PROGRAMME CONCEPT NOTE & INTERNATIONAL PROSPECTUS
NOVEMBER 2026 | UNITED KINGDOM – BELGIUM – GERMANY – NETHERLANDS

UNITED KINGDOM & EUROPE LEGISLATIVE AND LOCAL GOVERNMENT LEADERSHIP AND GOOD GOVERNANCE TRAINING, WORKSHOP & STUDY TOUR PROGRAMME 2026

THEME THE LEGISLATURE AND THE CONSTITUENCY: UNDERSTANDING DEMOCRATIC REPRESENTATION, LEGISLATIVE RESPONSIBILITIES, THE POWER OF ARTIFICIAL INTELLIGENCE FOR ACCOUNTABILITY, PARLIAMENTARY PROCEEDINGS & EFFECTIVE GOVERNANCE FOR SUBNATIONAL DEVELOPMENT.






SUB-THEME:
Bridging Subnational Legislatures and Local Government: Cross-Border Governance, SDG Integration, Sustainable Cities and Citizen Engagement
—European Continental Perspectives.

TARGET AUDIENCE: Legislators, local government leaders, senior public officials, policymakers and governance practitioners.

London, United Kingdom; Brussels and Liège, Belgium; Aachen, Germany; and Maastricht, Netherlands.

16th – 27th November, 2026

Organised by
CaterandMerger Consult UK
In collaboration with
- SeaNexus International, Germany
- Global Village Consult, Belgium
- The Voice Africa Magazine, Netherlands
- Academic and Institutional Partners
- High Profile investment Ltd

1. EXECUTIVE SUMMARY

The United Kingdom and Europe Legislative and Local Government Leadership and Good Governance Training, Workshop and Study Tour Programme 2026 is an international executive capacity-building initiative designed to strengthen legislative leadership, democratic representation, institutional accountability and effective subnational governance.

Scheduled for 9 - 19 November 2026, the programme will bring together legislators, local government leaders, senior government officials, policymakers and governance practitioners for an intensive programme of professional training, institutional engagement, comparative policy learning and international collaboration across four European countries.

The programme responds to the growing responsibilities of contemporary public institutions in addressing citizen expectations, improving public service delivery, strengthening legislative oversight, advancing digital transformation and promoting sustainable economic and social development.

Its central proposition is that effective governance depends not only on the quality of legislation and public policy, but also on the capacity of elected representatives and public institutions to engage citizens, scrutinise public expenditure, uphold accountability and translate democratic mandates into measurable development outcomes.

Through a combination of executive workshops, expert-led discussions, practical exercises, institutional study tours and cross-border governance exchanges, participants will examine the workings of British parliamentary institutions and selected European systems of regional and municipal administration.

Particular emphasis will be placed on:

- The constitutional and democratic responsibilities of legislatures.
- The relationship between elected representatives and their constituencies.
- Parliamentary proceedings, lawmaking, committee operations and executive oversight.
- Legislative budgeting, public finance scrutiny and development accountability.
- Artificial Intelligence, digital governance and evidence-based policymaking.
- Local government leadership, decentralisation and citizen-centred public services.
- European regional cooperation, sustainable cities and cross-border institutional partnerships.
- The practical application of international learning to subnational development priorities.

The programme is structured to deliver more than an international study tour. It is intended to produce practical institutional learning, professional development, policy recommendations, potential cooperation frameworks and individual action plans that participants can consider implementing upon returning to their respective jurisdictions.



2. INTRODUCTION AND RATIONALE

Legislatures and local government institutions are central to democratic representation, public accountability and the delivery of development at the subnational level.

In Nigeria and other emerging democracies, state assemblies and local government authorities operate within increasingly demanding environments characterised by public expectations for transparent leadership, responsive representation, efficient administration, inclusive development and responsible management of public resources.

Legislators are expected to perform multiple responsibilities simultaneously: representing their constituencies, making laws, scrutinising government policies, approving budgets, monitoring implementation and maintaining public confidence in democratic institutions.

Local government leaders, in turn, are responsible for translating public policy and development priorities into accessible services, infrastructure, community engagement and local economic opportunities.

These functions require effective cooperation between legislative institutions, executive authorities, local government administrations, civil society, the private sector and citizens.

At the same time, technological developments, particularly Artificial Intelligence and digital information systems, are creating new opportunities and new responsibilities for public institutions. Their effective application requires appropriate institutional safeguards, human oversight, transparency, data protection and clear accountability.

The United Kingdom and continental Europe provide opportunities to examine a variety of parliamentary, municipal, regional and cooperative governance arrangements. The programme will use these settings for comparative learning, rather than assuming that institutional models can be transferred without adaptation to local constitutional, financial and social circumstances.

