



The Hague Academy for  
local governance

**“WE BELIEVE THAT  
REAL DEVELOPMENT  
STARTS AT A LOCAL LEVEL.”**

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the Federation of municipalities of Chouf  
Souayjani in Lebanon*

**“WE NEED MORE KNOWLEDGE AND TOOLS  
TO HELP US CHANGE THE TRADITIONAL  
WAY OF THINKING.”**

Since refugees from Syria first arrived in Lebanon in 2011, municipalities had to shoulder an ever growing share of responsibility in hosting them. Nowadays, 1.5 million Syrian refugees live in a country of four million inhabitants. Needless to say that this poses huge challenges in delivering services for both residents and refugees. Think of housing, education, water provision, sanitation and waste collection.

Another challenge that we face in our country is a lack of real local democracy. Citizens are often not well-informed on the complexity of public issues and municipal councillors lack awareness on the importance and advantages of participatory governance. In my opinion, the Lebanese people, both elected officials and citizens, still need more knowledge and tools to help us change the traditional way of thinking and adopt new sustainable development policies.

One of the initiatives to improve local democracy is the establishment of neighbourhood committees that the municipalities of Chouf Souayjani are currently working on with support of the EU.

Training and awareness raising is very important to change the mentality of people and increase the impact of this kind of initiatives. I am very glad that Lebanese young and ambitious people had the chance to receive training from The Hague Academy for Local Governance on topics like service delivery, resilience and inclusiveness. This gave them new ideas, examples from abroad and practical skills to improve their work for the communities. I wish for more people to become part of The Hague Academy's educational programme and therefore warmly invite you to read more about their training offer in this brochure.

## WE BELIEVE THAT REAL DEVELOPMENT STARTS AT A LOCAL LEVEL

It is our vision that a strong local democracy, in which governments and citizens work constructively together, has a significant impact on stability, quality of services and socio-economic development. Moreover, we see a world of increasing decentralisation and urbanisation, in which the role of local governments in tackling global issues is growing. With our programmes we aim to promote practices of governance that are: participatory & responsive, accountable & transparent, equitable & inclusive, effective & efficient, respecting the rule of law & human rights.

### Beneficiaries

We aim to increase capacities of people and organisations involved in public service delivery, socio-economic development, security and the rule of law. We train government staff, elected representatives, members of civil society, youth and professionals at donor and development organisations. With our programmes we help them develop their knowledge and skills to jointly promote inclusive and sustainable development.

### Approach

**Expertise, Experience and Exchange** is what makes our programmes unique. Participants go on study visits, practice their skills in role play and simulations, discuss practical examples with internationally renowned experts, and reflect with them on their work back home. By doing this, we aim to create awareness, inspire and enhance reflection. To increase the impact of our activities, we help in planning follow-up activities and provide coaching in implementation.

### Innovation

The Hague Academy for Local Governance was rated the second most innovative start-up by the Dutch Ministry of Economic Affairs in 2008. Since then, we have been investing continuously in new tools, trends and topics that matter to local governments, citizens and development workers worldwide.



“Expertise, Experience and Exchange is what makes our programmes unique.”



# EXPERTISE

Our international network of trainers and experts guarantees state of the art knowledge in a wide variety of fields related to local governance.

## OUR EXPERTISE

### Migration & cities

Develop strategies to deal with the positive and negative impact of migration in cities

### Lobby & advocacy

Increase capacities to influence decision making

### Local economic development

Develop a LED-strategy and improve conditions for entrepreneurship and job creation

### Social affairs & employment

Learn how economic growth can go hand in hand with social security reforms

### Subnational conflict & peacebuilding

Work on conflict prevention and social cohesion between different groups in society

### Human rights & the rule of law

Promote access to justice, protect minorities and vulnerable groups

### Local service delivery

Increase the quality of and access to services for all citizens

### Citizen participation & inclusive governance

Include voices of all citizens in the policy process

### Decentralisation & inter-administrative relations

Enhance effective cooperation between different levels of government

### Disaster management & resilience

Build resilience and improve local response mechanisms of local authorities

### Smart & resilient cities

Use smart data for innovative solutions to urban issues

### Fiscal decentralisation & local finance

Increase local financial capacities by fiscal arrangements and local revenue generation

### Gender responsive governance

Work on gender mainstreaming and participation of women in local policies and service delivery

### Leadership & municipal management

Improve skills to create a shared vision, communicate with stakeholders and manage the municipal organisation

### Multilevel water governance

Create financial, legal and administrative conditions for effective cooperation in the water sector

### Integrity & anti-corruption

Promote integrity, transparency and anti-corruption measures of government institutions

# EXPERIENCE

In our programmes, we bring in the experience of international and local practitioners. We visit local projects, government institutions and initiatives by civil society and the private sector. These visits as well as innovative exercises offer a chance to experience governance from a local perspective. Participants ask questions, reflect on their own experience and go home inspired and with many new ideas.



