

The Hague Academy *for*
local governance

10 years **TOGETHER**
LEARNING THROUGH EXPERIENCE AND EXCHANGE

24 April 2018

7AM Meeting and Conference Center, Buitenhof 47, The Hague

SINCE **2008**, WE HAVE TRAINED OVER **5,000 PROFESSIONALS** FROM **85 COUNTRIES**. ABOUT **25%** HAVE COME FROM LOCAL OR REGIONAL GOVERNMENT, **25%** FROM CENTRAL GOVERNMENT, **30%** FROM CIVIL SOCIETY, **5%** FROM RESEARCH AND TRAINING INSTITUTIONS AND **15%** FROM DONOR AND DEVELOPMENT ORGANISATIONS. WE HAVE DELIVERED TRAININGS IN THE HAGUE AND BRUSSELS AS WELL AS AFGHANISTAN, ALBANIA, BANGLADESH, BURUNDI, GHANA, INDONESIA, JORDAN, LESOTHO, MALAYSIA, MOROCCO, PALESTINE, RWANDA, SERBIA, SOMALILAND, SOUTH SUDAN, SUDAN, TUNISIA, TURKEY AND ZIMBABWE.

WITH THE SUPPORT OF **29 DUTCH MUNICIPALITIES**, WE HAVE BEEN ABLE TO ORGANISE **70 TALENT FOR GOVERNANCE** SCHOLARSHIPS FOR YOUNG MUNICIPAL EMPLOYEES FROM **33 COUNTRIES**.



Cecile Meijs

Director The Hague Academy for
Local Governance

10TH ANNIVERSARY CONFERENCE: SHARING EXPERTISE AND EXPERIENCES FOR BETTER LOCAL GOVERNANCE

For 10 years, The Hague Academy for Local Governance has supported local authorities and other actors at the local level in strengthening the knowledge and skills they need to jointly promote stability, economic development and better local services for the community. In our training programmes, we offer them insights, tools and inspiration for the change processes in their home countries.

During our 10th anniversary conference, we will explore – together with experts from the academic world, (local) government, NGOs and development agencies – how The Hague Academy

and other development partners can further improve their support to local governance. We aim to collect trends, experiences, challenges, innovations and lessons learned, and zoom in on the topics of sustaining peace, inclusive economic development, crisis response and capacity building in different workshops.

At the end of the conference, we will bundle practical recommendations from the different workshops which we will share with the conference participants afterwards. Together we will make it an interesting and inspiring learning event!

FEATURED SPEAKERS



Jamie Boex

Jamie has been a key decentralisation expert at The Hague Academy for Local Governance since 2008. As a consultant and researcher, he has extensive experience in fiscal decentralisation and public sector reform in countries such as Russia, Afghanistan, Indonesia, Nigeria, Bangladesh, Tanzania and Uganda. His keynote will address the waves of decentralisation, shifting from post-communist optimism and worldwide democratisation trends in the nineties to a focus on conflict and fragility in the first decade of the twentieth century and the current recognition of the role of local governance in achieving the SDGs. Jamie will discuss the potential of local governance as a circuit breaker for more recent developments like upcoming authoritarian regimes and the predicted "end of global aid".



Greg Shapiro

Local democracy is deeply rooted in Dutch society. The continuous threat of water forced local stakeholders already in the early middle ages to cooperate to keep their feet dry. This is what later became the famous Dutch 'polder-model'. The Dutch-American comedian Greg Shapiro comments on this typical Dutch approach and looks at Dutch government practices, including the recent local elections, through an international lens.



Omar Munie

For The Hague Academy's 10th anniversary, the Dutch designer Munie has created a special gift. Omar came to the Netherlands as a refugee from Somalia when he was nine years old. At the fashion school in The Hague, he designed his first handbags and sold them to his classmates. Soon after, he decided to start his own business and since then he runs a successful design company 'Omar Munie Clothing'. He has received many prizes, such as 'Vocational student of the year 2007', the national award for 'Best entrepreneur under 25', 'Most innovative entrepreneur 2011' and 'Most sustainable design bag'. The latter was manufactured from recycled KLM uniforms. His clients vary from Hillary Clinton to Marco Borsato and Jeroen Dijsselbloem. Omar runs several social projects in which he employs people who have been excluded from the labour market.

