



Upcoming Activities from UNPAN Members

European Institute of Public Administration (EIPA) – Upcoming courses

An overview of all EIPA courses can be found at www.eipa.eu. You can download the full 2026 course catalogue here: [Catalogue-2026](#)

[Master European Negotiations: Skills and Strategies for Success in the Council and with the Parliament](#)

Maastricht (Netherlands), 13-15 October 2026

This three-day, skills-focused course is designed to strengthen participants' ability to influence multilateral negotiation processes within the EU, particularly in the European Council preparatory bodies and in interactions with the European Parliament. Effective participation in these negotiations requires a range of practical skills that are essential for shaping both the process and its outcomes.

[Cohesion Policy Project Appraisal, CBA, and Economic Appraisal \(Basic and Advanced\)](#)

Online, 14-20 October 2026

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.

[Regulatory Impact Assessments](#)

Online, 15-16 October 2026

This course provides an introduction to Regulatory Impact Assessments (RIAs). The course combines an overview of the analytical foundations of ex ante impact assessment with a broader discussion of Better Regulation and IA systems, drawing on recent developments in the European Union and comparative international experience.

[Management, Control, and Audit of Projects Financed by EDF, SAFE, and other EU Defence Funds](#)

Madrid (Spain), 21-23 October 2026

This highly practical 2,5-day course provides a comprehensive overview and in-depth understanding of the management, reporting, monitoring, control, and audit of EU defence funds, with special focus on the European Defence Fund (EDF) and Security Action for Europe (SAFE) projects financed by the European Commission.

[AI Risk Management in the EU](#)

Maastricht (Netherlands) & online, 22-23 October 2026

This course will enable participants to master AI governance, enforcement, and compliance within the EU and understand your obligations as a deployer of AI systems. Participants will develop specialised theoretical, technical, and practical knowledge in AI risk identification, mitigation, and management to foster responsible and lawful AI use.

[Understanding EU Decision-Making: Principles, Procedures, Practice](#)

Maastricht (Netherlands) & Online, 28 October – 11 November 2026

This course gets participants up to speed on the essential elements of decision-making in the EU. It is concise but thorough and focuses in detail on law-making. It includes an online introduction on the foundations of the EU and a special module on comitology decision-making.

Intro sessions (28 & 30 October) will be online; the main course (4-6 November) is in-person; the Comitology module (11 November) returns online.

[European Public Procurement, Contract Management and Contract Performance](#)

Barcelona (Spain), 5-6 November 2026

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.

[Exchange of Audit Findings and Anti-Fraud Measures Application in RRF and ESIFs 2021-2027, and What to Expect after 2026/2027: AA, EC, OLAF and ECA](#)

Maastricht (Netherlands) & Online, 9-11 November 2026

The main objective of this practical course is to facilitate the exchange of experiences and audit findings related to anti-fraud measures applied in the European Structural and Investment Funds (ESIFs) and the Recovery and Resilience Facility (RRF). The course will also address issues such as conflicts of interest, double financing, and preparations for the 2028-2034 programming period.

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

Online, 9-10 November 2026

This course introduces the most important foresight tools and demonstrates how to apply and combine them in practice. You learn about explorative scenarios, horizon scanning, megatrends, Delphi analysis, and wild cards, with a particular emphasis on translating foresight into strategic value for policy planning.

[EU Cross-Border Mediation in Civil, Commercial, and Family Matters](#)

Online, 11 November 2026

This course provides a comprehensive overview of EU legal and policy frameworks governing cross-border mediation in civil, commercial and family matters. Designed for EU and national civil servants, lawyers, in-house counsel and judges, it explores recent developments, national implementation and key cross-border challenges.

[Fundamental Rights in the European Union: Main Principles and Contemporary Challenges](#)

Luxembourg (Luxembourg), 11-12 November 2026

This course explains the EU's legal and policy framework for protecting fundamental rights, with a focus on the Charter of Fundamental Rights. Key rights covered include non-discrimination, data protection, the prohibition on torture and inhuman or degrading treatment, as well as the human rights due diligence legislation for companies.

[EU Family Law](#)

Online, 12 November 2026

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.

[Preparing for EU Cohesion Policy 2028-2034 and Implementation Lessons from Structural Funds Programmes 2021-2027](#)

Maastricht (Netherlands) & Online, 12-13 November 2026

The draft regulations for 2028-2034, published in July 2025, propose major reforms to Cohesion Policy. What are the radical changes proposed and what will the new architecture for Cohesion Policy interventions look like? Can we assume that Structural Funds Programmes are to be replaced by "Cohesion Chapters", and that "measures" make a comeback? Is the RRF method – payment on the basis of results – to replace completely the long-established Cohesion Policy programming and programme method?

[Buying AI and Using AI in Procurement: Use Cases](#)

Maastricht (Netherlands), 16-17 November 2026

Buying AI for the public sector and using AI in procurement are intimately intertwined and present common regulatory, compliance and practical challenges. This course offers participants a platform to learn and discuss on use cases in practice, helping participants to acquire knowledge and strategies essential for navigating regulatory landscapes, effectively implementing AI solutions, and optimising operational performance

[EU Law for Non-Lawyers](#)

Luxembourg (Luxembourg), 17-18 November 2026

This course gives you a clear overview of the EU – its structure, regulatory powers, and internal procedures. It helps you navigate the complex landscape of EU legal acts and build confidence in reading and analysing EU law documents. Participants will also learn how to challenge breaches of EU law before the Court of Justice of the EU.

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

Maastricht (Netherlands), 18-19 November 2026

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

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equally effective in securing value for money for the awarding body.

[Cybersecurity Policies, Legislation and Practices in the EU](#)

Online, 18-19 November 2026

This online 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.

