



# HANDBOOK FOR ICILD MENTORS

**ICILD** Swedish International  
Centre for Local Democracy



## Contents

<b>CONGRATULATIONS ON CHOOSING TO BECOME A MENTOR!</b>	<b>4</b>
About ICLD	4
<b>EQUITY, PARTICIPATION, TRANSPARENCY &amp; ACCOUNTABILITY</b>	<b>6</b>
<b>SKILLS TO BE A MENTOR!</b>	<b>7</b>
Understanding the role of a mentor	8
The ICLD Code of Conduct	10
ICLD's Pedagogical Profile	14
<b>LEARNING TOOLBOX</b>	<b>16</b>
<b>MEET OTHER ICLD MENTORS</b>	<b>17</b>

# CONGRATULATIONS ON CHOOSING TO BECOME A MENTOR!

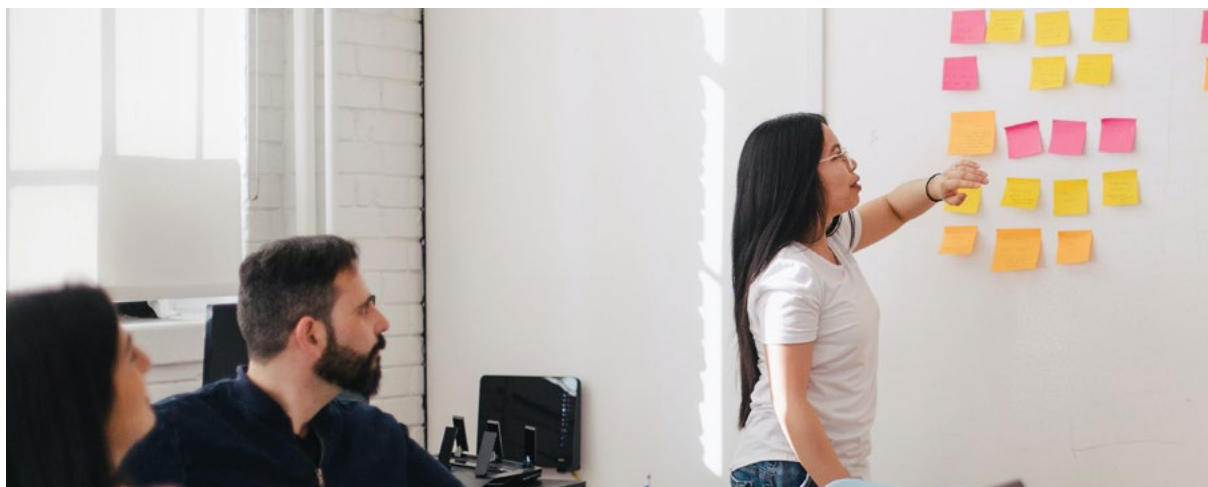


Photo: Unsplash

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

## About ICLD

The ICLD mission is to promote the development of sustainable local democracy in order to enable people to influence their living conditions by strengthening equity, participation, transparency and accountability in their communities.

ICLD is a non-profit organisation. Our operations are financed by the Swedish International Development Cooperation Agency (Sida). We are about 20 employees working in two offices, in Visby and in Stockholm.

## ICLD promote strengthened local democracy by:

- Building on the knowledge and experience of Swedish municipalities and regions by establishing

and facilitating international peer-to-peer learning partnerships between local governments.

- Providing tailor-made training programmes for officials and politicians.
- Adding new knowledge by funding and sharing research in the field of local democracy.

All operations should aim at generating societal impact within the realm of four core democratic values: equity, participation, transparency and accountability.

## Focus areas/regional clusters

ICLD is supporting partnerships in four regional clusters: Europe, Latin America, Eastern Africa and Southern Africa.



## Municipal Partnership Programme

Through the Municipal Partnership Programme, ICLD promotes the exchange of knowledge and experiences between local authorities in Sweden and in partner countries.

