

Training Programme 2013



The Hague Academy for
local governance

Welcome



*Joaquim Chissano
Former President of Mozambique, Chairperson of the Joaquim Chissano Foundation,
Winner of the Mo Ibrahim Prize for Achievement in African Leadership*

Dear reader,

With great pleasure I present to you the new course brochure of The Hague Academy for Local Governance. The Academy offers truly inspiring, state of the art training programmes in governance, peacebuilding and public leadership.

From my own experience I know that responsible public leadership is an important condition for building a harmonious society and improving the well being of citizens. It is therefore, that I am hopeful to see many government leaders taking up the challenge to own the process of development of their country. It is very promising as well that in an increasing number of countries, citizens raise their voices and ask for their rights to participate in determining their destiny.

Programmes like the courses at The Hague Academy, help countries to become more self-reliant. They offer an opportunity to acquire knowledge and skills and visit practical examples in important fields such as Local Economic Development,

Social Services, Water and Waste management, Citizen Participation, Peacebuilding at a local level and Sustainable Development.

In The Hague, the international city of Peace and Justice, professionals from all parts of the world meet to discuss theories, exchange challenges and learn from each other's experiences. Here, you will find a platform where you can gather new ideas and practical solutions, and at the same time reflect on the history, culture and local conditions of your own country.

As member of the Recommending Committee, I therefore invite you to join the courses at The Hague Academy. You will not only be enlightened, but will also become part of a unique, life-long learning network of governance practitioners.

