

HANDBOOK

# Mentor's handbook

For International Training Programmes





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## Swedish International Centre for Local Democracy (ICLD)

ICLD works with poverty reduction by developing local democracy. ICLD programmes aim to strengthen local and regional political governed bodies, decentralization processes, local self-government and citizenship in the developmental priority partner countries of the Swedish government. ICLD promotes local democracy development by building on the knowledge and experience of Swedish municipalities and county councils and on research and knowledge development in the area of decentralization and on local democracy that exist in an international.

ICLD works to reduce poverty through strengthening local and regional political bodies, including people, organizations, and systems. ICLD uses good examples from Swedish municipalities, research, and our international partners to improve leadership and encourage citizen engagement.

**Equity, Participation, Transparency and Accountability** are the four cornerstones of positive democratic development, and we expect the mentors to be well acquainted with our interpretation of those four areas:

**Equity** – Citizens shall be treated in an inclusive, fair and non-discriminatory way. Citizens shall have the opportunity to express their needs regardless of their social status. ICLD promotes non-discrimination, prevention of violation/abuse, and recognizes the needs of marginalized groups, including women.

**Participation** – Local and regional government bodies have a responsibility to promote citizen participation in local decision-making processes that frames and governs public services.



Illustration: Nisse Hofman-Bang

**Transparency** – All citizens are informed about and are able to participate in local decision-making processes for planning and/o regulation of public services. Transparency is opened and responsible behaviour among political officials and civil servants for the benefit of all citizens

**Accountability** – Information about how decisions and what decisions are made should be available and accessible to the citizenry. Those in authority are accountable to their citizens to conduct business in a way that best serves all of their citizens, especially the most vulnerable, in a just and fair manner.

## ICLD has three main operations:

### Municipal Partnership Programmes (KP)

KP are developmental partnerships between Swedish municipalities, regions and county councils, and their equivalents in low- and medium-income countries..

### International Training Programmes (ITP)

ITPs are longer-term specialist-training programmes aimed at key individuals working in local authorities in the countries with whom Sida (the Swedish International Development Cooperation Agency) works.

### Knowledge Centre (KC)

KC initiates, analyses and distributes research in the fields of local self-governance, local democracy, and decentralisation. We finance research at universities in Sweden and in our partner countries.

## International Training Programmes (ITP)

ITP are longer term, specialist-training programmes aimed at key individuals at local level in the countries with which Sida (the Swedish International Development Cooperation Agency) works, such as local politicians and administrative officials.

ICLD's training programmes are aimed at decision-makers and administrative officials in Swedish partner countries, whether they work in the public sector, within local and regional governmental organisations or voluntary organisations. The opportunity for the participants to learn from Swedish cutting edge skills, experience and methodologies in the field of local democracy development is what lies at the heart of the training programmes. There is, however, another goal, namely the creation of long-term networks and partnerships between Swedish partner countries and between the participants

and Swedish stakeholders. There are eight different ITP's at ICLD, all of which are provided free of charge for the participants and the participants' travel costs is financed by ICLD.



Photo: ICLD

## Welcome to mentoring!

*Tell me and I forget, teach me and I may remember, involve me and I learn.*

Benjamin Franklin

## Congratulations on choosing to become a mentor!

As a mentor, you play a crucial role in providing our programme participants encouragement and support. This handbook is designed to help you get the most out of your experience.

**Good luck!**



Illustration: Nisse Hofman-Bang

## Understanding the role of a mentor

A mentor for ICLD's ITP programmes is an experienced professional who is an expert in the theme of the programme, and has an in-depth knowledge of the local context and culture.

A mentor is defined in the Oxford Dictionary as an "experienced and trusted adviser". This description reflects how we at ICLD would like to see mentors work with their respective mentee and/or team/-s.