ICLD supports politicians and government officials to design and implement sustainable democratic change projects through city-to-city peer learning partnerships. Many of them are clustered into thematic networks of partnerships with similar challenges for example Climate action, Democratic Resilience, Gender Equality Human Rights and Youth influence.

### The objective of the municipal partnership programme is to increase:

The influence of marginalised groups and young people on local decision making,

The number of women in decision-making positions in local governments,

The openness, transparency and accountability of local governments.

## Training programmes

ICLD provides capacity building training programmes to strengthen local decision-makers and administrative officials in our partner countries. Most of our programmes are tailor-made for the partnerships in our networks, with the overarching goal of enhancing the outcomes of the partnerships' own projects.

To provide in-depth and coordinated support on the network's theme, a tailor-made training is offered to a team of usually three individuals from each partner organization within the network. We have also one stand-alone educational programme - Women Political Leadership - an international training programme aimed at women political leaders from around the world.

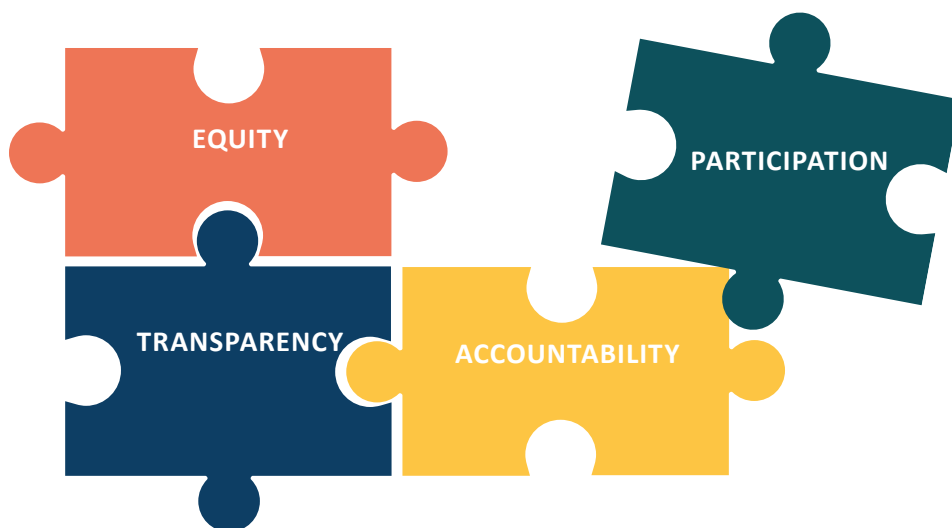
## Research

To increase knowledge about the challenges and opportunities we face when working with local democracy, ICLD initiates, analyses and distributes research and knowledge development in the fields of local democracy, local self-governance and citizenship, and decentralization processes.

ICLD finances research at universities in Sweden and in our partner countries. We also provide tailored tools and support in monitoring and evaluation to the thematic networks, to promote results in line with our core values in the partnerships.



# EQUITY, PARTICIPATION, TRANSPARENCY AND ACCOUNTABILITY



ICLD's core values are based on the foundations of well-functioning local democracy and are expressed under the following headings: equity, participation, transparency and accountability. 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 recognises the needs of marginalised 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.

## Transparency

All citizens are informed about and are able to participate in local decision-making processes for planning and/or 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.

# SKILLS TO BE A MENTOR



Illustration: Nisse Hofman-Bang

**First and foremost, a national mentor must have in-depth and documented knowledge of the national context and political structure of the country, as well as excellent proficiency in both the local language and English.**

**But we also expect you to bring a range of other skills and competencies.**

**Organisational know-how** – You should know how ICLD works i.e. that ICLD programmes aim to strengthening local and regional politically governed bodies, decentralisation processes, local self-government and citizenship in priority partner countries of the Swedish government.

Keep yourself updated via ICLD's website ([icld.se](http://icld.se)) on how the Municipal Partnership Programme and its different phases work, and by following ICLD's social media channels and don't forget to subscribe to our Newsletter.

