

Training programmes 2015

Expertise

Exchange

Experience

The Hague Academy *for*
local governance

Welcome



*Basuki "Ahok" Tjahaja Purnama,
Governor of Jakarta*

Dear reader,

As a regent and governor, I have experienced the great potential of local government in addressing citizen's needs and developing practical solutions. I have also experienced, however, the complexity of governing cities confronted with infrastructural challenges, poverty, unemployment and an increasing pressure on basic services such as health care, waste management and education.

To address these challenges, local leaders should show responsibility, integrity and a clear vision for the future. At the same time, local staff need the knowledge and skills to deliver the services that their citizens ask for.

We also need the support from the central government to solve our issues. A good cooperation and coordination with staff of Ministries is essential. As our new president Mr. Jokowi has recently put it: "Jakarta's problems should be my problems as a president".

The programmes that The Hague Academy for Local Governance offers, help countries to strengthen their local democracy. They provide an opportunity for elected representatives, government officials and staff of NGOs and donor organisations to increase their knowledge, develop their skills, learn from best practices and exchange experiences with colleagues from other parts of the world.

Therefore, I recommend you to read this course brochure 2015 carefully. I am sure your participation will contribute to the local democracy in your municipality, your country and around the world.

*Basuki "Ahok" Tjahaja Purnama
Governor of Jakarta*

The Hague Academy for Local Governance

Experience, Expertise and Exchange. This is why you should choose for a training programme of The Hague Academy for Local Governance.

We are a non-profit, non-governmental organisation that aims to strengthen good (local) governance, public service delivery and socio-economic development in developing and transitional countries. We do this by organising practice oriented training programmes, both in and outside The Netherlands.

We focus on real life situations and challenges that you recognise from your daily work. You will meet colleagues from abroad, learn from experiences in other countries and relate what has been learned to the practice in your home country.

Whether as a mayor, a civil servant, an NGO-staff member 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.



A practical approach

In our courses:

- ▶ 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.

“I will definitely try and come back for a follow up course.”

*_Christina Walaan, GIZ Cairo office, Egypt
Training Multilevel Water Governance*



► My expectations

“The training course Multilevel Water Governance combines the two fields I’m working in right now: good governance and the water sector. I am promoting transparency and accountability in the Egyptian irrigation sector through the establishment of a regional customer centre, and I would like to learn more about ways to improve communication between the Ministry and the water users, the farmers. Since this course targets professionals from all over the world, I am interested to know the experiences of other participants who work in the same field. Being in Netherlands also exposes me to a different way of thinking.”

◀ Afterwards

“What I found most valuable was to hear about the experiences with water governance of other countries. I also learned a lot about the different roles and responsibilities and cooperation with stakeholders in water management. The study visit to the waste management plant and to see the process of purifying the waste water was impressive.”





Participants of the Multilevel Water Governance course visit Dutch waterworks.

Experience

Joining our programmes means experiencing governance from a typically local point of view. Field visits are an important part of our training programmes. During these visits you can see theory in practice, ask questions to government practitioners and get inspired with new ideas.



Trainer **Freddy Sahinguvu** and participants during the training Local Service Delivery

Expertise

Our courses are facilitated by our dedicated and professional staff. They create a learning environment in which you 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.



In our training courses we work with a broad range of experts who have international experience in specific interest fields, like:

dr. Jamie Boex, *leading expert in (fiscal) decentralisation at our partner organisation in Washington, The Urban Institute.*



Irma Specht, *expert in social and economic development in transition processes, with a special focus on vulnerable groups and gender.*



Alfonso Garcia Salaues, *all round specialist in decentralisation, local government and local economic development*

Partner organisations that contribute to our courses are a.o. UNCDF, The Urban Institute, VNG International, The Hague Institute for Global Justice, Dutch ministries and municipalities, international knowledge institutes and representatives of citizens' groups, businesses and civil society organisations.



Exchange

In The Hague you will meet colleagues and experts from all parts of the world. You will exchange ideas and experiences with your fellow participants, gain new insights from experts, field visits and case studies and go home inspired and enlightened.

