SYLLABUS CYCLE 2 - REBUILD PROJECT

1. DESCRIPTION

The Cycle 2 of the REBUILD project represents one of the main pillars of the REBUILD curriculum. Local authorities are the closest institution to citizens, thus representing the face of democracy in their everyday lives.

The objective of this cycle is to strengthen the skills of Libyan Municipalities on inclusive participation, accountability and crisis management, starting from the experiences of University trainers and Municipality staff.

This training cycle includes 3 thematic modules (for more specific details on contents, see details below in the appropriate section):
1. Strategies and tools for inclusive participation
2. Transparency, accountability, ethics and good governance
3. Crisis management

1.1 Target Groups

a) Training of Trainers
The training of trainers' targets representatives of 10 Libyan Universities, trainers and lecturers, in charge of designing and implementing a training curriculum adapted to the needs of Libyan municipalities.

b) Training to Municipalities
The training to Municipalities will target Municipalities' staff: elected, general secretary, managers and technicians in charge of local development planning, heads of departments sections and sectors.

1.2 Duration of the training cycle

a) Training of Trainers
➔ 7 weeks online training - elearning platform - on contents (6 weeks) and methodology (1 week)
➔ 7 days of in-presence training on contents (6 days) and methodology/pedagogy (1 day)

b) *Training to Municipalities*
- ➔ 24h of in-presence training for each one of the 3 modules : 72 hours of training in total (throughout 3 months)

1.3 Prerequisites

a) *Training of Trainers*
- ➔ To have at least 3 years of professional experience in adult training
- ➔ Good understanding of the context and challenges that Libyan municipalities are facing today
- ➔ University certificate
- ➔ Information technology capabilities

b) *Training to Municipalities*
- ➔ To have at least 3 years of professional experience in the public sector
- ➔ Good understanding of the context and challenges that Libyan municipalities are facing today

2. MODULES

2.1. - Strategies and tools for inclusive participation

Local authorities are required to interact with civil society in order to produce appropriate and good solutions for their communities. Participatory democracy, as a complex form of governance, has been promoted in many countries as a way to address nowadays challenges. The module intends to promote awareness and understanding of the mechanisms that are fundamental for empowering Libyan communities. The approach will be multi stakeholder and it will engage both strategic elements and pragmatic approach with exercises that would be quickly applied by the participants.

2.1.1 Main objectives

- o To raise awareness about the key concepts of the participatory democracy and social accountability at local level;
- o To identify the different stakeholders of the local participatory democracy;
- o To identify the different steps of the civil participation at local level;
- o To identify strategies and tools to promote effective and inclusive participation in all its stages;
- o To practically translate the theory of participatory democracy into the local day – by – day governance.

2.1.2 Contents

- o Definition of participatory democracy and social accountability: practical individual exercises;
- o The stakeholders of participatory democracy: collective brainstorming and definition of their roles;
- o Mapping the stakeholders: how to ensure that local policies address all the relevant stakeholders and their needs. Individual exercise;
- o The four stages of civil participation in local decision making: information, consultation, dialogue, partnership. Theory and examples;
- o The policy cycle and how the four stages of civil participation intercept its different phases;
- o Tools and strategies to ensure inclusive and effective participation in each stage:
- o Strategic planning: how the stages of civil participation can be integrated in the policies of local governments.

2.1.3. Expected capacities and outcomes

➔ Improved awareness about the reasons why participatory democracy is key for the local governments;
➔ Improved capacity to effectively map stakeholders and their needs;
➔ Improved skills in promoting effective information and consultation of citizens, ensuring representativeness and inclusion of harder – to reach categories and with a constant attention to respect a Human Rights Based Approach (HRBA) and gender balance;
➔ Increased capacity to assess the local government's performance with respect to participatory democracy;
➔ Improved level of attention to include civil participation across the various phases of the policy cycle
➔ Better capacities to develop strategic local planning, with attention to engage civil dialogue and consideration of a Human Rights Based Approach HRBA and gender equality

