



# INTERNSHIP REPORT

**BSC GLOBAL RESPONSIBILITY AND  
LEADERSHIP**

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## Preface

In the second year of my study Global Responsibility and Leadership an employee of the Municipality of Leeuwarden delivered a guest lecture at our university. His presentation provided valuable insights into the role municipalities play in implementing laws and objectives related to climate goals in the Netherlands. This resonated with me because, although our university program often emphasizes a global or European perspective, I believe that focusing on local levels, such as municipalities, is equally, if not more, important. Municipalities play a crucial role in implementing laws and objectives that contribute to a country, such as the Netherlands, achieving its sustainability goals. Municipalities are at the forefront of translating these goals into practical actions, making their contributions crucial to the broader context.

I found the internship position through networking. After attending the guest lecture, I reached out to the municipality employee to express my interest in gaining practical experience in this area. Subsequently, I visited the municipality, and we engaged in a conversation, aligning our expectations for the internship.

My selection of the internship assignment was driven by my personal goals for this experience. My primary objective for this internship was to gain comprehensive knowledge about the broad term sustainability. I aimed to refine my interests within this field and gather valuable insights and experiences that would inform my decisions regarding postgraduate studies and specialization areas upon graduating this year. Consequently, I designed my internship with a cross-disciplinary approach in mind. I plan to collaborate closely with experts in various fields- including energy, water, biodiversity, and circular economy- to gain diverse perspectives and strategies for addressing complex sustainability challenges. My tasks encompassed a range of responsibilities, from working with supervisors on different themes to actively contributing to the organization of sustainable markets with each a different focus on sustainability. This multifaceted approach provided me with a deep understanding of sustainability and numerous practical experiences.

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# Introduction

During my five-month internship at the Municipality of Leeuwarden, I had the opportunity to gain valuable experience in a local government institution. Located in the capital of the Friesian province in the Netherlands, the municipality plays a vital role in governing and managing the city and surrounding areas. The municipality operates under the leadership of mayor Sybrand Buma and a team of Aldermen. As an intern in the sector of “Duurzame Omgevingskwaliteit” (Sustainable Environment Quality), I had the chance to work with various teams focusing on sustainability. This internship was designed to provide me with a comprehensive grasp of sustainability through practical experiences, involving collaboration with experts on various themes and active contributions to organizing sustainable markets focused on different aspects of sustainability.

## Description of the Internship Organization

The Municipality of Leeuwarden is a local government institution responsible for managing the affairs of the city and its residents. The “college van burgemeesters en wethouders”, consisting of the mayor and Aldermen, oversees the daily operations of the municipality. The elected legislative body, “gemeenteraad” represents the interest and voices of the city and its residents. They are responsible for examining and shaping the municipality’s policies and decisions.

The Municipality of Leeuwarden operates within the “Fysiek Domein” and “Sociaal Domein” frameworks. In the “Fysiek Domein”, the municipality ensures, as part of the community and in collaboration with other authorities, residents, and entrepreneurs, the realization and preservation of an attractive city and region for living, doing business working and recreation. Similarly, in the “Sociaal Domein”, the municipality sees itself increasingly as part of the community, working towards building an optimal social infrastructure. This domain focusses on providing care and support to those who need it.

## Learning Outcomes

During my internship, I aim to achieve the following learning outcomes:

1. Understanding local governments
  - Gain a comprehensive understanding of local governance structures and processes.
  - Actively participate in various governance processes, attending meetings, contributing to policy discussions.
2. Deepening my understanding of environmental sustainability
  - Acquire a nuanced understanding of sustainable practices.
  - Actively engage in sustainability projects and initiatives to apply theoretical knowledge to real-world scenarios.

3. Enhancing project management skills
  - Develop and refine project management skills through hands-on experience.
  - Coordinate tasks, set objectives, and oversee project timelines to contribute effectively to sustainability projects.
4. Enhancing effective communication skills
  - Work on refining communication skills in diverse settings.
  - Engage in meetings with stakeholders, present recommendations, and participate in community engagement events to effectively communicate complex sustainability concepts.

## **Overview of the Internship Assignment**

For my internship, I was placed in the “Duurzame Omgevingskwaliteit” sector, specifically in the team of circular economy. However, I also had the opportunity to work with other teams to gain a broader understanding of sustainability. My internship assignment was designed to provide me with a comprehensive understanding of sustainability through practical experiences. This included working with experts on different themes and actively contributing to the organization of sustainable markets with a focus on different aspects of sustainability. In addition, I actively participated in the “Volhoudbaar” program meetings- the initiative aims to cultivate a more sustainable living environment, municipal organization, and community within Leeuwarden.

