



The Hague Academy for  
local governance

**“EXPERTISE, EXPERIENCE AND  
EXCHANGE IS WHAT MAKES  
OUR PROGRAMMES UNIQUE.”**



## Pauline Krikke

Mayor of The Hague

*"In the past ten years, The Hague Academy has been contributing to the mission of the City of The Hague, promoting peace, justice and stability in the world, and in a way which is concrete and practical."*







**Jean Pierre Elong Mbassi**

*Secretary General of United Cities and  
Local Governments (UCLG) Africa*

## “LOCAL GOVERNMENTS CAN FOSTER PEACE BY INCREASING SOCIAL COHESION IN THEIR COMMUNITIES.”

As Secretary General of UCLG Africa it is my pleasure to present the new brochure of The Hague Academy for Local Governance on the occasion of its 10th anniversary.

In the past ten years, local governments have been increasingly recognised for their role in tackling local as well as national and global challenges. Local governments can foster peace by increasing social cohesion in their communities. They can take initiatives for adapting to climate change and building community resilience.

Local governments can stimulate the economy by creating and unlocking the potential of territories. They can ensure that development does not only benefit the elite but also ordinary citizens and marginalised groups. And since they

are the government layer closest to the people, they need to work together with their citizens and other stakeholders in the community.

Local governments in Africa and other parts of the world, are increasingly asking for the knowledge and skills needed to deal with the complexity of the challenges at local level. The Hague Academy offers a great opportunity to strengthen these skills and at the same time meet and learn from fellow practitioners, both from government, civil society and donor organisations.

I congratulate the Academy with their anniversary and warmly invite you to take a closer look at the programmes they offer.

# OUR MISSION

In a world of increasing decentralisation and urbanisation, local governments and their citizens play a crucial role in realising the global development goals. 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.

Through 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

The Hague Academy specialises in practice-oriented training programmes designed for elected representatives, NGOs, community members, and professionals at donor and development organisations. Through these programmes, we aspire to help develop their knowledge and skills to jointly promote inclusive and sustainable development at the local level.

## Approach

**Expertise, Experience & Exchange** make our training programmes unique. We combine theory and practice through expert dialogue, interactive simulations and engaging study visits. By doing this, we aim to create awareness, inspire and enhance reflection that leads to results-oriented action for the participant's work back home. The Academy also arranges follow up activities and provides coaching to facilitate implementation, and thus increase the impact of our trainings.

## 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 continued to invest in new tools, trends and topics that matter to local governments, citizens and development practitioners worldwide.



**“We believe that real development starts at a local level.”**



# OUR TRAINING PROGRAMMES

The Hague Academy supports local democracy by organising short and multi-annual tailor-made training projects, open registration 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**
- **Capacity building of training institutes**
- **Coaching and refresher courses**

Taking into account a thorough needs-analysis, The Hague Academy can design programmes that suit your local context, knowledge level, and training goals. 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 agencies.

We offer training in English, French and Arabic and we work with local experts who communicate in the language of the participants. Activities are organised both in the Netherlands and in target countries.



▲ Participants from our Citizen Participation and Inclusive Governance course.

## Open Registration Courses

The Hague Academy organises 10+ open courses each year. These courses offer participants an opportunity to meet and exchange ideas with fellow professionals and experts. Participants receive state-of-the-art knowledge in presentations from international experts and visit concrete examples throughout the Netherlands. For some courses, eligible applicants may apply for Nuffic Scholarships. An overview of our open courses and scholarship opportunities is regularly updated on our website.

## Talent for Governance

Talent for Governance is The Hague Academy's own scholarship programme. The programme supports young, ambitious local government practitioners in three ways: a training course in the Netherlands, an internship in a Dutch municipality, and access to a global network of local government professionals. Throughout the three-week programme, selected Talents are required to design a back home action plan that they will implement upon their return home. The plan is carried out with support from their employer, The Hague Academy, and their internship municipality.



## OUR IMPACT

The Academy's network of participants includes practitioners from around the world.