The programme therefore brings together five complementary dimensions:

Democratic and legislative leadership
Understanding constitutional responsibilities, parliamentary procedure, representation and institutional oversight.

Citizen-centred governance
Strengthening public participation, constituency relations, local democracy and responsive service delivery.

Digital innovation and accountability
Exploring responsible AI applications, data-informed decision-making and transparent public administration.

Local government and sustainable development
Examining municipal management, public finance, urban development and intergovernmental coordination.

International and cross-border cooperation
Learning from European regional partnerships, institutional collaboration and comparative governance.

3. PURPOSE OF THE PROGRAMME

The overarching purpose is to strengthen the professional, institutional and practical capacity of legislators and local government leaders to exercise their responsibilities effectively, promote accountable public administration and support sustainable subnational development.

The programme seeks to establish a practical bridge between legislative leadership, local government administration and international governance experience.

Its specific purposes are to:

3.1 Strengthen democratic representation and legislative responsibility

Deepen participants' understanding of the legislature's constitutional mandate, the relationship between representatives and citizens, and the responsibilities associated with lawmaking, public scrutiny and democratic accountability.

3.2 Improve legislative effectiveness and institutional performance

Develop practical knowledge of parliamentary proceedings, legislative drafting, committee systems, budget scrutiny, oversight procedures and the administrative processes that support an effective legislature.

3.3 Strengthen constituency engagement and public participation

Explore methods for maintaining meaningful relationships with constituents, conducting public consultations, receiving and addressing community concerns, communicating legislative work and improving the responsiveness of elected representatives.

3.4 Advance transparency, integrity and accountability

Examine institutional standards, ethical leadership, public financial accountability, scrutiny mechanisms and approaches to reducing administrative opacity and strengthening public confidence.

3.5 Introduce responsible AI and digital governance

Equip participants with an informed understanding of how AI and digital tools may support legislative research, policy analysis, public communication, monitoring and institutional efficiency, while addressing risks relating to accuracy, bias, confidentiality, security and human accountability.



3.6 Improve legislative–local government collaboration

Promote constructive relationships between state legislatures and local government authorities in areas such as local development planning, budget accountability, infrastructure delivery, public participation and service improvement.

3.7 Develop comparative European governance knowledge

Expose participants to selected British, Belgian, German and Dutch governance arrangements, enabling them to examine how different institutions address representation, decentralisation, public finance, sustainable cities and regional cooperation.

3.8 Promote sustainable and inclusive subnational development

Connect legislative responsibilities with the Sustainable Development Goals, inclusive economic development, public infrastructure, environmental sustainability, urban planning and community-level development priorities.



4. PROGRAMME AIMS AND STRATEGIC OBJECTIVES

The programme will pursue the following strategic objectives:

1. Build the capacity of legislators and local government leaders in democratic leadership and institutional governance.
2. Improve understanding of constitutional responsibilities, parliamentary proceedings and legislative administration.
3. Strengthen legislative oversight of budgets, public expenditure, government programmes and development projects.
4. Promote effective constituency representation, citizen participation and public accountability.
5. Introduce practical applications of AI and digital technology in legislative and public-sector operations.
6. Encourage ethical leadership, transparency, integrity and responsible public service.
7. Examine the institutional relationships between legislatures, local government authorities and executive administrations.
8. Strengthen knowledge of European municipal governance, regional cooperation and decentralised administration.
9. Explore sustainable urban development, local economic growth and the integration of SDGs into public policy.
10. Facilitate international partnerships, peer learning and continuing professional development.

5. EXPECTATIONS AND PARTICIPANT COMMITMENTS

The programme is designed as an executive learning and institutional development exercise. Participants will be expected to contribute actively, engage professionally with host institutions and demonstrate how the experience may benefit their respective organisations and communities.

Expected from participating delegates

- Active participation in workshops, discussions, case studies and study visits.
- Professional engagement with international facilitators, host institutions and fellow delegates.
- Consideration of the comparative lessons within the context of their own constitutional and institutional responsibilities.
- Contribution to group discussions on legislative innovation, local government reform and development accountability.
- Completion of programme assessments, reflective exercises and a post-programme action plan.
- Compliance with institutional visit protocols, professional conduct standards and programme arrangements.

Expected from participating institutions

Participating assemblies, councils and government departments will be encouraged to:

- Officially nominate appropriate delegates with relevant responsibilities.
- Identify priority governance challenges and learning objectives before departure.
- Facilitate the delegates' participation in the full programme.
- Consider relevant findings and recommendations after the programme.
- Encourage knowledge-sharing sessions for colleagues who did not attend.
- Identify feasible institutional improvements and opportunities for continued collaboration.