### Your role as mentor will include at least some of the following:

- Asking questions to help develop your mentee's or team/-s understanding of a situation or problem
- Listening
- Providing information and knowledge and sharing informal networks
- Providing advice on change project/-s or change processes
- Offering different perspectives
- Providing support and encouragement during the length of the ICLD training programme.
- Being a sounding board
- Being a critical friend
- Encouraging self-reflection and utilization of tools (e.g. Equality Journey, LFA)
- Assisting ICLD during workshops, feed-back sessions etc.
- Helping your team identify areas for development



Organize mentor sessions with your team at workshops

## Specific tasks

### As a mentor, you will also be expected to;

- Learn about the training programme in which you are a mentor and your mentee's or team and their respective change project/processes
- Actively participate in the ITP workshops as stipulated in your contract (e.g. Inception Workshop, Follow Up Workshop and Final Workshop)
- Co-organize and co-host workshops
- Hold presentations in your field of expertise if/when relevant at your national workshop
- Organize mentor sessions with your team at workshops
- Take minutes from your mentoring sessions (meetings with the teams/participants)
- Establish a direct contact with the supervisor (or team coordinator) of each team to get regular updates on the progress of the change project or change process. This is particularly important as ICLD wants to make sure that institutionalization or at least a deliberate effort to incorporate knowledge at the organizational level has been made
- Meet with your teams in their respective municipalities and counties as stipulated in your contract
  - The dates and venues for these meetings shall be decided upon by you in your capacity as mentor and the teams. It is important that you communicate the dates and venues for the meetings to ICLD as soon as these are set, so ICLD can plan accordingly
- Send minutes from the meetings, a shorter narrative of unexpected results and experiences connected to the meeting (that goes outside of your regular report) and some picture/photos to illustrate the change progress after the visits with your teams (mentor visits)
- Support the development and implementation of the change project and processes between workshops by being available for email questions and telephone consultations
- Collaborate with your fellow mentors! Share your experiences and invite the other mentors to do the same. Work together to solve problems that may arise in course of the programme ICLD is also available to support you along the way. Share what works and what doesn't work



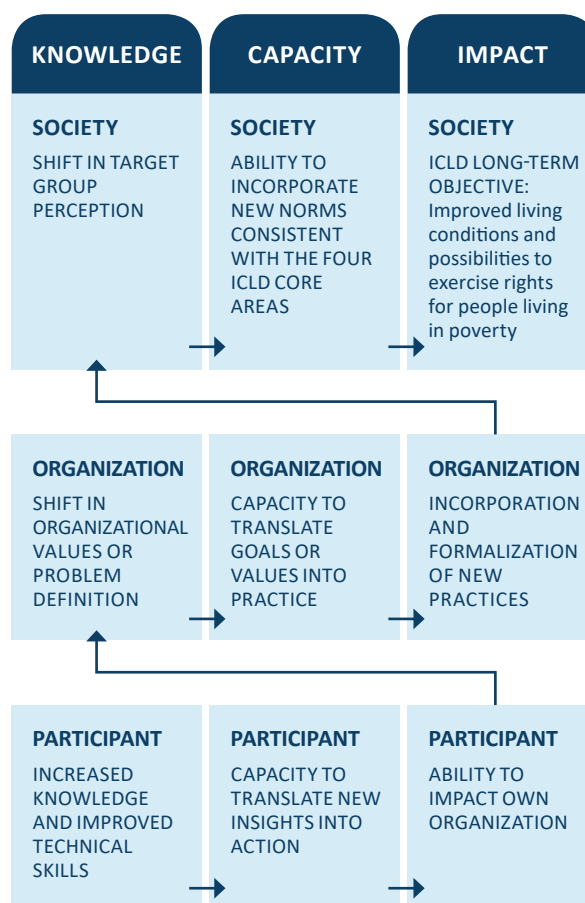
## Mentoring using ICLD's Theory of Change

ICLD's mission is to support democratic participation and engagement at the local level as a path to improving social and economic well-being. Local governments sit at the core of democratic engagement around the world, and it is the work carried out by people in villages, towns, cities, municipalities and regions that creates the change that is fundamental for equitable, inclusive and sustainable global development.

ICLD is guided by a theory of change where strengthening local actors' individual capacity and awareness contributes to supporting organizational and institutional development toward greater equity and inclusion, participation, transparency and accountability. Well-informed decision making, guided by these core principles, supports improvements in service delivery and an inclusive society with stronger and more vibrant democratic engagement.