**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.

**Change management skills** – You have expertise in leading change management initiatives using coaching techniques.

**Conflict management skills** – Conflicts are bound to arise in most group settings. Therefore you need to be able to guide your team professionally through potential conflicts.

**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 coaching others.

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

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



Mentors from ICLD's programme Gender mainstreaming 2021

## Understanding the role of a mentor

A mentor for ICLD is an experienced professional who is an expert in the network/programme topic and has an in-depth knowledge of the local context of the teams they are mentoring. Being a mentor allows you to share your experience and network, to promote and follow up progress in teams' projects and to stay connected to ICLD. It is also the role of the mentor to ensure that the ICLD core areas of local democracy are clearly addressed in the projects.

***“experienced and trusted adviser”***

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:

- Act as an expert in human rights and local democratic development and have an in-depth knowledge on the topic of the network, as well as the local context and culture.
- Support change agents within the ICLD programs and follow up progress in projects between network meetings, to ensure that processes initiated during workshops don't stagnate but continue to evolve towards tangible results.
- Ensure that the ICLD core areas of local democracy are clearly addressed in the projects and identify any knowledge gaps. This will enable ICLD to tailor training sessions that fully equip teams to embrace development in line with ICLD core values.
- Ensure that sustainable development, based on the ICLD Theory of change, is achieved by actively encouraging incorporation of new knowledge, skills and practices on organizational level.
- Serve as an extension of the Swedish municipality in the relation to the partner, to advance the progress of the change projects.
- Being a sounding board and critical friend
- Bridging cultural differences, offering different perspectives and facilitating cooperation and communication, to achieve change.





Illustration: Nisse Hofman-Bang

## Specific tasks

### As a mentor, you will be expected to:

- Establish a direct contact with the team coordinator of each team to get regular updates on the progress of the change project or change process.
- Facilitate a mutual understanding of each party's cultures, expectations, and working methods, thereby laying a solid foundation for effective collaboration.
- Support the teams to follow-up and achieve the goals as stated in the application, through conducting team visits, physically or digitally, and report your efforts as well as assessment of teams progress as stipulated in your contract.
- Assist in the usage and implementation of ICLD tools as well as support in planning of peer-to-peer visits.
- Actively participate through co-organizing, co-hosting or facilitating the ICLD workshops and/or other network events.
- Contribute to ICLD's country information by sharing information and news related to decentralisation and local democracy in the country, as well as update ICLD on major events in the country such as elections, law reforms or disturbances.
- Share your informal networks and experiences and collaborate with your fellow mentors!

# THE ICLD 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.

Illustration: Nisse Hofman-Bang

Demonstrate transparency and mutual respect in relation to all individuals they encounter

Act with honesty and integrity

The Code of Conduct applies to everyone who is involved in ICLD's programmes.

The ICLD Code of Conduct reflects our core values and 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 sex, also includes individuals who are planning to undergo gender reassignment surgery.

### **Transgender identity or expression**

Transgender identity or expression describes individuals 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 an individual's mental or self-perceived gender image and how an individual 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 individuals 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 describes an individual's statehood.

Ethnic origin means people with 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.

# The role and responsibility of the ICLD Programme Officers



Illustration: Nisse Hofman-Bang

- Process and assess applications and reports from the partnerships within the municipal partnership programme.
- Support the partnerships in project planning and implementation as well as in their collaboration.
- Plan and deliver training programmes and facilitate workshops tailored to the teams' needs.
- Promote and support peer-learning and cross-pollination between teams, partnerships and networks.
- Communicate with participants and mentors as well as assist the teams in connecting with various stakeholders such as universities, researchers and civil society organisations, to create a relevant network.
- Provide the networks and teams with research on local democracy as well as monitoring and evaluation methods.
- Support in using the ICLD pedagogical toolbox of online courses, tools and manuals in the implementation of their projects.
- Help teams stay informed on developments within local democracy and other related topics nationally and internationally.

## 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 in accordance with the terms of their contracts.

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). In your contract you will find detailed information about remuneration.