Expected programme deliverables

1. **Individual learning and development plans**
   Each delegate identifies professional learning objectives, priority challenges and practical applications.
2. **Comparative governance observations**
   Participants document selected lessons from UK and European legislative and local government institutions.
3. **Institutional recommendations**
   Delegates contribute practical recommendations on parliamentary effectiveness, constituency engagement, accountability, digital governance and local development.
4. **Post-programme action plans**
   Participants outline proposed actions, responsible institutional stakeholders, realistic timelines and potential measures of progress.
5. **International professional network**
   Establish a continuing platform for peer exchange, institutional dialogue and potential cooperation among participating professionals and programme partners.

6. EXPECTED BENEFITS

The anticipated benefits are organised around four levels: individual professional development, institutional strengthening, community and development outcomes, and international cooperation.

6.1 Benefits to legislators and individual delegates

- Greater confidence and practical understanding of legislative and governance responsibilities.
- Improved knowledge of parliamentary proceedings, committee work, legislative research and public finance scrutiny.
- Better-informed approaches to constituency engagement and public communication.
- Increased awareness of international standards and comparative governance arrangements.
- Improved ability to assess the opportunities and limitations of AI in public institutions.
- Enhanced professional networks and opportunities for continuing development.
- Practical exposure to alternative approaches to public accountability, urban governance and institutional coordination.

6.2 Benefits to state assemblies and local government institutions

- A broader knowledge base for considering improvements to legislative procedures and institutional administration.
- Exposure to different models of committee operations, scrutiny, citizen engagement and public-sector accountability.
- Opportunities to identify areas for improving the relationship between legislative oversight and development implementation.
- Greater awareness of digital tools that may support research, information management and public communication.
- Improved capacity to consider governance reforms using comparative evidence and locally appropriate solutions.
- Potential professional and institutional relationships with international academic, policy and governance networks.

6.3 Benefits to constituencies and local communities

The intended longer-term benefits for citizens and communities include:

- More informed and accessible constituency engagement.
- Better understanding of how public concerns can be channelled into legislative deliberation and oversight.
- Increased attention to evidence and accountability in development planning.
- Greater opportunities for citizen participation in local policy discussions.
- Improved consideration of inclusive infrastructure, public services and sustainable community development.
- Stronger communication between elected representatives, government institutions and citizens.

These are intended outcomes, not guaranteed immediate results. Their realisation will depend on institutional adoption, available resources, political and administrative arrangements, and sustained follow-up after the programme.

6.4 Benefits to government and subnational development

The programme is expected to support participants in considering practical approaches to:

- Strengthening budget formulation, scrutiny and monitoring.
- Improving coordination between state and local government institutions.
- Enhancing transparency in public projects and service delivery.
- Encouraging innovation and responsible digital transformation.
- Integrating sustainable development considerations into legislative and local policy priorities.
- Promoting local economic development and constructive engagement with the private sector.
- Building institutional capacity for inclusive, responsive and accountable governance.

6.5 Benefits to international partners and host institutions

The programme also offers opportunities for international participants and partner institutions to:

- Exchange experiences on democratic representation and public administration.
- Develop a deeper understanding of subnational governance challenges in participating countries.
- Establish professional relationships with legislators, local government leaders and governance practitioners.
- Identify areas for future academic exchange, technical cooperation and institutional dialogue.
- Promote sustained international learning and constructive cross-border relationships.

7. PROGRAMME STRUCTURE AND INTERNATIONAL LEARNING FRAMEWORK

The programme will be delivered through an integrated international learning model across the United Kingdom, Belgium, Germany and the Netherlands.



London, United Kingdom
Legislative leadership and British institutional exposure
Executive workshops, parliamentary learning, governance dialogue, institutional visits and professional networking.



Brussels and Liège, Belgium
European institutions, regional governance and municipal administration
European policy frameworks, local government systems, intergovernmental cooperation and sustainable development.



Aachen, Germany
Federalism, municipal governance and cross-border cooperation
Local administration, public services, municipal planning, decentralisation and regional collaboration.



Maastricht, Netherlands
Sustainable urban development and citizen-centred local governance
Participatory planning, sustainable cities, local economic development and community engagement.

The learning framework will connect the different locations rather than treating each as an isolated destination. Participants will be encouraged to compare institutional structures, governance approaches and policy experiences throughout the programme.

8. WORKSHOP AND TRAINING FOCUS AREAS

The training curriculum will be organised into ten principal modules.

Module 1

Democratic Representation and Legislative Leadership

- Constitutional roles, powers and responsibilities of elected representatives.
- The legislature as a democratic institution.
- Representative leadership, public trust and accountability.
- Legislative leadership, institutional culture and strategic decision-making.
- The relationship between democratic mandates and public expectations.