While knowledge is often not enough to create change on its own, it can inform new activities and routines, guide the development of democracy-supporting changes in policy, and contribute to higher expectations by demonstrating what is possible.

With its focus on local democracy, local self-governance and decentralisation, ICLD seeks to strengthen both participants' and thereby local governments' capacity to analyse and implement in accordance with their own needs, priorities and resources. The unique combination of practice and theory is a major asset of ICLD.



## Things to remember!

- Read your contract carefully before signing
- Provide a photocopy of your passport and your bank account information (see details under "remuneration")
- Submit a short professional bio as prescribed by the ICLD Programme Officer
- Sign and submit the ICLD Code of Conduct
- Familiarize yourself with the ITP Programme in question using the material provided to you
- Learn more about your teams and the change project or change processes they are working on
- Contact your teams and introduce yourself and let them know how you can be reached
- Be acquainted with the ICLD report formats used throughout the duration of the ITP programme

## Meet some other ICLD mentors

### Maude Dikobe



- **Country:** Botswana
- **Years in the industry?** 8 years
- **How long have you been a mentor and How did you learn about ICLD?** *I have been a mentor for ICLD since 2017 till to date, now working with the second cohort. I learn about ICLD from an online advert.*
- **Areas of Expertise?** *Teaching, research, women and political representation, gender mainstreaming and local governance and sustainable development.*
- **Why did you become a mentor?** *To enhance my knowledge of how inclusive political leadership operates in local governance not only in Botswana but in other African countries as well as Sweden. In this way I felt I could give back to the local communities, while making some extra cash.*
- **Why do you like to mentor?** *I like to mentor because mentoring allows me to share my knowledge and skills and impact some knowledge to the mentees. But for me mentoring is gratifying as one gets to learn a lot from the mentees and what they grow in certain areas through exchange of ideas and feedback.*

- **What are the success factors for building dynamic, inclusive and professional mentoring culture?** *Professional mentoring has to start with both the mentors and the mentees understanding their responsibilities. Both mentor and mentee must understand and uphold their different responsibilities. And this can be followed by building a relationship of trust, which is critical to the whole process of mentoring. Mentoring itself is relationship driven and this underscores the need to build trust from the onset. As the advisor, the mentor should be a good listener and a good communicator, and strive to involve the mentees. . On the other hand, the mentees should be receptive to constructive criticism be it positive or negative, and try to connect regularly with the mentor.*

**The most challenging thing in mentoring is when the team is not proactive because of lack of support from the municipality.**

- **What is the most challenging thing while being a mentor?** *The most challenging thing in mentoring is when the team is not proactive because of lack of support from the municipality. I think the municipality should provide support for the mentees to make the project visible to the entire municipality without trying to micro-By being supportive this can make the participants feel that their change project is worthwhile. Another strategy which I have used as ICLD mentor when I encountered a challenge, was to share my experience with the fellow mentors on the way forward, and try the suggested strategy.*
- **What is your passion in life?** *Research and collaboration. I also love travelling and meeting new people with new ideas. I like to read about different research projects especially on gender and see how some problems can be solved through policies but also through activism.*

## Danny B. Chibinda



- **Country:** *Zambia*
- **Years in the industry:** *14*
- **How long have you been a mentor?:** *3 years*
- **How did you learn about ICLD?** *My knowledge about ICLD came about in the year 2016 from the efforts I made to look for a partnership for the Zambian municipality I worked for with Swedish municipalities. One of the municipalities I contacted gave me the link to the website for ICLD where I learned more about the work of ICLD.*
- **Areas of Expertise?** *Sustainable Development (SDGs integration), Project Management and Community Engagement/Mobilisation.*
- **Why did you become a mentor?** *To share my knowledge and experience with teams to develop and implement change processes and projects that are responsive to societal needs and achievable and enrich my professional network and capacity.*
- **Why do you like to mentor?** *It is interesting to be a mentor because I learn greatly from the projects/processes from other countries, the input from other mentors, ICLD staff and other experts that are engaged by ICLD to deliver special lectures.*
- **What are the success factors for building dynamic, inclusive and professional mentoring culture?** *Constant and candid communication with the team members and being open minded but assertive when guiding the teams.*