In total  
we trained  
**4320**  
people  
(2013-2018)

From:  
**91**  
different  
countries

**2%**  
The Americas

**35%**  
MENA Region

**42%**  
Africa

**11%**  
Europe and eastern  
neighbours

**10%**  
Asia

### Our donors and clients include:

- Ministry of Foreign Affairs of The Netherlands
- GIZ
- World Bank
- United Nations Development Programme (UNDP)
- European Commission
- UN Habitat

### Our partners include:

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

### Our participants represent:

**33%** National governments  
**23%** Regional / Local governments  
**5%** Research / training institutes  
**27%** NGOs / CSOs  
**12%** Donor & development organisations

We have  
**200**  
experts in  
our network

From  
**25**  
different  
countries

### Among which:

- ▶ **Jamie Boex** (*Fiscal Decentralisation*)
- ▶ **Aladeen Shawa** (*Local Economic Development*)
- ▶ **Ghada Zeidan** (*Development, Gender and Participation*)
- ▶ **Irma Specht** (*Post-Conflict and Social and Economic Development*)
- ▶ **Ruth Rennie** (*Local Economic Development*)
- ▶ **Alfonso Garcia Salaues** (*Local Governance and Rural Development*)
- ▶ **Sundus Balata** (*Gender Responsive Governance*)
- ▶ **Jenifer Bukhoke** (*Local Development Finance*)
- ▶ **David Jackson** (*Inclusive Service Delivery & the SDGs*)
- ▶ **Eiman Karar** (*Water Governance*)
- ▶ **Ana Vasilache** (*Integrity and Anti-corruption*)
- ▶ **Fakri Karim** (*Climate Resilience*)

# EXPERTISE

Our international network of trainers and experts combine the latest insights and interdisciplinary knowledge in a wide variety of fields related to local governance.





## EXPERIENCE

Our programmes bring in the experiences from international and local practitioners. Participants visit local projects, government institutions and initiatives led by civil society and the private sector. These visits combined with innovative exercises offer a chance to experience governance from a local perspective.



◀ Waste management facility in Schiedam.

▶ Local economic development at the tech incubator, Yes!Delft.

“We encourage participants to ask questions and reflect on their own experiences so they can return home feeling inspired and empowered with many new ideas.”

The Academy has convened over 190 study visits to organisations in the Netherlands and abroad. These study visits include:

- Amsterdam Integrity Bureau
- Amsterdam Economic Board
- Court of Audit of The Netherlands
- Dutch Water Authorities and the *Room for the River* project
- European Commission
- EVA Lanxmeer Ecological Neighbourhood in Culemborg
- Father Centre The Hague (*gender equality project*)
- Genesis Farm, Municipality of Bishoftu (Ethiopia)
- Greenport Aalsmeer World Centre for Horticulture
- International Criminal Court
- IRADO Waste Management Facility
- Local economic development projects (Jordan, Palestine)
- Local Communities Support and Loan Fund (Tunis)
- Maeslantkering Storm Surge Barrier
- Ministries of Interior and Labour (Morocco, Jordan, Tunisia)
- Municipal Ombudsman of The Hague
- Netherlands' House for Democracy and the Rule of Law
- Public Prosecutor's Office
- Radio Netherlands Training Institute
- Regional Police Haaglanden
- World of Westland, International knowledge centre in glasshouse horticulture
- Yes!Delft, business and tech incubator



# EXCHANGE

Our course participants are practitioners from around the world. This offers a unique opportunity to discuss challenges and solutions with colleagues from other countries. Our open registration courses, programmes for the MENA-region and Eastern Europe and in-country programmes all provide a chance for participants to exchange practices and learn from each other's experiences.

Our online learning network facilitates an exchange of knowledge and experiences 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.



▲ Improving the capacity for service delivery for refugees in Lebanon.



▲ Panel debate at the 10th Anniversary conference in April 2018

▼ Empowering Libyan women in the diaspora.



▲ Discussing community empowerment strategies to combat corruption in Indonesia.