SPROCKLER: TO TELL YOU THE TRUTH

Sprockler is a tool for people to get their voices heard in measuring impact and making sense through story-based data collection. The user-friendly software can turn a vast amount of stories into quantitative data for decision-making. These data are presented in a visually attractive manner. The philosophy behind Sprockler is that respondents interpret their own experience rather than external experts. This generates highly authentic and reliable information. Hence the Sprockler slogan "to tell you the truth...".

Governments are gradually starting to employ this instrument to better understand their citizens, from Pakistan to Palestine, from Amsterdam to São Paulo. And companies and NGOs have started to discover this new way of measuring the effects of their interventions and use it for deeper learning.

During the conference, we will share the answers to our online Sprockler survey 'Trends And Challenges in Local Governance' and practice the tool with the audience.

09:30	09:45	10:30	12:00	12:15	13:00
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WELCOME
Cecile Meijs
Director

KEYNOTE
SPEECH
**Trends and
Challenges
in Local
Governance**
Jamie Boex

PANEL
DISCUSSION
AND Q&A
**Sustaining
Peace, Crisis
Response,
Inclusive
Economic
Development
and Capacity
Building at a
Local Level**

REFLECTION
**Dutch Local
Governance**
Greg Shapiro

LUNCH BREAK

INTERACTIVE
PRESENTATION
**10th
Anniversary
Survey Results**
Sprockler

14:00	16:00	16:30	17:00
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WORKSHOPS

1.Sustaining Peace: How can development actors be more effective in sustaining peace at the local level?

2.Inclusive Local Economic Development: How can we support local authorities to promote inclusive local economic development?

3.From Relief to Development: How can local actors be empowered in response to a crisis?

4.Expertise, Experience & Exchange: How to improve impact of training and capacity building?

PLENARY
**Feedback
of Workshops**

**Closing
Remarks**
Peter Knip
Chairman of the
Executive Committee

Pauline Krikke
Mayor of the Hague

RECEPTION
**With special
gift designed
by Omar Munie**

SUSTAINING PEACE: HOW CAN DEVELOPMENT ACTORS BE MORE EFFECTIVE IN SUSTAINING PEACE AT THE LOCAL LEVEL?

Sustaining peace requires integrating pro-active measures that reinforce the structures, attitudes and institutions that underpin peace where it already exists. This approach recognizes the potential of local governance, also in fragile states, and helps nurture the existing local capacities that prevent conflict, mitigate violence and strengthen the effective peace interventions from development partners. The local governance as the level where the state and citizens interact, even in fragile contexts, is an entry point for development assistance.

This workshop will address the following three questions: What is the potential role of local governance in sustaining peace in fragile countries? Considering the current practice in different fragile countries, what are the opportunities and the challenges for local governance in sustaining peace? And how can development partners effectively support local governance in sustaining peace in fragile countries? The discussions around these questions will focus on three functions of local governance: service delivery, socio-economic development and conflict resolution, with citizen participation as a cross-cutting theme.

Speakers



Seth Kaplan

Seth is a leading expert on fragile states, political transitions, conflict prevention, state building and governance. He is professorial lecturer at the Paul H. Nitze School of Advanced International Studies (SAIS) at Johns Hopkins University, senior adviser for the Institute for Integrated Transitions (IIT), and consultant to a.o. the World Bank, UN, African Development Bank, OECD, governments, think tanks and NGOs. He wrote the books 'Fixing Fragile States', 'Betrayed: politics, power and prosperity' and 'Human Rights in Thick and Thin Societies' (to be published July 2018). Seth will give his vision on how the West should help people and leaders in fragile countries build governments and states that fit the local landscape and achieve inclusive development.



