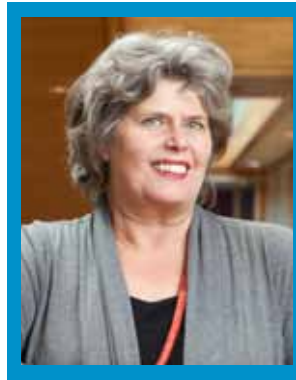


Training programmes 2014



The Hague Academy for
local governance

Welcome



*Jantine Kriens
President of the Board of Directors of the Association of Netherlands Municipalities*

Dear reader,

The Netherlands has a long tradition of local governance. In the 11th century, local farmers were already cooperating to protect the low lands against flooding. Community groups were responsible for the maintenance of dikes and collecting taxes from land owners. Two centuries later, district water boards were established, consisting of elected representatives from local farming communities and operating independently from the national government.

Today, our system of governance still places much importance on local ownership and self-government. This also involves thinking about optimal solutions for decentralising public services, especially in a time of severe budget cuts by central government. The arrangements between central, intermediate and local level are subject of continuous discussion between the different tiers of government.

These discussions are not exclusive for The Netherlands, of course. Countries all over the

world face similar challenges. Although the context may be completely different, they too think about the best way to organise government, deliver services, involve citizens and realise inclusive and sustainable development.

I therefore find it truly inspiring that The Hague Academy for Local Governance provides the opportunity for practitioners worldwide to meet in The Hague and exchange knowledge and experiences here. The courses offer a unique chance to professionals from either donor organisations, governments or NGOs to learn from international experts as well as from each other.

The Academy continuously strives for a relevant and up to date course offer. I therefore warmly invite you to read the new course brochure for 2014 and come to The Hague - or ask for a tailor made training. I am sure you will go home with new ideas and inspiration and a valuable international network of people that will continue to exist long after the training has ended.

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 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. 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.

Our participants

In 2013, we had the pleasure to welcome participants from all parts of the world. They work for different types of organisations such as:

[Election Commission of Bhutan](#), Youth Development Foundation Iraq, [Kathmandu Metropolitan City](#), Colombo Municipal Council, [Netherlands Embassy Afghanistan](#), Oxfam Novib, UNDP Kenya, [USAID Bosnia Hercegovina and Indonesia](#), GIZ Pakistan and Palestine, [Anti Corruption Coalition Uganda](#), British Embassy Kabul, [Ministry for Planning and National Development Kenya](#), Swiss Development Cooperation Kosovo, [UN-Habitat Kenya](#), KfW Germany, [Center for Local Development and Transparent Government Macedonia](#), SKL International Sweden, [Swiss Embassy Kyrgyzstan](#), Ministry of Agriculture and Irrigation Sudan.

We also developed tailor made programmes for a.o. [World Bank Khartoum](#), UN Habitat Iraq, [CARE Burundi](#), UNDP Bangladesh, [GIZ Algeria](#), the Institute of Public Administration in Zanzibar, [Zarqa municipality in Jordan](#) and the Ministry of Foreign Affairs in The Netherlands.



Syïmykbek Nurunbetov
Ministry of Finance, Kyrgyzstan



“I hope the knowledge from this course helps me to organise analytical work on legislation concerning the regional development of our country. The presentations of the Netherlands’ achievements and experiences were interesting and fruitful.”

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 group work. This open atmosphere makes sure that the courses are interactive, flexible and participant oriented, according to our Academy training guidelines.



Nienke Vermeulen

Nienke is an all round trainer with expertise in the field of local governance, human rights and social justice in (post-) conflict settings. She has facilitated many courses and workshops for multi-cultural groups and pays great attention to the needs of each individual training participant. In the past, she worked in capacity building and advocacy programmes in Rwanda, Pakistan, Nepal and Ethiopia. At present, Nienke is also active in local politics in Amsterdam.



Freddy Sahinguvu

Freddy's background is in good governance, citizen participation and accountability. He develops and delivers training on youth leadership in Burundi, South Sudan and Palestine as well as open courses on local economic development, service delivery and citizen participation. Before he joined the Academy, Freddy worked in Burundi as journalist and play writer for educational programmes and as lecturer on global marketing and international trade.