*It is interesting to be a mentor because I learn greatly from the projects/processes from other countries*

- **What is the most challenging thing while being a mentor?** *Mediating to reconcile divergent views among team members regarding the direction the change project/process should take. Similarly, lobbying for support from the municipality when it is made known to top management that ICLD does not fund project activities in the community/municipality.*
- **What is your passion in life?** *To work with communities to building inclusive, prosperous and resilient communities for all humanity.*

**Effective communication is a key to build a professional mentoring culture.**

## Anna Kebadze



- **Country:** Georgia
- **Years in the industry?** 2 years
- **How long have you been a mentor and How did you learn about ICLD?** I learned about the ICLD and its programme from my colleague when the ICLD was recruiting mentors in Georgia.
- **Areas of Expertise?** Public policy and administration, project management, human and institutional capacity development
- **Why did you become a mentor?** My current work is focused on the development of the capacities of local authorities and supporting the decentralization process in Georgia. Hence, I see the opportunity to mentor local teams participating in the ICLD ITP as a possibility for me to further contribute to the enhancement of local competencies and local development in Georgia.
- **Why do you like to mentor?** Mentoring the ITP participants is a great opportunity to guide and support the teams in designing and implementing projects that can bring positive change at the local level. At the same time, mentoring is mutually beneficial – it is not only the teams

*I work with who benefit from the process, but I myself learn a lot during the working process, get the various perspectives about a range of topics, better understand how things work at the local level and enhance my mentoring and communication skills. Moreover, it gives me both a professional and personal satisfaction to be able to transfer the knowledge and skills accumulated through my professional experience.*

- **What are the success factors for building dynamic, inclusive and professional mentoring culture?** *Effective communication is a key to build a professional mentoring culture. It is crucial to dedicate time to get to know each participant and appreciate those different perspectives, experiences and values that they bring. It is also crucial to be very careful and considerate while giving feedback, to avoid criticism to any opinion that might come up during the discussion and encourage the active participation and diversity of ideas.*
- **What is the most challenging thing while being a mentor?** *While mentoring the teams, there is a very fine line between telling the participants what to do and guiding the discussion to allow them to figure out the right path for their projects. Therefore, avoiding to provide ready-made answers and keeping the group discussions thought-provoking and meaningful can be rather challenging for mentors.*
- **What is your passion in life?** *Growing up in the country undergoing a transition from the soviet past to the democratic realities imported on me the passion for the change - whether it was changing the playground inventory as a kid or launching new education projects impacting the lives of vulnerable communities as a professional. The passion to use my skills for the positive change is a driver behind my career and daily life.*

## Skills to be a great mentor

Illustration: Nisse Hofman-Bang



**Be open to new ways of doing things and different ways of working.**

**Organizational know-how** – you should know how ICLD works i.e. that ICLD programmes aim to strengthening local and regional political governed bodies, decentralization processes, local self-government and citizenship in priority partner countries of the Swedish government. Keep yourself updated on ICLD's social media sites so you can share that information with your teams.

**Leadership skills** – Mentors should exhibit good leadership qualities. You can sharpen your skills by doing different exercises on your own or together with your team in order to improve your own and your team's leadership skills.

**Conflict management skills** – Conflicts are bound to arise in most group settings. Here are five leadership skills that may help you in a conflict situation: lead your team through a conflict situation.

**Effective communication skills** – effective communication skills are of utmost importance to prevent conflicts. You as a mentor need excellent communication skills and be able to understand the ideas and feelings of others.

**Self Awareness** – you should have a good understanding of your own strengths and areas where you can improve

**Ability to empower** – you should be able to create a working environment where it is safe for individuals to try out different things, allowing them to contribute in different ways.

**A desire to help others grow** – you should understand how individuals develop and have experience, either formally or informally, of developing others.