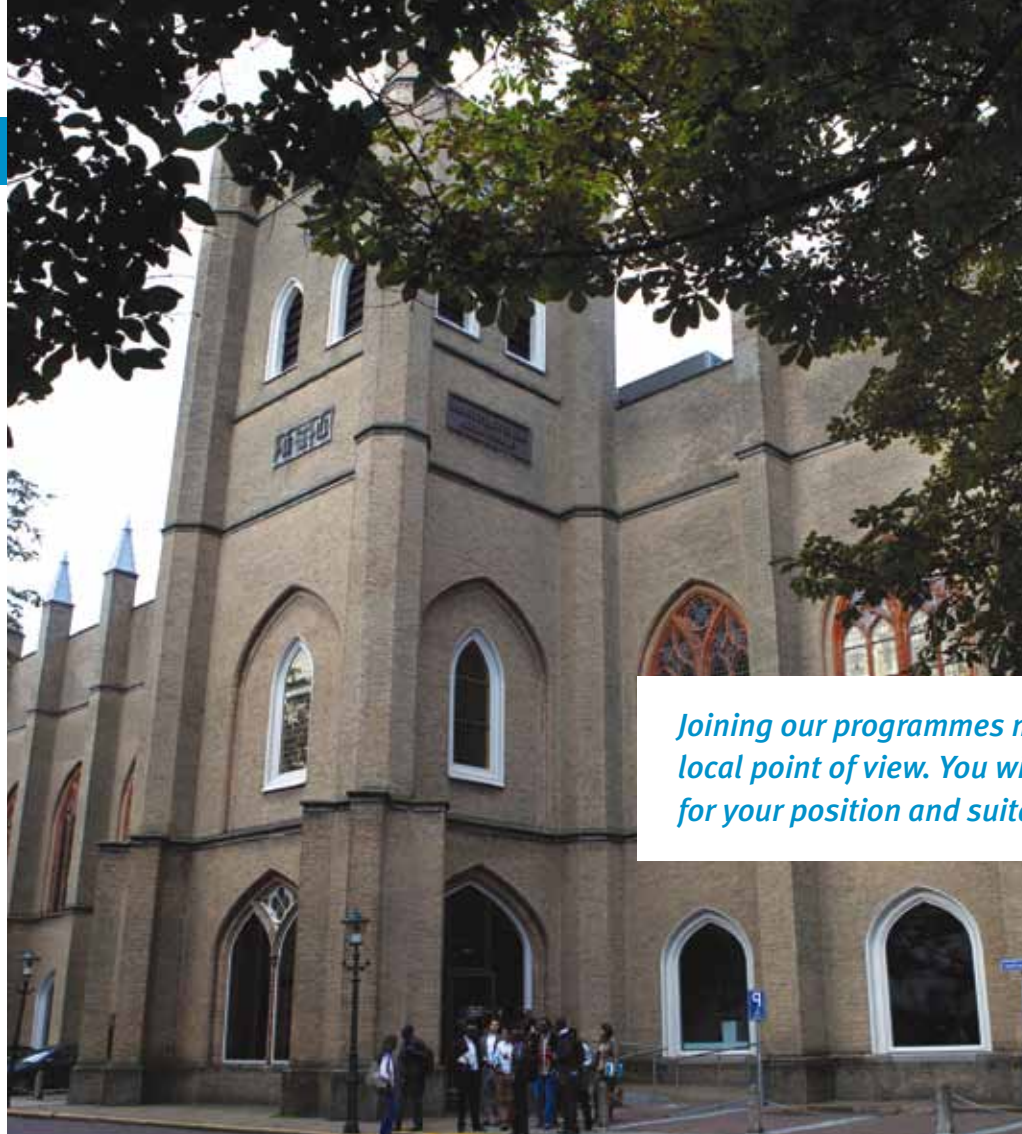
Joaquim Alberto Chissano

The Hague Academy for Local Governance

Reliable services and accountable government at the local level are crucial for stability, development and the quality of life of citizens around the world. The Hague Academy for Local Governance invests in people working in the field of local governance by offering them the opportunity to increase their knowledge and skills and to learn from experiences in other parts of the world.


We offer a variety of practice-oriented training courses and knowledge exchange activities for different target groups.

Whether as a mayor, a local or national civil servant or a professional at a donor or development organisation you can register for our open enrolment courses or ask for a tailor-made programme that suits your wishes and needs.



Joining our programmes means experiencing governance from a typically local point of view. You will go home with tools and skills that are applicable for your position and suitable to the local conditions in your home country.





In your daily work, you will surely have come across situations that were challenging to deal with. Our programmes will enable you to identify practical solutions to tough questions in an unusual way.

A practical approach

- You will discuss theories, concepts, case studies and practical tools with international top experts.
- You will visit a variety of projects, guided by practitioners working for government, NGOs or the private sector.
- You will exchange experiences and ideas with colleagues from other countries, having the opportunity to discuss similar problems and possible solutions.
- You will apply the skills and information you have gained to cases derived from your own daily experience.

Partner organisations that contribute to our courses are a.o. VNG International, United Cities and Local Governments (UCLG), UNCDF, the Urban Institute in Washington, the city of The Hague, Dutch ministries, international knowledge institutes and universities, and representatives of citizens' groups, businesses and civil society organisations.

Our Participants

In 2012 we had the pleasure to welcome participants from all parts of the world. They are working for different types of organisations such as:

Local Government Department Peshawar Pakistan, [Deputy Commissioners Office Mysore India](#), [Ministry of Agriculture and Cooperatives Zambia](#), Tehran Municipality, [Irish Aid](#), USAID in Senegal, Moldova and Pakistan, [Temeke Municipal Council Tanzania](#), Netherlands Ministry of Foreign Affairs, SDC Mongolia, [GIZ in India](#), [Ghana and Uganda](#), UNICEF Benin, [Chemonics International](#), United Nations Office for Project Services Serbia, [UNCDF](#), DANIDA Pakistan, [Afghanistan Information Management Services](#), Ministry of Economy and Finances Burkina Faso, [Lampung Province Government Indonesia](#), Ministry of Finance and Economic Development Sierra Leone, [Islamic Development Bank](#), Helvetas Kosovo, [Ministry of Regional Development and Planning Tunisia](#), South African Provincial Treasury Local Government Budget Management Office, [Kasese Municipal Council Uganda](#), United Nations Stabilisation Mission Congo, [SIDA Liberia](#), United Nations Interim Forces in Lebanon, [UNDP Yemen](#), African Development Bank.