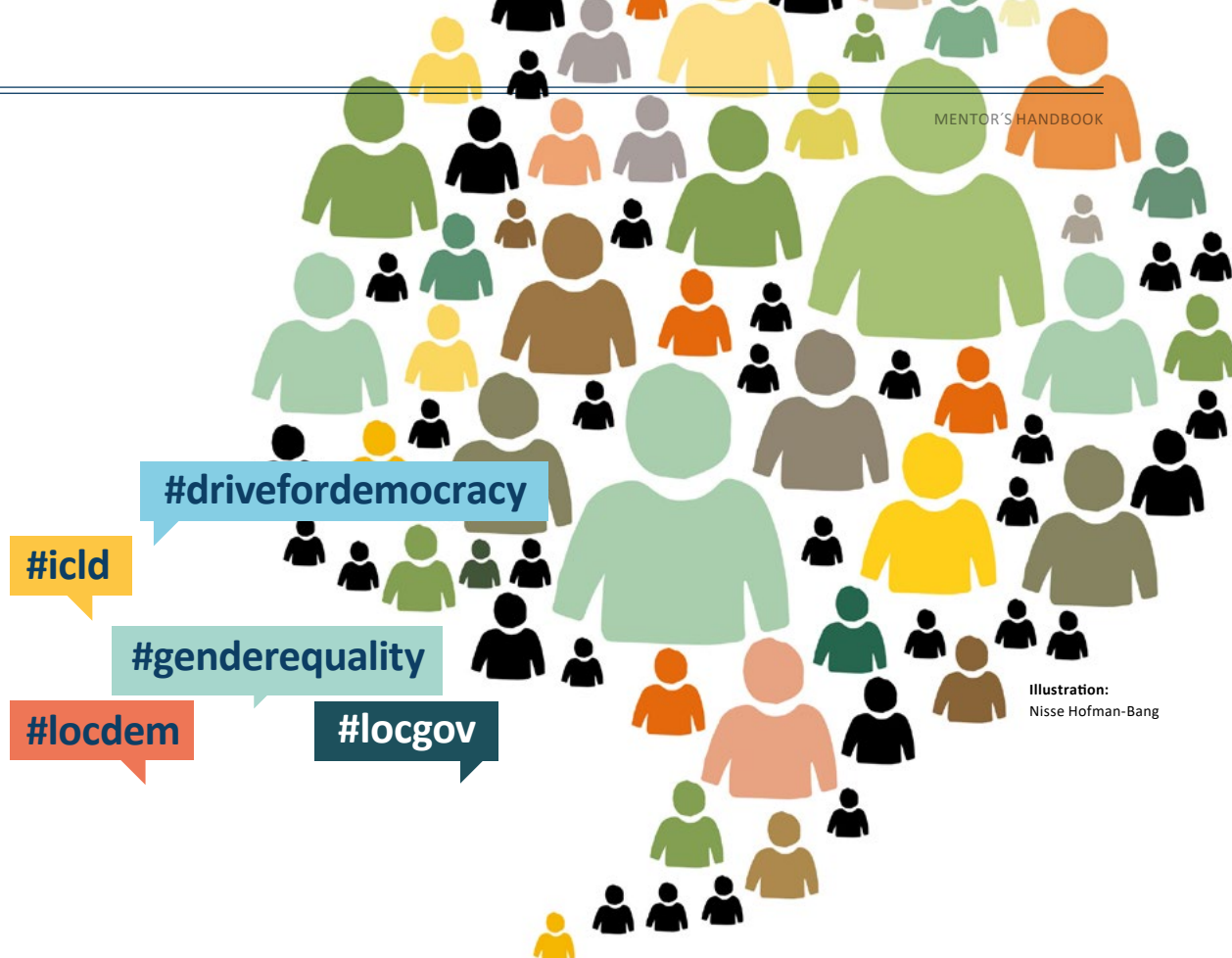


Illustration:  
Nisse Hofman-Bang

## 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 [icld.se](http://icld.se), social media and newsletters for external communication. 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 articles and posts in social media and upload pictures from mentor visits. We encourage you to tag us when posting updates in social media.