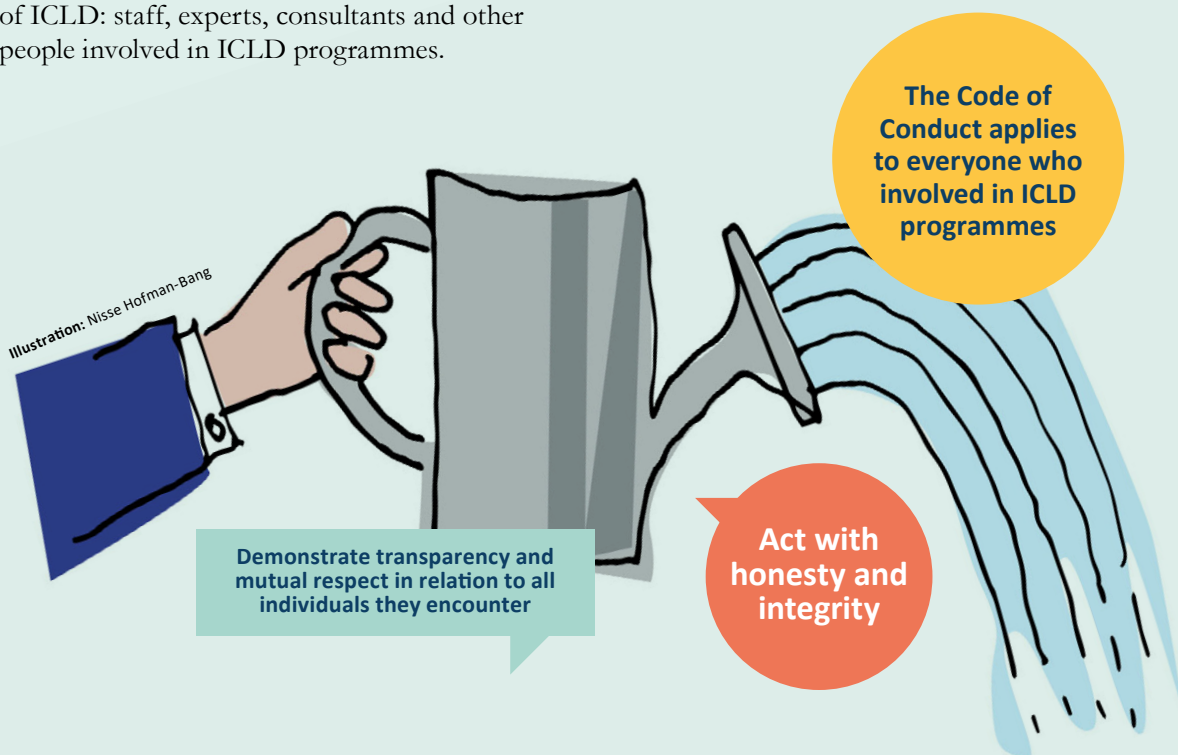
**Inventiveness** – be open to new ways of doing things and different ways of working.

**Empathy** – Ability to empathize with others.

## Our core values and Code of Conduct

### Personal responsibility

As a mentor you must be familiar with and adhere to ICLD's Code of Conduct. The Code of Conduct applies to everyone who carries out work on behalf of ICLD: staff, experts, consultants and other people involved in ICLD programmes.



The Code of Conduct outlines the ethical principles of ICLD. In line with the ICLD core values, we strive for that all associated personnel:

- Demonstrate a commitment to open, equitable and fair treatment of all individuals they encounter
- Demonstrate transparency and mutual respect in relation to all individuals they encounter
- Act with honesty and integrity
- Are accountable for their actions

We work actively with inclusion and frown upon discrimination in all its forms. The Swedish Law prohibits discrimination on the basis of sex, transgender identity or expression, ethnicity, religion or other belief, disability, sexual orientation and age.

#### Sex

The term sex means that someone is male or female. The prohibition of discrimination on the ground of also includes persons who have undergone, or who are planning to undergo sex reassignment.

### **Transgender identity or expression**

Transgender identity or expression describes persons who do not define themselves as a woman or a man, or express by their manner of dressing or in some other way that they belong to another sex. The term includes both a person's mental or self-perceived gender image and how a person expresses what may be called their social gender through, for example, clothing, body language, make-up or hair style. The Discrimination Act's prohibition of discrimination applies to persons with a transgender identity or expression.