Ćamil Duraković

Ćamil Duraković was mayor of Srebrenica, Bosnia-Herzegovina, from 2012 to 2016. He was born there in 1979, and escaped during the 1995 massacre of Bosniak men by the Bosnian Serb army under Ratko Mladic. He lived and studied in the United States, where he graduated in judicial administration and psychology, and returned to Srebrenica in 2005. Back in Srebrenica, he started working for the town administration and in 2012 he ran for mayor. He became the only Bosniak mayor in Republika Srpska, in a city where the majority of the people are Serbs. Currently, he is president of the citizen's movement Odgovor. Ćamil will share his experience with sustaining peace in a post-conflict and ethnically divided country.



Wilma van Esch

Wilma is head of the Rule of Law and Peacebuilding division at the Dutch Ministry of Foreign Affairs. As a senior policy officer at the Ministry since 2003, she worked a.o. in Ghana and India. Before that, she was advisor to the ILO in Geneva, Kenya, Tanzania and Madagascar. Wilma will bring in the Dutch policy and approach to peacebuilding. She will share experiences with support programmes and lessons learned.



Kamaran Palani

Kamaran established the Peace and Freedom Organisation PFOK in Iraq in 2013. This NGO assists vulnerable people such as IDPs, minorities and poor people and raises awareness of human rights and public freedoms. He worked together with the Independent High Commission for Human Rights in Kurdistan to advocate for the rights of the Shabaq people and with the Nineveh Governorate Council to help Christian refugees from Mosul get voting cards, so they could have a voice in the elections. From Iraq, Kamaran is currently doing research on displacement and refugees, funded by the Netherlands Organisation for Scientific Research.



Dion van den Berg

Dion works as a senior policy advisor at Pax for Peace and has over 30 years of experience with supporting peacebuilding processes. He has two principal fields of interest: "democratisation and consolidation of peace" and "religion and conflict". Since the beginning of the 1980s, he has been involved with promoting municipal policies for peace. Throughout the years, he has concentrated particularly on the local authorities of denuclearised zones, municipal cooperation between Eastern and Western Europe, and cooperation programmes for local governments and local NGOs in Croatia, Bosnia-Herzegovina, Serbia and Kosovo. More recently he worked on decentralisation and peace in several African countries, a.o. in South Sudan, and on capacity building and local government in Syria.

INCLUSIVE LOCAL ECONOMIC DEVELOPMENT: HOW CAN WE SUPPORT LOCAL AUTHORITIES TO PROMOTE INCLUSIVE LED?

Inclusive local economic development aims to create sustainable jobs and improve the quality of life for everyone, including the poor and the marginalised. It seeks to empower local participants in order to effectively utilise business enterprise, labour, capital and other local resources to achieve local priorities, such as job creation, poverty reduction, stabilisation of the local economy and income generation to provide better services.

In this workshop, we will explore the role of local authorities and their stakeholders in promoting inclusive local economic development. Special attention will be paid to the inclusion of women, youth and marginalised groups, for example in agriculture, business development and entrepreneurship.

With contributions from experts representing different stakeholder perspectives, we will first explore the potential role that local authorities and other local stakeholders have in promoting and facilitating inclusive development. Then, current practices, challenges and opportunities will be explored and the need for support to local governance will be identified.

Finally, the participants will offer recommendations on how development practitioners can better support local governance in promoting and facilitating inclusive economic development.

Speakers



Ruth Rennie

Ruth is an independent consultant. She has worked for more than 15 years with International Development Partners supporting Central and Local Government to plan and implement local economic development strategies and initiatives in Europe, the Middle East and Africa. Most recently she has been working with the private sector in West Africa on developing inclusive supply chains that link social impact to core issues of business sustainability, and inclusive economic growth. She will discuss what is needed for inclusive LED including planning and support as well as what local authorities should do and what it should leave to others.



Ruerd Ruben

Ruerd is professor and research coordinator at Wageningen Economic Research. He lived for 14 years in Central America where he was engaged in programmes of land reform, cooperative development and smallholder agriculture. He also coordinated interdisciplinary research programmes on food security and sustainable resource management in sub-Saharan Africa, was director of the Independent Policy and Operations Evaluation (IOB) department at the Netherlands Ministry of Foreign Affairs and professor in Development Effectiveness at the Centre for International Development Issues (CIDIN) of Radboud University Nijmegen. Ruerd will focus on the linkages between local economic development strategies and food production, processing and supply in and around cities.



