

Inclusive Political Leadership

2019 – 2020

BOTSWANA • KENYA • NAMIBIA • SOUTH AFRICA • ZAMBIA

Closing
date for
application is
February 28th
2019



Target groups and applicant criteria

- The Inclusive Political Leadership training welcomes applications from Botswana, Kenya, Namibia, South Africa and Zambia.
- The Inclusive Political Leadership training welcomes applications from teams from the same city/municipality/region consisting of
 - At a minimum: One elected politician
 - At a minimum: One local government official
 - At a minimum: One representative of a grassroots organisation
- The teams accepted to the training will work on change projects aiming at improving the delivery of critical services in an equitable and inclusive way. The change project shall be described in the application.
- The teams should consist of both women and men and preferably of highly experienced and younger persons.
- Participants must be nominated by their city/municipality/region.

How to apply

The application must be with the ICLD before the application period expires and should be submitted online via the programme at:

<https://icld.se/en/international-programmes/apply>

The application page contains details of what to include with your application. After an initial selection process, a few chosen candidates will be interviewed, after which the final round of selection will take place.

Once you have been accepted, and you and your city/municipality/region have confirmed that you will be participating in the programme, you will receive a letter containing all necessary information.

The training will require you to be in good health and capable of full-time work.

ICLD operates an anti-discrimination policy and all training courses are open to anyone, irrespective of physical ability. If you have any type of disability, please let us know, so that we can resolve any practical issues that may arise.

Training goals

It is a challenge of our time to create inclusive and equitable societies in a sustainable way. The Sustainable Development Goals challenge local governments all over the globe to consider how economic growth and increased availability of technical solutions can be to the benefit of all. In order to do this, local governments need to manage complex socio-environmental challenges such as insecure access to clean water, lack of sanitation, lack of decent work and lack of decent housing. The uneven distribution of these threatens the cohesive fabric of our societies. Half of the global population presently reside in cities and of these over 800 million live in informal settlements without adequate access to such services.

The international training programme Inclusive Political Leadership works towards the achievement of the Sustainable Development Goals.

Politicians on the local or regional level are increasingly identified as key players in development and democratization. In decentralized countries, the local government is responsible for providing the lion's share of services to citizens. Local political leaders operate close to the citizens and their decisions influence the everyday lives of people. This creates a unique opportunity for participatory practices and the co-creation of politics between citizens and local political leaders. However, top-down responses are often used even as they are proved to be inefficient to address the complex socio-environmental problems of our time.

Building resilience, improving the delivery of critical services and strengthening institutions requires inclusive political leadership and the cooperative work of both elected political leaders, local government officials and civil society. The civil society organisations can be grass root organisations such as youth groups, residents' associations, workers' associations or other community-based organizations. They may also represent groups of urban poor.

The participants of the training will explore ways of making governance in their municipality equitable and inclusive. The participants will work on a change project together during the training, and implement a strategy to make the municipality equitable, participatory, transparent and accountable. By strengthening the capacity of selected teams and by strengthening the networks available to them, the training aims to deepen democracy, create space for participation and dialogue, increase service delivery in deprived neighbourhoods and through this, reduce poverty.

Change projects

Participating teams from the same municipality, are expected to develop and work with a change project during the training. The change project constitutes the link between the theoretical knowledge that the participants will acquire during the training and the practical experience needed in the specific situations in which the various participants find themselves. The change project must be of benefit to the municipality/city/region represented by the participants and a description of the project is an important part of the application. The change project could cover any part of the municipal services.

It is important to note that the implementation of the change projects will not be financed by ICLD.

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After completing the programme, the participants are expected to have improved:

- knowledge about democratic political leadership and inclusive governance to co-create a more inclusive social contract.
- understanding of complex socio-environmental challenges, barriers to overcome them, and of ways of addressing them in a sustainable way
- knowledge on how to carry out reform processes to enhance local democracy, inclusive governance and sustainability and skills to work together and co-create solutions to improve the wellbeing of the urban poor
- skills and abilities to communicate and advocate on issues of inclusive governance

The programme seeks to:

- Promote mutual learning and sharing of best practices among the participants
- Increase participants' capacity to engage in multi-stakeholder collaboration
- Support spaces for dialogue between elected local politicians and grassroots organizations
- Develop and expand national and international networks for elected political leaders and civil society organisations at the local level

- Find practical solutions to problems faced by communities in deprived neighbourhoods in participating municipalities
- Connect participants to researchers in relevant areas

The programme is practice based and will have as a starting point the knowledge of the context and the experience of the participating teams. This knowledge will be shared and discussed with other participants, with researchers with focusing on inclusive political leadership and with other experts.

Participants will learn from sharing their experiences with other teams and with local political leaders and with grassroots organizations in Sweden. Through the co-creation of knowledge, the programme seeks to advance issues that are of importance when exploring ways of solving local complex socio-environmental challenges and specifically when upgrading the service delivery in deprived neighbourhoods of cities. The selected participating teams, the programme management and other actors that participate in the programme (lecturers, representatives of local government agencies and of municipalities), are first and foremost cooperating partners. The programme will therefore make the knowledge and experiences of the participants the starting point to positive change.