The sustainable markets I contributed to had various themes, ranging from Circular Economy to Water, Soil and Food, and Energy, Mobility, and Innovation. In 2023, I played a crucial role in organizing the editions focused on Water, Soil and Food, and Energy, Mobility, and Innovation. These experiences allowed me to actively participate in the planning and execution of initiatives addressing diverse sustainable challenges.

In addition to my involvement in sustainable markets, I take pride in leading the organization of a kledingketting (clothing chain) within the municipality. As the projects lead, I structured the project, held meetings with stakeholders, aligned expectations, and initiated the project among employees. This initiative aimed to promote sustainable practices within the organization, fostering a culture of responsible consumption and environmental awareness. This hands-on experience not only contributed to the municipality’s sustainability goals but also provided me with invaluable insights and personal growth.

During the last weeks of my internship, I dedicated my efforts to planning all three editions of 2024. This task allowed me to apply my accumulated knowledge and experience, ensuring the continuation and improvement of sustainable markets initiative. I was actively involved in strategic decision-making, coordinating with various stakeholders, and shaping the overall vision for the upcoming editions. This hands-on planning experience further solidified my understanding of project management and sustainability implementation within a local context.

## **Summary of the Internship:**

Through my internship at the municipality of Leeuwarden, I achieved a deep understanding of sustainability and gained numerous practical experiences. By working closely with colleagues from different teams and actively participating in governance processes and policy discussions, I improved my understanding of local governments and sustainability. Additionally, being involved in sustainability projects allowed me to enhance my knowledge of environmental sustainability, and I made significant progress in developing my project management and professional communication skills. Overall, my internship at the Municipality of Leeuwarden was a valuable learning experience, and I am grateful for the opportunity to contribute to the organization's sustainability efforts.

# Description of the Internship Organization

## Internship Placement and Organizational Overview

The Municipality of Leeuwarden is situated in the northern part of the Netherlands, it holds a unique position as it encompasses a rich assemblage of urban and rural areas. It is characterized by a diverse landscape, which includes the city of Leeuwarden, both the capital and the largest city in the province of Friesland, and a variety of towns, villages, and hamlets. The municipality witnessed significant expansions in 2014 and 2028, absorbing various villages from dissolved municipalities, resulting in a diverse composition of one city, 31 villages, and 34 hamlets (Plaatsengids.nl, n.d.).

## Leadership and Governance

In May 2019, Sybrand Buma was nominated by the municipal council as the new mayor of Leeuwarden, succeeding Fred Crone (Plaatsengids.nl, n.d.). Together with Aldermen, the mayor, forms the “college van burgemeesters en wethouders”. They play a pivotal role in the governance and administration of the municipality. The Aldermen each oversee specific portfolios or policy areas. They are responsible for executing and overseeing the day-to-day operations of the municipality within their designated areas of expertise. The mayor is the highest-ranking official and provides leadership to the board (ProDemos, n.d.).

The “gemeenteraad” is the elected legislative body that represents the interest and voices of the city and its residents. The council is comprised of elected representatives, known as councilors, who are responsible for shaping and scrutinizing the municipality’s policies and decisions. The councilors are elected by the citizens of Leeuwarden during local elections (ProDemos, n.d.).

## Frameworks and Domains

The Municipality of Leeuwarden is a dynamic administrative entity committed to creating and preserving an attractive environment for residents, businesses, and visitors, the organization operates within the framework of the “Fysiek Domein” and “Sociaal Domein”, emphasizing the importance of collaboration with other government bodies, citizens, and entrepreneurs (Gemeente Leeuwarden, n.d.).

The “Fysiek Domein” consists of 616 professionals. This domain sees itself as part of the community and in collaboration with other authorities, residents, and entrepreneurs, they realize an attractive city and region for living, doing business, working, and recreation. This domain encompasses aspects such as housing, environmental and climate concerns, management of public spaces, spatial planning, water management, nature preservation, food production, transportation, infrastructure, and regional economic development (Gemeente

Leeuwarden, n.d.).

Similarly, the “Sociaal Domein” of the municipality, consisting of 351 professionals, sees itself increasingly as part of the community. They work on building an optimal and social infrastructure. This domain focuses on providing care and support to those who need it, either within their social environment or, if necessary, through municipal assistance (Gemeente Leeuwarden, n.d.).