Fahmutami Damhuri
Lampung Province Government, Indonesia



“The role play and the debate were very fruitful. They made us aware of different aspects of the same challenge.”

Our trainers

Our courses are facilitated by our dedicated and professional staff. They create a learning environment in which the participants are encouraged to ask questions, share experiences and actively participate in small group work. This open atmosphere makes sure that the courses are interactive, flexible and participant oriented, according to our Academy training guidelines.

Two of our trainers are:



Emmely Benschop

Emmely has a background in organisational development. She previously worked for The Netherlands Ministry of Home Affairs and The Netherlands Embassy in Indonesia and in the past years has extended her knowledge to peacebuilding, decentralisation and local governance in fragile states.



Suzanne Jansen

Suzanne is an allround trainer with special expertise in accountability, citizen participation and local economic development. She did several training courses in the Balkan-region and as a council member in the municipality of Amsterdam, she has first-hand experience in governing a city.

Our experts

In our training courses we work with many different content experts who have international experience in specific interest fields.



dr. Jamie Boex, *Urban Institute Washington*

He works as a senior research associate for our partner organisation in Washington, The Urban Institute. Jamie has extensive experience in decentralisation and fiscal policy reforms in developing and transition countries such as Russia, Afghanistan, Indonesia, Malawi, Nigeria and Uganda.



Thera van Osch, *gender consultant*

She has over twenty years of experience in gender-aware capacity building and institutional strengthening in countries in Latin America, Asia and Africa. Thera has written articles and books about development issues, gender and economics, the informal sector, child labour, good governance, the economy of care, unpaid labour and gender budgeting.



Aladeen Shawa, *UN Capital Development Fund*

He is senior expert for our partner organisation UNCDF/UNDP in the field of local economic development. He worked for several donor- and development organisations, Ministries and the private sector in the Arab region, Africa and Asia and is currently launching UNCDF's regional operations in the Arab States Region.