[European Union Civil Service Law](#)

Brussels (Belgium), 19-20 November 2026

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.

[Data Protection Certification Course](#)

Maastricht (Netherlands) & Online, 30 Nov-4 Dec 2026

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

[Recent Trends in the Case Law of the Court of Justice of the EU](#)

Luxembourg (Luxembourg), 3-4 December 2026

This annual conference will provide participants with insights into the key rulings of the Court of Justice of the European Union from the past year. Participants will learn how recent decisions interpret or reshape EU law, identify broader legal trends, and explore their impact on EU legal development and policy implementation.

[Health Data Opportunities, Challenges and Innovation: Data Protection, EHDS and AI](#)

Maastricht (Netherlands) & Online, 7-9 December 2026

This course aims to provide professionals working directly or indirectly with health data with a solid understanding of how data protection affects their sector. It covers the relevant legal aspects and emerging data protection challenges in healthcare, the implementation of the European Health Data Space and the role professionals play within it, as well as the main

aspects and implications of using AI in the healthcare landscape.

[AI and Data Mining Tools in Management and Audit of EU Funds. Practical use of Arachne+ : Part II](#)

Lisbon (Portugal), 9-11 December 2026

This highly practical 2,5-day course builds on the course AI and Data Mining Tools in the Audit of EU Funds Work: Part I.

Part II focuses on recent developments in the use of AI and data analytics tools in the EU and how these can help in our daily work.

[Recent Developments in European Public Procurement and Case Law](#)

Barcelona (Spain), 10-11 December 2026

This course will provide participants 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.

[Procedures for Implementing EU Law and Policies](#)

Maastricht (Netherlands) & Online, 15-16 December 2026

This course explores how EU administrative procedures are used to implement and enforce EU law and policies. It examines their legal framework, guiding principles, practical operation, and current challenges within the EU's multilevel governance system.



Institute of Public Administration of Canada (IPAC) -

APEX–IPAC Executive AI Leadership Series

Leading in an AI-Enabled Public Service

APEX and IPAC are launching the Executive AI Leadership Series: Leading in an AI-Enabled Public Service, a four-session learning series designed for APEX executives and members.

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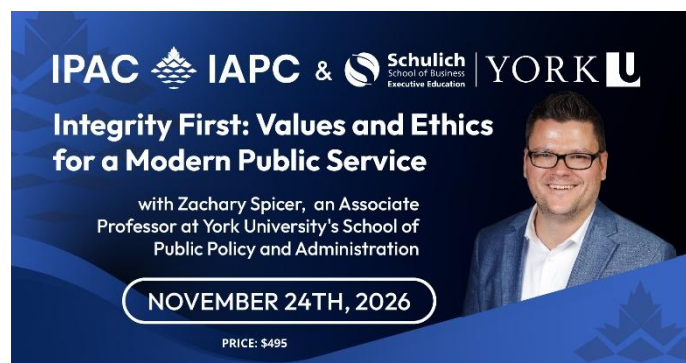


The series will help public-service executives strengthen their understanding of artificial intelligence and its implications for leadership, organizational change and public-sector delivery. Across four sessions, participants will move from understanding AI and seeing practical applications to considering how leaders can guide responsible adoption and prepare their organizations for an increasingly AI-enabled environment.

The series will explore practical examples from across sectors while focusing on issues central to public administration, including responsible implementation, trust, accountability and public value.

Participants will leave with greater confidence in discussing AI-related decisions, leading organizational change and considering how emerging technologies can be incorporated responsibly into public-service organizations.

Format: Four virtual sessions, 12:00–1:15 pm ET
Audience: APEX executives and members
More information: <https://ipac.ca/apexai>



Professional Development

Integrity First: Values and Ethics for a Modern Public Service

On November 24, IPAC and Schulich ExecEd at York University will offer Integrity First: Values and Ethics for a Modern Public Service, a professional-development program focused on navigating complex ethical challenges in public administration.

Public servants regularly encounter situations where rules alone may not provide a clear answer. This program will explore the foundations of public-service values and ethics, ethical decision-making, and the responsibilities and protections that help public servants navigate difficult situations.

The course places particular emphasis on maintaining high ethical standards during periods of rapid change across the public sector and on the role ethical decision-making plays in maintaining public confidence and trust.

Participants who complete the program will receive certification through IPAC and Schulich ExecEd.

Date: 24 November 2026
Time: 1:00–4:00 pm ET
More information: <https://ipac.ca/integrityfirst>

35th NISPAcee Annual Conference 2027

Preparations are underway for the 35th NISPAcee Annual Conference, which will be held in Budapest in 2027. The conference theme and official invitation have been published, and applications for participation will open on 1 October 2026. Further information is available at the [35th Conference 2027 webpage](#).

Activities from DPIDG



Governance Innovation Forum: People-Powered and Inclusive Public Administration for a Resilient and Future-Ready Caribbean

The United Nations Department of Economic and Social Affairs (UN DESA), Division for Public Institutions and Digital Government (DPIDG), organized the Governance Innovation Forum: People-Powered and Inclusive Public Administration for a Resilient and Future-Ready Caribbean, in collaboration with the Economic Commission for Latin America and the Caribbean (ECLAC), the Caribbean Centre for Development Administration

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(CARICAD), and the Latin American Center for Administrative Development (CLAD).

The Forum was organized under two complementary UN DESA/DPIDG initiatives: the UN Development Account project on Developing Capacities for Innovation, Digital Government Transformation and Changing Mindsets in the Caribbean SIDS, implemented in partnership with CARICAD and ECLAC, and the Innovating Public Service Delivery to Achieve the SDGs through the Transfer and Adaptation of Omnichannel Approaches project, supported by the generous contribution of the Republic of Azerbaijan.