Our experts

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



dr. Jamie Boex

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



Irma Specht

As director of Transition International, Irma supports social and economic development in transition processes, with a special focus on vulnerable groups and gender. She has broad international experience in vocational and business training, labour market analyses, small business set-up and private sector development.



Alfonso Garcia Salaués

Alfonso is an all round specialist in decentralisation, local government and local economic development. In the past, he held various management positions in the public sector in Bolivia. As technical expert for development programmes in various countries he advised a.o. on strengthening local government associations, decentralisation in rural areas, urban economic development and financing of water and sanitation.

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
- Climate change and resilient cities
- Multilevel water governance
- Integrity and anti-corruption
- Good governance and rule of law in fragile states
- Urban development and housing
- Intermunicipal cooperation and a territorial approach
- Social affairs and employment
- Health and welfare
- Leadership and municipal management
- Gender mainstreaming and female leadership
- Citizen participation and accountability
- Peacebuilding and local governance
- Decentralisation and local governance
- Fiscal decentralisation and local finance
- Local economic development

Tailor made: Promoting integrity in Zimbabwe

After a one week Training of Trainers in The Netherlands, staff members of the Public Affairs and Parliamentary Support Trust (PAPST) in Zimbabwe organised a two-day workshop ‘Integrity of Public Leadership’ for more than 30 civil servants and politicians from all over the country. With the support of The Hague Academy, they delivered a.o. an ethical dilemma training to make the officials more aware of issues of integrity and help them coping with difficult situations.

“The training motivated me to start thinking what role I should play in promoting ethics and integrity in Africa”, said Ms. Thando Diarra of the PAPST. She especially appreciated the combination of dilemma training with a Training of Trainers: “I am hoping to use this tool to investigate further the dilemmas faced by our stakeholders back home”.



Tailor made: Supporting democratic transition in the Arab region

To strengthen the capacity of Ministries and sub-national governments in Libya, Tunisia, Morocco, Egypt and Jordan, The Hague Academy has developed two blended learning courses. The courses consist of one training week in The Netherlands and one in Tunisia, with in between online activities.

In the course Social Affairs and Employment, participants discuss with international experts how they can promote the economy and at the same time improve their social security system. Examples are given of employment strategies leading to more and better jobs - especially for youth - and

a stronger and more diverse labour market. Furthermore, attention is paid to provisions for unemployed, disabled and pensioners as well as to social safety nets protecting vulnerable groups.

The course Local Governance focuses on challenges and opportunities in the implementation of decentralisation policies, strengthening local government, local economic development and participation of citizens. Both courses contain networking activities with civil servants from the Netherlands as well as site visits to best practices in The Netherlands and Tunisia.



Khadija Lamsselek
Ministry of interior, Morocco



“It was really interesting to be in a training course with other participants from Arab countries and share experiences with them. The ‘one-stop-shop’ was one of the new ideas I took from the course.”

Tailor made: Strengthening Rule of Law in South Eastern Europe

To support European integration, The Hague Academy organises several training programmes for governments in countries with an EU pre-accession status.

The training Integrity of Civil Servants aims to increase understanding of the international framework for integrity and anti-corruption as well as the situation in participants' countries. The course provides insight in the

roles and responsibilities of the different actors and helps participants in the design of an integrity policy for their organisation. Attention is paid to linkages with policies for finance and human resources, implementation challenges and dealing with dilemmas.

The Leadership for Security programme consists of several training sessions for decision makers at the Ministries of Home Affairs and Justice, police and local authorities in Turkey, Serbia and Albania. In these sessions, they enhance their knowledge and skills to provide leadership, promote practices of good governance and increase cooperation in the public security sector. In addition, attention is given to minority rights and the role of government in promoting a culture of tolerance and anti-discrimination.



Tailor made: Engaging youth and building bridges for peace

The Hague Academy, in cooperation with partners CARE and SPARK, develops and implements several training programmes in Burundi, South Sudan and the Palestinian territories.

The Youth Engagement Programme aims to improve the social-economic position of young women and men in fragile states by fostering dialogue, networking activities and capacity development. The Hague Academy provides training in civil participation and leadership, a.o. by starting a 'youth leadership academy'.