Training content

The programme will cover the following modules:

- Decentralisation framework, principles of democracy and inclusive governance
- Methods of change management in complex socio-environmental contexts

Decentralisation framework, principles of democracy and inclusive governance

This module covers different principles of democracy and inclusive governance including: participation, transparency, non-discrimination, accountability, gender equality, human rights and sustainability.

Governments rely on the support of their citizens in order to be considered legitimate. In this module we will discuss the basic principles of democracy, including the challenges of introducing and sustaining democratic principles at the local level. Through lectures, study visits and interactive sessions we will examine the roles and responsibilities of different stakeholders and see examples of how democracies in different countries function.

Decentralization, and in particular the different experiences of decentralized local governance in participating countries will be highlighted in this module. The role civil society can have in enhancing service delivery in informal settlements will also be explored. The mechanisms, processes and institutions, through which citizens and groups express their interests, exercise their legal rights, meet their obligations and solve their differences is another subject area that will be covered in this module as well as the theory behind inclusive governance.

Methods of change management in complex socioenvironmental problems

In this module we will learn how to design processes of change based on different ways of understanding complexity and managing change. To respond to the complex challenges of society, it is necessary to avoid getting trapped in a single worldview, trying to explain the problems around us based on unique knowledge and explanations. This may result in us seeing only what we want to see. One thing that will be discussed within this module is the systems thinking approach that aims to support change processes and decision making based on the inclusion of all relevant stakeholders and considering at the same time the environmental, social and economic aspects.

In this module we will explore a few examples of inclusive leadership based on the experiences of the participants, specific examples of for example water and sanitation services provided by grassroots organizations in collaboration with local governments or housing improvements and pro-poor partnerships, and the results of ICLDs research projects. We will do a critical assessment of how the participants themselves exercise their leadership and how grassroots organizations experienced the process of inclusive leadership. In this module we will practice different tools and methods for participatory leadership and collective knowledge harvesting. We believe that society's challenges are better addressed by collaborative practices based on consensus and collective action. Non-traditional and non-hierarchical forms of decision-making will be presented. This will be an important backdrop for discussions on different leadership styles. Another important aspect of the module is communication and interaction between different stakeholders in the political process. For example, between politicians at various levels, citizens, private sector, media and civil society and specially disadvantaged groups. Finally, participants will develop goals and visions for their own political leadership. Participants will also be given an assignment to research participatory mechanisms from their own local government and from the grassroots organizations to present them and discuss them in the training.

Course structure

The International Training Programme (ITP) “Inclusive Political Leadership” consists of the following phases.

Phase 1 Inception phase

The training starts with an Inception workshop where all the participants and the ICLD management team will meet in one of the countries participating in the training. The workshop will focus on introducing the training programme, concepts and objectives as well as on identifying the change process that the teams will be working on throughout the training. The inception also includes a theoretical introduction to some of the key areas of the programme.

Phase 2 Work on the change project

This phase involves intense interaction within the team and in the participants’ institutions focusing on the change project. The teams must be able to meet with other stakeholders (through focus groups) and work on their change project for a minimum of 8 hours/week during this phase, supported by the national mentor

Phase 3 Regional Workshop

In this phase participants, resource persons and programme management meet to critically reflect on progress made, challenges faced and lessons learned from working with the change project. The workshops also contain a part with lectures on key areas for the program.

Phase 4 Work on the change project

This phase involves intense interaction within the team and in the participants’ institutions focusing on the change project. The teams must be able to meet with other stakeholders (through focus groups) and work on their change project for a minimum of 8 hours/week during this phase, supported by the national mentor.

Phase 5 Training in Sweden

The fifth phase will take place in Sweden and consists of two weeks of training covering all the modules described in the contents section above. The training will be combined with study visits to Swedish municipalities and other institutions relevant to the theme of the programme. The strategies of change that the teams have chosen will be discussed.

Phase 6 Work on the change project

This phase involves intense interaction within the team and in the participants’ institutions focusing on the change project. The teams must be able to meet with other stakeholders (through focus groups) and work on their change project for a minimum of 8 hours/week during this phase, supported by the national mentor.

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 award a certificate to the participants.

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Cost of participation

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

- The participation fee and the accommodation costs
- International travel to and from Sweden
- International travel to and from the workshops of the programme

The ICLD will not finance the implementation of the teams' change projects. Costs incurred for local government officials and elected local political leaders when travelling to the nearest international airport as well as visa costs are to be covered by the participants' local administration but for the participants representing grassroots organizations the ICLD will cover these costs as well. Personal expenses during the workshops are not covered by ICLD. Per-diem will not be paid for participation in the workshops.

Accommodation

All participants will be accommodated at the same hotel in single rooms during the programme period. The ICLD will cover transfer costs from airports to workshop venues. Due to the special character of the programme participants may not be accompanied by family members.

Visas

Political leaders and local government officials are responsible for obtaining and paying all visa costs necessary for their participation. ICLD will cover the costs of the visas for the representatives of grassroots organizations. Information on necessary visas and how these can best be obtained will be communicated to the participating teams.



Insurance

All participants are covered by a group insurance policy while in Sweden and on organized workshops 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.

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Contact details

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