The Forum builds on the Caribbean Capacity Development Workshop on The Future of Governance: Changing Mindsets for Innovation and Public Sector Transformation organized in May 2025 in Barbados. Participants from 16 Caribbean SIDS discussed governance drivers of change, developed governance scenarios, identified a collective vision, and drafted policy recommendations — all of which form the foundation of the Forum's programme. The vision developed collectively during the Caribbean Capacity Development Workshop is highlighted here below.



Webinar on Accountable and Efficient Public Procurement in Times of Crisis to Prevent Corruption

To support Member States in strengthening public procurement systems, UN DESA/DPIDG has developed three complementary knowledge products:

- A [Training of Trainers toolkit](#) module on Transparent Public Procurement, part of the Curriculum on Governance for the Sustainable Development Goals;
- A self-paced [online training course](#) on Transparent Public Procurement; and
- A [Policy Brief](#) on Accountable and Efficient Public Procurement in Times of Crisis.

This webinar introduced these three resources, highlighted practical approaches to strengthening integrity, transparency, accountability, and efficiency in procurement systems, and provided an opportunity for practitioners and experts to share experiences on improving procurement governance in crisis situations. Speakers included representatives from UNDES/DPIDG, UN Office on Drugs and Crime (UNODC), European Institute of Public Administration (EIPA), Ukraine and Chile.

The webinar recording and report are available [here](#).



Capacity Development Programme on Effective National to Local Governance for SDG Implementation in Viet Nam

The Academy of Public Administration and Governance (APAG) of the Socialist Republic of Viet Nam, in collaboration with UN DESA through its Project Office on Governance (UNPOG) of the Division for Public Institutions and Digital Government (DPIDG), and with the support of the UN Resident Coordinator Office and the United Nations Development Programme (UNDP) in Viet Nam, co-organized a Capacity Development Programme on Effective National to Local Governance for Sustainable Development Goals (SDGs) Implementation in Viet Nam, which was held from 15 to 17 September 2026 in Hanoi, Viet Nam.

The programme was developed in response to the need for capacity development expressed by APAG in 2023.

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The content of the programme was based on UN DESA's Curriculum on Governance for Sustainable Development Goals.

The programme was conducted in a hybrid format, with participants from Viet Nam attending in person and invited speakers participating virtually. The programme was attended by 50 participants from ministries, agencies, and local governments, as well as UN officials, invited international experts, and officials from participating countries, among others.



Follow-up Workshop on Strategic Foresight and AI Nexus for Advancing Anticipatory Governance and Policy Innovation in the Philippines

The follow-up workshop on Strategic Foresight and the AI Nexus for Advancing Anticipatory Governance and Policy Innovation in the Philippines was organized by DPIDG/UNPOG, in collaboration with DILG-LGA, EROPA, and the UN Resident Coordinator's Office in the Philippines. It was held online on 14 and 18 August 2026. The workshop built on the outcomes of a previous leadership workshop, which underscored the need to strengthen institutional capacities for anticipatory governance and the responsible integration of AI in the public sector. It formed part of DPIDG/UNPOG's ongoing support to national and local government institutions in institutionalizing strategic foresight and AI-informed governance approaches.

Responding to the growing need to translate foresight and AI concepts into practical applications, the workshop focused on enhancing institutional preparedness, resilience, innovation, and responsiveness amid rapid change. It also reflected participants' interest in further operationalizing the tools and approaches introduced during the earlier workshop.

The workshop brought together national and local government officials from the Philippines, along with

representatives from DEPDev, LGA, and other key stakeholders. It promoted whole-of-government collaboration and multi-stakeholder engagement through the exchange of experiences, good practices, and innovative approaches to anticipatory governance, strategic foresight, and responsible AI use in the public sector.



10th Youth Forum on SDG Implementation - Advancing Youth Engagement in the Public Decision-Making Process through Digital Transformation and Innovative Governance

Young people are recognized as essential partners in advancing the 2030 Agenda for Sustainable Development, bringing the creativity, energy, and leadership needed to address global challenges and accelerate progress toward the SDGs. Meaningful youth engagement in public decision-making strengthened democratic governance and helped ensure that policies remained inclusive, responsive, and future-oriented.

To harness this potential, UN DESA, through DPIDG and UNPOG, convened the 10th Youth Forum on SDG Implementation under the theme Advancing Youth Engagement in the Public Decision-Making Process through Digital Transformation and Innovative Governance. The Forum brought together youth leaders, policymakers, practitioners, and development partners to share knowledge, highlight youth-led initiatives, and explore how digital transformation and innovative governance could empower young people to shape more inclusive, resilient, and sustainable futures.

The Forum promoted meaningful youth engagement in governance and sustainable development by strengthening the role of young people in policy design, decision-making, and implementation of the 2030 Agenda. It examined how digital transformation, emerging technologies, and AI could support more inclusive, participatory, and responsive governance while

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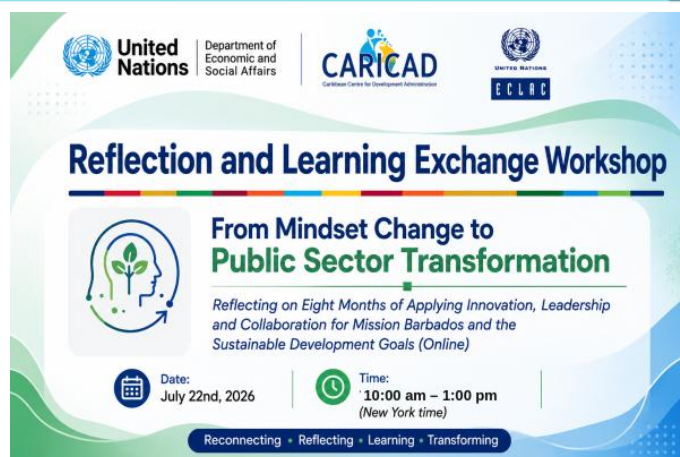
enabling youth-led solutions to development challenges. It also strengthened the capacities of young people through knowledge-sharing, digital skills development, and collaborative platforms for innovative SDG solutions.