### **Ethnicity**

The term ethnicity refers to an individual's national or ethnic origin, skin colour or other similar characteristic. National origin means that people have the same national affinity, such as Finns, Poles or Swedes. Ethnic origin means that people have a relatively uniform culture, for example, a person belonging to one of the national minorities such as (in Sweden) Sami or Roma.

### **Religion or other belief**

Religion refers to religious beliefs, such as Hinduism, Judaism, Christianity or Islam. Other beliefs include convictions which are based on or connected to a religious belief, such as Buddhism, atheism and agnosticism. Political convictions and ethical or philosophical values that are not related to religion are not covered by the Discrimination Act.

### **Disability**

The term disability refers to lasting physical, mental, or intellectual limitations of a person's functional capacity that because of injury or illness existed at birth, has arisen since or can be expected to arise. Temporary limitations of a person's functional capacity is not a disability in the sense referred to in the Discrimination Act. Disability entails a reduction of a person's physical, mental or intellectual capacity. This is something a person has, not something a

person is. A disability may be apparent in different situations, such as allergies, dyslexia, hearing impairment, visual impairment and so on.

### **Sexual orientation**

The law defines sexual orientation as homosexual, heterosexual and bisexual orientation.

### **Age**

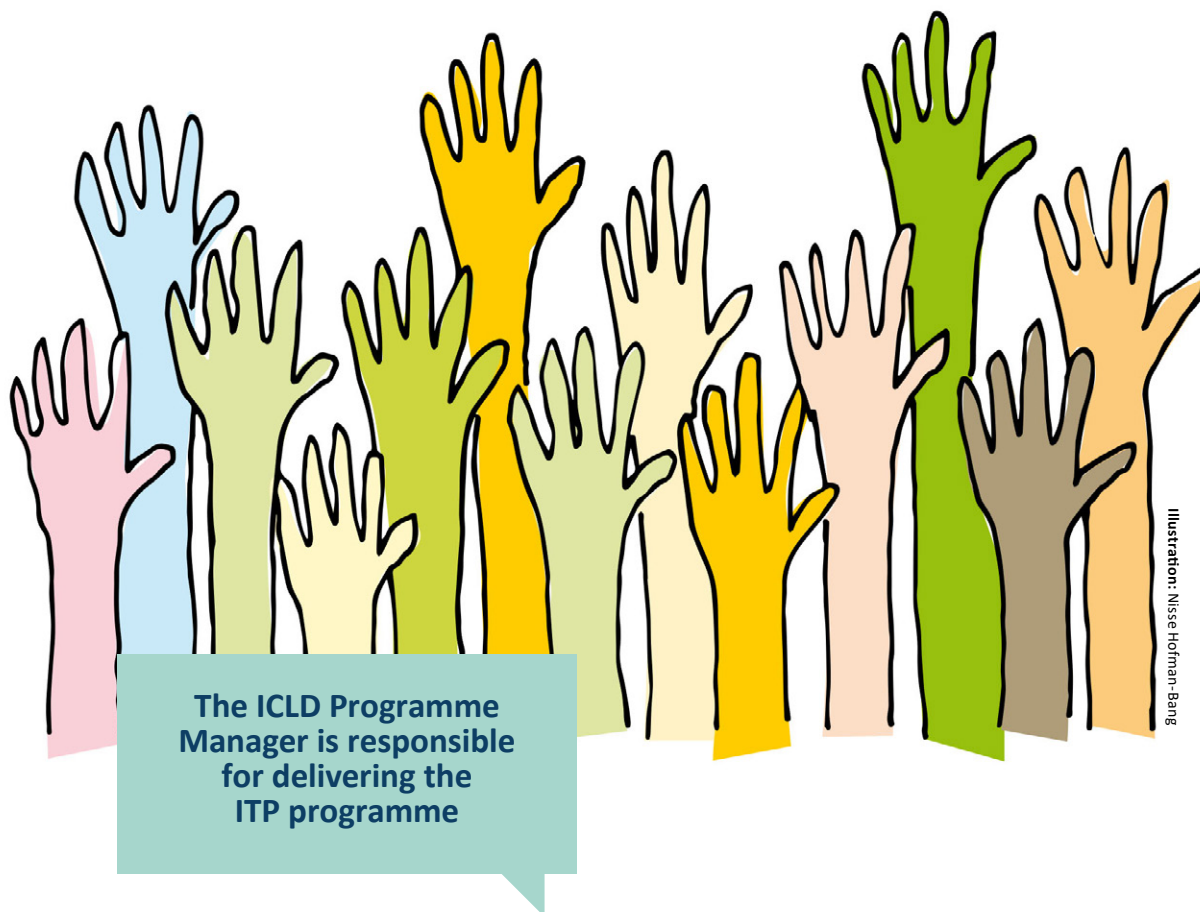
Age means the length of life reached. All people, regardless of age, are protected by the Discrimination Act. Please note - we expect our mentors to act as role models when it comes to anti-discrimination.