Module 2

Parliamentary Proceedings, Lawmaking and Legislative Administration

- Parliamentary rules, standing orders and legislative procedure.
- Legislative drafting, bill scrutiny and lawmaking processes.
- Committee structures, hearings, inquiries and reporting.
- Parliamentary debates, motions and resolutions.
- The administrative and research support systems required for effective legislatures.

Module 3

Legislative Oversight, Public Finance and Development Accountability

- Budget approval, expenditure scrutiny and financial accountability.
- Monitoring public projects and government programmes.
- Legislative inquiries and evidence-based oversight.
- Public procurement oversight and institutional transparency.
- Performance indicators, audit findings and follow-up procedures.

Module 4

Constituency Engagement, Citizen Participation and Public Communication

- Constituent relations and effective constituency offices.
- Public hearings, consultations and community dialogues.
- Participatory decision-making and inclusive representation.
- Legislative communication, public information and digital engagement.
- Responding to community priorities and monitoring constituency development concerns.

Module 5

Artificial Intelligence, Digital Governance and Accountability

- AI applications in legislative research and policy analysis.
- Digital information systems and public-sector performance monitoring.
- Responsible use of AI in public decision-making.
- Data governance, privacy, cybersecurity and information integrity.
- Human oversight, algorithmic bias and transparency safeguards.
- Practical exercises using illustrative legislative and governance scenarios.

Module 6

Ethical Leadership, Integrity and Institutional Accountability

- Public service ethics and standards of conduct.
- Conflicts of interest, disclosure and responsible decision-making.
- Institutional checks and balances.
- Transparency, anti-corruption safeguards and accountability mechanisms.
- Building a culture of professionalism and public trust.

Module 7

Local Government Leadership and Decentralised Administration

- Local government functions and institutional responsibilities.
- Local public finance, revenue administration and service delivery.
- The relationship between local councils, regional authorities and central government.
- Community development planning and public consultation.
- Local economic development, infrastructure and administrative innovation.

Module 8

European Federalism, Regional Cooperation and Cross-Border Governance

- Comparative approaches to federal, regional and municipal governance.
- Intergovernmental coordination and the allocation of responsibilities.
- Cross-border partnerships and regional development.
- Institutional collaboration and joint public-service initiatives.
- Comparative lessons for subnational governance and cooperation.

Module 9

Sustainable Cities, SDG Integration and Inclusive Development

- SDG 11: Sustainable Cities and Communities.
- SDG 16: Peace, Justice and Strong Institutions.
- SDG 17: Partnerships for the Goals.
- Urban planning, transport, infrastructure and environmental responsibility.
- Inclusive growth, social participation and local development priorities.

Module 10

Legislative–Executive–Local Government Collaboration

- Constructive institutional relationships and separation of responsibilities.
- Coordination between policy formulation, legislation and implementation.
- Joint approaches to development priorities and public accountability.
- Public-private and community partnerships.
- Developing institutional action plans and practical reform proposals.

9. KEY GOVERNMENT AND INSTITUTIONAL STUDY TOURS

The study tours are intended to provide direct exposure to the institutions, procedures and administrative environments relevant to the programme's learning objectives.

All proposed institutional engagements will be subject to formal invitations, availability, access arrangements, security requirements and confirmation by the relevant host organisations. Where access to a particular institution is unavailable, an appropriate alternative learning engagement will be arranged.

9.1 London, United Kingdom



Proposed government and institutional engagements

- UK Parliament, Houses of Parliament: Parliamentary procedure, legislative scrutiny, committee systems, debates and democratic representation.
- UK Supreme Court: The judicial system, constitutional principles, judicial independence and the relationship between law and public institutions.
- Relevant UK local government authority: Council governance, local democratic accountability, public consultation, municipal services and local development planning.
- Relevant academic or public policy institution: Comparative parliamentary governance, legislative research, policy evaluation and public administration.

Key learning outcomes

Participants will examine the institutional relationship between Parliament, government and the judiciary; the operation of parliamentary proceedings; and the ways local authorities organise public participation and local services.

The London component will establish the legislative and governance foundation for the comparative study tour in continental Europe.

9.2 Brussels and Liège, Belgium



Proposed government and institutional engagements

- European Parliament: European parliamentary representation, legislative processes, committees and democratic accountability, subject to visitor and institutional arrangements.
- European Commission or relevant EU policy institution: European policy development, intergovernmental coordination, regional cooperation and policy implementation.
- Relevant Brussels regional or municipal authority: Regional administration, local government responsibilities, urban development and public service coordination.
- Liège City Hall or relevant municipal authority: Municipal leadership, local council responsibilities, city administration, local economic development and citizen engagement.
- Relevant Walloon regional or local government institution: Regional governance, decentralisation, public finance and cooperation between different levels of administration.