In addition, the Forum fostered dialogue and collaboration among youth, policymakers, practitioners, and other stakeholders to advance inclusive governance and civic participation, while providing a platform to showcase and exchange innovative youth-led initiatives and scalable solutions across regions.



Strengthening the capacity of Supreme Audit Institutions (SAIs) from SIDS to audit the implementation of the SDGs

UN DESA/DPIDG and the Auditor General's Office of the Maldives convened a workshop to disseminate key findings and lessons from the World Public Sector Report 2025. The event provided a platform for SAIs from Small Island Developing States (SIDS) to share their experiences and good practices in auditing the SDGs and addressing broader sustainable development issues. The workshop featured thematic sessions focused on critical issues for SIDS, including overcoming barriers to sustainable development, climate change adaptation, mobilizing and accessing climate finance, strengthening sustainable debt management and long-term fiscal sustainability, and leveraging digital transformation and the role of artificial intelligence in public sector auditing.



Reflection and Learning Exchange Workshop: From Mindset Change to Public Sector Transformation

In October 2025, UN DESA through DPIDG, together with CARICAD and ECLAC and in collaboration with the Government of Barbados, delivered a Training of Trainers workshop on *Changing Mindsets for Innovation, Digital Transformation and Improved Public Service Delivery*.

Eight months later, participants had begun applying new tools, methods and perspectives within their ministries, departments and agencies. The reflection workshop provided an opportunity to reconnect, share experiences, identify lessons learned, celebrate successes, discuss challenges, and strengthen a community of practice committed to public sector transformation in Barbados. Rather than serving as another training event, it functioned as a collaborative learning forum where participants shared how mindset change had contributed to institutional, organizational and individual results.



National Workshop on Data Governance and Artificial Intelligence for Public Sector Transformation

UN DESA, through its Project Office on Governance (UNPOG), in collaboration with the Presidential Secretariat of Sri Lanka and with support from the UN

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Resident Coordinator's Office and UNDP Sri Lanka, organized a National Workshop on Data Governance and Artificial Intelligence for Public Sector Transformation in Colombo from 20 to 22 July 2026.

The workshop responded to Sri Lanka's need to strengthen capacities for digital and AI transformation in public administration, enhance digital governance, and promote the responsible use of digital technologies across the public sector.

It brought together government officials, technical experts, development partners, UN representatives, and practitioners to discuss digital government transformation, including service digitalization, citizen-centric service delivery, capacity development, and institutional reform.

Activities from UNPAN Members



CAFRAD Engages in a Debate on New-Generation Public Leadership for Africa's Global and Profound Transformation in the Margine of its 17th Pan-African Ministerial Forum

"The best leader is the one whose existence is barely known; once his work has been accomplished and his objective achieved, people will say: We did it ourselves." It was with this maxim by Lao Tzu that Dr. Coffi Dieudonné Assouvi, Director General of CAFRAD, set the tone for the 17th Pan-African Ministerial Forum, held on 14 July 2026 at the CAFRAD headquarters in Rabat, Morocco, for Ministers and Members of the Board of Directors, CAFRAD Focal Points in Member States, Ambassadors accredited to Morocco, as well as senior

African personalities and leaders who came to explore new styles of leadership compatible with the VICAPD (volatile, indeterminate, complex, ambiguous, paradoxical and dangerous) environment.



Held under the theme Leadership, an Essential Catalyst for Steering Public Action in a VICAPD Context, the Forum opened a high-level debate around a conviction that CAFRAD expresses unequivocally: everything in society, within the State or organizations, for better or worse, depends on leadership, and no framework, technology or instrument can compensate for ineffective leadership.

In his opening presentation entitled Leadership in the VICAPD Environment: Styles and Methods for Steering Public Action, the Director General of CAFRAD, Dr. Coffi Dieudonné Assouvi, reaffirmed the Organization's full commitment "to supporting Member States in their efforts towards systemic transformation, the development of human and institutional capacities, as well as the promotion of inclusive, effective governance geared towards sustainable development.

Against this backdrop, Dr. Coffi Dieudonné Assouvi endeavoured to unpack the concept, methodology and paradigm of VICAPD by addressing the following questions:

- How can public leaders adapt to such an environment in order to create value through the delivery of human-centred public services?
- What skills must they develop and what methods must they deploy to implement the transformations required to steer public action?

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Leadership is not viewed as an isolated individual attribute, but rather as accepting the responsibility of enabling others to achieve their objectives in the face of uncertainty—the organization itself being the leadership that enables people to transform the resources at their disposal into the power they need to achieve the change they seek (Ganz, 2024).

It is this demanding conception of leadership—the ability to organize, mobilize and empower rather than dominate—that CAFRAD placed at the heart of the discussions of this 17th Ministerial Forum, with a new generation of African public decision-makers as its horizon.

Organized under the Chatham House Rule, the Forum structured its programme around five immersive sessions designed to strengthen participants' behavioural and strategic skills:

- governing in a VICAPD world;
- developing emotional intelligence and self-leadership;
- establishing psychological safety and collaborative leadership;
- building team agility and resilience; and
- cultivating the ability to anticipate the transformations and disruptions of the 21st century.