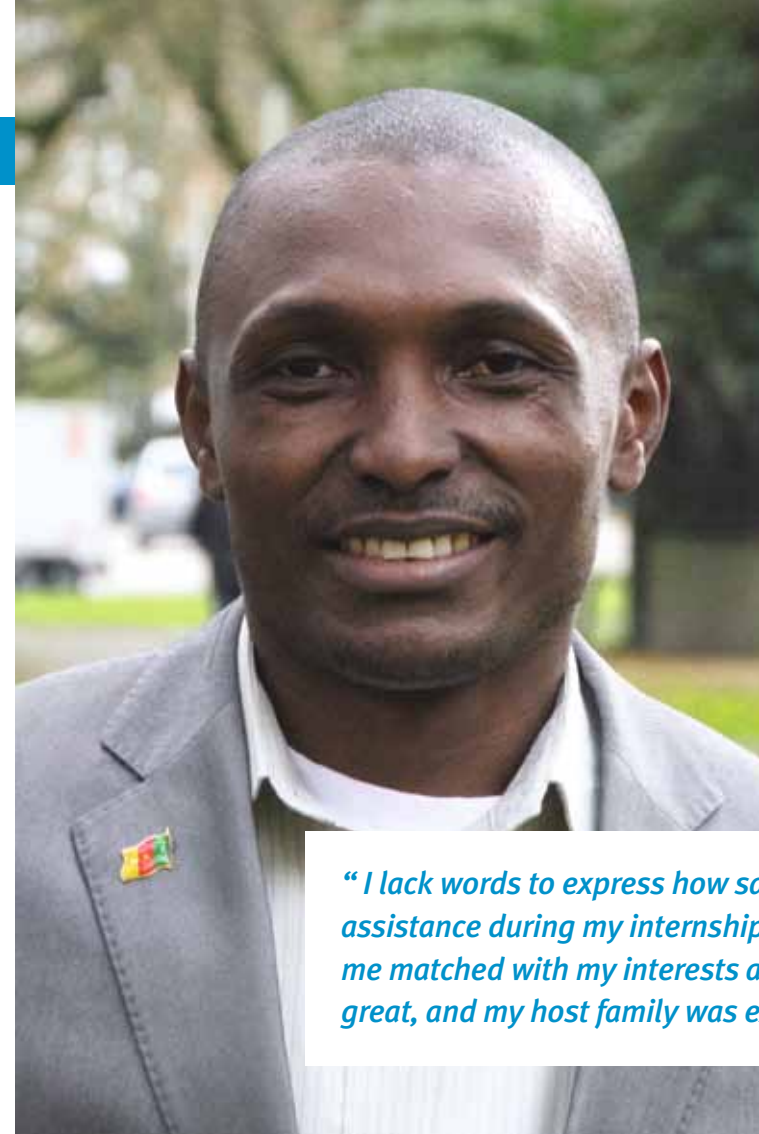
Talent for Governance

Talent for Governance is an initiative by The Hague Academy for Local Governance. The programme aims to improve living conditions in developing and transitional countries by investing in young, talented and motivated professionals at local governments. These talents are in a unique position to contribute to better services for the community, such as water, roads and schools. Although they work under difficult circumstances, they possess a strong motivation to make a difference.

The Talent for Governance programme consists of a training course at The Hague Academy, a municipal internship and worldwide (online) networking activities. Thereby, the young talents will develop their knowledge and skills, learn from experi-

ences elsewhere and build an international network. This helps them in dealing with the challenges they face in their daily work.

Talent for Governance relies on the financial support of organisations and individuals who are willing to support good governance at a local level. By means of their donations, these generous organisations help strengthen the capacity of villages, cities and countries to improve services for their citizens and foster sustainable economic development.



Atem Ekpeni
Municipality of Tiko, Cameroon



“I lack words to express how satisfied I was with the welcome, coordination and assistance during my internship in the municipality of Steenwijkerland. The programme matched with my interests and my work perfectly. The working environment was great, and my host family was excellent. I wish I had more time to spend.”



A training course tailored to your own needs

Next to our open enrolment courses, we offer tailor-made training programmes, study visits and masterclasses. We develop these programmes on demand in close consultation with our clients and thus ensure that the content and methodology suit the knowledge level and training needs of the participants.

We offer courses on the following topics:

- Local service delivery and MDG's
- Climate change and sustainable development
- Water governance at the local level
- Human resources and integrity
- Good governance and rule of law in fragile states
- Urban development and housing
- Intermunicipal cooperation and a territorial approach
- Female leadership
- Social affairs and employment
- Health and welfare
- Leadership and municipal management
- Citizen participation and accountability
- Peacebuilding at a local level
- Decentralisation and local governance
- Fiscal decentralisation and local financial management
- Local economic development

Highlighted: Decentralisation in Mozambique

Over the last fifteen years, the decentralisation process in Mozambique has brought about considerable changes. However, major challenges still stand in the way for Mozambique to reap the full potential that decentralisation holds.

The Hague Academy for Local Governance, together with partners, organised a training for a broad group of participants from

the Ministries of state administration and finance, sector Ministries, various local governments, civil society organisations and development partners. By bringing them together, providing presentations and facilitating lively discussions, a fruitful basis was created for future, cross-sectoral cooperation between all stakeholders in the decentralisation process in Mozambique.



Local Service Delivery

Local public services, including drinking water, waste management and basic health care, have a huge impact on our daily lives and well-being. Unfortunately, the poor often lack access to these important services.

In this course we discuss how local governments can ensure that basic services will reach the poorest people. We pay attention

to financing instruments for the provision of local services, roles and responsibilities of the different government levels involved, local management capacity and the possibilities of public-private partnerships. Examples are visited that give insight into the way social services, water provision, waste collection and basic health care in the Netherlands are organised.

Water Governance at the local level

We offer different courses that deal with governance of water management and water services. In these courses, attention is paid to multilevel governance and intergovernmental arrangements, legislation, financing water services, gender aspects and involvement of citizens and the private sector.

We organise general courses on water governance as well as tailor made country courses that focus on the institutional framework and governance aspects related to the local context in specific countries.