In 2014, we had the pleasure to welcome participants from a.o.:

[Awash Basin Authority in Ethiopia](#) ▶ [GIZ Egypt](#), [Palestine](#) [Philippines](#) and [Pakistan](#) ▶ [Dutch Embassy Nairobi](#) ▶ [UNDP Gender Programme Afghanistan](#) ▶ [UNDP Bangladesh](#) [Municipality of Gjilan in Kosovo](#) ▶ [City Government of Baguio in the Philippines](#) ▶ [Anti Corruption Coalition Uganda](#) ▶ [USAID Ethiopia](#) ▶ [Transparency International Bangladesh](#) ▶ [Swiss Agency for Development and Cooperation Mongolia and Burkina Faso](#) ▶ [UNICEF Somalia](#) ▶ [Ministry of Local Government Lesotho](#) ▶ [SKL International](#) ▶ [United Nations Mission in South Sudan](#) ▶ [UN Habitat Somalia](#) ▶ [South African Reserve Bank](#) [Ministry of Interior Jordan](#) ▶ [Municipal Association of Nepal](#) ▶ [Municipality of Pasto in Colombia](#) ▶ [Ministry of Science, Technology and Environment in Nepal](#) ▶ [Ministry of Water Resources Iraq](#) ▶ [Ministry of Law and Human Rights Indonesia](#).



Tailor-made programmes

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.

Requesting organisations were a.o. GIZ, UN Habitat, UNDP, World Bank and the Ministry of Foreign Affairs of The Netherlands.

Examples of courses that we have developed and organised on demand in the past year are:

- ▶ Sustainable Local Economic Development - Algeria
- ▶ Lobby and Advocacy - Zimbabwe
- ▶ Fiscal Decentralisation - Bangladesh
- ▶ Leadership for Security and Rule of Law - Albania, Serbia, Turkey
- ▶ Youth Leadership - Burundi, South Sudan, Palestine
- ▶ Public Service Delivery and Gender - Zanzibar
- ▶ Social Affairs and Employment - Egypt, Jordan, Libya, Morocco, Tunisia
- ▶ Integrity of Civil Servants - EU Pre-Accession Countries
- ▶ Urban Governance - Iraq



Tailor-made: Fiscal decentralisation in Bangladesh

In 2014, we organised three interactive training courses in Bangladesh for more than 120 government officials and UNDP-staff. Aim of these courses was to bring together different stakeholders on the topic of decentralisation to support public sector reforms in the country. The participants discussed strategic planning and capacity development of local government units, received lectures on fiscal decentralisation by expert Jamie Boex and local professors, practiced with public financial management tools and analysed cases studies from the region.



Tailor made: Supporting the democratic transition in the Arab region

In the past three years, we developed and delivered several training courses for government officials from countries in the Arab region. Participants from Egypt, Jordan, Libya, Morocco and Tunisia followed training in The Netherlands and Tunisia and engaged in online learning activities. The courses are part of the democratic transition programme for the Arab region, financed by The Netherlands' Ministry of Foreign Affairs. Topics are Local Governance and Social Affairs & Employment.





Open courses

Gender Responsive Governance

23 March – 3 April 2015, The Hague

Gender equality is fundamentally related to sustainable development and globally accepted as a necessity for the promotion of human rights. In the context of local government, gender equality is critical as women are in a disadvantaged position to access basic services and economic opportunities.

This course, which is developed for both men and women, starts by exploring the main gender concepts and how they relate with inclusive development. Subsequently, you will discuss the practical integration of gender in all dimensions of (local) governance, including participation, accountability and transparency as well as the role of women and men in equitable service delivery. By showing examples from around the globe, applying interactive ways of sharing knowledge and working with renowned experts in this field, you will gain a deeper understanding of gender dynamics.

This course will help you:

- ▶ increase your knowledge about gender concepts and become aware of the latest insights in gender responsive governance;
- ▶ identify ways to increase participation and representation of women and marginalised groups in an organisation;
- ▶ adopt tools for conducting gender analysis, gender responsive budgeting and mainstreaming gender in programmes or projects;
- ▶ improve your personal skills in leadership, lobby & advocacy and negotiation techniques.

Peacebuilding and Local Governance

13 – 24 April 2015, The Hague

After violent conflict, local governments are faced with enormous challenges in peacebuilding and reconstruction. Not only are they responsible for the provision of basic services such as roads, water, schools and health care, but also for restoring human security, (re)integration of displaced persons and ex-combatants, promoting social cohesion and rebuilding the local economy.

This course addresses questions like: how can local authorities strengthen basic services and create economic opportunities in a conflict-sensitive manner? And how can they contribute to social cohesion, human security and conflict-prevention? Lessons from cases in Afghanistan, South Sudan, Burundi and the Balkans are presented and implications for donor support programmes - such as timing, geography and do no harm approaches - discussed.