The Forum's overall objective was to examine, adapt and elevate leadership practice in the face of volatility, uncertainty and complexity, through the development of the transversal, social, emotional and cognitive skills required for the effective and composed exercise of high-level public office, in the interests of citizens.

It is from this perspective that CAFRAD, a pillar of the African architecture for development, scientific research

and capacity-building, intends to continue this debate on leadership with its Member States, in the service of a new generation of African public leaders.

Read the whole article:

<https://cafrad.io/le-cafrad-engage-un-debat-sur-le-leadership-public-de-nouvelle-generation-pour-la-transformation-globale-et-profonde-de-lafrique/>



CARICAD: From Learning to Impact: Strengthening Caribbean Public Sector Leadership

On 10 September 2026, the Caribbean Centre for Development Administration (CARICAD) launched the latest cohort of its Mid-Level Leadership Development Programme. The intake welcomed 30 participants nominated by the public sectors of Saint Lucia, Barbados, Trinidad and Tobago, Grenada, Guyana, Jamaica, and Belize. This three-month virtual programme is designed to bolster leadership capacity and drive practical innovation through hands-on Improvement Projects and implementation activities. Between September and December 2026, CARICAD will facilitate three distinct Leadership Development Programmes, including customized offerings for the Governments of the British Virgin Islands and Anguilla, reaching a total of 78 regional professionals.

CARICAD Webinar Highlights

CARICAD also continued its impactful monthly webinar series:

- **AI in Education:** On July 7, Dr. Shaanii-Grace Robinson-Ritzdorf presented *Beyond the Horizon: Everyday AI Strategies for Modern Educators*. Drawing

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from her doctoral research, she shared evidence-based strategies to personalize learning and streamline workflows, providing attendees with practical, publication-backed frameworks for AI integration.

- **Covenant Leadership:** On September 15, Mr. Colin Gunthrope, Executive Performance Architect at UnLimited Potential, led the webinar Beyond Soft Skills: Covenant Leadership and the Transformation of a Caribbean Ministry. The session explored how covenant-based leadership fosters resilient organizational cultures capable of withstanding sustained institutional pressure.



CARICAD's New Digital Resources for Public Sector Excellence

CARICAD's latest Digital Explainer eBrochure, Your J.A.C.K.S. (judgement, attitude, commitment, knowledge, skills) to Effectiveness at Work, is now available. This guide helps professionals build competency and innovation through Judgement, Attitude, Commitment, Knowledge, and Skills. It is an essential tool for any public sector organization looking to modernize its workforce.

New Expert Video Insights

In July 2026, CARICAD debuted its Digital Explainer Video Series, bringing expert knowledge directly to your screen. Newest features include:

- **Building an Enabling Environment:** Dr. Lois Parkes explains how to align culture and systems to empower leaders. Learn how to use CARICAD's assessment tools to remove barriers and maximize leadership impact.

- **Mastering Strategic Planning:** Mr. Franklyn Michael breaks down CARICAD's signature six-phase approach to strategic planning. From conducting analysis to performance measurement and implementation, this session provides a roadmap for achieving institutional goals and measurable results.

Access the full Digital Explainer Series at <http://www.caricad.net> and equip your team with practical tools for advancing public sector performance.

CARICAD Board Charts a Forward-Looking Path for Regional Public Service

CARICAD's Board of Directors met in Anguilla on July 10, 2026, for its 42nd meeting, reaffirming its commitment to strengthening public administration across the Caribbean.

Outgoing Chair and Deputy Governor of Anguilla, the Honourable Perin Bradley, thanked the Board and CARICAD staff for their continued support and underscored CARICAD's important role in helping member states move their transformation agendas forward.

An important outcome of the meeting was the signing of a Memorandum of Understanding (MoU) with the Latin American Centre for Development Administration (CLAD), represented by Dr. Alexander López. CLAD and CARICAD agreed to work collaboratively in the areas of Artificial Intelligence and Open Government, Digital Government Transformation, Climate Change, Ethics in Public Life, Human Resources Management and Youth Development.

Ms. Lyndonna Hillaire-Marshall, Permanent Secretary in Grenada's Department of Public Administration, Office of the Prime Minister, was appointed the new Chair of the CARICAD Board. Barbados will continue to serve as Deputy Chair.

The meeting was preceded by a Board Forum on July 9, where members explored the ethical and controlled use of Artificial Intelligence in the public sector, with particular attention to human resource management. Discussions also covered regional social and economic developments, data privacy and management certification, data policy improvements, and

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opportunities for strategic collaboration within and beyond the Caribbean.



Outgoing chairman of the Board of Directors, Deputy Governor of Anguilla the Honourable Perin Bradley sits next to incoming chairperson, Ms. Lyndonna Hillaire-Marshall, Permanent Secretary, Department of Public Administration, Prime Minister's Office, Grenada at the 2026 CARICAD board meeting.

Board member participation reflected a shared commitment to building public services that are more responsive, innovative and resilient.



Institute of Public Administration of Canada (IPAC) -

2026 National Public Service Symposium

Leading with Purpose. Delivering Results for Canadians.

From October 5–7, 2026, IPAC will brought public-service leaders and professionals from across Canada together in Ottawa, Canada, for the 2026 National Public Service Symposium.

As governments face increasing pressure to deliver results in a complex and fiscally constrained

environment, the Symposium explored how public institutions can strengthen capacity, improve service delivery and maintain public trust.

The program examined major issues shaping public administration in Canada, including artificial intelligence and digital transformation, leadership, workforce capacity, public trust, fiscal pressures and the practical challenge of translating government priorities into measurable outcomes.

