-14 November 2025

This highly practical 2,5-day course for audit authorities has as its main objective the exchange of experiences, audit findings and problems faced during the auditing of European Structural and Investment Funds (ESIFs) and the Resilience and Recovery Facility (RRF).

Implementing Structural Funds Programmes 2021-2027: The New Amending Regulations, Programme Progress, Good Practice

Maastricht (Netherlands) & Online, 12-13 November 2025

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The new Amending Regulations for Structural and Cohesion Funds will give Member States more time to complete their 2025 Mid-Term Review process. This course will examine the 2021-2027 regulations in detail. It will refer to a selection of new programmes as well as reporting and other templates. It will also see how Cohesion Policy programmes are being coordinated with the RRF and other EU instruments.

Cybersecurity Policies, Legislation and Practices in the EU

Online, 13-14 November 2025

This course focuses on topics relevant to a strong and compliant cybersecurity policy for your organisation. Covering actors, standards and legislation in the EU (e.g. NIS2 and EUI regulation 2023/2841); how to align your policy and how to put it all into practice.

Buying AI and Using AI in Procurement: Use-Cases

Maastricht (Netherlands), 13-14 November 2025

This course will explore the dynamic realm of the procurement of AI and other algorithmic solutions, as well as the more specific context of AI-powered public procurement through the presentation of a series of use cases in practice, while delving into regulatory compliance, practical applications, and technical standards.

AI Risk Management in the EU

Maastricht (Netherlands), 17-18 November 2025

This intensive two-day course is a deep dive into AI compliance and risk management in the EU. Become familiar with the EU AI Act's risk-based approach and explore its interplay with the larger digital regulatory frameworks to gain a rich understanding of their impact on AI development, deployment, and governance.

Competitive Dialogue and Negotiated Procedures Master Class

Maastricht (Netherlands), 18-19 November 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.

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

Online, 18-19 November 2025

This course equips participants with the relevant knowledge about the most essential foresight tools, how these tools can be combined and what it takes to implement them. Participants learn about explorative scenarios, horizon scanning, megatrends, Delphi analysis, and wild cards. More importantly, participants learn how to make foresight products useful for policy planning, by transforming foresights into strategic foresight.

European Union Civil Service Law

Brussels (Belgium), 20-21 November 2025

This conference will discuss recent developments in the case law of the General Court and look in more detail at specific issues regarding civil service litigation in the EU, including those which are currently on the agenda. The conference will also provide an opportunity for debate and a critical assessment of this case law among the key actors concerned.

Procedures and Structures in EU Administrative Law

Maastricht (Netherlands), & Online

This course provides a clear overview of how EU administrative procedures work, including the rules, practices, and current issues involved in enforcing EU laws and policies. The objective of the course is to provide an overview of the existing administrative procedures, structures, and actors within the EU multilevel system.

Digital Single Market: Regulatory Challenges and Competition

Luxembourg (Luxembourg), 24-25 November 2025



This two-day advanced course on the EU Digital Single Market focuses on the DSA, DMA, and related legal challenges. It is intended for legal professionals and staff in EU institutions and public administrations who work with EU digital regulation.

Practical EU Presidency Skills

Maastricht (Netherlands), 25-27 November 2025

Join this immersive training programme designed to equip participants 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.

Revolutionising HR Services: Digital Trends and Innovations from EU to Local Level

Maastricht (Netherlands), 25-26 November 2025

This course provides a comprehensive understanding of Human Resources (HR) transformation, focusing on the digitalisation of HR processes and systems. Participants will gain insights into why HR transformation is necessary and how to do it in alignment with different experiences at European and MS level.

Fundamental Rights in the European Union: Main Principles and Contemporary Challenges

Luxembourg (Luxembourg), 26-27 November 2025

This course explores the EU's legal and policy framework for fundamental rights, focusing on the Charter of Fundamental Rights, its interaction with other legal systems, including the EU's accession to the European Court of Human Rights, and key protections such as non-discrimination, data protection, and the prohibition of torture and inhuman treatment, alongside emerging human rights due diligence legislation.

One Year of the New EU Financial Regulation: Impacts and Challenges in Public Procurement

Maastricht (Netherlands), 27-28 November 2025

Explore how the revised 2024 EU Financial Regulation shapes public procurement. This two-day course offers

practical insights, legal updates, and hands-on exercises to help professionals ensure compliance, avoid risks, and prepare for what's ahead.

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

Luxembourg (Luxembourg), 2-3 December 2025

This yearly conference will fully immerse participants in the most relevant case law of the past year. Uncover key judgments on several policy areas, as well as on the relationship between the EU and national legal orders. Discover aspects of the EU's digital transition and connect with legal experts, practitioners, and academics in a dynamic networking environment.

Data Protection Certification Course

Maastricht (Netherlands) & Online, 8-12 December 2025

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

European Institute of Public Administration (EIPA) – Upcoming Events

An overview of EIPA free upcoming events can be found [here](#).

Attracting Tomorrow's Talent: Public Administration as an Employer of Choice

Online | 28 October 2025 | 12.30-14.00 CET

Across Europe, public administrations are struggling to attract and retain talent, especially younger generations and highly skilled professionals. Demographic shifts, new expectations around work, AI, and competition from the private sector are accelerating the need to modernise public employment.

The EIPA Member States Roundtable will explore these trends, drawing on concrete examples from across Europe.

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European Public Sector Award (EPSA) 2025-26 Info Session

Online | 11 November 2025 | 13.00-14.30 CET

Join the online EPSA Info Session and discover the path to success.

