



ADVANCED INTERNATIONAL TRAINING PROGRAMME 2014

Local Democracy and Social Sustainability with a Gender Perspective

Training in Sweden in April 2014

INVITATION

International Training Programmes (ITPs) are used as one of the tools in Swedish global development policy to alleviate poverty. Commissioned by the Swedish International Development Agency (Sida), the International Centre for Local Democracy (ICLD) offers ITPs as one of several methods to support institutional capacity development on the local level in low and middle income countries. The ITPs are designed to meet the needs for capacity and competence development in co-operational countries and to support Sweden's development goals. The objective is to contribute to increased insights, expanded international contact bases and the development of strategically important knowledge and competence within private sector, public administration and civil society organizations. The ITPs are intended to provide long-term support to development co-operation and to create opportunities to establish well-functioning and long-lasting networks and partnerships.

The ITP methodology is based on the assumption that your country wishes to carry out changes and is willing to invest own resources to achieve these changes. In the long-term perspective the programmes are intended to contribu-

te to strengthening institutional capacity in the participant countries. Training is focused on support to team's plans for change. The plans should be well established in the team's organization and are a basic part of the programme concept. The ITPs are specially designed for professionals who work actively with issues related to decentralization and good governance and who hold a position in their home organization with a mandate to run processes of change.

If planned well, decentralization can move decision making closer to people and improve governance, including efficient service delivery. Local governments will be able to respond quicker to local needs if they do not have to await approval from central governments. Gender equality is relevant because gender discrimination is one of the main causes of poverty, and a major obstacle to equitable and sustainable global human development.

This brochure includes information on the specific objectives for this particular programme, its content and structure, and how and when to apply. Enclosed you will also find an application form. We hereby invite you to nominate candidates.



Maria Åberg
Secretary General
ICLD

PROGRAMME OBJECTIVES

The main objective and rationale of the International Training Programme (ITP) “Local Democracy and Social Sustainability with a Gender Perspective” is to contribute to the ongoing and new reform and change processes in the selected countries.

After completing the programme, the participants are expected to have acquired improved knowledge and skills in the following areas:

- Improved knowledge about the importance and advantage of decentralization and Good Governance with a Gender Perspective in order to achieve socio-economic development;
- Nature, scope and purpose of local governments in a multi-level democracy;
- Understanding and using relevant tools to support local development and local democracy;
- Improved skills in change management and strategic planning
- Improved knowledge of different of implementing decentralized governance reform processes;
- Expanded national and international networks in support of local development and decentralized governance at different levels;

In addition to presenting and sharing Swedish experiences, it is equally important to facilitate mutual learning by the participants by letting them share experiences from their respective countries with each other.

PROJECTS FOR CHANGE

Change processes are an essential part of the International Training Programmes. Participants will apply and be selected as small teams from each city/institution (2-5

participants), which form a critical mass of influential stakeholders in their local environment. The teams are expected to jointly identify a change project with the sponsoring institution.

Support will thereafter be given by a designated mentor. The change project should be an on-going project linked to local democracy and social sustainability with a gender perspective in the participant's home country. The change projects are the vehicle for linking the theoretical knowledge articulated throughout the programme with the practical implementation and consequent utilization of skills, and also clearly establish explicit improvements in the outcomes and development impact of the teams' sponsoring institutions. More concretely, the change project is the opportunity for each team to acquire knowledge and skills to apply on pressing issues of their cities, and presents an opportunity to make a positive change for sustainable local development.

A 1-2 page description of the individual's project for change must be submitted with the application. The following headlines are to be included in the description of the project for change:

1. Describe a challenging situation in your municipality that you wish to address?
2. Why is this a problem and for whom?
3. Please describe your chosen method to address the matter?
4. Describe the team that you have identified, what makes you suitable to address the problem?

The ICLD will not finance the change projects; however the participants will be offered extensive coaching and support by a dedicated mentor.

CONTENTS

The following subject areas will be covered by the programme in order to provide a sufficiently broad basis to achieve the programme's set objective. Each subject area will be presented in a way that it is of direct relevance to the participants and the development context of the participating countries. The gender perspective will be included in the different subject areas and the programme will thus take a wide approach covering cross-cutting issues related to gender, including modules on:

Decentralized Governance and Accountability

This module focuses on developing a common understanding of governance and accountability as the exercise of economic, political and administrative authority in managing the affairs of a country at all levels of government. It includes the assessment of mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences. Some of the key principles that underpin decentralized governance are legitimacy and state capacity and the creation of space for the articulation and confirmation of group needs, interests and rights. The participation of national stakeholders and their ability to hold public institutions and governments accountable, including the opportunity to change them through democratic means at all levels, are also key in governance and accountability discourse.