The Peace under Construction-programme supports civil society groups in their peace-building efforts and enhances government capacities to protect citizens against violence and human rights violations. Training activities aim at state and non-state actors and cover topics like conflict prevention, conflict resolution, citizen participation and human rights.



Abdulati Ghazir
Aynzara local council, Libya



“During the visit to the Municipality of Rotterdam, we learned how to distribute power and involve citizens. Resolving conflicts by negotiation with different stakeholders is also something I will practice at home.”



Good Governance and Rule of Law in fragile states

Date: 20 January - 28 February 2014, The Hague | Application deadline: 16 December 2013 | Course fee: € 7.450,-

Course introduction

Fragile and post-conflict states have major challenges to deal with such as coping with the lack of security, restoring legal order and providing public goods and services to create prospects for citizens and restarting economic activity.

This comprehensive training programme of six one-week modules enhances your knowledge and skills by providing case studies, practical experiences, recent research results and a variety of exercises. The programme is developed together with The Hague Institute for Global Justice and discusses mechanisms for peaceful settlement of conflict; restoring legal order and increasing access to justice; re-establishing human safety and security; increasing government accountability and trust between government and citizens; rebuilding public services and promoting socio-economic development.

Learning objectives

This course will help you:

- increase insight in concepts of conflict sensitivity and peace settlement at a local level;
- learn about roles and responsibilities of the different institutions (government, judiciary and traditional leaders), in restoring security, legitimacy and effectiveness;
- increase understanding of factors in the political economical context that influence performance of state and local institutions;
- exchange your own experiences with international experts and other participants;
- design a concrete action plan with steps you are going to take when you're back home.

Gender Mainstreaming and Female Leadership

Date: 3 - 14 March 2014, The Hague | Application deadline: 3 January 2014 | Course fee: € 2.890,-

Course introduction

Policy and decision making in governments is still very much dominated by men. The under-representation of women in leading positions is caused by various circumstances, such as discriminatory legislation, cultural norms or capacity gaps. This, in combination with a lack of gender sensitivity in organisations, often results in policies that are gender biased and fail to address the needs of women in the community.

In this course, experts and practitioners discuss with you the obstacles for women's participation and leadership roles and how to overcome them. You will explore the core dimensions of public leadership and look at leadership skills from a gender perspective. Furthermore, policy measures to increase gender sensitivity of government organisations are discussed as well as examples of successful gender programmes.

Learning objectives

This course will help you:

- enhance your knowledge about gender concepts and obstacles for female leadership and women participation;
- increase your insight in the core elements of good leadership and leadership skills from a gender perspective;
- find ways to increase female representation and participation in local decision making processes;
- get acquainted with strategies and tools for gender mainstreaming in government organisations.

Ana Sucgang

City of San Jose del Monte Bulacan, Philippines



“The course gave me new insights about gender equality and equity. It is not necessary to change the law to give women important roles. The best thing to do is to mainstream gender in the organisation.”





“Upon my return home I immediately started working on the implementation of my Back Home Action Plan. As a Vice Mayor I want our municipality to become a knowledge-sharing municipality and this course gave me great insights for that.”

Citizen Participation and Accountability

Date: 7 - 18 April 2014 | Application deadline: 7 February 2014 | Course fee: € 2.890,-

Course introduction

Good governance implies transparent governments that can be held accountable by their citizens for public policy and expenditures. Moreover, it involves an active participation of the community as well as responsive governments to ensure that citizens' voices are heard. Unfortunately, many government officials do not yet fully recognise the idea that local policies benefit from the knowledge, needs and solutions that citizens put forward in consultation and participation processes.

This course addresses reasons for and concepts of citizen participation and 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.

Learning objectives

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 other stakeholders.

Peacebuilding and Local Governance

Date: 12 - 23 May 2014, The Hague | Application deadline: 14 March 2014 | Course fee: € 2.890,-

Course introduction

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.