## **Sustainability within the Organization**

The municipality of Leeuwarden operates in accordance with the current coalition agreement, which came into effect in 2022 and extends until 2026, titled “Nu Investeren in de Toekomst” (Investing in the Future Now). The coalition agreement centers around principles of greening, connecting, and adding value. A core ambition involves creating a green and healthy living environment that encompasses the concept of broad prosperity. Initiatives encompass climate and energy, biodiversity, and the circular economy, with a commitment to intensify efforts. Special attention is given to energy conservation, reducing costs for residents in energy poverty, and fostering partnerships with energy cooperatives. Collaborating with campuses and knowledge institutions, they combine knowledge and innovation to enhance the academic climate. To promote sustainability in homes and businesses, they deployed energy coaches. Their commitment extends to environmental conservation through initiatives such as tree planting, and they are actively involved in advancing sustainable mobility, including the establishment of secure bicycle routes connecting villages and the city. (Gemeente Leeuwarden, 2022)

The municipality of Leeuwarden is working on a program called “Volhoudbaar”, set to unfold from 2023 to 2027. The initiative aims to cultivate a more sustainable living environment, municipal organization, and community within Leeuwarden. Central to the program is the perspective that sustainability serves as a starting point, fostering a mindset and actions that prioritize sustainable practices in all aspects of life. The program encompasses five different themes: Sustainable Energy, Climate Adaptation, Biodiversity and Ecology, Circular Economy, and Internal Organization. Detailed information on these themes can be found in the graph inserted below. Throughout the internship, I proactively engaged in the team meetings of the program group, where team leaders for various themes were in attendance. These sessions provided a platform to deliberate on the advancements within each team, including discussion on progress, deadlines and development within the working groups.





# Programma Volhoudbaar 2.0

Een duurzame Leeuwarder leefomgeving, gemeentelijke organisatie en samenleving, waarin we duurzaam als vertrekpunt zien en we duurzaam denken en doen.



*'We vergroenen – we gaan uit van emissievrij, circulair en adaptief'*

- Coalitieakkoord



Figure 1: Gemeente Leeuwarden, n.d

# Description of the Internship Itself

## Explanation of the Internship Assignment

The internship assignment was rooted in the sector of “Duurzame Omgevingskwaliteit” within the Municipality of Leeuwarden. This strategic placement allowed for an immersive experience in addressing environmental challenges and contributing to sustainable solutions. The overarching goal was to gain a comprehensive understanding of sustainability through practical experiences, collaborating with experts on various themes of the program “Volhoudbaar” and actively participating in the organization of sustainable markets.

## Description of Tasks Performed

Throughout my internship, I collaborated on a variety of sustainability projects, encompassing diverse areas such as sustainable energy, biodiversity, ecology, climate adaptation, circular economy, and internal initiatives within the municipality. My primary responsibility centered around organizing and planning the sustainable markets. This involved extensive collaboration with colleagues within our organization, entrepreneurs, NGOs, and individuals who were eager to contribute to the sustainable market. In the context of organizing the markets, my duties included selecting participants, coordinating lectures and workshops for the event, and ensuring a welcoming environment for both participants and visitors. Leveraging my background of psychology courses, I specifically focused on engaging the beneath thirty age group. Recognizing their absence in previous markets, we aimed to inclusively involve them in these events. To achieve this, we intensified our social media promotion, established connections with student organizations, organized hackathons and contests, and fostered collaboration with various schools, aiming to create a more diverse and engaged participation from the younger demographic. During the last weeks of my internship, I dedicated my efforts to planning all three editions of 2024. This task allowed me to apply my accumulated knowledge and experience, ensuring the continuation and improvement of sustainable markets initiative. I was actively involved in strategic decision-making, coordinating with various stakeholders, and shaping the overall vision for the upcoming editions. In addition, I worked on future organization of the markets in general by providing a script, communication posters and a contest setup.

## Presentation of Results and Output

### Circular Economy

As a member of the Circular Economy team, I took an active role in the corresponding working group. The working group comprised experts from various pillars, including “Circular en Biobased Bouwen” (Circular and Biobased Building), “Circular Inkopen” (Circular Purchasing), “Afvalreductie” (Waste Reduction) and “Innovatie en Bedrijfigheid” (Innovation

and Business), these experts discussed the progress within their pillar. Furthermore, the working group was also assigned to write a new “uitvoeringsagenda” (implementation agenda) in the weeks I was an intern. Therefore, I actively engaged in reading and contributing to the “Uitvoeringsagenda Circulaire Economie”, aligning sustainable practices with the organizational goals. In addition to this, I coordinated the alignment of the Sustainable Development Goals (SDGs) with the Uitvoeringsagenda. Moreover, I contributed to the creation of a circular gift guide, promoting sustainable and circular gift choices. Furthermore, I led the setup of a clothing chain initiative within the organization, to promote secondhand clothing shopping and making sustainable and circular choices. Lastly, I participated in planning and organizing the “Duurzame Markt: Circulaire Economie 2024”.