This module also includes transparency and anti-corruption measures as they are vital to ensure good governance and sustainable development. Corruption can take many forms that vary in degree from the minor use of influence to institutionalized bribery. The global anti-corruption organization Transparency International's definition of corruption is "the abuse of entrusted power for private gain". This can mean not only financial gain but also non-financial advantages.

Gender Equitable Local Governance

A gendered approach to local development combines the use of a gender lens in analyzing the instrumentality of social, political, economic, institutional and cultural factors in determining the nature and scope of the incidence and intensity of development challenges faced by women. It also identifies and examines the tools and methods that can be used to target and deploy resources in the planning, programming, implementation, management and evaluation of local development processes in relation to women and men. A gender sensitive approach to governance has two objectives: firstly to increase women's participation in sustainable urban development and secondly to promote gender awareness and competence among women and men in the political arena and planning practice through Gender Mainstreaming. An increase in the number of women in decision-making arenas can create a level playing field for women and men to engage in the way cities and towns are governed, how resources are allocated, and basic services are provided.

Social Inclusion and Service Delivery

The growing demand, complexity and costs of service delivery

problems calls for innovative interactions and more inclusive policy and programmatic collaboration among increasing numbers of actors. A significant number of local governments have already proven their ability to find creative solutions and form innovative coalitions to respond to their citizens' needs and preferences. However, local governments alone cannot meet the continually expanding demand for services and will need to develop inclusive partnerships with other key stakeholders, including organizations in civil society. This theme will focus on identifying opportunities for broadening models and approaches to facilitate the entry of a range of institutions including national and local government, the non-state actors, communities and civil society in partnerships to provide responsive infrastructure and social services in support of sustainable local democratic development. The theme will focus on identifying the capacity of municipal administrations to deliver services to all sectors of the community, in particular those members of the community facing increased risk of poverty and social exclusion,

Management and Change

Local authorities must be able to address the complex challenges of the cities they govern. They also need to be able to change their own attitudes and behavior in order to meet new challenges. An assumption in this programme is that representatives of local authorities with the appropriate skills and knowledge have the ability to positively change the way their organizations function. This is a key module of the training programme that is designed to equip participants with knowledge of change management as a process as well as tools and strategies to support

their change project's successful implementation. More specifically, the participants will learn to utilize a variety of diagnostic and data collection tools to support the analysis of their organizations, as well as how to utilize team-building, intergroup and survey-feedback, process consultation and other activities to support change in their organizations.

PROGRAMME STRUCTURE

The International Training Programme (ITP) “Local Democracy and Social Sustainability with a Gender Perspective” consists of the following phases;

Phase 1	Inception meetings - where sponsoring institutions, selected participants and programme management meet to develop a shared understanding of the content, structure, methodology and management of the program. The inception phase is also an opportunity for participants to be grounded in the logical framework approach to anchor the change projects. The inception meetings are held in the home countries of the participants.
Phase 2	Work on the project for change – this phase involves intense interaction among participants and resource persons focusing on the change projects. The participants must be able to work on their change projects for a minimum of 8 hours/week during this phase.
Phase 3	Training in Sweden – this consists of a series of lectures and study visits covering all the modules that address the thematic areas of the program. This phase will take over a period of three weeks. The learning process will be facilitated by a team of resource persons from academia and practitioners from relevant national and sub national institutions mainly from Sweden. The designated mentors will during the Swedish phase provide extensive support to the participants.
Phase 4	Work on the project for change – this phase involves intense interaction among participants and resource persons focusing on the change projects. The participants must be able to work on their change projects for a minimum of 8 hours/week during this phase.
Phase 5	Country Workshops – where sponsoring institutions, selected participants and programme management meet to critically reflect on progress made challenges faced and lessons learned from implementation of change projects.
Phase 6	Work on the project for change – this phase involves intense interaction among participants and resource persons focusing on the change projects. The participants must be able to work on their change projects for a minimum of 8 hours/week during this phase.
Phase 7	Final Workshop. This phase entails presentations at a regional workshop reflecting on the learning outcomes and implications for organizational and policy change for the sponsoring institutions and participating countries. It is also an opportunity to recognize and appreciate sponsoring institutions and award certificate to the participants. The documentation of the projects shall follow a special template provided by the program organizers.

Date and venue

The training in Sweden during the third phase of the programme will take place in April 2014. The exact time and place for the regional workshops and final seminar will be announced at a later stage.

Teaching methods

The participants, the programme management team and others participating in the programme (lecturers and representatives from government agencies, regional authorities and municipalities) are primarily co-operational partners. It is therefore vital that all participants actively take part in the programme by sharing their knowledge and experiences with the other participants.

Management and staff

The programme is organized by the Swedish International Centre for Local Democracy in co-operation with leading scholars on local governance and experts from the Swedish public sector.