Participants heard from senior public-service leaders from across Canada and take part in discussions focused on practical lessons, emerging challenges and opportunities for stronger public-sector performance.

More information:

https://www.ipac.ca/Events/Event_display.aspx?EventKey=AS26



The Human Advantage: AI Adoption in the Public Sector

In July, the Institute of Public Administration of Canada (IPAC) published *The Human Advantage: AI Adoption in the Public Sector*, exploring topics from a recent session on how artificial intelligence is changing entry-level work and workforce development across the public service.

The article examines the growing use of AI to support tasks such as document summarization, data analysis and administrative work, while considering what these changes mean for the next generation of public servants. Drawing on a recent IPAC discussion on public-sector AI deployment, it highlights the continuing importance of human judgement,

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communication, ethical decision-making and contextual knowledge as AI becomes more widely integrated into government workplaces.

The article also considers how governments can preserve meaningful opportunities for early-career employees to develop institutional knowledge, professional judgement and leadership skills as the nature of entry-level work evolves.

More information: https://ipac.ca/Public/News/The_Human_Advantage.aspx



Building Meaningful Connections: Networking for New Professionals

On 27 August, IPAC brought together early-career public servants from across Canada for Building Meaningful Connections: Networking for New Professionals, a virtual session designed specifically for professionals within the first seven years of their public-service careers.

The session combined an informal discussion about career development and leadership with facilitated small-group networking. Participants had the opportunity to exchange experiences, discuss common challenges and build relationships with colleagues working across different organizations and jurisdictions.

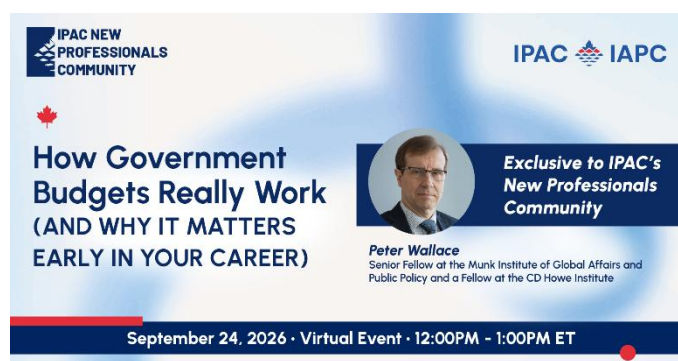
The event formed part of the IPAC New Professionals Series, which provides emerging public servants with opportunities to learn directly from peers and experienced leaders while developing the

knowledge, confidence and networks needed to navigate careers in public administration.

Three key messages from the session:

- Meaningful professional relationships are built through genuine conversation and shared experience, not simply through formal networking opportunities.
- Connecting with colleagues across organizations and jurisdictions can expose early-career public servants to different approaches, perspectives and career paths.
- Building confidence and a strong professional network early in a public-service career can support continued learning, collaboration and professional growth.

More information: <https://ipac.ca/Public/Programs/IPAC-New-Professionals-Series>



How Government Budgets Really Work and Why It Matters Early in Your Career

On 24 September, IPAC's New Professionals Series offered a practical introduction to how government budgets are developed and managed across municipal, provincial and federal governments.

Featuring Peter Wallace, Senior Fellow at the Munk School of Global Affairs and Public Policy and Fellow at the C.D. Howe Institute, the virtual session examined the roles of finance ministries, treasury boards, government departments and oversight institutions in the budgeting process.

Disclaimer: The views expressed are those of the individual authors and do not imply any expression of opinion on the part of the United Nations.



Participants explored how priorities and trade-offs translate into spending decisions, what fiduciary responsibility looks like in practice, and how financial oversight contributes to accountability and public trust.

Designed for early-career public servants, the session also helped participants understand how their own work contributes to responsible financial stewardship, regardless of whether they work directly in finance.

More information:

https://ipac.ca/Events/Event_display.aspx?EventKey=NPSEP24

34th NISPAcee Annual Conference 2026

NISPAcee has published summary reports from its 34th Annual Conference 2026, held in Sofia, Bulgaria. The reports present key discussions, outcomes, and recommendations from the conference and are available through the [Conference Summary Reports](#).

NISPAcee Journal Publication

NISPAcee has published The NISPAcee Journal of Public Administration and Policy, Volume XIX, Number 1 (Summer 2026), featuring recent research and analysis on contemporary public administration and governance issues. The publication is available at the [NISPAcee Journal webpage](#)

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EROPA BULLETIN

THE OFFICIAL NEWSLETTER OF THE EASTERN REGIONAL ORGANIZATION FOR PUBLIC ADMINISTRATION

Upcoming: 2026 Annual International Public Governance Forum in Hanoi

Upcoming: 2026 Annual Public Governance Forum - p.1
EROPA Virtually Participates at the UN CEPA Committee Session - p.1
APAG and EROPA Partner for Public Sector Capacity Development - p.1
EROPA Continues Its Strong Ties with UNWFP - p.2
EROPA Co-organizes Governance Lecture on Emerging Economies from a Latin American Perspective - p.4
EROPA Continues Partnership with UNWFP in Japan - p.6
EROPA Participates in the 2026 APAG Conference - p.6
Featured: "From Job Placement to Integrated Governance: What Chile's Support Tools Offer" - p.7
Tribute to Professor Akira Nakamura: A Pillar of Public Administration and a Cherished Friend of EROPA - p.9
Upcoming Events and Announcements - p.14
Call for Inquiries - p.14
Call for Membership Applications - p.15



2026 Annual Public Governance Forum Registration and Call for Papers

The 2026 Annual International Public Governance Forum will take place in Hanoi, Viet Nam, from 5–7 October 2026, bringing together scholars, practitioners, policymakers, researchers, and thought leaders from across the globe to discuss the future of governance in an increasingly complex world. Centered on the theme "Inclusive Governance in the New Development Era: Systems Transformation, innovations, and Future-Ready Governments," the forum will explore how public institutions can respond to unprecedented technological, economic, social, and (...) (Continued next page)