▲ Visiting urban renewal project

▼ Large scale water management project



▲ Innovation in greenhouse agriculture

▼ Role of the media in practice



## Examples of study visits in and outside The Netherlands:

- Municipalities of Amsterdam, Eindhoven, The Hague, Rotterdam, Westland and many more
- Local economic development projects (*Jordan, Palestine*)
- Genesis farm, Municipality of Bishoftu (*Ethiopia*)
- Ministry of Interior (*Morocco, Tunisia*)
- Ministry of Labour (*Jordan, Tunisia*)
- European Commission
- EU Anti-corruption Agency
- Province of South Holland
- Local Communities Support and Loan Fund (*Tunis*)
- Business incubator Yes! Delft
- Green roofs and smart farming, Rotterdam
- Westland International knowledge centre in glasshouse horticulture
- The Hague Environmental Services (*waste collection*)
- House for Democracy and the Rule of Law
- Father Centre The Hague (*gender equality project*)
- Ombudsman The Hague
- Radio Netherlands Training Institute
- Court of Audit of The Netherlands
- Regional Police Haaglanden
- Public Prosecutor's Office
- Amsterdam Integrity Bureau
- Dutch Delta Works
- 'Room for the River'-project and Dutch Water Authorities



# EXCHANGE

Participants to our open subscription courses come from all parts of the world. This offers a unique opportunity to discuss challenges and solutions with colleagues from other countries.

Our online network facilitates an exchange of knowledge and experiences, even long after the training has ended. Here, our alumni report on the results of their action plans, share interesting documents and give each other feedback and support.



▲ Exchanging experiences on economic development with expert Aladeen Shawa' (middle)



▲ Discussing water management issues

▼ Jordanian participants during study visit in Amsterdam



▲ Working together on a group assignment



## OUR TRAINING OFFER

The Hague Academy supports local democracy by organising short and multi-annual tailor made training projects, open subscription courses and a scholarship programme for young, talented local government employees.

### Projects

We offer the following training modalities:

- **Multi-annual action learning**
- **Short courses or exposure visits**
- **Training-of-trainer**
- **Online learning**
- **Training institute capacity building**
- **Coaching and refresher courses**

Depending on the needs of our target groups, we design programmes that usually combine several modalities. Beneficiaries vary from national and local government officials to community leaders, security actors, civil society organisations, youth, training institutes and staff of donor and development organisations. Before the design of a programme, we conduct a thorough needs analysis to make sure the content and approach suit the local context, knowledge level and training needs of the participants.

We offer training in English, French and Arabic and we work with experts from many different countries that speak various local languages. Activities are organised both in The Netherlands and in target countries.



▲ Talent Maggie (Peru) and Erkinbek (Kirgizia) visiting a citizen engagement project in Amsterdam

### Open subscription courses

We organise up to ten open subscription courses annually, both in The Hague and Barcelona. In these short courses, professionals from all over the world meet each other and exchange ideas and experiences. They go on field visits and get acquainted with different international concepts, frameworks, tools and practices that broaden their views on local governance. For some courses, fellowships are available. An overview of our courses and fellowship opportunities is regularly updated on our website.

### Talent for Governance

Talent for Governance is The Hague Academy's own scholarship programme. It provides practice oriented learning experiences to young, talented local government practitioners. The programme consists of a training course, an internship in a Dutch municipality and worldwide networking activities. Thereby, the young talents develop their knowledge and skills, learn from experiences elsewhere and build an international network. After the training and internship period, the talents receive support in the implementation of a local project in their home country.