Key learning outcomes

The Belgium component will explore the relationships between local, regional, national and European governance systems, with particular attention to the practical operation of public institutions and regional policy coordination.

In Liège, the emphasis will be on municipal administration, public services, local development and citizen participation.

9.3 Aachen, Germany



Proposed government and institutional engagements

- Aachen City Hall: Municipal administration, city council responsibilities, urban planning, public finance and local development.
- Relevant district or regional government institution: Local administrative structures, public-service responsibilities and regional coordination.
- Relevant academic or research institution: German federalism, public administration, sustainable development and municipal innovation.
- Cross-border regional cooperation representatives: Cooperation within the surrounding European border region, subject to host availability.

Key learning outcomes

The German component will examine municipal governance within a federal system and explore how local authorities and regional institutions coordinate development, public services and cross-border initiatives.

Participants will consider how the allocation of responsibilities across levels of government affects local accountability, planning and institutional performance.

9.4 Maastricht, Netherlands



Proposed government and institutional engagements

- Maastricht City Council or relevant municipal authority: Municipal representation, council proceedings, local democratic oversight and citizen participation.
- Relevant municipal planning or development department: Sustainable urban development, infrastructure, spatial planning and environmental policy.
- Relevant regional or provincial institution: Regional administration, local economic development and intergovernmental cooperation.
- Relevant academic or governance institution: European integration, local governance, public policy and regional cooperation.

Key learning outcomes

The Netherlands component will focus on sustainable cities, public participation, urban planning, local development and the relationship between municipal decision-making and regional policy.

Participants will examine how citizen engagement and coordinated planning can be integrated into local governance and development priorities.

10. PROPOSED PROGRAMME ITINERARY

The following schedule provides an indicative framework for the 11-day programme. Exact travel arrangements, workshop venues, host institutions and meeting times will be confirmed in the final delegate handbook.

16 November 2026

Day 1 — Arrival, Registration and Official Orientation
London, United Kingdom

- Arrival of international delegates and hotel check-in.
- Registration, delegate accreditation and programme briefing.
- Introduction to the programme's objectives, learning expectations and institutional protocol.
- Welcome networking reception and introductions.

17 November 2026

Day 2 — Executive Legislative Leadership Training
London, United Kingdom

Morning: Democratic representation, constitutional responsibilities, parliamentary proceedings and legislative leadership.
Afternoon: Legislative oversight, committee operations, budget scrutiny, ethics and accountability.
Evening: Professional networking and facilitated peer exchange.

18 November 2026

Day 3 — UK Parliamentary and Institutional Study Tour
London, United Kingdom

- Proposed visit to the UK Parliament.
- Parliamentary proceedings, committees, scrutiny and representation.
- Proposed engagement with the UK Supreme Court or an appropriate judicial and constitutional institution.
- Comparative discussion on legislative accountability and institutional independence.

19 November 2026

Day 4 — Digital Governance and Transition to Belgium
London – Brussels

Morning: AI for legislative research, evidence-based policymaking, digital transparency and responsible data governance.
Afternoon: International transfer to Brussels, registration at the European programme accommodation and orientation.
Evening: European networking and briefing.

20 November 2026

Day 5 — European Governance and Liège Municipal Study Tour
Brussels – Liège, Belgium

Morning: European governance, regional policy coordination and comparative institutional structures.
Afternoon: Proposed Liège municipal study visit, focusing on local council responsibilities, city administration, public services and local development.
Evening: Group reflection and comparative governance discussion.

21 November 2026

Day 6 — German Federalism and Aachen Governance Study Tour
Liège – Aachen, Germany

- Transfer to Aachen.
- Proposed Aachen City Hall or municipal administration visit.
- German federalism, local government responsibilities and municipal finance.
- Regional development, cross-border cooperation and sustainable public services.
- Facilitated comparison with Nigerian state and local government arrangements.

22 November 2026

Day 7 — Cross-Border Cooperation and Maastricht Transfer
Aachen – Maastricht

- Examination of European cross-border and regional cooperation.
- Discussion of shared development priorities, infrastructure and public services.
- Transfer to Maastricht.
- Workshop on SDG integration, inclusive development and local institutional partnerships.

23 November 2026

Day 8 — Maastricht Municipal Governance and Sustainable Cities
Maastricht, Netherlands

- Proposed Maastricht municipal or city council study visit.
- Local democratic representation, council proceedings and citizen engagement.
- Sustainable urban development, spatial planning and local economic development.
- Workshop on citizen-centred local governance and SDG 11.