Heidi Mumia

Heidi is a trade officer in Kwale county, Kenya. She is involved in formulating LED-policies, supporting small and medium-sized enterprises and establishing market access. She supports cooperatives producing fruits, cereals, coconuts, poultry and dairy products. The county provides machinery, technical know-how and market access for local products so farmers can add value to their farm produce, increase production capacity, cut down on post-harvest losses and create employment. The project not only helps the farmers but also benefits the livelihoods of their households and the local community. Heidi will share what has worked and what has not, and which challenges she and her colleagues still face in the development of rural communities.



Ahmed Abdulbary

Ahmed works for the NGO SMEPS (Small and Micro Enterprise Promotion Service) in Yemen and has his MSc in entrepreneurship education. SMEPS works on private sector development and entrepreneurship in sectors such as fish and coffee and supports local businesses in upgrading value chain performance. One of their projects is the Talok Women's Coffee Association, a co-operative of 70 female farmers growing coffee at an altitude of 1450m above sea level in a fertile valley in the Sabree Mountains. In cooperation with the municipality of Burra and other stakeholders in the community, they developed a LED-strategy with youth and gender streams. Ahmed will share his experiences with entrepreneurship programmes implemented in cooperation with ILO, national ministries and local councils.

FROM RELIEF TO DEVELOPMENT: HOW CAN LOCAL ACTORS BE EMPOWERED IN RESPONSE TO A CRISIS?

More than 141 million people are affected by conflict, displacement, natural disasters, and profound vulnerability. Partnerships among UN agencies, NGOs, the private sector and governments are critical if we are to respond better to current and future humanitarian and development challenges. In the direct response to a crisis, a lack of coordination often hampers the effectiveness of aid and there is a risk of not addressing the right groups and needs. After a crisis, when aid agencies leave, local people and their leaders are confronted with a 'gap'. Local authorities, as the government level closest to citizens, can play a crucial role both during and after a crisis.

In this workshop, we will explore the role of local authorities and their stakeholders' in responding and anticipating to a crisis. We will discuss the potential of local authorities and zoom in on the challenges they face in cooperating with aid agencies. We will then identify those areas in which local authorities would need support to strengthen their role, and explore opportunities and entry points for support. Finally, we will come up with recommendations for development practitioners in order to become more effective in dealing with and anticipating a crisis.

Speakers



Clara Mvogo Do

Clara is former mayor of Monrovia. She was just appointed as a mayor when she was confronted with the ebola-outbreak in her city. There was no effective response, because aid organisations were all doing their own thing. Some neighbourhoods were not receiving any help at all. Clara decided that the local commissioners of Monrovia, together with their community leaders, should take the lead. Community workers and municipal staff dealing with solid waste, health and community service, went to the communities, spoke to block leaders and trained them to inform their people. Clara will tell about her experiences and the current situation, and will give suggestions for more ownership of local communities to make aid more effective and sustainable.



Thea Hilhorst

Thea is professor of Humanitarian Aid and Reconstruction at the International Institute of Social Studies in The Hague. She studies aid-society relations in humanitarian crises and development contexts, focusing on the ways in which people seek access to livelihoods and services in the midst of crises, how institutions form and reform in crises and how aid interventions affect conditions and societies experiencing humanitarian crises. Her publications focus on the everyday practices of humanitarian aid, disaster risk reduction, climate change adaptation, reconstruction and peacebuilding. Thea will discuss how local structures can be taken better into account by aid agencies and what to do in situations when the government is weak or absent.



Arthur Wiggers

Arthur is deputy director of VNG International, the international agency of the Association of Netherlands Municipalities. VNG International was involved in the reconstruction of the local administration and local services in Haiti. Currently, VNG International supports the Saint Maarten government in strengthening their capacity to anticipate, adapt, ensure safety and respond in the event of future disasters. Furthermore, VNG International will support the government in the process of 'building back better' or disaster-proof construction to limit future risks. Arthur will share challenges and lessons learned in working with the local authorities as well as strategies for increasing resilience of the local community.