PARTICIPATION

Only applicants from the following countries are eligible: **Belarus, Bosnia Herzegovina, Kosovo, Georgia, Macedonia, Moldavia, Serbia, Turkey and Ukraine.**

Target group:

The programme is directed towards professionals who work actively with issues related to local democracy, local development, decentralization and good governance with a gender perspective. These include decision makers at intermediate to high levels in ministries, regional authorities, local authorities, local governments and other players at central, regional and local levels. In addition to that, the programme will be open to professional NGO staff, working in the field mentioned above. We allow more than one

participant from the same organization and strive for a gender balance among the participants.

Only participants officially nominated by the appropriate authority within their home institution will be considered for admission to the programme. 25 participants from the selected countries will receive training. Due to the character of the programme, family members are not allowed to accompany participants in the programme.

Language requirements

Participants must have a good knowledge of English as they are expected to write and make public presentations in English. For applicants from countries where English is not an official language, applicants must take an English language test with an official body in their home country and must submit a diploma with their application, unless the applicant can provide other documentation to support their ability. The Swedish embassy/consulate does not perform language tests but may be able to recommend appropriate language institutes for conducting tests.

APPLICATION PROCESS

The closing date for application is December 15th, 2013

Applications submitted after the closing date will not be considered. Applications must be complete and submitted on the special form attached with this document and include a recent photograph of the applicant and the required information and documents. The application form and the information brochure can also be found on – and downloaded from – the ICLD's website at www.icld.se under the heading Training Programme.

The application, as well as the proposal for the change project, must be approved by a legitimate autho-

riety at the applicant's workplace. In the application, the authority is expected to explain the intentions and importance of the change project.

The application should be submitted to the nearest Swedish embassy/consulate. If there is no Swedish embassy/consulate in the applicant's country, the application should be submitted directly to the ICLD's headquarters in Visby, Sweden. The selected applicants will be notified by e-mail. It is therefore vital that all applicants have internet access and an e-mail account. Once accepted, the participant and his/her supervisor must confirm the applicants participation and will then receive an invitation letter containing additional information on the programme and the practical arrangements.

Considering the fact that the training programme consists of international travel and work away from home in a new environment, good health and full working capacity is required. It is therefore recommended that the applicant undergo a medical examination before filling out the Medical Statement in the Application form.

COST OF PARTICIPATION

The International Centre for Local Democracy (ICLD) will cover the following costs:

- The participation fee and the accommodation costs including board and lodging;
- International travel to and from Sweden;
- International travel in connection with the second phase of the programme.

The ICLD will not finance the participants' change projects. Costs incurred in travelling to the nearest international airport as well as visa costs are to be paid by the participants. Personal expenses are not included.

ACCOMMODATION

All participants will be accommodated at the same hotel and have a single room during the program period. The ICLD will cover local travel costs necessary for participating in the programme. However, the participant will be responsible for covering any other travel costs. Participants may not be accompanied by family members, due to the special character of the programme.

VISAS

Participants are responsible for obtaining and paying all visa costs necessary for their journey and stay during the programme. The visa should be valid for the whole period of the programme and the passport should be valid for at least three months longer than the entry visa. Inquires should be directed to the participant's closest Swedish embassy/consulate or another Schengen representative as soon as possible after acceptance onto the programme. Participants visiting other countries on their way to or from Sweden must ensure that the correct visas are obtained before leaving their home country, especially for countries not included in the Schengen agreement. The website <http://www.migrationsverket.se/english.jsp> offers more information about visas for Sweden.

INSURANCE

All participants are covered by a group insurance policy while in Sweden and on organized tours during the programme. This insurance covers costs for medical care in the event of serious illness or accidents. Medical and dental check-ups are not included.

PRESENTATION OF THE INTERNATIONAL CENTRE FOR LOCAL DEMOCRACY

The Swedish International Centre for Local Democracy (ICLD) is an international and national actor and collaborating partner in the field of local democracy, local governance, and decentralization. The ICLD focuses on local development in low and middle income countries through our various activities, such as international training programmes, municipal partnership programmes and knowledge management. One of

our main ambitions is to develop a balance between the practical knowledge gained through experience and the theoretical knowledge gained through research. The ICLD is located in Visby on the island of Gotland, and is an autonomous organization that works in close collaboration with the Swedish Association of Local Authorities and Regions (SALAR), which has a majority of the seats on the ICLD board.

Sida finances the ICLD's operations, which cover three main areas: The Centre of Knowledge - Research and Capacity Development, Municipal Partnerships and International Training Programmes. The ICLD's overall target is to alleviate poverty, mainly through promoting democracy and democratic processes at local levels.

Contact information

Programme organiser: International Centre for Local Democracy

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