24 November 2026

Day 9 — European Policy Dialogue and Institutional Partnerships
Maastricht – Brussels

- Transfer to Brussels.
- Proposed engagement with relevant EU institutions or policy representatives.
- European regional policy, institutional cooperation and SDG coordination.
- International partnership dialogue and group policy reflections.

25 November 2026

Day 10 — Policy Action Planning and Closing Ceremony
Brussels, Belgium

Morning: Consolidation of lessons from the four countries; comparative governance presentations and institutional recommendations.
Afternoon: Delegate action plans, programme evaluation, professional networking and certificate presentations.
Evening: Official closing dinner and international networking reception.

26 November 2026

Day 11 — Programme Conclusion and Departure
Brussels, Belgium

- Final delegate briefing and completion of programme documentation.
- Departure arrangements and onward travel.
- Post-programme communication and follow-up information.

27 November 2026 **Day 12 — Departure from London to Abuja**

11. TRAINING METHODOLOGY

The programme will adopt a blended experiential learning model that combines professional instruction, practical exercises, institutional immersion and peer-to-peer exchange.

METHOD	APPLICATION
Executive lectures	Expert presentations on legislative leadership, governance and public administration.
Interactive workshops	Facilitated discussion, practical exercises and collaborative problem-solving.
Case studies	Comparative examination of UK, European and Nigerian governance situations.
Institutional study tours	Direct observation and structured engagement with relevant host institutions.
Governance simulations	Practical exercises involving committee scrutiny, policy analysis and public accountability.
Peer-learning dialogues	Exchange of experience among legislators, officials and governance practitioners.
Policy reflection	Identification of transferable lessons and institutional priorities.
Action planning	Development of practical proposals for post-programme consideration.

The methodology will be participatory, with emphasis on practical relevance to the delegates' institutional responsibilities. Study visits will be accompanied by briefing notes and facilitated reflection wherever appropriate.



12. TARGET PARTICIPANTS AND DELEGATION COMPOSITION

The programme is intended for senior professionals and public representatives whose responsibilities relate directly to legislation, local government, public administration, policy development and institutional accountability.

Target participants include:

- Members of national and state legislatures.
- Speakers, deputy speakers and principal officers of legislative assemblies.
- Chairpersons and members of legislative committees.
- Local government chairpersons, councillors and senior local government officials.
- Ministers, commissioners and senior government advisers.
- Senior civil servants and public administration leaders.
- Legislative clerks, aides, researchers and policy advisers.
- Local government association representatives.
- Political party policy leaders and governance practitioners.
- Academic and institutional development professionals.

Suggested delegation composition

Participating institutions may nominate a balanced delegation comprising elected representatives, relevant committee members, principal officers and professional staff. Where appropriate, a delegation may include personnel responsible for legislative research, budget analysis, constituency services, digital systems or local government coordination.

The final composition should reflect each institution's priority learning needs and the programme's available capacity.

13. SUSTAINABLE DEVELOPMENT AND GOVERNANCE FRAMEWORK

The programme will incorporate relevant Sustainable Development Goals into its training and institutional study visits.

SDG 11 — Sustainable Cities and Communities
Sustainable urban planning, inclusive local development, infrastructure, resilient communities and effective municipal governance.

SDG 16 — Peace, Justice and Strong Institutions
Effective, accountable and transparent institutions, inclusive decision-making, access to information and responsible public administration.

SDG 17 — Partnerships for the Goals
Institutional cooperation, international knowledge exchange, technical collaboration and partnerships for sustainable development.

The programme will also consider the relevance of SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation and Infrastructure) and SDG 10 (Reduced Inequalities), where they intersect with legislative responsibilities and local development.

14. PROPOSED PROGRAMME FACULTY AND RESOURCE PERSONS

The programme is expected to draw on an international faculty of political leaders, legislators, academics, governance specialists, institutional practitioners and professional facilitators.

The following individuals and representatives are proposed contributors, subject to confirmation of availability, consent and the scope of their participation.

- Hon. Oliver Ryan, MP — Proposed parliamentary and democratic governance engagement.
- Prof. Mrs. Elewechi Okike — AFEXED; academic and professional development.
- Prof. Chris Imafidon — Excellence in Education; AI and new technologies.
- Prof. Kishan Devani BEM FRSA — Legislative leadership, international relations and institutional engagement.
- Prof. Dr. Sulaiman Olanrewaju — CEO, SeaNexus International, Germany; programme co-facilitation.
- Mr. Bouillion William — LCMLE; leadership and institutional development.
- Dr. Hon. Collins Nweke — Global Village Consult, Belgium; proposed lead contributor on European governance and regional cooperation.
- Mr. Elvis Iruh — Publisher, The Voice Africa Magazine, the Netherlands; media, public communication and international engagement.
- Mr. Omar Hussain — ILMORA Holdings UK; institutional and educational business engagement.
- Mr. Kachi Okezie, Esq. — CTP International; governance and leadership expertise.
- Dr. Clifford Atile — HighProfile Investment International Consultants; institutional engagement and partnership development.
- Mazi Godson Azu — CEO, CaterandMerger Consult UK; programme facilitator and international programme coordination.