EROPA Participates at the UN CEPA Committee Session



25th UN CEPA Committee Session (Online)

13-17 APRIL 2026 - EROPA maintains its active involvement in the UN Committee of Experts on Public Administration (UNCEPA) 25th Committee Session through online participation. The 2026 Committee Session focused on the theme "Transformative, equitable, innovative and urgent actions (...)" (Continued next page)

APAG and EROPA Partner for Public Sector Capacity Development



APAG forum joined by its faculty and students

7-8 APRIL 2026 - EROPA and the Academy of Public Administration and Governance (APAG) maintains its strong partnership through the conduct of several forums focusing on citizen-centric and public institutions, and the imperatives of ethics and accountability in governance. (Continued on page 3)

EROPA Bulletin

The latest edition of the EROPA Bulletin, Vol. 46, No. 3, is now available. This issue features article by the EROPA network, Dr. Kuniyoshi Koyama, invitations to activities of EROPA's network members, announcements of newly released publications from our network, call for memberships and many more updates and opportunities.

It also announces the upcoming 2026 APAG-EROPA Joint International Conference to be held in Hanoi, Viet Nam, on 5–7 October 2026, as well as invitations to various events organized by EROPA's network partners.

Read and download your free e-copy [here](#) today.



REGISTRATION & CALL FOR PAPERS

2026 ANNUAL INTERNATIONAL FORUM ON PUBLIC GOVERNANCE

THEME: Inclusive Governance in the New Development Era: System Transformation, Innovations, and Future-Ready Governments

Hanoi, Viet Nam | October 5-7, 2026

We invite researchers, practitioners, policymakers, academics, and graduate students to submit original papers on topics related to:

- 1 System Transformation and Institutional Reform**
Institutional Reform and System Transformation; Civil Service Reform and Effective Governance; Inclusive Governance and Social Equity; Local Governance and Regional Development
- 2 Digital Government, AI and Data Governance**
Digital Transformation in the Public Sector; Data Governance; Artificial Intelligence and Public Governance; Innovation in the Public Sector
- 3 Development Governance and Sustainable Development**
Public-Private Partnerships and Development; SDGs and Development Governance; Environmental Governance and Green Growth; Regional Cooperation and Global Governance
- 4 Future-Ready Government and Adaptive Governance**
Anticipatory Governance; Futures Thinking in the Public Sector; Adaptive Policy Design; Crisis Governance and Resilience
- 5 Leadership, Public Sector Capabilities and Emerging Challenges**
Innovative Leadership; Future Capabilities for Public Officials; Digital Citizenship and Digital Society; Emerging Challenges in Public Governance

Submit to vn2026@eropa.co with subject 2026 Public Governance Forum: [Sub-theme No.], [Surname].

Visit our website www.eropa.co

SCAN TO REGISTER

SCAN TO VIEW THE FULL CALL FOR PAPERS

Hanoi Hosted 2026 International Conference on Public Governance

From 5–7 October 2026, leading scholars, practitioners, policymakers, and governance innovators from across the region and beyond gathered in Hanoi, Viet Nam for the 2026 International Conference on Public Governance.

With the theme Inclusive Governance in the New Era of Development: System Transformation, Innovations, and Future-Ready Governments, the conference explored bold ideas and practical solutions for building governments that are more inclusive, innovative, resilient, and responsive.

The three-day gathering featured engaging conversations on emerging governance challenges, public sector innovation, digital transformation, institutional reform, and the future of government. It also provided opportunities for participants to exchange knowledge, showcase research and practices, forge new partnerships, and connect with fellow governance leaders and changemakers.

More details are available on the [Forum's official website](#)



CENTRO DE INVESTIGACIONES ESTRATÉGICAS E INNOVACIÓN PARA LA ADMINISTRACIÓN PÚBLICA

A new research center for INAP's newest chapter

With more than seven decades of experience in training and research on public administration in Mexico, the National Institute of Public Administration of Mexico (INAP) is pleased to announce the establishment of the Center for Strategic Research and Innovation in Public Administration (CIEIAP), a new strategic unit directly affiliated with the Institute.

The initiative was conceived in response to the need for institutional renewal identified by the continuous innovation slate and the current leadership of INAP. The proposal for its establishment was submitted to the Governing Board on July 17, 2026. The Center is headed by PhD. Juan Pablo Pampillo Baliño.

Its mission is twofold: first, to coordinate more efficiently the research and academic dissemination activities already undertaken by INAP, including its journals, awards, and library; and second, to promote new avenues for national and international collaboration. Its stated objective is to position INAP as a strategic partner of the Mexican State by aligning its research outputs with the National Development Plan and Plan Mexico, around three principal areas: social justice; administrative innovation and republican austerity; and the strengthening of national sovereignty.

Among its flagship initiatives are the International Doctorate in Government Innovation and Public Policy and the modernization of the Amparo Carrillo Flores

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Library, which houses more than 29,560 volumes. The Center also seeks to advance research along two complementary lines: applied research and theoretical research. Through this dual approach, it aims to enhance INAP's influence and substantive contribution to Mexican public administration by forging a more effective connection between doctrine and practice.

More information: <https://inap.mx/investigacion/>

European Institute of Public Administration (EIPA) – Monthly newsletter

In its monthly newsletter, EIPA informs its readers about recently held events, news, new blogs and upcoming events. Have a read of the newsletters of [June](#) and [July](#) 2026. To receive the EIPA monthly newsletter as well as regular updates about upcoming courses, you can [subscribe here](#).