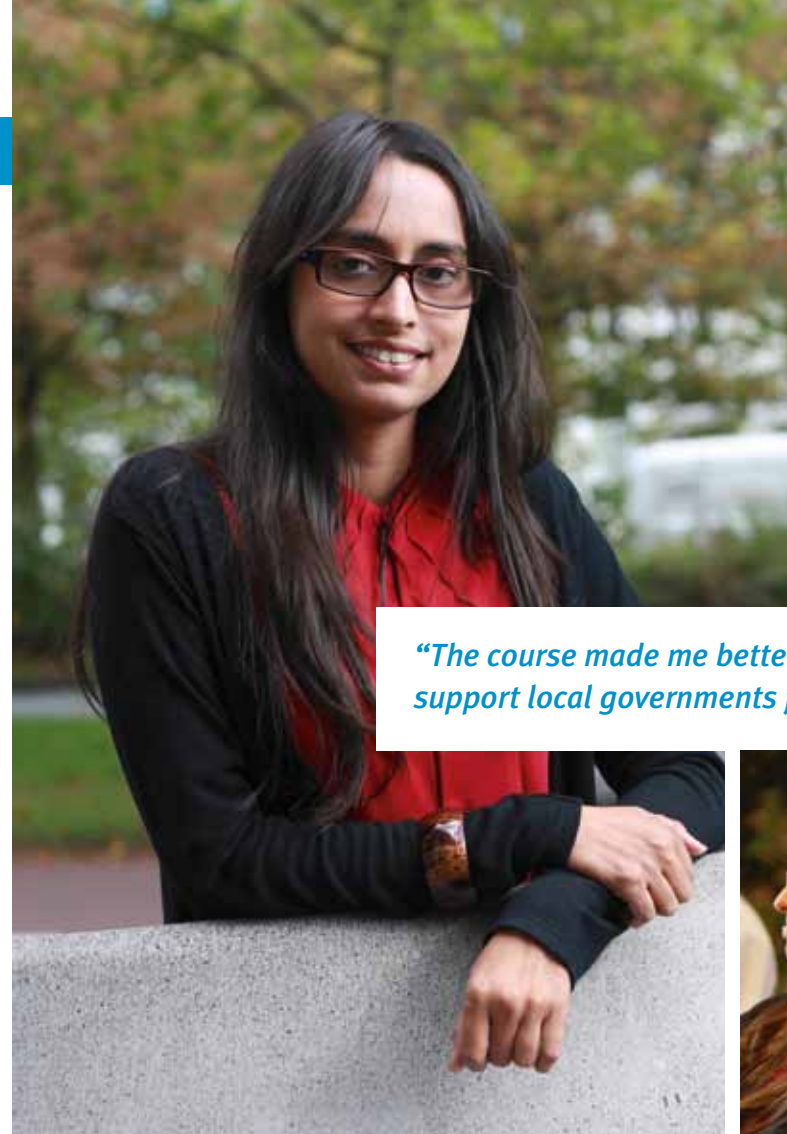
Learning objectives

This course will help you:

- analyse the state of local governments and the local political economy in fragile or conflict affected countries;
- judge the impact of local governance and decentralisation on realising a sustainable peace and building state legitimacy;
- design and implement initiatives aimed at strengthening the capacity of 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.

Cindy Joelene

Development Resource Institute, Myanmar



“The course made me better understand how international organisations can support local governments for better service delivery in fragile countries.”





“The course was certainly relevant to my work in project design and development interventions. I am sure it will also be useful for my future positions.”



Multilevel Water Governance

Date: 30 June - 11 July 2014, The Hague | Application deadline: 11 April 2014 | Course fee: € 3.150,-

Course introduction

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 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 addresses the key challenges for integrated, multilevel water governance. Next to discussing theoretical concepts and practical case studies, you will analyse your own country context, a.o. by applying governance assessment tools. Furthermore, you will visit 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.

Learning objectives

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 in the field of multilevel water governance.

Summercourse Decentralisation and Local Governance

Date: 7 - 11 July 2014, The Hague | Application deadline: 9 May 2014 | Course fee: € 2.450,-

Course introduction

This summercourse is designed for professionals at donor and development organisations who want to be well informed about 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, such as fragile states or countries with strong ethnic or religious tensions.

Jamie Boex and other international experts present the latest findings 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?