Climate Change and Sustainable Local Development

Many countries struggle with the consequences of unsustainable growth programmes, affecting the climate, people and natural resources. By developing sustainable growth policies, local governments can protect the environment and at the same time improve the quality of life of their citizens.

This course discusses how local governments can be more pro-active in adapting to climate change. Participants will identify solutions for environmental and natural resource challenges. We will visit examples of sustainable energy use, efficient water resource management, food security initiatives and sustainable business development.



Human resources and Integrity

Human resources are crucial for government organisations to fulfill their public tasks in an effective and efficient way. Our courses deal with the specific challenges for human resource management in government organisations and discuss instruments such as performance based management and capacity development.

One of the issues related to human resource management is the promotion of integrity and the prevention of corruption. This is not only important for stable and effective government institutions but also for promoting economic development.

In our courses, experts explore with participants how integrity measures can be integrated in the overall HR-policy, how support for promoting integrity can be created within the organisation, and how obstacles and dilemma's in the implementation process can be dealt with. We learn from the Dutch practice by visiting a.o. the National Bureau Integrity Public Sector, the National Audit Committee, the Ombudsman and the integrity bureau of the municipality of Amsterdam.



Highlighted: Strengthening capacities of local staff in Albania

Managers and Human Resource officers from twelve municipalities in Albania visited The Netherlands to learn about human resource policies and training strategies of Dutch municipalities. They increased their insight in the possibilities for knowledge and skills development of their staff in order

to improve service delivery to the community. Special attention was paid to the development of training strategies for local government employees, identification of training needs and cooperation with training institutes.



Female Leadership

This course helps female leaders from local authorities develop their leadership skills. Through self-assessment, role-play, discussion and exchange, the participants learn how to develop a vision as well as how to demonstrate effective leadership, while taking into account gender issues.



Social Affairs and Employment

In this course, participants discuss with international experts how they can promote economic growth and at the same time improve their social security system. Examples of employment strategies will be given that will lead to more and better jobs, especially for youth, and a stronger and more diverse

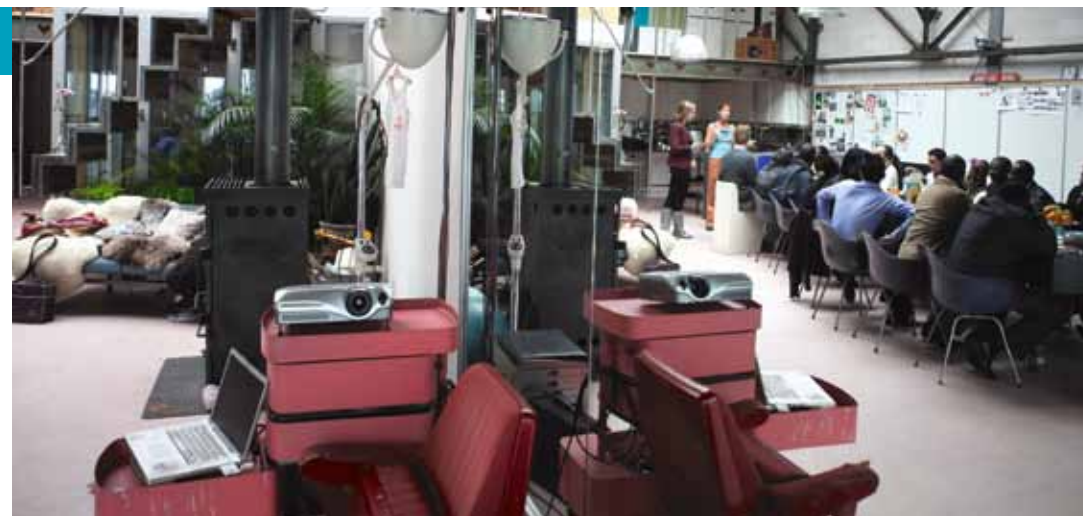
labour market. We will also discuss policies to improve coverage of social security subsidies such as pensions, unemployment insurance and disability benefits, as well as methods to create more effective social safety nets for the poor and vulnerable.