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.

## Follow us in social media & sign up for our newsletter

[icld.se/newsletter](http://icld.se/newsletter)



[icld\\_sweden](https://www.instagram.com/icld_sweden)



[@/InternationalCentreforLocalDemocracy](https://twitter.com/InternationalCentreforLocalDemocracy)



[ICLD\\_sweden](https://www.facebook.com/ICLD_sweden)



[linkedin.com/company/international-center-for-local-democracy-icld-/](https://www.linkedin.com/company/international-center-for-local-democracy-icld-/)

# ICLD'S PEDAGOGICAL PROFILE

ICLD strives to facilitate an inclusive internal and external environment conducive to learning and development in its education, training and exercises.

This profile is a guiding tool for ICLD staff, mentors and external lecturers to help assure a common pedagogical level. Furthermore, ICLD is continuously striving to become a learning organization itself: all values, processes and methods that ICLD promotes to others shall also be internally institutionalised.

## 1. We have clearly articulated learning objectives

The learning objectives reflect identified learning needs and help participants focus their efforts during trainings and workshops to effectively increase their knowledge and skills. The objectives also guide ICLD staff and mentors in their choice of content and methods to include in their trainings.

## 2. We are learner-centered and problem-based

ICLD acknowledges that experiential learning, i.e. direct exposure to an issue or problem rather than only information about it, leads to greater comprehension and retention. ICLD uses both proven and innovative methods to motivate and challenge learners in their learning.

## 3. We support participants' awareness of, and capacity to impact their own organisation's structures, goals and values

Learning is enhanced when one is consciously reflecting on and assessing one's own organisation. ICLD-conducted training therefore includes forums and tools to support participants' awareness of their own organisation's structures, goals and values and how these can be changed.

Reflective-based learning also promotes organizational metacognitive understanding, i.e. further insights on how organisations learn through a process of collaborative inquiry and reflection.

## 4. We support peer-to-peer learning

Peer learning is an effective, sound and result-oriented method where participants learn from and with one another. Peer learning allows a positive use of differences between participants, turning them into learning opportunities. ICLD encourages both cooperative learning (mutual peer interaction) and peer tutoring (directional peer interaction).

## 5. We always implement ICLD's core values

For ICLD, the four core values equality, participation, transparency and accountability are the cornerstones of positive local democratic development. These core values are reflected in practice throughout ICLD trainings and learning processes.

# Learning Toolbox

Toolbox	Main target group
<b>We have clearly articulated learning objectives</b>	
• Network and Training overviews (mandatory)	ICLD staff and mentors
<b>We are learner centered and problem based</b>	
• Course: Leadership Programme for Steering	Groups Steering Groups
• Tool: <b>Case based learning method</b>	All ICLD participants
• Tool: <b>Local Democracy Lab</b>	All ICLD participants
• Tool: <b>Policy Briefs</b>	All ICLD participants
• Tool: <b>Video Policy briefs</b>	All ICLD participants
• Core Course: <b>Gender</b>	All ICLD participants
• Core Course: <b>SDG including SDG impact assessment</b>	All ICLD participants
• Core course: <b>Human Rights budgeting (with or without digital budget simulator)</b>	All ICLD participants
• Core course: <b>HRBA</b>	All ICLD participants
• Core course: <b>Strategic communication</b>	All ICLD participants
• (Internal) Guide: <b>Mentor Handbook</b>	Mentors
• Tool: KAP (mandatory)	All ICLD participants
<b>We support participants' awareness of, and capacity to impact, their own organisation's structures, goals and values</b>	
• Course: <b>LFA</b>	All ICLD participants
• Tool: <b>Problem oriented project planning workbook</b>	Municipal Partnerships
• Tool: <b>Organisational readiness (mandatory)</b>	All ICLD participants
<b>We support peer-to-peer learning</b>	
• Tool: <b>Toolbox for peer learning</b>	Municipal Partnerships
• Method: <b>Alumni network</b>	ICLD staff and mentors
• (Internal) Guide: Communication Guidelines	ICLD staff and mentors
• (Internal) Guide: Peer learning guidelines	ICLD staff and mentors
• Method: Reference group	ICLD staff and mentors
<b>We always implement ICLD's core values</b>	
• Method: Societal impact (mandatory)	Selected Municipal Partnerships
• (Internal) Guide: <b>Democratic workshops handbook</b> (mandatory to read)	ICLD staff and mentors
• Method: Historical Dinner	Selected programmes