2.1.4. Elements in the elearning platform - Module 2.1

➔ Videos
➔ Support material: PPT accompanying videos of the module, stakeholder analysis matrix, Strategic planning template for the Local government
➔ Methodological reference: Code of civil participation of the Council of Europe, 12 Principles of ELOGE of the Council of Europe

2.2 - Transparency, accountability, ethics and good governance

The module focuses on the principles of accountability, transparency, publicity and partnership. In present times, transparency is a key element to work efficiently, unlock the potential of local authorities in their communities and build trust between public institutions and citizens. The leaders of the community, the elected representatives and the mayors have an immense responsibility of representativity and needs to secure trust, commitment and partnership with citizens.

2.2.1.Main objectives

o   Present and understand the principle of good governance: fair elections, efficiency and effectiveness, openness and transparency, sustainability and long-term orientation, sound financial management, cultural representation and diversity;

o   Introduce elements of transparency and accountability;

o   Strengthen in a constructive manner the leadership capacities (representativeness, guidance, active listening, delegation of powers, guidance and coaching, empathy and positive attitudes, key elements of communication, etc.)

o   Identifying the potential unlocking of the competences and roles of the teams and colleagues

o   Identify and strengthen key points for the participation and develop a sense of service and belonging to their role and position

o   Building up motivation in local democracy and local government guidance and leadership

2.2.2 Contents

o   The principle of good governance: fair elections, efficiency and effectiveness, openness and transparency, sustainability and long-term orientation, sound financial management, cultural representation and diversion, accountability

o   Elements of transparency and accountability, presentation of examples of laws on participation at the European levels and particular role of local authorities,

o   Leadership capacities through team building (representativeness, guidance, active listening, delegation of powers, guidance and coaching, empathy and positive attitudes, key elements of communication, etc.)

o   Key principles of good local governance as stated from the Council of Europe

2.2.3. Expected capacities and outcomes

By the end of the course, each should be able to:
- o Understand the key principles of good governance;
- o Understand what the indicators of performance of good governance are:
- o Strengthen in a constructive manner the leadership capacities;
- o Identify the potential unlocking of the competences and roles of the teams and colleagues

2.2.4 Elements in the eLearning platform - Module 2.2

- ➔ Videos
- ➔ Support material: PPT accompanying videos of the module, stakeholder analysis matrix, Strategic planning template for the Local government
- ➔ Methodological reference: Code of civil participation of the Council of Europe, 12 Principles of ELOGE of the Council of Europe, European Charter of Local Self Government

2.3 - Crisis management

Local authorities have to deal with multiple tasks and challenges. They are confronted by critical elements of uncertainties and limited budget, usually in a context of difficult-to-implement legislation and with poor competences. Political leaders and local civil servants require innovation and creativity in the performance of their tasks, as they often need to go around problems and "invent" new solutions on a daily basis.

2.3.1 Main objectives

o Increasing negotiation capacities and crisis management, understanding the issues and working on the force field analysis
o Generating innovative approach in the municipality team as well as working together with civil society
o Planning for success and motivating the team towards improvement and reward
o Understanding the challenges of local governance as activators of changes and good governance, through innovation, open societies, and civil society engagement
o Introducing the contents of innovation and digitalization, connections, and opportunities
o Capacities of resilience and flexibility in governance adapting to crisis in a short- and medium-term perspective (identification of the changed situations, partners, emergency responses, scenarios)

2.3.2. Contents

o Challenges of local governance as activators of changes and good governance, through innovation, open societies, and civil society engagement
o Innovation and digitalization, connections and opportunities
o Resilience in crisis management identification of drastically changing scenarios, partners, emergency responses, new scenarios)

2.3.3 Expected capacities and outcomes

o Generate an innovative approach in the municipality team as well as working together with civil society
o Understand the challenges of local governance as activators of changes and good governance, through innovation, open societies and civil society engagement
o Identify of methods of reaction and emergency and quick adaptation

2.3.4 Elements in the elearning platform - Module 2.3

➔ Videos
➔ Support material: PPT accompanying videos of the module, stakeholder analysis matrix, Strategic planning template for the Local government