Good Governance and Rule of Law in fragile states

The Hague Academy participates in several long-term programmes in the field of peace-building, security and rule of law. We give training to local partners in Burundi, South Sudan and the Palestinian territories on topics such as conflict prevention, human rights, public leadership, civil participation and youth engagement. Together with The Hague Institute for Global Justice, we are

exploring capacity needs as a basis for a research and training programme that can support fragile states in state building from the bottom up.

In addition, we provide training and simulations for military and civil staff working in fragile countries on dealing with formal and informal local authorities in these countries.

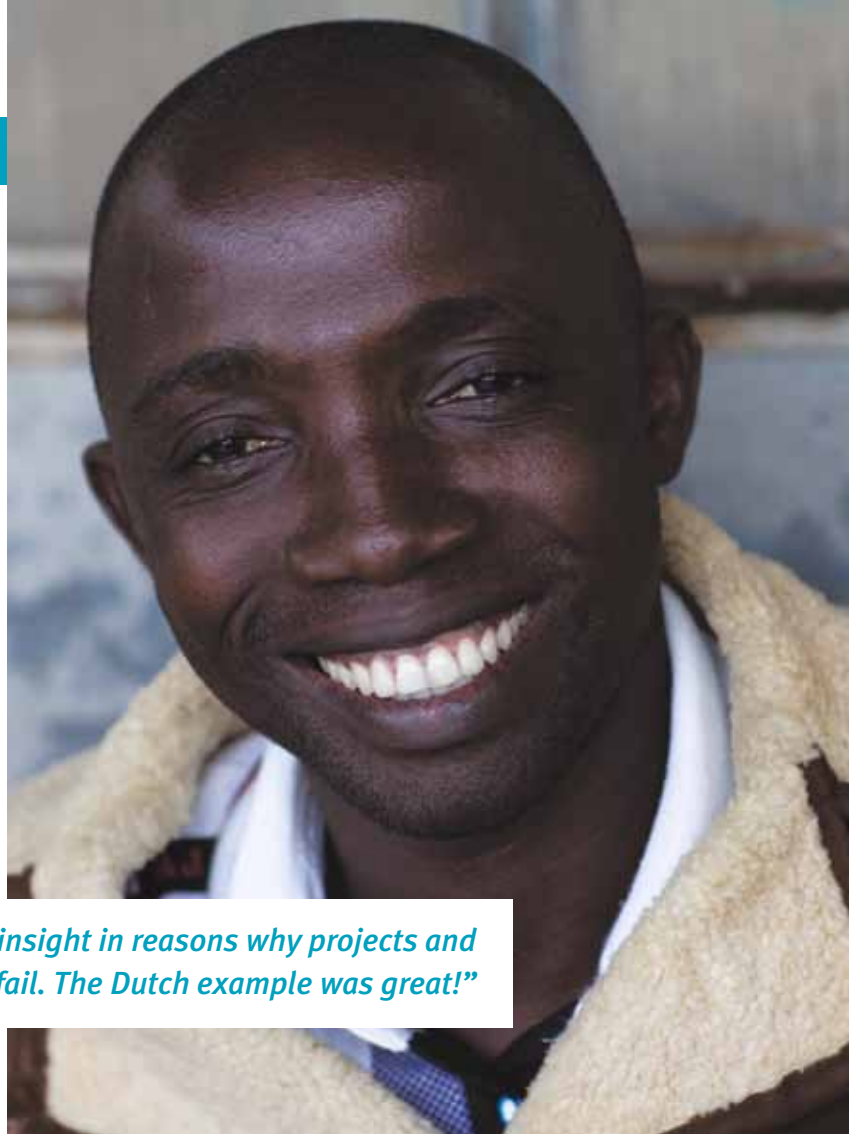


Sallieu Kamara,

Ministry of Finance and Economic Development, Sierra Leone



“The course gave me insight in reasons why projects and their funding often fail. The Dutch example was great!”