Additional speakers, facilitators and institutional representatives may be included as programme and host-institution arrangements are finalised.

The inclusion of a proposed contributor does not constitute confirmation of attendance, institutional endorsement or official representation. Final programme materials will identify confirmed speakers and their agreed roles.

15. ORGANISATIONAL AND PARTNERSHIP FRAMEWORK

15.1 LEAD ORGANISER: CATERANDMERGER CONSULT UK

CaterandMerger Consult UK will coordinate the overall programme framework, including programme design, delegate engagement, international partner liaison, logistical coordination, institutional communication and facilitation of the learning and networking activities.

15.2 CO-ORGANISING PARTNERS

- SeaNexus International, Germany

Proposed contribution to European programme coordination, institutional liaison, cross-border engagement and relevant technical learning activities.

- Global Village Consult, Belgium

Proposed contribution to Belgian and European governance engagement, policy dialogue and partnership coordination.

- The Voice Africa Magazine, the Netherlands

Proposed contribution to media and communications collaboration, public engagement and international visibility.

15.3 ADDITIONAL PROGRAMME PARTNERS

- CTP International: Proposed contribution to governance leadership, professional development and programme support.
- ILMORA Holdings UK: Proposed contribution to institutional and educational business engagement.
- HighProfile Investment International Consultants: Proposed contribution to institutional liaison, stakeholder engagement and partnership development.
- Academic and Institutional Partners: Contributions may include curriculum development, professional learning, institutional exposure, specialist facilitation and knowledge exchange.

The programme welcomes further collaboration with legislative institutions, universities, policy schools, development agencies, diplomatic missions, local government associations and international governance organisations.

The specific roles, responsibilities and contributions of individual partners—including financial and logistical obligations—will be documented through appropriate agreements or written confirmations.

16. PROGRAMME COST AND PARTICIPATION PACKAGE

Proposed international participation fee

£5,000.00

For the proposed international programme covering 16–27 November 2026

The fee is a proposed participation rate and should not be treated as a binding quotation until the final itinerary, accommodation arrangements, transport costs, inclusions and payment conditions have been confirmed in writing

16.1 PROPOSED PACKAGE INCLUSIONS

Subject to the final delegate agreement, the package is intended to include:

1. Executive training workshops and programme learning materials.
2. Participation in scheduled institutional study tours, subject to host approval.
3. Programme design, coordination, facilitation and delegate support.
4. Certificate of participation, subject to attendance and programme requirements.
5. Welcome reception and designated networking activities.
6. Hotel accommodation in a proposed four-star category.
7. Daily breakfast and scheduled workshop lunches.
8. Two official programme or networking dinners.
9. Local transportation and programme-related logistics.
10. Approved intercity transfers between programme locations.
11. Programme administration and coordination.
12. Delegate orientation and post-programme follow-up information.

16.2 ACCOMMODATION AND TRANSPORT CLARIFICATION

The programme is scheduled for 16–27 November 2026, representing 12 calendar days. An arrival on 16 November and departure on 27 November would ordinarily require 11 nights of accommodation, subject to actual check-in and check-out arrangements.
The final package must confirm:

- The exact number of hotel nights and room-sharing arrangements.
- The hotel category and accommodation locations.
- Included meals and the number of official dinners.
- The approved transport arrangements between London, Brussels, Liège, Aachen and Maastricht.
- Whether any rail, coach or other intercity transfers are included.
- Any additional costs arising from itinerary changes or accommodation requirements.

The participation fee should be finalised only after these costs have been reviewed and approved.

16.3 EXCLUSIONS AND ADDITIONAL EXPENSES

Unless expressly included in the final written agreement, participants should assume that the following may be payable separately:

- Visa application fees and related personal expenses.
- International flights to and from the programme.
- Travel insurance and medical cover.
- Personal expenditure, laundry, telephone charges and other incidental costs.
- Additional hotel nights or room upgrades.
- Meals and refreshments outside the agreed package.
- Optional excursions and activities outside the approved programme.
- Transport outside the confirmed itinerary.

16.4 FINANCIAL SCHEDULE AND PAYMENT TERMS

A detailed financial schedule, payment deadline, deposit requirements, cancellation policy, refund conditions and payment instructions will accompany the official registration and institutional nomination documents.

All financial commitments should be supported by an official quotation or participation agreement issued by the programme organiser.