# ABOUT ICLD'S CORE COURSES

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

Benjamin Franklin

## Overview

To ensure training quality and efficiency, the ICLD has developed/is developing core courses. ICLD core courses to be facilitated in all ICLD networks, regardless of the overarching theme, if deemed appropriate, timely and useful.

## How to use the core courses

ICLD's core courses can be found at [learn.icld.se](https://learn.icld.se) and are **open to all**.

The core courses summarize the issue at hand and give concrete tips to network participants. As well as providing basic knowledge on the topic, core courses contain all relevant ICLD **policy briefs, videos, learning cases and tools** which are integrated in the course in the most pedagogical way possible.

All core courses address ICLD core values: Participation, Accountability, Equity and Participation.

Although the course can be used as stand-alone core courses by participants, it is **highly encouraged that ICLD facilitates them** as part of the network programmes and steering group sessions.

ICLD Handbook [How to conduct democratic workshops](#) and “Peer learning guidelines” should be consulted as a way to facilitate core course content.

ICLD staff that plans on conducting such courses with their groups **MUST** have conducted the course themselves.

If a consultant or mentor is asked to facilitate the content, they must too have conducted the course themselves.

Successful facilitation methods or tools should be added to the online courses if deemed relevant to all networks in consultation with the ICLD.

## Structure of core courses

Each core course must be built with the following components:

- 2-6 learning objectives
- 2-5 modules
- Each module must have a reflection or quiz section
- Each module must refer to ICLD learning material (ideally videos)
- Each module must give concrete tips on how participants can apply the knowledge to their projects
- Each module must contain suggestions for relevant lecturers.



# Meet some other ICLD mentors

**“Building trust and respect is very crucial in mentoring.”**

## John Gitonga



- **Country:** Kenya
- **Year in the field?** 17 years
- **How long have you been a mentor and How did you learn about ICLD?** *I have been an ICLD mentor for 7 years (since 2017 first ITP cohort of Inclusive political leadership). I learned about ICLD from a collaborative programme with UN habitat and Council of Governors in 2015, where our organisation (IGS) was selected to support ICLD programme called the Executive Course on Leadership in the Urban Context 2015, whose goal was to strengthen County Governors capacity to handle challenges and opportunities arising from urbanization in counties*
- **Areas of Expertise?** *Programme Management, Sustainable Development, Urban Development, capacity Building.*
- **Why did you become a mentor?** *I became a mentor to share knowledge and experiences on areas I am familiar with, offer support and direction while observing the mentee evolve to better manage the situations and create meaningful impacts in the society.*
- **Why do you like to mentor?** *Through mentoring I am able to provide guidance and support that ultimately enhances the capacity of individuals and institutions, that result in improved governance, thereby contributing to socioeconomic development. It's also provides an opportunity to learn from mentees as they come from diverse background and with different perspectives and self-reflections contributing to broadening my knowledge base. Finally, mentoring fascinates me and provides the joy of fulfilment when I learn of the impactful outcomes and results from my involvement.*
- **What are the success factors for building a dynamic, inclusive and professional mentoring culture?** *Building trust and respect is very crucial in mentoring. Secondly, effective and open communication is equally important as it enables parties to keep each other abreast and updated in the process. Mentoring is a two-way journey and sharing knowledge enhances the process and contributes to the art of nurturing*
- **What is the most challenging thing while being a mentor?** *Some of the notable challenges I have encountered are some mentees expecting the mentor to do their works (over dependence of mentor to do mentees work) which can result in conflict, Lack of keeping and managing deadlines, some mentees not being proactive and sometimes expecting results rather quickly. In some cases, lack of support from their local governments in integrating proposed changes and incorporate new ideas into institutional culture.*
- **What is your passion in life?** *Am passionate working in broad development sector programmes that bring about positive change in society as well as contributing towards inclusion of marginalised and vulnerable in decision making process especially in urban context. I also love travelling to learn from other countries and communities how they solve similar challenges that can be replicable in local contexts a driver behind my career and daily life.*

