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ADVANCED INTERNATIONAL TRAINING PROGRAMME 2013

# Local Political Leaders

– Capacitating Women in Politics

Regional Training in August 2013

Training in Sweden in October 2013



## 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 and 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 networks 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 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. As political leaders are key actors in the attainment of a sustainable local democratic development, this International Training Programme will target local political leaders. Women who hold leading elected position in local governments, i.e. Mayors and Vice Mayors, will due to the severe underrepresentation of women in the executive bodies be the target group for the programme. Gender equality is a cross-cutting theme of the ITPs as 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 apply.



**Maria Åberg**  
**Secretary General**  
**ICLD**

## PROGRAMME OBJECTIVES

Women are severely underrepresented in political decision making bodies. Today women constitute 19 percent of the members of parliaments around the world and the situation is the same in local governments across the world, on average women make up 23 percent of municipal councils. Women holding leadership positions in politics are very rare. According to a survey conducted by United Cities and Local Governments (UCLG) in 2003, only 9% of the Mayors across the world were women. The rationale of the International Training Programme (ITP) "Local political Leaders- capacitating women in politics" is therefore to focus on elected women leaders in the selected countries. The expected result of this programme is to promote a higher degree of involvement of women in politics at the local level. The programme rests on the assumption that strengthening the capacity of the selected candidates and strengthening the networks among them are important steps in achieving a higher degree of involvement of women in politics.

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

- Knowledge on how to carry out reform processes with a gender perspective
- Improved skills in change management and strategic planning
- Roles and responsibilities of different stakeholders in the political process

In addition the programme seeks to:

- Promote mutual learning and sharing of best practices among the participants

- To develop expanded national and international networks for elected representatives

The programme will center on experience sharing among the participants. While presenting and sharing Swedish experiences, in particular during the training in Sweden, it is equally important to facilitate mutual learning by the participants by letting them share experiences from their respective countries with each other. By allowing the participants to share ideas and cooperate with one another the programme seeks to contribute to the objective of advancing issues that are considered to be of importance for women in their role as local political leaders. The selected participants, together with the programme management and the other actors that participate in the programmes (lecturers, representatives for government agencies and municipalities), are first and foremost cooperating partners. The programme will therefore take the knowledge and experiences of the participants as a starting point.

## CHANGE PROCESSES

Change processes are an essential part of the International Training Programmes. All participants are therefore requested to identify a strategic issue to work on as part of the programme, a project for change closely anchored to the challenges and obstacles faced by local political leaders. Each issue shall be defined in a way that it provides a tangible task to work on throughout all phases of the programme. Objectives and indicators to monitor progress of the identified project for change will be developed with the assistance of resource persons assigned by the ICLD.

The change projects are the vehicle for linking the theoretical knowledge articulated throughout the programme with the practical implementation and consequent utilization of skills acquired in the programme.

The ICLD will **not** finance the change projects; however the participants will be offered extensive coaching and support by a team of resource persons.

## 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 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:

### Principles of Democracy

Representative institutions rely on the support of their citizens in order to be considered legitimate. In this module the basic principles of democracy will be highlighted. Through lectures, study visits and interactive sessions the challenges of introducing and sustaining democratic principles in a country will be discussed. The roles and responsibilities of different stakeholders will be discussed and practical examples of how different governing models differ will be used to illustrate the variety of democracies in the world. The division of roles between civil servants and politicians and the sometimes ambiguous power relations present will also be highlighted in this module.

Decentralization, and in particular the different experiences of decentralized local governance in the participating countries will also be highlighted in this module. The programme rests on the assumption that local authorities are better able to know and respond to the immediate needs and interests of their citizens as local government is the tier of government which is closest to the citizens. This implies a challenging position, between

the regulations of the central government and - the sometimes conflicting - demands of the citizens.

Some of the key principles that underpin decentralized governance are legitimacy and state capacity. The former is intrinsically linked to the creation of space for the articulation and confirmation of group needs, interests and rights. The mechanisms, processes and institutions, through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences is therefore another subject area that will be covered in this module.