### Own Organization

I authored a message advocating for a reduction in disposable cup usage, outlining plans to cease usage in 2024. Furthermore, I explored ICT products with low CO2 emissions, contributing to lowering the emissions within the organization. Moreover, I participated in reading and contributing to the “Uitvoeringsagenda Eigen Organisatie”, aligning internal practices with sustainability goals. Additionally, I led the clothing chain initiative within the organization. Furthermore, we planned workshops on clothing repair and upcycling, and repair of products, fostering a sustainable culture within the organization. Lastly, I participated in a print campaign. This campaign focused on reducing printing within the organization.

### Biodiversity, Soil & Climate Adaptation

I was actively involved in organization and planning the “Duurzame Markt: Water, Bodem en Voeding 2023”, emphasizing biodiversity and ecological sustainability. After the 2023 edition I contributed to the planning of the “Duurzame Markt: Water, Bodem en Voeding 2024”, ensuring continuity and improvement of future editions. Furthermore, I prepared an analysis of soil movement within the municipality, providing insights into CO2 emissions and storage of usable soil. Lastly, I analyzed community responses through neighborhood panel regarding community greening, providing valuable data for future initiatives.

### Sustainable Energy

I was actively involved in organization and planning the “Leeuwarder Energiemarkt 2023”, contributing significantly to sustainable energy initiatives. After the 2023 edition I contributed to the planning of the “Leeuwarder Energiemarkt 2024”, ensuring continuity and improvement of future editions.

# Evaluation

My internship at the Municipality of Leeuwarden has been a valuable experience that allowed me to achieve my learning outcomes, acquiring new competencies, and reflect on the relevance of my degree program to my internship work.

## Learning Outcomes Evaluation

1. Understanding local governments: I have gained a comprehensive understanding of local governance and its role in sustainability. I have achieved this by actively participating in various governance processes, attending meetings, and contributing to policy discussions. This hands-on experience has deepened my knowledge of how local governance operates in the context of sustainability.
2. Environmental sustainability: Through my involvement in sustainability projects and initiatives, I have acquired a better understanding of sustainable practices, particularly in urban planning, waste management, and resource conservation.
3. Enhancing my project management skills: Throughout the internship I actively sought opportunities to manage and contribute to projects. By coordinating tasks, setting objectives, and overseeing project timelines, I have made significant progress in enhancing my project management skills.
4. Developing effective communication skills: I worked on refining my communication skills in various settings, including meetings with stakeholders, presenting recommendations, and community engagement events. This allows me to develop a more comprehensive understanding of how to communicate complex sustainability concepts to diverse audiences.

## Competencies Acquired

During my internship I acquired the following competencies:

1. Data Analysis: I have collected and analyzed data. This data was analyzed to make informed decisions when assessing the impact of sustainability projects.
2. Project management and planning: I have gained practical experience in planning and managing sustainability projects, which involves setting goals, developing strategies, and ensuring that projects are executed efficiently.
3. Effective communication skills: I can convey complex ideas in a clear and accessible manner. This ensures that sustainable policies and initiatives are understood and well-received by stakeholders and the community.
4. Stakeholder engagement: Working closely with diverse stakeholders, including government officials, companies, and community members, has approved my ability to

engage effectively with different groups. I have learned to consider and balance their diverse perspectives and needs.

## **Connection to the Study**

My degree program in Global Responsibility and Leadership has proven applicable to my internship work. Both of my majors, Responsible Governance with a Political Science and Economics track, and Responsible Humanity with a Global Health and Psychology track, offered valuable skills and knowledge to my internship.