## **Reports to submit to ICLD**

The mentor shall submit reports on the progress of their team's change projects or processes to the ICLD Programme Officer every four months. Following the completion of the programme, a final report shall be submitted for each team using the report templates provided (see details in your contract). Please note that the final report has a different format and that you also will be asked to evaluate the teams.

Among other things, you will be asked to reflect upon how participants have improved their own knowledge and used it to strengthen their local governments capacity in relation to one or more of the following areas: equity, inclusion, citizen participation, transparency and accountability. You will also be asked to describe how you have interacted with your mentees and teams along the way.

Please note that our main objective is to change the organisations - the institutionalisation and the sustainable change at an organizational level is of highest interest to us, please write your reports with that in mind.



**The ICLD Programme Manager is responsible for delivering the ITP programme**

## What is the role and responsibility of the ICLD Programme Manager?

### Remunerations

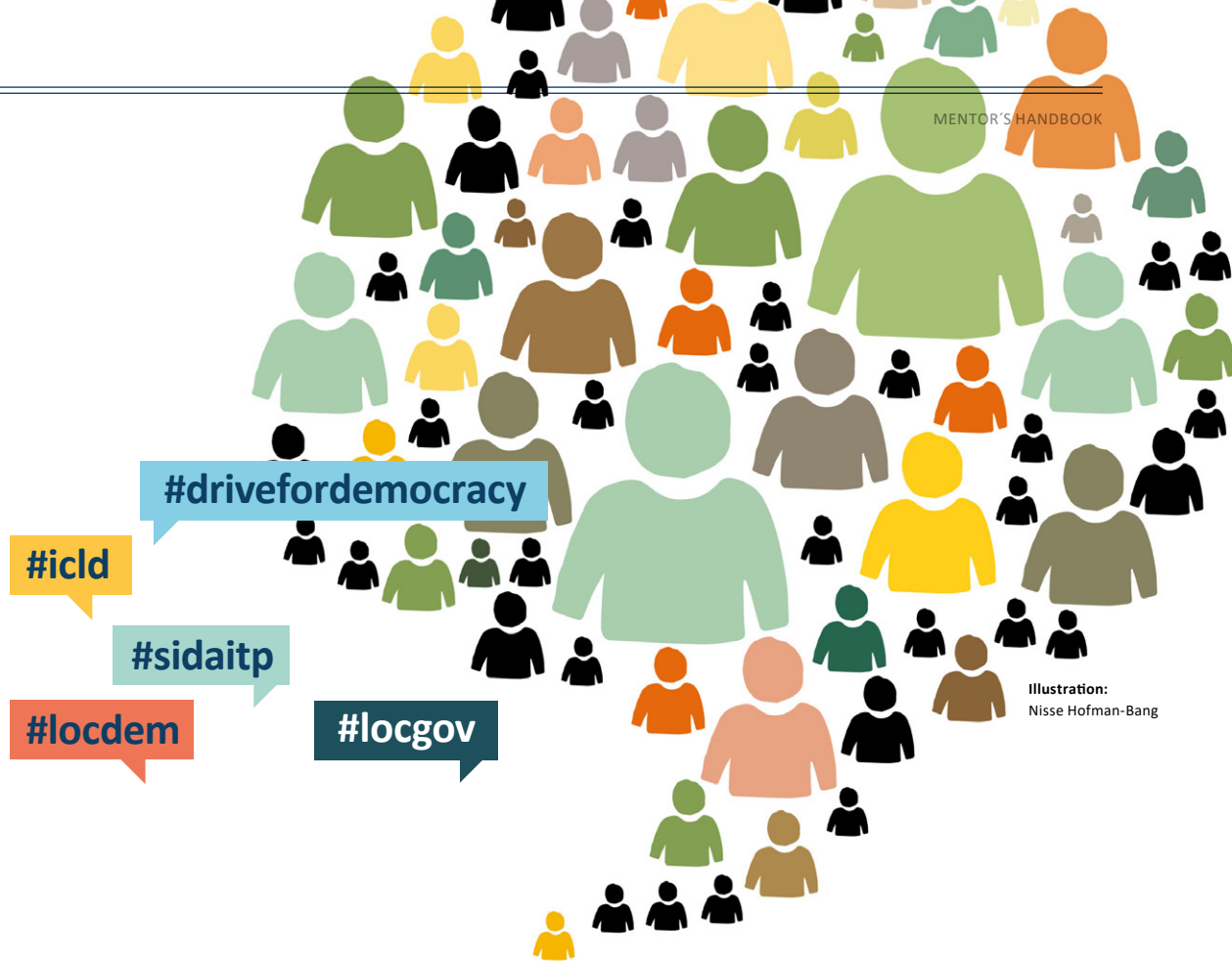
In your contract you will find detailed information about remuneration. Important: As a mentor is regarded as a sole trader and are responsible for the payment of all mandatory national taxes, insurances and fees. You will send ICLD an invoice when payments are claimed. The invoice shall include necessary payment details; Bank name, Bank address, SWIFT code, Account name, Account number.