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

Anja Hornig

GFA Consulting Group, Germany



“Most valuable for my daily work are the various tools we learned, such as how to design and assess the intergovernmental transfer system and how to define the level of decentralisation in countries.”

Sophie Ogutu
World March Women, Kenya



“I got practical ideas and new thoughts about the strategy of my project, a better sanitation infrastructure in Kibera. After the training I choose to redirect my energy and focus on those things that are within my control.”



Local Service Delivery in Land and Water

Date: 15 - 26 September 2014, The Hague | Application deadline: 18 July 2014 | Course fee: € 2.890,-

Course introduction

Local public services, such as safe drinking water, waste collection and land registration, have a huge impact on the life and well-being of people. Local governments play an important role in ensuring access and quality of these services for all citizens.

In this course we discuss how local authorities, in cooperation with other stakeholders, can ensure that basic services reach the poorest people. Instruments for sound and transparent (financial) management of services are discussed as well as inter-administrative cooperation structures, partnerships with NGOs and the private sector (PPP) and involvement of citizens. The course equips you with a number of practical and analytical tools and discusses successful examples from various countries.

Learning objectives

This course will help you:

- increase your insight into the basic conditions for good local service delivery;
- link instruments for performance based management and public financial management with local development plans;
- get acquainted with international concepts, tools, standards and best practices for improving basic services in the field of land and water;
- increase collaboration and interaction with civil society and in public private partnerships.

Climate Change and Resilient Cities

Date: 29 September - 10 October 2014, The Hague | Application deadline: 1 August 2014 | Course fee: € 2.890,-

Course introduction

Many countries struggle with the consequences of unsustainable economic growth, affecting the climate, people and natural resources. Local authorities and their inhabitants are faced with droughts, floods, air pollution, land degradation, deforestation and rising sea levels, with severe impact on the life of citizens.

This course discusses how local authorities can respond and adapt to climate change, plan and implement solutions for environmental and natural resource challenges and promote more sustainable ways of development. We will discuss tools to recognise local vulnerabilities as well as implementation guidelines to increase disaster resilience in cities. Special attention is paid to the potentials of urban agriculture for reducing the impact of climate change and increasing food security for the urban poor.

Learning objectives

This course will help you:

- understand the impact of climate change on the urban environment, safety and food security;
- analyse vulnerabilities and assess local risks;
- increase insight in strategies and measures for climate change adaptation and mitigation;
- apply tools for participation of stakeholders through dialogue and priority-setting;
- think about ways to integrate sustainability principles and disaster risk reduction in the municipal policy process.



Veronica Gomez
ProBaranquilla, Colombia



“I liked the pleasant working environment created by the facilitators. They made us feel welcome and tried to make the training as relevant and useful as possible for all participants.”

Robert Foote
BTC (Belgian development agency), Tanzania



“The technical concepts and frameworks I was exposed to help me to better understand the topic. This enables me to add more value to development partner dialogue with government.”



Integrity and Anti-corruption

Date: 27 October - 7 November 2014, The Hague | Application deadline: 29 August 2014 | Course fee: € 3.150,-

Course introduction

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 dilemma's.

Learning objectives

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 in coherence with fiscal and human resource policies;
- be able to deal with challenges and dilemma's related to anti-corruption and integrity policies;
- implement instruments for increasing transparency and accountability.

Local Economic Development

Date: 17 - 28 November 2014, The Hague | Application deadline: 19 September 2014 | Course fee: € 2.890,-

Course introduction

A clear vision for the future, reliable local services and stability are important conditions for 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.

Learning objectives

This course will help you:

- assess the economic and political context for regional development;
- better understand the conditions for successful economic 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.



Akintunde Omomofe *Ondo State Public Sector Governance Reform and Development Project, Nigeria*



“The visit to the Ministry of economy, agriculture and innovation was a great lesson in government assistance for economic development in regions. I loved the application of non-traditional solutions to economic planning in the NDSM wharf-programme.”

Talent for Governance



The Talent for Governance programme aims to improve living conditions in developing and transitional countries by investing in young, talented professionals at local governments. 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, 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 in dealing 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 governance for local development. 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.



Colophon

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The Hague Academy for Local Governance

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