### **Responsible Governance:**

1. **Political Analysis and Development:** My background in political science equipped me with the ability to analyze policies. This proved helpful when evaluating “de uitvoeringsagenda Circulaire Economie” (implementation agenda circular economy) and making recommendations for improvements.
2. **Economic Insights:** Understanding economics is important in assessing the financial aspects of sustainability projects. I could assess the cost-effectiveness and economic viability of various sustainability initiatives. When we were working on “het circulaire ambachtscentrum” (Circular craft centre) in Grou, we looked at the initial investment costs, operational costs, revenue generation, sustainability and environmental impact, local partnerships, government grants and incentives.
3. **Legal knowledge:** The political science track equipped me with a foundational understanding of sustainability policies and relevant European laws and regulations. This knowledge proved particularly helpful when assessing “de uitvoeringsagenda Circulaire Economie”, to understand the legal European framework that was applied to the document.
4. **Stakeholder Engagement:** The track political science also emphasizes understanding and managing relationships between different stakeholders. This skill has been pivotal in ensuring community engagement and support for sustainability projects. It was particularly beneficial when organizing events like the clothing swap and sustainable markets, as these initiatives necessitated active engagement with Leeuwarden residents and the organization’s employees.

### **Responsible Humanity:**

1. **Community and Stakeholder Engagement:** This major equipped me with an understanding of human behavior, psychology, and global health. This is instrumental when engaging with the local community and ensuring their involvement in sustainable projects. It allowed me to tailor communication and engagement strategies effectively.
2. **Health and Well-being:** My background in global health has clarified how sustainable efforts can influence public health and overall well-being. This knowledge was particularly valuable when coordinating the sustainable markets. One notable feature of

these markets is their inclusivity. At these events, we ensure that everyone is welcome, irrespective of their financial means. We make a point of offering complimentary food and beverages to all attendees, creating an accessible environment for individuals with varying economic circumstances. Additionally, the markets feature both employees and private individuals who are available for residents to engage with and discuss various topics.

3. Behavioral Change Strategies: With my background in psychology, I was able to design and implement behavior change interventions that encourage sustainable practices. This was particularly helpful when organizing events like the “kledingketting” and sustainable markets. These initiatives targeted at Leeuwarden residents and the organization’s employees tried to encourage sustainable practices and behavioral change.
4. Social and Cultural Understanding: The understanding of cultural and social aspects from my major were vital in designing sustainable programs, while respecting and integrating local culture and values. This was applicable to all projects.

## **Future Career Prospects**

My internship had significant and positive impact on my future career prospect:

1. Professional Experience: My internship provided me with hands-on, real-world experience in the field I aspire the work in. This will be a strong point on my resume.
2. Networking: During my internship I was able to build a network of professional contacts within the municipality, as well as with other professionals and experts in the field. These connections can lead to job opportunities, references, and collaborations in the future.
3. Skill Development: I have acquired and enhanced various skills, including project management, political analysis, stakeholder engagement, and data analysis. These skills are transferable and can be applied in a wide range of roles within the public and private sectors.
4. Specialized Knowledge: My internship provided me with in-depth knowledge of sustainable practices and local governance. This expertise can be attractive to employers in sustainability-related roles, urban planning, policy analysis, and more.
5. Applying Academic Knowledge: My internship allowed me to apply what I had learned in me degree program to real-world situations. This practical application of academic knowledge can make me a more attractive candidate for jobs in my field.
6. Increased Confidence: I have gained confidence in my abilities by successfully completing my internship. This is valuable for future career opportunities.
7. Career Direction: My internship experience helps clarify my career goals and specific areas within sustainability and governance that I am most interested in. This clarity can guide me as I will choose my master and within my career choices.
8. References and Recommendations: The colleagues and supervisors I worked with during my internship can serve as reference and provide recommendations for future job

applications, enhancing my credibility.

## **Further Development**

Throughout my internship I identified several knowledge gaps and areas for further development. These include:

1. **Advanced Data Analysis:** While I have a basic understanding of data analysis, I recognize the need to engage my skills in data collection, interpretation, and the use of data to inform decision-making. In my future career development, I plan to undertake additional training and courses in data analytic to become more proficient in this area.
2. **Legal Expertise:** My understanding of sustainable policies and relevant laws and regulations is fundamental, but I aim to deepen my legal knowledge further, particularly in the context of governance and sustainability. I intend to pursue courses or certifications that focus on legal aspects within sustainability and governance.

## **Overall Reflection**

During my internship, community engagement emerged as a cornerstone of project success. Recognizing the pivotal role of residents and employees, initiatives were designed to actively involve them in various sustainability projects. This approach not only highlighted the importance of local perspectives, but also fostered a sense of shared responsibility. The inclusive nature of these initiatives strengthened my ability to engage with diverse groups, promoting a collaborative approach to sustainable practices.

The internship experience unfolded within a supportive atmosphere and a collaborative environment. The commitment to responsible governance, sustainability, and community well-being was visible throughout the organization. This immersion reaffirmed my dedication to a career path centered on values that prioritize collaborative solutions and the welfare of the community.

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