Any changes to the participation fee or package inclusions must be communicated in writing before acceptance.

17. MONITORING, EVALUATION AND POST-PROGRAMME FOLLOW-UP

Monitoring and evaluation will be incorporated throughout the programme to assess learning, participant engagement and the practical relevance of the experience.

17.1 BEFORE THE PROGRAMME

- Delegate registration and institutional nomination.
- Assessment of participants' learning priorities.
- Identification of legislative, local government and development challenges.
- Baseline questionnaire to establish existing knowledge and expectations.

17.2 DURING THE PROGRAMME

- Attendance and participation monitoring.
- Daily reflection sessions and learning reviews.
- Facilitator feedback and practical workshop assessments.
- Structured institutional visit observations.
- Group discussions on transferable lessons and local applicability.

17.3 AFTER THE PROGRAMME

- Participant feedback and final programme evaluation.
- Individual or institutional action-plan development.
- Sharing of key learning outcomes with participating institutions.
- Alumni networking and continuing knowledge exchange.
- Follow-up communication to review progress and identify potential cooperation.

Where participating institutions agree, follow-up reviews may consider whether programme recommendations have informed internal discussions, professional practices or institutional development initiatives.

18. PARTNERSHIP AND COLLABORATION OPPORTUNITIES

The programme offers opportunities for government institutions, universities, development organisations, professional associations and international partners to contribute to the learning experience.

Potential areas of collaboration include:

- Hosting institutional visits, briefings and technical discussions.
- Providing specialist speakers, trainers and professional facilitators.
- Supporting comparative research and policy case studies.
- Facilitating academic and institutional networking.
- Contributing to practical workshops on AI, local government and legislative accountability.
- Developing continuing professional development and exchange opportunities.
- Supporting future institutional partnerships and governance initiatives.

Interested institutions may engage with the programme secretariat to agree the appropriate scope, format and practical arrangements for their participation.

19. PROGRAMME MANAGEMENT AND DELEGATE SUPPORT

CaterandMerger Consult UK, working with its co-organising partners, will coordinate the programme's operational framework and communicate confirmed arrangements to participating institutions and delegates.

The programme secretariat will provide information concerning:

- Official invitations and participation documentation.
- Delegate registration and nomination procedures.
- Programme itinerary and confirmed institutional visits.
- Travel and accommodation coordination.
- Visa-support documentation, where appropriate.
- Delegate briefings, professional conduct and institutional protocols.
- Emergency contacts and programme-related logistical guidance.
- Certificates, evaluation and post-programme engagement.

All international travel and institutional engagements will be coordinated in accordance with the confirmed programme schedule, applicable immigration requirements, transport arrangements and host-institution rules.

Participation in the programme does not guarantee visa approval, admission to any host institution or access to restricted parliamentary or government proceedings. Delegates remain responsible for meeting applicable immigration requirements and providing accurate application documentation.

20. CONCLUSION AND INVITATION TO PARTICIPATE

The UK & Europe Legislative and Local Government Leadership and Good Governance Training, Workshop and Study Tour Programme 2026 is conceived as a practical international learning and institutional development initiative.

It's purpose is to support legislators and local government leaders in strengthening democratic representation, improving institutional performance, promoting public accountability and exploring practical approaches to sustainable subnational development.

By combining British parliamentary exposure with comparative learning across Belgium, Germany and the Netherlands, the programme will provide opportunities to examine different governance systems, engage with institutional practitioners and reflect on lessons relevant to participants' professional responsibilities.

The programme's central ambition is to translate international exposure into practical professional learning, informed institutional dialogue and realistic opportunities for improvement in legislative effectiveness, constituency engagement, responsible digital governance and local development.

CaterandMerger Consult UK and its international co-organising partners respectfully invite state legislatures, local government institutions, public authorities, academic institutions and governance professionals to consider nominating suitable representatives for the November 2026 programme.

Participating institutions are encouraged to identify their priority learning needs, confirm the suitability of nominated delegates and consider how programme outcomes may inform future institutional development.

PROGRAMME SECRETARIAT

CaterandMerger Consult UK
Lead Organiser and Programme Coordinator

In collaboration with:

- SeaNexus International, Germany
- Global Village Consult, Belgium
- The Voice Africa Magazine, the Netherlands

Additional Programme Partners:

- CTP International
- ILMORA Holdings UK
- HighProfile Investment International Consultants
- Academic and Institutional Partners

Programme Dates: 16–27 November 2026
Locations: London – Brussels – Liège – Aachen – Maastricht
Proposed Participation Fee: £5,000 per delegate, subject to final written confirmation.

A programme for stronger institutions, effective representation, accountable leadership and sustainable subnational development.