You are responsible for the accuracy of these details. The currency exchange rate shall be the one that ICLD's Swedish bank uses on the day of payment, unless the account used by the mentor is a Euro account. The ICLD will pay invoices within 30 days.

The ICLD Programme Manager is responsible for delivering the ITP programme. The tasks they are responsible for typically includes planning, managing and, facilitating workshops, budgeting and program documentation and reporting.

The ICLD Programme Manager will participate in and supervise the successful execution of each stage of the ITP programme, including adhering to the programme schedule. Time management is therefore one of the key responsibilities of the ICLD Programme Manager. When derailments arise, the Program Manager is responsible for resolving them and communicating effectively with participants, mentors and other relevant stakeholders to ensure the ITP programme gets back on track.





## Help us to reach out!

Communication is vital for ICLD, our programmes, and for the institutional change within local governments. We expect Mentors to take an active part in communicating our work and goals. Have a dialogue with your programme manager with regards to your own skills, experience and interest in this. We need your support and assistance!

ICLD uses our website and social media channels for external communication (Facebook, Instagram and LinkedIn). For internal communication within the programmes and with participants we mainly use e-mail, and WhatsApp.

We want you to help us spread results of the progress and will provide templates and support. For instance, we would like you to write small posts (that we can use in social media or newsletters for example) and upload pictures from mentor visits. We encourage you to use hashtags when posting articles, updates

in social media etc. about the workshops, the programme or teams work in progress (#icld, #sidaitp, #locdem, #locgov and #drivefordemocracy).

Please remember that when you are communicating in relation to ICLD or your mentorship, you are seen as a representative of ICLD. We expect you to adhere our values in language, tone and choice of pictures and representation.

**Your feedback is highly appreciated and will help us to improve. Follow us on social media. Connect, follow and have a conversation with us!**



## Useful documents and templates

1. ICLD Code of Conduct
2. Template Notetaking Team Meeting
3. Template Monthly Progress Report
4. Template Final Report
5. Evaluation Change project/process
6. LFA
7. Equality Journey

For more detailed information on the concepts, templates and documents mentioned above please visit our website: [www.icld.se/mentors](http://www.icld.se/mentors)

## Contact with the ICLD

We always strive to do our very best to provide you with all the support you need. You are always welcome to contact us, the International Training Programmes, at [itp@icld.se](mailto:itp@icld.se) or feel free to give us a call at **+46 (0)498 – 29 91 00**





# THE GLOBAL GOALS

For Sustainable Development

**ICLD** Swedish International  
Centre for Local Democracy