Gain valuable insights and guidance from the EPSA Team, accomplished winners, and experienced evaluators. Don't miss out on this informative event, designed to propel your EPSA journey.

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. Take a look at modules such as Integrity Pact in EU Cohesion Policy and Key concepts in EU data protection law.

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

Third Regional Arab Forum on Enhancing Transparency and Combatting Corruption, 22-23 October 2025, Cairo - Egypt

The Third Regional Arab Forum on Enhancing Transparency and Combatting Corruption organized by ESCWA brings together policymakers, civil society, technologists, private sector leaders, and international organizations to explore innovative digital solutions, share best practices, and foster collaboration in combatting corruption and strengthening transparency and public integrity.

The objectives of the forum include examining the role of digital tools in promoting transparency and preventing or reducing corruption; showcasing successful case studies of technology-driven anti-

corruption initiatives; facilitating multi-stakeholder dialogue on policy frameworks, ethical considerations, and implementation challenges; strengthening partnerships between governments, civil society, and the private sector to scale up digital anti-corruption efforts.

More information:

<https://www.unescwa.org/events/third-regional-arab-forum-enhancing-transparency-and-combatting-corruption>

Second Arab Forum on Public Administration; 28-29 October 2025, Dubai – United Arab Emirates

In the rapidly evolving digital age, modernizing public administration is critical to improve efficiency, inclusivity and responsiveness. Engaging citizens is important to ensure institutional readiness, knowledge management, and ethical use of artificial intelligence.

In this context, the Second Arab Forum on Public Administration: Public Administration in the Age of Digital Transformation and Artificial Intelligence by ESCWA is convening officials, scholars, experts, and civil society actors to examine global trends, best practices, and lessons learned in digital transformation of public service delivery; identify challenges and solutions in implementing emerging technologies and e-government platforms; explore frameworks for citizen-centric service delivery and inclusive digital governance; foster collaboration among stakeholders involved in public-sector service delivery systems.

More information:

<https://www.unescwa.org/events/second-arab-forum-public-administration>

Second SDG 16 Conference: future of governance, 30 October 2025, Dunai – United Arab Emirates

The second SDG 16 Conference: Future of Governance by ESCWA brings together experts to discuss the rapid transformation of governance systems worldwide due to technological advancements, shifting geopolitical dynamics, climate change, recurring manifold crises, and evolving societal expectations.



Experts are set to develop a report that explores how governance models might evolve over the coming decades and beyond, identifying key trends, risks and opportunities. By examining alternative governance models (from digital democracy to AI-augmented policymaking), the report aims to inform policymakers, researchers and civil society in preparing for future governance challenges. The objectives of the conference include analyzing current disruptions in governance; exploring emerging governance models; assessing the role of technology in shaping future governance; examining geopolitical shifts and their impact on global governance structures; identifying key risks and policy responses; proposing scenarios for governance in 2030–2050.

More information:

<https://www.unescwa.org/events/second-sdg-16-conference-future-governance>

Implementing the Triple Nexus with a Risk-Informed Human Security Framework – Iraq, 4-5 November 2025, Baghdad - Iraq

ESCWA, the United Nations Trust Fund for Human Security, the United Nations System Staff College, and the League of Arab States, and the Iraqi Ministry of Planning are hosting a workshop to implement the triple nexus approach, connecting humanitarian, development, and peace efforts within a risk-informed human security framework.

The event gathers over 30 Iraqi civil servants from various ministries to map the country's risks, needs, capacities, and vulnerabilities through evidence-based consultations. Discussions consider the influence of regional and international actors on national initiatives, especially given external challenges or crises.

A key outcome of the workshop is the development of governance and coordination mechanisms that apply the nexus approach to the national processes of Iraq, supporting integrated programming aligned with the country's development and resilience objectives.

More information:

<https://www.unescwa.org/events/implementing-triple-nexus-risk-informed-human-security-framework-iraq>

Training Workshop on Competition Law Enforcement, 10–12 November 2025, Dubai – United Arab Emirates

In collaboration with the UAE authorities, ESCWA will conduct a specialized training workshop for judges and public prosecutors. The workshop will strengthen the judiciary's role in enforcing competition law, enhance participants' understanding of complex anticompetitive practices, and provide tools to adjudicate cases effectively. This event is particularly timely following the adoption of the UAE's new 2025 Competition Law, which reinforces the legal framework for market oversight.

More information:

<https://www.unescwa.org/events/building-judicial-expertise-uae-judges-and-prosecutors-dive-new-competition-law>

Webinar on Consumer Protection in the Arab Region, 20 November 2025, virtual

ESCWA, in collaboration with UNCTAD, will organize a regional webinar on Ensuring Consumer Protection in the Arab Region Amid the E-Commerce Growth: Challenges and Opportunities. The event will bring together policymakers, regulators, and experts to discuss how the rapid growth of e-commerce in the Arab region creates new opportunities while exposing consumers to risks such as fraud, privacy breaches, cybersecurity threats, and manipulative online practices ("dark patterns"). Sessions will focus on strengthening legal and regulatory frameworks, incorporating behavioral insights into enforcement, and promoting regional cooperation to build coherent standards. ESCWA will also present its new technical paper on Strengthening Consumer Protection in E-Commerce across the Arab Region: Addressing Behavioral Biases and Dark Patterns offering evidenced and behavioral based recommendations to safeguard consumer rights and build trust in digital markets.

More information:

<https://www.unescwa.org/events/escwa-%E2%80%93-unctad-consumer-protection-arab-e-commerce>



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