## ABOUT US

In the past four years our participants came from the following countries:

In total we trained  
**2840**  
people  
(2013-2016)

From:  
**83**  
different countries

**2%**  
The Americas

**25%**  
MENA Region

**48%**  
Africa

**15%**  
Europe and eastern neighbours

**10%**  
Asia

### Our donors and clients are, amongst others:

- Ministry of Foreign Affairs of The Netherlands
- GIZ
- World Bank
- UNDP
- European Commission
- UN Habitat

### Our partners are, amongst others:

- VNG International
- Center for Innovative Local Governance (CILG), Tunisia
- UNCDF
- CARE Netherlands
- Association for Local Democracy Agencies (ALDA)
- Universities of Leiden and Delft

### Our participants worked for:

**31%** National governments  
**25%** Regional / Local governments  
**5%** Research / training institutes  
**27%** NGOs / CSOs  
**12%** Donor & development organisations

We have  
**180**  
experts in  
our network

From  
**20**  
different  
countries

### Among which:

- ▶ **Jamie Boex**  
*(Fiscal) Decentralisation expert*
- ▶ **Aladeen Shawa**  
*Local economic development expert*
- ▶ **Aziza Akhmouch**  
*Water governance expert from OECD*
- ▶ **Irma Specht**  
*Expert in social and economic development gender and community based reintegration*
- ▶ **Ronald Maclean-Abaroa**  
*Former mayor of La Paz, governance and anti-corruption expert*
- ▶ **Alfonso García Salaues**  
*Local governance expert*
- ▶ **Ghada Zeidan**  
*Development, gender and participation expert*



# EXPERTISE, EXPERIENCE AND EXCHANGE

implement comprehensive solutions  
TNO helps businesses in the sector  
their economic lead at an international





# MINORITY RIGHTS IN IRAQ



## Kamaran Al Mesalla

Human Resources Development Centre Kurdistan  
Project manager 'Preserving the Future:  
Strengthening Religious and Ethnic Minorities  
in Iraq'

### Open subscription course:

*Citizen participation & inclusive governance*



## Background

There is a very vulnerable group in my society called Shabak. These people have for long been confronted with different forms of discrimination. Most of them are internally displaced now because of ISIS. They live in a camp where there are local and international organisations, hospitals and government facilities, but no single Shabak has been employed and they are not given any opportunity. Another minority group that I work with are Christians who fled from Mosul and now are internally displaced. Most of them left or lost their ID and other documents. But in order to be able to vote in elections, you need a specific ID called 'Voting Card'. It's very hard for them to get a new one because of complicated procedures and high costs.

## What I learned

During the training, I received different tools to do a stakeholder analysis. I applied one of these tools and decided to arrange a meeting with the legal advisor of the Independent High Commission for Human Rights in Iraqi Kurdistan. I also met other key stakeholders to advocate for the rights of the Shabak people. The same approach I practiced to help the Christian minority. We had several meetings with the local authority, the Nineveh Governorate Council, and finally the governor agreed to contact the Erbil Office of Elections with a formal letter. The Erbil Office responded positively and promised to help the Christians to get a new voting card easily, so that they can have a voice in the elections.



▲ *The displaced Yezidi community in Iraq are encouraged to dance together to practice their traditional celebration.*

▼ *Kamaran visits a citizen engagement project in Amsterdam*



# INNOVATION IN COLOMBIA



**Maria Otero**

Chamber of Commerce Bogota  
Adviser Business Innovation

**Open subscription course:**

*Citizen participation & Inclusive governance*



## Background

I am a member of the Bogotá 2025 roundtable, which seeks to solve the city's most significant problems and come up with an innovative strategy for improving the city's profile at national and international level. We are working on the development of an Innovation Design Centre for the city. This Centre will test, amongst others, public policies and initiatives before launching them, to reduce the impact that they may have on the society. We want to do this through dialogues with different public and private agents of the city. The development of policies that involve citizens, especially minorities and marginalised groups, is one of our greatest challenges.

## What I learned

What I learned most was that you have to know the people who can make citizen participation possible and policies real. I now understand how important it is to get people active to get better results. The Chamber of Commerce of Bogotá decided that all the knowledge I received during the training should be used for solutions offered to the local government, amongst others by the Innovation Design Centre that we are creating for the city. I have now been appointed as a project manager to define the different services that we should offer to the local government and how to involve and support enterprises in providing solutions to the major problems of the city.