Leadership and Municipal Management

Date: 8 - 19 April 2013, The Hague | Application deadline: 11 February 2013 | Course fee: € 2.890,-

Course introduction

Developing a vision, managing public services and communicating with internal and external stakeholders is crucial for the leadership of a local authority. Especially with limited human and financial resources it is important to have a clear development strategy and to manage your organisation effectively.

This course aims to increase good leadership of local authorities by looking at three core competences. We will discuss ways to develop a vision for the municipality, improve financial management and strengthen human resources, planning capacity and performance based management. The leadership benchmark will be introduced and local leaders will share their personal experiences.

Learning objectives

This course will help you:

- develop and implement a clear and inspiring vision;
- mobilise relevant stakeholders, including national governments, international organisations and local NGOs and citizens;
- provide leadership for your civil servants;
- improve management finances, information and communication, human resources and accountability.

Peacebuilding and Local Governance

Date: 27 May - 7 June 2013, The Hague | Application deadline: 1 April 2013 | Course fee: € 2.890,-

Course introduction

Local governments are faced with enormous challenges in peacebuilding and reconstruction after violent conflict. Citizens need roads, water, schools and health care to regain their 'normal' lives. Equally important are security and (re)integration of internally displaced persons or ex-combatants into the local community.

Questions addressed in this course are: How can basic services be strengthened and economic opportunities be created in a conflict-sensitive manner? And how can local actors contribute to social cohesion, security and conflict-prevention? We will distil lessons from cases in countries and regions such as Afghanistan, South Sudan and the Balkans and discuss issues such as starting points for projects, timing, geography and the impact of donor programmes on peace and stability.

Learning objectives

This course will help you:

- analyse the state of local governments and the local political economy in fragile countries;
- design and implement initiatives aimed at strengthening local governments;
- judge the impact of local governance and decentralisation on realising a sustainable peace and building state legitimacy;
- cooperate and coordinate with local governments, the private sector, NGOs and other stakeholders.



Daniela Oleas Mogollon,
Programa de Modernización y Descentralización PROMODE – GIZ, Ecuador

“The trainers created an environment in which we could easily express ourselves and share ideas”.



Safa Ben Slama

Ministry of Regional Development and Planning, Tunisia



“What was very relevant to my work was to learn about participatory budgeting, the involvement of stakeholders and the elements that make up an effective accountability mechanism.”



Citizen Participation and Accountability

Date: 17 - 28 June 2013, The Hague | Application deadline: 22 April 2013 | Course fee: € 2.890,-

Course introduction

To increase accountability from governments to their citizens and enhance participation by the community, governments should inform their citizens in a transparent and accountable way. Moreover, by involving citizens in the policy- and decision making process, they can gather ideas and opinions that provide valuable input for local policies and services.

Key questions that will be addressed in this course are: How can municipalities increase accountability towards their citizens? And how can they benefit from involving citizens and organisations in a smart way? We will discuss the accountability chain, the participation ladder, do's and don'ts for communicating with citizens, and we will visit participation projects in the field of urban planning, social cohesion and law and order.

Learning objectives

This course will help you:

- identify instruments for increasing social and financial accountability;
- specify conditions and do's and don'ts for successful participation projects;
- define your own role and responsibilities in participation processes as well as the role of your partners;
- apply tools for communication with citizens, NGOs and other stakeholders.

Summercourse Decentralisation and Local Governance

Date: 8 - 12 July 2013, The Hague | Application deadline: 13 May 2013 | Course fee: € 2.450,-

Course introduction

This summercourse is targeted at professionals at donor and development organisations dealing with the design and implementation of decentralisation support processes. The course will provide you with the basic concepts of decentralisation and local governance and will increase your insight into the challenges of decentralisation reforms in different country contexts, such as fragile states or countries with strong ethnic or religious tensions.

International decentralisation expert Jamie Boex, as well as other decentralisation experts will discuss with you questions like: In what way can a transfer of power and budgetary resources from central to local authorities lead to better services on the local level? How can dialogue between national governments and local stakeholders be stimulated? And how can local governments be made more accountable to their citizens?

