



ADVANCED INTERNATIONAL TRAINING PROGRAMME 2015–2016

Local Governance

with a Rights Based Approach

Inception workshop in June 2015

Training in Sweden in September-October 2015



Swedish International
Centre for Local Democracy

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 the 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 local government or institution wishes to carry out changes and is willing

to invest its own resources to achieve these changes. In the long-term perspective the programmes are intended to contribute to the strengthening of institutional capacity in the participant countries. 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. Equitable local governance and equitable service delivery is one of the main challenges for local governments.

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.



Jerker Stattin
Acting Secretary General
ICLD

PROGRAMME OBJECTIVES

The main objective and rationale of the International Training Programme (ITP) “Local Governance with a Rights Based Approach” is to contribute to the ongoing and new reform and change processes in order to achieve socio-economic development in the selected local governments.

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

- Decentralization and good governance with a rights based approach;
- Local governments in a multi-level democracy in a comparative perspective;
- Relevant tools to support local development and local democracy with a rights based approach;
- Change management and strategic planning;
- Expanded national and international networks.

The programme will present Swedish experiences and facilitate mutual learning and sharing of experiences from the respective countries.

PROJECTS FOR CHANGE

Change processes are an essential part of the International Training Programmes. Participants will apply and be selected as teams from each local government (two to five participants). 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 concern a relevant challenge linked to local governance with a rights based approach in the participant's local government. The change projects are the vehicle for linking the theoretical knowledge articulated throughout the programme with the practical implementation and consequent utilization of skills. It also clearly establishes 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 local governments, and presents an opportunity to make a positive change for sustainable local development.

The projects for change must be rooted in and supported by the local government/institution, preferably included in work plan and budget.

A 1-2 page description of the team'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 local government 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 participants will be offered extensive coaching and support by a dedicated mentor throughout the whole training programme.

CONTENTS

Four subject areas will be covered by the programme in order to provide a sufficiently broad basis to achieve the programme's set objectives. Each subject area will be presented in a way that is of direct relevance to the participants and the development context of the participating countries.

Citizen participation and inclusive decision making

Citizen participation and inclusive decision making are important aspects of democracy. How can local governments include groups and individuals that do not have a strong voice? What can be done to strengthen the voices of the unheard? This module will look into how local governments can promote citizen participation and inclusive decision making, especially with regards to marginalized groups.

Local governments must not only be willing to invite citizens to speak their minds but also have the tools to capture and transform citizens' ideas into action in order to be well-functioning and responsive to its citizens' needs. This module will discuss the mechanisms, processes and institutions through which citizens and groups articulate their interests and exercise their legal rights.

Transparency and accountability

This module focuses on ways to enhance transparency and accountability in local government. A citizen's ability to hold public institutions and governments accountable for the services they provide and for the resources they use is an essential part of democracy. The ability to affect local governments through democratic processes should be the right of every citizen. Enhanced transparency and accountability can lead to improved

service-delivery. This module will explore concrete measures in which transparency and accountability can be enhanced in order to deepen democracy and promote service delivery.

This module includes anti-corruption measures. Corruption takes many different forms and varies in degree from minor use of influence to institutionalized bribery. It can include financial gain and non-financial advantages. Corruption undermines good governance and sustainable development.

Equitable service delivery and anti-discrimination

The module will focus on identifying the capacity of municipal administrations to deliver services in a non-discriminatory manner to all sectors of the community, in particular those members of the community facing increased risk of poverty and social exclusion. All human beings are entitled to their human rights without discrimination of any kind, regardless of race, color, sex, ethnicity, sexual orientation, age, language, religion, political or other opinion, national or social origin, disability, birth or other status as explained by the human rights treaty bodies. The growing demand, complexity and cost of service delivery require innovation in order to meet the needs of citizens. This module will explore the ways in which this can be achieved in an equal manner.

Management and change

Local governments 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 behaviour in order to meet these new challenges. This programme works on the assumption that representatives of local governments with the appropriate skills and knowledge have the

ability to positively change the way their organizations function.

This module of the training programme is designed to equip participants with management skills and to view change as an on-going process. Working with their "project for change", this module will provide tools and strategies to support their 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, survey-feedback, and other activities to support change in their organizations.

Date and venue

The exact time and place for the workshops will be announced at a later stage.

Teaching methods

The teaching methods applied are highly interactive with a strong emphasis on participative methods and group dynamics.

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.

PROGRAMME STRUCTURE

The International Training Programme (ITP) “Local Governance with a Rights Based Approach” consists of the following phases;

Phase 1	Inception phase – where sponsoring institutions, selected participants and programme management meet to develop a shared understanding of the content, structure, methodology and management of the programme. The inception phase is also an opportunity for participants to be grounded in the logical framework approach to anchor the change projects. The Inception workshop will be held in one of the home countries of the participants in June 2015.
Phase 2	Project for change – this phase involves intense interaction among participants and resource persons focusing on the change projects in their local government. 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 programme. 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. This phase will take place in Sweden in the end of September 2015.
Phase 4	Project for change – this phase involves intense interaction among participants and resource persons focusing on the change projects in their local government. The participants must be able to work on their change projects for a minimum of 8 hours/week during this phase.
Phase 5	Follow up workshop – sponsoring institutions, selected participants and programme management meet to critically reflect on progress made, challenges faced and lessons learned from implementation of the change projects. The Follow up workshop will be held in one of the home countries of the participants in 2016.
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 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 programme organizers. The Final workshop will be held in one of the home countries of the participants in 2016.

PARTICIPATION

Only applicants from local governments who are currently involved in a Municipal Partnership with a Swedish municipality funded by ICLD are eligible to apply. Applicants from local governments in the following countries are eligible: **Belarus, Bosnia and Herzegovina, Kosovo, Georgia, Macedonia, Moldova, 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 rights based approach. We allow more than one participant from the same local government 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. Applicants from countries where English is not an official language must take an English language test with an official body in their home country and 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 March 15th
2015**

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 authority 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. Personal expenses are not included.

COMMITMENT BY LOCAL GOVERNMENTS/INSTITUTIONS

The Sponsoring institutions are supposed to participate in the inception- and final workshop and follow the progress of change projects through regularly updates from their respective participants.

Sponsoring institutions will cover the costs incurred in travelling to the nearest international airport as well as visa costs

ACCOMMODATION

All participants will be accommodated at the same hotel and have a single room during the programme 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. Enquiries 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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