This course will help you:

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



“The course content was very comprehensive and the programme in general was very valuable to me”

_Sanjay Gurung, Mercy Corps, United States
Summercourse Decentralisation and Local Governance



► My expectations

“I applied for the summercourse on Decentralisation and Local Governance because I want to learn more about the mechanisms of the decentralisation process and its impact on the effectiveness of governance systems in serving citizens. I would also like to learn more about the political economy around decentralisation. I hope that this course helps me to design better programmes and that it brings more structure in my thinking around my agency’s governance programme strategy.”

◀ Afterwards

“I really liked the wide variety of participants from different backgrounds. From government officials, to NGOs and donor agencies; it was an incredible interesting mix of people. Sharing real life experiences made the course content more real and applicable. In addition, I learnt how complex the implications of decentralisation are and the nuances involved in promoting it.”



Citizen Participation and Accountability

1 – 12 June 2015, The Hague

Good governance implies transparent governments that can be held accountable for policy and expenditures and are responsive to citizen's needs. Moreover, it involves an active community - including vulnerable groups – able to put forward their wishes and demands in an effective way.

This course helps governments to become more responsive and citizen groups to be more effective in lobby and advocacy. You will learn about concepts of citizen participation and government accountability, such as the accountability chain, the participation ladder and the role of the media. In addition, you will discuss instruments and do's and don'ts for communicating with citizens and dealing with the press. Visits are paid to participatory projects in the field of urban planning, social cohesion and public security.

This course will help you:

- ▶ better understand the concepts of government accountability, transparency and participation;
- ▶ 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 effective communication with citizens, NGOs, media and the government.

Integrity and Anti-corruption

29 June – 10 July 2015, The Hague

Issues of integrity and corruption in government organisations have a huge impact on society. Despite many efforts to tackle the problem, corruption is still widespread and the impact is clear: it hinders an effective delivery of services, access to justice and economic growth.

This course discusses the complexities of corruption, its root causes and its impact. Attention is paid to the international anti-corruption framework, related integrity policies and the role of the various actors in eliminating corruption. We distill lessons from experiences in different countries, discuss recent initiatives and visit relevant organisations in The Netherlands. In addition, you will identify the main elements for designing an integrity policy for your own organisation and you will practice with implementation challenges and dilemmas.

This course will help you:

- ▶ examine the cross-cutting nature of corruption and the social impact surrounding it;
- ▶ better understand the international framework of anti-corruption conventions, protocols and best practices;
- ▶ design integrity and anti-corruption policies that are coherent with fiscal and human resource policies;
- ▶ be able to deal with challenges and dilemmas related to anti-corruption and integrity policies;
- ▶ implement instruments for increasing transparency and accountability.



Summercourse Decentralisation and Local Governance

6 – 10 July 2015, The Hague

This summercourse is designed for professionals at donor and development organisations who want to stay up to date with the latest developments in the field of decentralisation and local governance. The course provides you with cutting edge knowledge and increases your insight into the challenges of decentralisation reforms in different country contexts.

International decentralisation expert Jamie Boex and other experts will present the latest research and recent case studies, dealing with questions like: How can a transfer of power and budgetary resources from central to local authorities be organised to improve services on the local level? How can dialogue between national governments and local stakeholders be stimulated? And how can donor support programmes strengthen decentralisation processes and increase government accountability?

This course will help you:

- ▶ assess the political economy of decentralisation and 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 and local service delivery;
- ▶ design and monitor support strategies for more effective implementation of decentralisation in partner countries.

Local Economic Development

7 – 18 September 2015, The Hague

A clear vision for the future, reliable local services and stability are important conditions for sustainable economic growth. Especially at local level, the authorities can play an important facilitating role in promoting business, creating jobs and stimulating inclusive development.

This course is about strengthening the economic capacity of a region by making optimal use of the potential and characteristics of the area. You will discuss questions like: how to develop a vision for the area? How to support farmers and small businesses in creating jobs and improving food security? And how to secure local interests vis-a-vis central government, multinationals and foreign investors? We will visit projects supporting small and medium enterprises, agricultural programmes and initiatives to promote tourism.

This course will help you:

- ▶ assess the economic and political context for regional development;
- ▶ identify challenges and opportunities for strengthening the local economy together with stakeholders at local, regional and national level;
- ▶ develop approaches for strategic local economic planning;
- ▶ apply practical tools for supporting the local economy.



