

# The Hague Academy for Local Governance Approach on Inclusive Governance in Fragile Settings

The Hague Academy for Local Governance is a partner of CARE Netherlands in the implementation of the Every Voice Counts (EVC) programme, implemented in six countries: Afghanistan, Burundi, Pakistan, Rwanda, Sudan and Somalia. The EVC programme argues that the key obstacle for achieving stability and sustainable development in fragile settings is the structural exclusion of segments of society from local, district level and national governance processes. The programme's theory of change (TOC) addresses this with a focus on inclusive governance processes, referring to the extent to which governance processes provide space to overcome the systematic exclusion of disadvantaged groups seeking to participate in decision-making. The inclusion of women in governance processes is considered as key to stability and development in all six countries and it is therefore a crosscutting theme to all program interventions.



In all six countries of the programme, The Hague Academy oversees the training of CSO's and public authorities. The training's main objective is to strengthen the capacity of Civil Society Organisations (CSOs) and Local Authorities (LAs) to assess, plan and implement effective inclusive governance programmes, especially when it comes to including vulnerable women and girls and other marginalised groups in local governance processes. The training programme on inclusive governance is composed by the following sessions:

- Gender-sensitive inclusive governance;
  - Inclusive citizen participation;
  - Social accountability;
  - Change management.
- Understanding the different dimensions and consequences of social exclusion;
  - How to plan for meaningful inclusion;
  - Unpacking gender equality concepts;

It is important to point out that a gender-transformative approach is mainstreamed into all sessions.

In every country, a team of ten local co-trainers were selected from CARE country offices and their implementing partners. The ten local co-trainers were guided and coordinated by a Master Trainer, selected/hired based on her/his training delivery and coordination expertise. The co-trainers and the master trainers went through a process of capacity assessment and strengthening of the technical aspects of how to design and facilitate trainings. At the end of this process, the trainers and master trainers established personal development plans which were the basis for their coaching by The Hague Academy.



The co-trainers and master trainers were also trained on gender-sensitive inclusive governance. In most countries, they took the lead in facilitating the trainings on gender-sensitive inclusive governance for both, Local authorities (LAs) and civil society organizations (CSOs). In most of the countries, The Hague Academy expert/trainers were present in the training room to coach/ support the co-trainers and bring in the international experience. In countries where the security situation did not allow The Hague Academy Trainers/Experts to travel outside the main cities, the co-trainers took on the whole responsibility of training LAs and CSOs.

At the end of this process, CARE country offices and their implementing partners acquired a pool of capable certified trainers in gender-sensitive inclusive governance. These trainers are expected to sustain the knowledge acquired through The Academy trainings and to replicate them if required. Furthermore, they can be useful for current and future programmes of CARE country offices and their respective organisations as well.

## Approach advantage:

- The co-trainers can easily contextualise the training's content;
- The trainings are delivered in local languages to make it easier for the participants to follow/understand and interact during the trainings;



- The co-trainers understand better gender power relations in their context and advise The Hague Academy on the examples to use during the trainings and how to engage with the different stakeholders;
- The knowledge acquired is institutionalised and sustained by the co-trainers' organisations such as national/regional CSOs, community based organisations, regional universities, local authorities, umbrella CSOs, etc;
- The action-learning approach is very practical and allows a translation of lessons learned in trainings into concrete actions plans by CSOs and LAs. The action plans facilitate a follow and measurement of the training impact;
- Allows a constructive dialogue between CSOs and LAs, as

this dialogue is facilitated in local language and by facilitators from the context;

- The approach allows a thorough discussion challenging gender norms and values, which are barriers to women and girl's participation in local governance processes;
- In-depth identification of the barriers which hamper the meaningful participation of other marginalised groups in local governance processes;
- Good combination of local and international expertise.