Inge Leuverink

Inge is an advisor on emergency preparedness and humanitarian aid at Cordaid. She has over 20 years of experience in humanitarian aid and disaster risk reduction, policy development and capacity strengthening of local actors. She is currently involved in improving the quality of Cordaid's humanitarian programmes, emergency preparedness, linking humanitarian aid and development, and localisation of humanitarian aid. After the Tsunami she coordinated Cordaid's response programme in Sri Lanka, India and Indonesia. Currently, she coordinates the programme for hurricane Irma's victims on Saint Maarten. Inge will focus on how humanitarian agencies can coordinate better and how to operate when there is a lack of trust in the authorities by the community?

EXPERTISE, EXPERIENCE AND EXCHANGE: HOW TO IMPROVE IMPACT OF TRAINING AND CAPACITY BUILDING?

To enhance the knowledge and skills of people involved in local governance, The Hague Academy for Local Governance and others offer training activities, either as part of multi-annual capacity building programmes or as short training interventions. In the past 10 years, the Academy has trained thousands of practitioners worldwide and from different types of organisations. Our approach has been to not only transfer knowledge but also give participants life-changing experiences that inspire and motivate them to initiate change processes in their own organisations and communities. To increase learning impact, we aim to involve them as much as possible in exercises, simulations, presentations and debates.

Nevertheless, we are continuously striving to increase the effectiveness of our training activities. In this workshop, we will explore how training can generate the greatest impact for the participants themselves, their organisations and the communities for which they work. Drawing on research, training evaluations and a wealth of practical experience we will look into what training methods are most effective in a local governance context and how training activities should be integrated into broader capacity building programmes. Finally, we will investigate how to accurately measure training impact and what kind of enabling environment is required to create sustainable results.

Speakers



Corina Dhaene

Corina is an evaluator, trainer and coach, and the director of ACE Europe. Her fields of expertise are local governance and access to basic services, capacity building, results-based management and monitoring and evaluation systems. Questions that guide her daily work are: how did processes run and could they have been different? What has really changed and for whom? What exactly explains this change? What can we learn and remember? Corina has assessed programmes and policies a.o. for the Belgian Technical Cooperation, the Policy and Operations Evaluation department of the Dutch Ministry of Foreign Affairs (IOB) and Nuffic (Dutch Institute for International Education). She will share lessons and recommendations for monitoring and evaluating the impact of training and capacity building.



Hans Buis

Hans is a senior project manager at VNG International, who worked many years on capacity development of local governments and local government associations, mainly in African countries. For VNG International he is the key expert and analyst on the development and use of capacity theories and of the role of cities in development. In the past years, he elaborated a framework for applying the 5 Capabilities-approach as a performance evaluation and learning tool for local governments and local government associations. Hans will share the lessons learned with applying the approach in the Local Government Capacity Programme and discusses its potential for increasing effectiveness of development programmes.



Edith Kroese

Edith is the owner of Avance and an impact consultant by profession. For over 15 years she has assisted CSOs, governments and social enterprises worldwide in their efforts to make a difference. She is specialised in measuring impact and coaching clients to improve the results and effectiveness of their work. This includes developing clear strategies, systems and procedures to manage impact, as well as create an organisational culture that fits with the impact purpose. Edith will share her insights gained from development practice and explain how organisations can put impact at the centre of their thinking and make impact visible.



Greg Sindana

Greg is a community leader in Yogyakarta who works in close cooperation with the Corruption Eradication Commission of Indonesia (KPK) on campaigns to prevent corruption, together with civil society and local governments. The programmes seek to build awareness, change public perception, and develop networks to implement anti-corruption strategies at the local level. In 2017, KPK-staff and partners participated in a comprehensive tailor-made training programme developed by The Hague Academy and funded by the Indonesian branch of the Dutch Institute for International Education Nuffic. Greg will evaluate what has been learned, the impact on the work of KPK and make suggestions to increase the impact of the programme in the future.

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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.