Learning objectives

This course will help you:

- assess decentralisation practices in the countries in which you work;
- increase your insight into the various factors that influence performance at the local level;
- judge the impact of decentralisation policies on domestic accountability;
- design and monitor support strategies for more effective implementation of decentralisation in partner countries.

Christian Doly,
Ministry of Economy and Finances, Burkina Faso



“The case on my own country gave me the opportunity to think of strategies on how to resolve challenges in our work.”





“What I still find very useful in my day to day work is the comprehensive decentralisation framework which helps me to review the current status of the local governance and decentralisation process in Bangladesh.”



Fiscal Decentralisation and Local Finance

Date: 16 - 27 September 2013, The Hague | Application deadline: 22 July 2013 | Course fee: € 2.890,-

Course introduction

The way in which public finances are organised in a country forms the basis for how local authorities run their activities in cities, towns and villages. While national governments have the responsibility to design and supervise a system that works, local authorities are challenged to use their often limited resources for delivering better local services.

This course, developed in cooperation with the Urban Institute, discusses questions such as: How can spending responsibilities and revenue resources be best assigned to the different levels of government? How can financial management at the local level be improved? And how can local authorities be held accountable in a transparent way? During the course, we will discuss various examples of financing public services, public-private partnerships and participatory budgeting.

Learning objectives

This course will help you:

- assess and monitor fiscal decentralisation practices in your country;
- optimise the different sources of revenue, e.g. taxes, user fees and intergovernmental transfers;
- find effective financing structures and partnerships to accomplish most with limited resources;
- be able to use revenue and expenditure tools.

Local Economic Development

Date: 11 - 22 November 2013, The Hague | Application deadline: 16 September 2013 | Course fee: € 2.890,-

Course introduction

This course is about strengthening the economic capacity of a regional community in such a way that it makes optimal use of the potential and characteristics of the area. It discusses strategies, tools and approaches to improve conditions for economic growth and job creation.

Questions that will be addressed are: How to develop a vision for the area together with citizens, businesses and NGOs? How to support farmers and small businesses in creating job opportunities and improving food security? And how to secure local interests vis-a-vis central government, multi-nationals and foreign investors? We will visit projects supporting small entrepreneurs, agricultural programmes and initiatives to promote tourism.

Learning objectives

This course will help you:

- assesses the economic and political context for regional development;
- identify challenges and opportunities for strengthening the local economy and job creation together with stakeholders at local, regional and national level;
- develop approaches for strategic local economic planning;
- get acquainted with practical tools for supporting the local economy.



Nana Afranaa Kwapong,
GIZ Ghana



"I am supporting the establishment of a LED center of excellence in Ghana. The course has helped me a lot in mentoring municipalities to integrate LED in their policies."

Practical course information

All courses are in English.

Course fee

The course fee includes all training-related costs as well as drinks, lunches, training materials and travel during the training course.

Admission requirements

In order to participate in one of our open training courses, you are required to have at least a bachelor's degree or work experience in a field related to the chosen course, and sufficient knowledge of the English language (both spoken and written).

Application procedure

To apply for one of our training courses, you need to complete an application form, which can be downloaded from www.thehagueacademy.com. Upon receiving your application form, we will send you a confirmation and an invoice. Only after receipt of your advance payment is your participation guaranteed.

Visa

Since the visa application procedure takes quite some time, we recommend you to submit your visa request for The Netherlands at least six weeks before the start of the course. Check with the Royal Netherlands Embassy in your country for the details of the procedure.

Accommodation

The Hague Academy has a special price agreement with the 3* eco-designed Court Garden Hotel in The Hague. Please contact us if you are interested to stay there.

Funding opportunities

For most of our open courses it is possible to apply for an NFP fellowship from Nuffic. For more information about application for NFP fellowships please check www.nuffic.nl/nfp.

Colophon

Concept and text

The Hague Academy for Local Governance

Graphic design

Jongens van de koude grond, The Hague

Photography

Rebke Klokke, Utrecht

Printer

Oranje van Loon, The Hague

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