### Political Leadership in a multi-level governance setting

There are a plethora of typologies of how political leadership is exercised and also how leadership should be exercised. In this module we will explore a few of these typologies while applying a gender lens. A critical assessment of how the participant's themselves exercise their leadership in the different political systems they represent will serve as an important backdrop for the discussions on different leadership styles. The usage of different suppression techniques in the political arenas, as well as confirmation strategies that can be used to mitigate the domination techniques will be also covered in this module.

The Swedish case will be used as a point of reference to illustrate how cooperation between women can advance women's interest/agenda. The module will however allow space for questioning the relevance of the Swedish case for the participating countries.

### The politics of presence

The presence of various affirmative actions for women has proven to be crucial in increasing women's participation in politics, both at the national and at the local level. These measures include reserved seats, legal quotas and voluntary party quotas. In this module a thorough understanding of the different measures, and the effectiveness of the measures in increasing the representation of women will be given. Besides discussing different technical solutions, the rationale for the importance of gender parity in politics will be highlighted. To mention but a few, it is sometimes argued that existence of women in public office only has symbolic and practical values. These values range from legitimizing women's voices to becoming role models in inspiring women to engage in politics. There are however another set of arguments that stress that elected women in fact advance women's political agenda. By drawing on the experiences of the participants the aim is to critically assess the fundamental question of whom a local political leader represents; those that elected her? all voters or all women?

## PROGRAMME STRUCTURE

The International Training Programme (ITP) “Local Political Leaders” consists of the following phases;

<b>Phase 1</b>	<p><b>Inception phase – Regional Workshops.</b></p> <p>Upon admission, the participants will be asked to identify a strategic issue of importance, namely a project for change. The inception workshop will be an opportunity to further develop the project for change. This first phase will result in an agreement of understanding between the ICLD and the participants to clarify the expected outcomes and how the results will be handled within the organization and how the ICLD will support the participants in the process. Three workshops will be held in the three participating regions, where participants will be asked to join the workshop in their own region.</p>
<b>Phase 2</b>	<p><b>Training in Sweden</b></p> <p>The second 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 participants will be assigned a mentor; a politician with extensive experience and get an understanding of the challenges she encounters in her role as an elected representative. By using theoretical and practical examples a thorough understanding of the Swedish model of governance and of Swedish gender policies will be given.</p>
<b>Phase 3</b>	<p><b>Work on the project for change –</b> 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.</p>
<b>Phase 4</b>	<p><b>Regional Follow-up Workshops –</b> where participants, resource persons and programme management meet to critically reflect on progress made challenges faced and lessons learned from implementation of change projects. Three workshops will be held in the three participating regions, where participants will be asked to join the workshop in their own region.</p>
<b>Phase 5</b>	<p><b>Work on the project for change –</b> 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.</p>
<b>Phase 6</b>	<p><b>Final Workshop.</b> 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 certificate to the participants.</p>

### *Date and venue*

The training in Sweden during the second phase of the programme will take place in October 2013. The exact time and place for the regional seminar are 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

Applicants from the following countries are eligible: **Bosnia and Herzegovina, Georgia, Kosovo, Macedonia, Moldova, Serbia, Turkey, Ukraine, Belarus, India, Indonesia, China, Vietnam, Botswana, Kenya, Namibia, South Africa, Tanzania, Uganda and Zambia.**

The programme is directed towards elected officials who are elected to represent their citizens in a local government body, both legislative and executive. We allow more than one participant from the same organization.

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 April 30th 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](http://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.

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. Background and explanation of the role and responsibility of the applicant

2. Problem analysis and/or situation analysis;
3. Objectives of the project, including the participant's intended contribution
4. Work plan; specific tasks and estimated time allowance for the activities specified.

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 partici-

pants. 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 mana-

gement. 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 (ICLD)

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The closing date for  
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