▲ *One of the biggest problems in Colombia is heavy local traffic.*

▼ *Maria points out the challenges of involving citizens in Bogota.*

# ANTI-CORRUPTION IN UGANDA



## Beneficiary

Anti-Corruption Coalition Uganda (ACCU)

## Tailor made project:

This project consisted of a Training of Trainers in The Netherlands, a training in Project Cycle Management and a training in Lobby and Advocacy in Kampala.



## Background

Corruption in Uganda is widespread and seen as one of the greatest obstacles to the country's economic development and the provision of quality public services. Corruption-related challenges in the country stem from a weak separation between the public and private sector.

ACCU is a NGO that aims to enhance the capacities of various anti-corruption actors. We want to join forces and act as one strong voice that can effectively engage government on issues of corruption. To do this, we need highly competent staff. The training programme aimed to strengthen the team's ability to analyse and act on issues of governance, human rights and resource utilisation. If we can increase our skills in lobbying and advocacy and increase our knowledge on public policy making, we will be less dependent on external experts.

## What we learned

The training programme consisted of three modules: lobby and advocacy, project management and a Training-of-Trainers. We worked on concrete action plans to sustain the learned points and apply them in our work. We learned, for example, how to conduct a training needs assessment before organising a training. We also worked on a strategic vision for ACCU and included stakeholder mapping in the development of all our programmes, projects and other activities.



▲ The participants receive their certificate of completion.

▼ Discussing ways of engaging with media for lobbying and advocacy purposes.



# SMART CITY DEVELOPMENT IN INDONESIA



## Beneficiary

Smart City and Community Innovation Center (SCIC) of the Institute of Technology Bandung and three Indonesian cities

## Tailor made project:

This project consisted of a three-week programme on smart city research and development in The Netherlands.



## Background

The Smart City and Community Innovation Center (SCIC) of the Institute of Technology Bandung specialises in the development of Smart City concepts in Indonesia. Current conventional solutions are no longer suitable to deal with the increasing severity of population-based problems in Indonesian cities. Think of traffic jams, air pollution or water management. Our staff and local governments that we work with, need to increase knowledge on concepts, state of the art technology and practical applications of smart city concepts. We also need skills to apply smart solutions more effectively, in cooperation with the private sector, governments and citizens.

## What we learned

The Hague Academy together with Delft Technical University organised this three week programme which combined information on state of the art technology, open data and the quadruple helix approach with examples of smart city solutions by Dutch cities. We visited business incubators, smart mobility initiatives, the Valorisation Centre of TU Delft, a green roof project in Rotterdam and watched how waste was collected in a smart way. This programme really broadened our view on different smart solutions and our way of thinking. People in our group have different specialisms so this was also a great opportunity for us to discuss these new acquired ideas and solutions with each other.



▲ Visiting smart waste collection at Irado, Schiedam.



▼ Smart farming on a rooftop in Rotterdam city centre.

# PEACEBUILDING IN SOUTH SUDAN AND BURUNDI



## Beneficiary

Peace clubs, civil society organisations and local communities

## Tailor made project:

A four year action learning programme for the Peace Under Construction-programme managed by CARE Netherlands in Burundi and South Sudan.



## Background

In countries like South Sudan and Burundi, human security is threatened by violent conflict and widespread poverty. Our institutions are weak and tangible peace dividends are lacking, leading to renewed conflicts. This is what happened recently in Burundi and South-Sudan. We have to improve the capacity and legitimacy of local leaders to tackle the root causes that inhibit human security and development. Vulnerable groups such as women need to be protected and youth need jobs to eliminate the breeding ground for violent conflict.

## What we Learned

The Peace Under Construction-programme by CARE and The Hague Academy for Local Governance had a positive impact on our communities. The training and awareness raising activities brought together government and civil society actors to discuss topics like human rights, gender, non-violent communication and conflict resolution. The activities increased mutual understanding, trust and cooperation, which is an important condition for building sustainable peace in the future.



▲ Expert Klaas Breetvelt in a training on female entrepreneurship.



▼ Participants in South Sudan working on a group assignment.



The Hague Academy for Local Governance is a not-for-profit organisation based in The Hague. The Hague Academy is recognised by the Dutch tax department as an organisation that serves the general interest of society.



**The Hague Academy** *for local governance*

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### GENDER RESPONSIVE GOVERNANCE

**Jan 23 - Feb 3 2017** This course is about strategies to increase the participation and representation of women and make government policies more responsive to women and girls. Participants will learn about tools for conducting gender analysis, gender responsive budgeting and mainstreaming gender in service delivery programmes and projects. Attention is also paid to gender relations in conflict and peacebuilding processes.