## AHMED MAHROUS KHODAIR

Lecturer at the University of Sadat City,  
Cairo, Egypt

### Integrity and Anti-corruption



## “I AM GRATEFUL TO THE ACADEMY FOR HELPING RAISE MY AWARENESS AND COMMUNICATION SKILLS”

“The Academy equipped me with the knowledge, tools and attitude to transform my career and become a professional trainer in my home country of Egypt. In my work, I focus on curbing corruption and delivering training courses to civil servants from several government ministries, including the Ministry of Finance and the Ministry of Youth and Sports. During the Academy’s training,

the sessions on change management and behavioural change through the idea of group pressure both helped me understand how to better spread a culture of integrity in a local community. I am grateful to the Academy for helping raise my awareness and communication skills, and as a result, the awareness and communication skills of my trainees and colleagues.”



## “THE NEW GOAL IS TO HAVE HUNDREDS OF MORE PEOPLE PARTICIPATE IN OUR DISCUSSION”

“For me, this course has been very practical especially in terms of knowing what other participants have actually done but also seeing what actions have been taken in the Netherlands. In fact, in our last session we talked about the right conditions for successful participation. This exchange really opened my eyes to the better ways of effectively involving citizens. With support from my



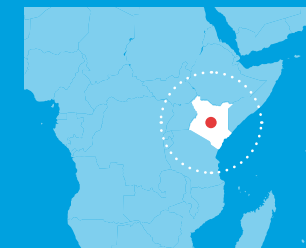
supervisor, these lessons will surely be used in the coming weeks and months. For example, we will broaden public participation to encourage more involvement from the community. Because now, the new goal is to have hundreds of more people participate in our discussions about improving local legislation”



## MILKAH NYAMBURA RIGHA

Public participation coordinator at the  
County Government of Taita Taveta, Kenya

### Citizen Participation and Inclusive Governance







## IDFI SEPTIANI

*Head of Sub-district Kelurahan in the city government of Samarinda, Indonesia*

### Citizen Participation and Inclusive Governance



## “I CAME TO UNDERSTAND THE REAL CONCEPTS OF PARTICIPATORY GOVERNANCE”

“In Indonesia we still have to empower the citizens, even to do small things such as attend public meetings and to feel confident enough to share their opinion. This course helped me gain insights and clarity on the concepts of inclusive governance to help my community. The highlight for me was our discussion about the conditions that encourage successful participation. I also remember the

participation ladder and the stakeholder analysis matrix. In only two weeks, I came to understand the concepts of participatory governance, including the participation ladder and applying the stakeholder analysis matrix. My previous semester-long course on citizen participation never addressed these real-life situations the way this course did.”



## “TOGETHER, WE ADDRESSED A WIDE RANGE OF GOOD PRACTICES AND CURRENT DEBATES ON PEACEBUILDING”

“One of the great features of this summercourse was that it allowed for substantial exchange with fellow participants who brought in extensive professional knowledge and experience from around the world. Together, we addressed a wide range of paradigms, good practices and current debates on peacebuilding. As someone responsible for the design and implementation of a range of activities on local economic development and municipal service provision across Ukraine, I returned to the country with a useful toolbox from which I can choose and apply based on my actual needs. I was reminded that a solid analysis of the political economy should be a key element of any planning process, not only in fragile contexts, and

not only once at the onset of a project. I also liked the three-tracks approach on peacebuilding, recovery, and development that gives good guidance when tricky decisions on target groups and types of activities need to be made. Altogether, the curriculum and expert exchange, along with the diverse group of participants made the summercourse a very useful experience.”



## SASCHA KUHN

*Deputy Team Leader and Adviser with U\_LEAD Project for GIZ-Ukraine*

### Summercourse: Sustaining Peace and Local Governance







**Cecile Meijs**

*"Our work is inspired by three reasons. The first is people's rights to basic services, security, a decent job and freedom to participate in civil society and politics. The second is building responsive, inclusive and capable institutions that are able to guarantee these rights. And third is empowering citizens to work jointly with the authorities on the sustainable development of their communities."*



## Colophon

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Learn how you can support our organisation. Visit:  
<https://thehagueacademy.com/support-us>

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