



NETHERLANDS  
HELSINKI  
COMMITTEE



Universiteit  
Leiden

The Hague Academy for  
local governance

# Attitude for Change

## *Strengthening your ethical leadership skills*

5-WEEK ONLINE TRAINING PROGRAMME FOR 18 CIVIL SERVANTS FROM THE FOLLOWING COUNTRIES:

**ALBANIA, ARMENIA, BOSNIA-HERZEGOVINA, GEORGIA, KOSOVO, MOLDOVA, MONTENEGRO,  
NORTH MACEDONIA, SERBIA, TURKEY, UKRAINE**

**14 November – 18 December 2022**

VIA ONLINE LIVE SESSIONS AND PRE-RECORDED CONTENT ON A MOODLE BASED EDUCATIONAL PLATFORM WITH  
INTERNATIONAL AND DUTCH EXPERTS

*Funded by:*



Ministry of Foreign Affairs of the  
Netherlands

## In short

The *MaTra Rule of Law Training Programme* is designed to strengthen institutional capacity in the field of rule of law within government organisations in Albania, Armenia, Bosnia-Herzegovina, Georgia, Kosovo, North Macedonia, Moldova, Montenegro, Serbia, Turkey, and Ukraine. To this end, seven training programmes are offered per year, each introducing the participants to best practices in a wide range of rule of law themes. Through interactive sessions combining theory, practical skills and study visits, policy advisors, members of the judiciary and other civil servants working in the government and justice sectors acquire the knowledge and skills necessary to drive reforms in their home countries. In addition, by taking part in the training programme, participants become part of a large transnational network of alumni, lecturers and relevant government departments in the Netherlands and in the target countries. This network offers a platform for learning, exchange and collaboration.

The Matra Rule of Law Training Programme is designed and delivered by the Netherlands Helsinki Committee, Leiden Law School, and The Hague Academy for Local Governance. It is financed by the Ministry of Foreign Affairs of the Netherlands, for the period of 2017- 2022.

## Target audience

This training is for civil servants who want to improve their leadership skills and learn more about ethical leadership. Senior civil servants and policy makers at public institutions from different levels of government (national, regional, local) such as Ministries, local governments, and anti-corruption agencies charged with the development and implementation of integrity plans and policies for civil servants in their respective countries are invited to apply.

This training is a five week online personal development trajectory in which you can develop your own skills to become a more ethical leader within your institution or speciality. We are looking for motivated and ambitious participants who want to improve their personal leadership skills to achieve the change for the societies they represent. Do you want to share your experience, knowledge and skill set with other professionals working for government institutions, are you interested in the topics of core values and ethical leadership and are you open to (group) coaching on the changes you would like to implement? Then we encourage you to apply for this online training.

The maximum number of participants is 18. The total will represent a balance in gender and a balance in the number of participants from the individual countries.

### Eligible countries:

Albania, Armenia, Bosnia-Herzegovina, Georgia, Kosovo, Moldova, Montenegro, North Macedonia, Serbia, Turkey, Ukraine

### Application:

The link to the application form can be found on [www.nhc.nl/matrarolt](http://www.nhc.nl/matrarolt). **The application deadline is Sunday 9 October 2022 – midnight.**

### Training period:

14 November – 18 December 2022

### Language:

English

**Programme costs:** The Netherlands Government will cover all costs related to this online training programme.

**Training location:** Online - Learning platform of The Hague Academy for Local Governance

## Objectives

This training aims to strengthen the attitude and skill-set of civil servants. In this training we want to work with a select group of participants, and help them to grow as leaders in their respective fields. The training will focus on the progress of the individual participant, but also create a solid network between participants, experts and coaches where one can share, reflect and grow during but also after the training.

At the end of the online course, participants will be able to:

- Identify their leadership qualities through self-assessments and coaching sessions;
- Reflect on their own core values through reflective exercises;
- Develop their attitude, behaviour and skills towards being an ethical leader in their own professional leadership context;
- Identify the obstacles to and the windows of opportunities for sustainable change;
- Apply learned skills that help to overcome challenges in complex environments;
- Establish an actionable personal plan of action for the professional change they envision.

## Approach and structure

The approach of this training focuses on inspirational talks by high-level Dutch civil servants on the topic of ethical leadership, and group-coaching sessions in which participants are encouraged to reflect upon themselves and each other in order to apply the knowledge they acquire during the training. In these sessions the participants are supported by coaches who have considerable international work experience. And of course, the MaTra RoLT training team from the Netherlands Helsinki Committee and The Hague Academy for Local Governance is present to support you and facilitate your journey.

The content of the online training consists of weekly recorded videos, weekly online live sessions with high-level Dutch civil servants and weekly online coaching sessions. What will this look like in practice? At the start of each week, a recorded video will be made available on the online platform for you to watch (indicated in orange in the programme below). With this background information on the topic of the week in mind, we will meet two times a week for an online gathering throughout the five training weeks. One weekly online live session will be dedicated to the topic of core values or one of the essential characteristics of ethical leadership with an inspiring Dutch civil servant (indicated in green in the programme below). The second gathering is an online coaching session which will take place in smaller groups of 8 participants with your personal coach during this training (indicated in purple in the programme below). The training starts with an online kick-off meeting prior to the actual training weeks in order to get acquainted, explain the programme and become familiar with the online learning platform.

Upon successful completion of the programme – which includes attendance to all components of the programme – participants will receive a certificate.

A full detailed programme and dates and times of live sessions will be made available closer to the start date. For now please refer to the rough programme below:

Week	Topical focus	Content on online platform	Weekly online live session with speaker (1.5 hours)	Weekly online coaching session (2 hours)
Week 0 (beginning of November)	Kick-off			Participants, training team and coaches
Week 1: 14 – 20 November	Identifying core values	Recorded video	Speaker 1	Group coaching session 1
Week 2: 21 – 27 November	Ethical leadership & Virtue 1	Recorded video	Speaker 2	Group coaching session 2
Week 3: 28 November – 4 December	Virtue 2	Recorded video	Speaker 3	Group coaching session 3
Week 4: 5 – 11 December	Virtue 3	Recorded video	Speaker 4	Group coaching session 4
Week 5: 12 – 18 December	Virtue 4	Recorded video	Speaker 5	Group coaching session 5

## Admission requirements

Important points on which the selection of participants will largely be based are:

- The participant should currently be a (senior-level) civil servant working for a public institution.
- The participant should have enough experience in trying to achieve change within their work-field.
- The participant should have a good command of spoken and written English.
- The participant should be highly motivated and enthusiastic.
- The participant should be comfortable sharing his/her knowledge with fellow participants (solo presentations during the programme and regular knowledge sharing in the digital learning environment will be required).
- The participant should be in the position to devote time (roughly 8 – 12 hours per week) and attention to the training programme during the training, which includes attending online live sessions during work hours.
- Participants should submit a signed employer’s statement granting permission to participate in the training programme.

## How to apply

Please read the admission requirements carefully. Candidates who meet all the requirements may proceed to complete the application form, which is available at [www.nhc.nl/matrarolt](http://www.nhc.nl/matrarolt).

Qualified applicants must submit a letter from their employer showing that they have authorisation to attend this training programme.

Application forms need to be submitted in full to be eligible for selection. Admission will be on a merit and competitive basis.

Successfully uploaded applications will receive an automatic e-mail confirmation.

## Information and training programme organisation

Netherlands Helsinki Committee

Website: [www.nhc.nl/matrarolt](http://www.nhc.nl/matrarolt)

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