► [www.thehagueacademy.com/genderresponsivegovernance](http://www.thehagueacademy.com/genderresponsivegovernance)

### FISCAL DECENTRALISATION & LOCAL FINANCE

**Feb 13 - 24 2017** This course 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?

► [www.thehagueacademy.com/fiscaldecentralisation](http://www.thehagueacademy.com/fiscaldecentralisation)

### INTEGRITY & ANTI-CORRUPTION

**Mar 6 - 17 2017** This course focuses on the complexities of corruption, its root causes and the impact on society. The course introduces participants to different examples of institutional reforms and anti-corruption measures. Furthermore, participants discuss integrity dilemmas from their own working practice. They get familiarised with the Dutch landscape of Integrity as well as examples of policies to improve the integrity of an organisation's workforce.

► [www.thehagueacademy.com/integrityandanticorruption](http://www.thehagueacademy.com/integrityandanticorruption)

### CITIZEN PARTICIPATION & INCLUSIVE GOVERNANCE

**Mar 27 - Apr 7 2017** This course discusses basic principles of good governance, accountability and civil participation. Participants will explore possibilities to engage citizens in the policy and decision making process with a special focus on marginalised groups. They will discuss a.o. the participation ladder, the accountability chain, do's and don'ts in participation processes and the role of the media.

► [www.thehagueacademy.com/citizenparticipation](http://www.thehagueacademy.com/citizenparticipation)

### LE DÉVELOPPEMENT ÉCONOMIQUE LOCAL

**May 8 - 19 2017** Cette formation (*aura lieu en langue française*) a pour thème les stratégies et les outils de gestion des processus de développement économique local (DEL) inclusif et durable. Elle aborde des questions telles que: comment développer une vision commune pour le secteur de manière participative, impliquant les pouvoirs publics, les citoyens, les entreprises et les OSC? Comment favoriser la création d'emplois et l'esprit d'entreprise? Et comment financer le développement économique local.

► [www.thehagueacademy.com/del](http://www.thehagueacademy.com/del)



## **SUMMERCOURSE: A LOCAL PERSPECTIVE TO THE SUSTAINABLE DEVELOPMENT GOALS**

**July 3 - 7 2017** Key question in this course is how governments can decentralise policies and services to local levels to promote more inclusive and sustainable development. Support modalities for donors are discussed as well as the political economy of decentralisation, central-local government relations and the 5C-approach to strengthen local government capacity.

▶ [www.thehagueacademy.com/summercourse](http://www.thehagueacademy.com/summercourse)

## **MULTILEVEL WATER GOVERNANCE**

**Sept 18 - 29 2017** This course addresses the administrative, planning, financial, legal and stakeholder aspects of multilevel water governance. Participants will get a unique insight into international best practices and water governance tools and work actively to apply the five building blocks for sound water governance to their own local context.

▶ [www.thehagueacademy.com/watergovernance](http://www.thehagueacademy.com/watergovernance)

## **CONFLICT, RULE OF LAW & LOCAL SECURITY**

**Oct 30 - Nov 10 2017** The key issues in this course are: How can governments promote citizen security and protect human rights after violent conflict? What policies and instruments do they have to foster reconciliation and peacebuilding amongst different ethnic or religious groups? And what attitude and skills do government officials need to lead conflict transformation processes?

▶ [www.thehagueacademy.com/conflictandruloflaw](http://www.thehagueacademy.com/conflictandruloflaw)

## **LOCAL ECONOMIC DEVELOPMENT**

**Nov 27 - Dec 8 2017** This course discusses strategies and tools to manage inclusive and sustainable local economic development (*LED*) processes. It addresses questions such as: how to develop a joint vision for the area in a participatory manner, involving government, citizens, businesses and CSOs? How to promote job creation and entrepreneurship? How to improve conditions for business investments and small and medium enterprises? And how to finance local economic development?

▶ [www.thehagueacademy.com/led](http://www.thehagueacademy.com/led)

## **MORE INFO?**

For more information about our open subscription courses and available fellowships:  
[www.thehagueacademy.com](http://www.thehagueacademy.com) or [info@thehagueacademy.com](mailto:info@thehagueacademy.com)