“I feel I have a new vision for local governance.”

_Mohammad Al Zawahreh, Zarqa municipality, Jordan
Matra South training Local Governance



► My expectations

“As head of the Local Development Unit my mission is to enhance civil participation, encourage people to play an active role and become a real partner in decision making. Municipalities are the best environment to make a change in society, but we have to improve trust between citizens and the local authorities. In the course of The Hague Academy, I hope to get new ideas and knowledge about how to do this.”

◄ Afterwards

“The content of the course programme was very valuable as a whole. Moreover, it is very relevant to what my organisation does. The course gave me new insights and a new perspective to my experience as a practitioner.”



Fiscal Decentralisation and Local Governance

28 September – 9 October 2015, The Hague

The way 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 in Washington, discusses questions such as: How can spending responsibilities and revenue resources be best assigned to the different government layers? How can financial management at the local level be improved? What are sources for local income generating? And how can local authorities be held accountable in a transparent way? You will discuss various examples of financing public services, public-private partnerships and participatory budgeting, and visit Dutch local authorities showing how they finance local services.

This course will help you:

- ▶ assess and monitor fiscal decentralisation practices in your country;
- ▶ shape expenditure assignments and intergovernmental transfer systems;
- ▶ 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.

Multilevel Water Governance

26 October – 6 November 2015, The Hague

Water provision and governance of water systems are of a complex nature, involving many different stakeholders at different levels and shaped by the political and institutional context of a specific country. In many countries, reforms for effective water management are hampered by an unclear allocation of roles and responsibilities, territorial fragmentation and limited capacity at the local level.

This course, developed with the Dutch Water Governance Centre, addresses the key challenges for integrated, multilevel water governance. You will be introduced to the OECD-concept of water governance gaps and the five building blocks for good water governance: the administrative organisation, the legal system, financing, planning and participation of stakeholders. Furthermore, you will discuss case studies, analyse your own country context by applying governance assessment tools and visit water programmes for the protection against the rising sea level, examples of modern river flood management and practices of urban water management. During these visits, a special focus is on cooperation structures and financing mechanisms.

This course will help you:

- ▶ gain state of the art knowledge on concepts and principles of integrated, multilevel water governance;
- ▶ increase insight in the legal, political and institutional framework affecting water governance in your country;
- ▶ get acquainted with new tools and approaches for dealing with the challenges of water governance;
- ▶ broaden your knowledge on international best practices of effective multilevel water governance.



Security, Governance and Rule of Law in fragile states

2 November – 11 December 2015, The Hague

This six-week training programme, developed in cooperation with The Hague Institute for Global Justice, focuses on the challenges of state building in fragile and conflict affected areas. It offers an in-depth, multidisciplinary programme focusing on strategies to restore human security, rebuild legitimacy, reconstruct services and foster social cohesion.

You will receive lectures from academics and international experts from various fields of practice, including conflict analysis, governance, rule of law promotion, security sector reform and socio-economic recovery. You will have the opportunity to share your expertise and knowledge and bridge the divide between theory and practice by exercises and practical cases from amongst others DR Congo, Burundi, South Sudan, Afghanistan and Libya.

This course will help you:

- ▶ learn about the role of the different institutions -including local government, judiciary and traditional leadership- in restoring security, legitimacy and effectiveness;
- ▶ increase understanding of factors in the political economical context that influence performance of state and local institutions;
- ▶ increase your insight in concepts of conflict sensitivity and peace settlement at a local level;
- ▶ think about ways to apply these concepts and interventions in your own local context.



Talent for Governance

Talent for Governance is The Hague Academy's fellowship programme for young, talented professionals at local governments in developing and transitional countries. As local officers, they are in a unique position to contribute to better services for their community. The carefully selected talents all possess a strong motivation to make a difference for their citizens.

The Talent for Governance programme consists of a training course at The Hague Academy for Local Governance, a municipal internship and worldwide (online) networking activities. Thereby, the young talents develop their knowledge and skills, learn from experiences elsewhere and build an international network. This helps them to deal with the challenges they face in their daily work.

Talent for Governance relies on the financial support of organisations and individuals who believe in the importance of good local governance. By means of their donations, they help strengthen the capacity of villages, cities and countries to improve services for their citizens and foster sustainable economic development.



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