European Institute of Public Administration (EIPA) – News:

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

Supporting CAF Implementation in Albania's Public Sector



Supporting CAF Implementation in Albania's Public Sector

In June, EIPA organised a training on the Common Assessment Framework (CAF) for the Albanian School of Public Administration (ASPA) in Tirana, Albania.

The training, delivered by Tihana Puzić, Head of the European CAF Resource Centre, and Giovanna Belisário, Research Officer at EIPA, was organised within the framework of the Luxembourg Technical Assistance Programme for Albania – Supporting Administrative and Judicial Efficiency and Professionalism, with the support

of the Luxembourg Ministry of Foreign and European Affairs, Defence, Development Cooperation and Foreign Trade.

Throughout two days, participants explored the CAF 2020 model, the self-assessment process, CAF implementation phases and the development of CAF Action Plans. Participants gained hands-on experience with the CAF methodology and its role in supporting continuous improvement and organisational excellence.

Read more: [Supporting CAF Implementation in Albania's Public Sector](#)

EIPA Hosts KIPA Delegation in Luxembourg to Strengthen Digital Learning and Public Sector Training Capacities



EIPA Hosts KIPA Delegation in Luxembourg to Strengthen Digital Learning and Public Sector Training Capacities

The European Institute of Public Administration (EIPA) had the pleasure of welcoming a delegation from the Kosovo Institute of Public Administration (KIPA) to Luxembourg for a five-day study visit aimed at strengthening digital learning and cybersecurity training capacities within Kosovo's public administration.

The study visit represents another important step in strengthening administrative cooperation between Luxembourg and Kosovo and demonstrates the value of international partnerships in supporting public sector innovation and capacity building.

KIPA, the government institution responsible for the training and professional development of civil servants at both central and local levels in Kosovo, is currently enhancing its training systems to respond to evolving administrative needs and technological developments. The study visit provided an opportunity for participants to exchange experiences, learn from international best

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practices, and explore innovative approaches to public sector training.

Read more: [EIPA Hosts KIPA Delegation in Luxembourg to Strengthen Digital Learning and Public Sector Training Capacities](#)

**EIPA Supports Ukraine's
EU Accession and
Judicial Reform Through
Two High-Level Training
in Kyiv**



EIPA Supports Ukraine's EU Accession and Judicial Reform Through Two High-Level Training in Kyiv

In June and July, EIPA delivered two specialised seminars in Kyiv, Ukraine, under the Luxembourg Technical Assistance Programme for Ukraine, Supporting legal and administrative reforms required by Candidate Country status. The activities were implemented with the support of the Ministry of Foreign and European Affairs, Defence, Cooperation and Foreign Trade of the Grand Duchy of Luxembourg.

Hosted at the Diplomatic Academy of Ukraine, the seminars brought together public officials and judicial training professionals to strengthen Ukraine's administrative and institutional capacity as the country advances on its path towards EU membership.

Read more: [EIPA Supports Ukraine's EU Accession and Judicial Reform](#).

**How Can AI Strengthen the
Audit and Management of
EU Funds?**



How Can AI Strengthen the Audit and Management of EU Funds?

Artificial Intelligence (AI) is rapidly reshaping the way public authorities manage, control and audit EU funds. As digital technologies become increasingly important in detecting fraud, identifying risks and improving oversight, EIPA is launching a new practical course, AI and Data Mining Tools in the Audit of EU Funds Work: Part I, which took place in Lisbon, Portugal, on 23–25 September 2026. The second part is planned from 9 to 11 December 2026.

Designed for professionals responsible for the management, control and audit of EU-funded programmes, the course brings together leading experts from the European Commission, the European Anti-Fraud Office (OLAF), the European Public Prosecutor's Office (EPPO), the European Court of Auditors (ECA) and Member States to share their practical experience of how AI and data mining tools already used can strengthen the protection of the EU's financial interests and help in our daily work.

The growing complexity of EU funding programmes, including Cohesion Policy, the Common Agricultural Policy and the Recovery Funds, requires increasingly sophisticated approaches to fraud detection, risk assessment management and audit. Traditional verification methods are no longer sufficient when authorities must analyse vast amounts of data, identify anomalies and detect potential fraud and irregularities quickly and effectively. At the same time, the European regulatory landscape continues to evolve. The entry into force of the AI Act (Regulation (EU) 2024/1689) establishes a new framework for the responsible use of Artificial Intelligence, while EU institutions are

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expanding the use of digital tools to support fraud prevention, risk assessment and audit activities. These developments are creating new opportunities, and new responsibilities, for public administrations across Europe.

Read more: [How Can AI Strengthen the Audit and Management of EU Funds?](#)

Building Capacity for the Effective Management, Control and Audit of EU Defence Funds Financed Projects

As the defence of the European Union is one of the most important priorities and the related funding is increasing each year, the question of ensuring effective management, reporting, monitoring, control and audit of EU defence funds is becoming a growing priority for public authorities, auditors, and beneficiaries.

In response to these developments, EIPA is launching a new practical course on Management, Control, and Audit of Projects Financed by EDF, SAFE, and other EU Defence Funds, taking place on 21 and 23 October in Madrid, Spain.

The course comes at a time of major evolution in the EU's defence funding landscape. New instruments such as Security Action for Europe (SAFE), together with the continued implementation of the European Defence Fund (EDF), European Defence Industrial Development Programme (EDIDP) and preparations for future defence initiatives, reflect the EU's ambition to strengthen European defence capabilities, industrial cooperation and strategic autonomy.

Read more: [New EIPA Course: Management, Control and Audit of EU Defence Funds Projects](#)

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