## Meet some other ICLD mentors

***"I became a mentor because I believe in the transformative power of education and guidance to bring about positive change in the world."***

### Maria Tyschchenko



- **Country:** *Ukraine*
- **How long have you been mentor and how did you learn about ICLD?** *6 years*
- **Areas of Experience?** *Expert in social cohesion and integration GESI and diversity issues into social-economic activities.*
- **Why did you become mentor?** *I became a mentor because I believe in the transformative power of education and guidance to bring about positive change in the world. Through mentoring, I can share my knowledge and experiences to help others navigate challenges, achieve their goals, and ultimately contribute to a more peaceful and harmonious society. I truly believe that by working together and supporting one another, we can make a tangible difference and create a more peaceful world for future generations*
- **Why do you like to mentor?** *Mentoring allows me to shape the future by guiding and supporting individuals in their personal and professional growth. I find fulfillment in seeing others succeed and knowing*

*that I have played a positive role in their journey. Additionally, mentoring keeps me connected with diverse perspectives and challenges, helping me stay humble and continuously learning. Ultimately, I believe that mentoring is a powerful tool for creating positive change in the world.*

- **What are the success factors for building a dynamic, inclusive, and professional mentoring culture?** *The mentor must help mentees develop coping mechanisms, resilience, and positive emotional strategies, including stress management, self-care, and communication skills. Collaborating with mentees' families and support systems is crucial to ensure a robust resource network. The mentor should address any feelings of hopelessness and help mentees stay motivated and goal-focused despite challenges. Providing a safe, supportive, and non-judgmental space is essential. The most challenging aspect is supporting mentees through the emotional and psychological impacts of the war, requiring high emotional intelligence, empathy, and patience to guide them effectively.*
- **What is the most challenging thing while being a mentor?** *As a result of Russia's aggression against Ukraine, ongoing since 2014, the most challenging aspect of being a mentor in this situation is addressing the emotional and psychological impact of the ongoing war on individuals. It is crucial for the mentor to be empathetic, understanding, and patient to effectively support and guide their mentees through such difficult times.*
- **What is your passion in life?** *My passion in life is bonistiquie—researching and analyzing historical paper money and documents related to the economic and political situations of societies. I'm fascinated by how past events shape current societal structures. This drives me to seek new information and deepen my historical understanding. It's a fulfilling and intellectually stimulating pursuit that enhances our understanding of the world.*

## Meet some other ICLD mentors

### Lizbeth Guerrero Cuan



*"I became familiar with ICLD through my previous work on a project implemented by a Swedish organization in Colombia"*

- **Country:** Colombia
- **Year in the field?** 10 years
- **How long have you been a mentor and how did you learn about the ICLD?** I've been a mentor since 2023. I became familiar with ICLD through my previous work on a project implemented by a Swedish organization in Colombia. So, I'd heard about ICLD and I recognized the work of this organization.
- **Areas of Expertise?** Local governance, gender equality, citizen participation, peace building.
- **Why did you become a mentor?** Because it's a great way to share knowledge while learning from municipalities' experiences, and I really appreciate that. Additionally, I'm deeply committed to gender equality, women's rights, and LGBTQ+ rights. Becoming a mentor in this Colombia-Guatemala-Sweden network is an opportunity to contribute to causes that are important to me both professionally and personally.
- **Why do you like to mentor?** I enjoy being a mentor because it's not just about teaching; it's about providing guidance and collectively constructing knowledge. I believe this approach is crucial for achieving tangible and meaningful changes.
- **What are the success factors for building a dynamic, inclusive and professional mentoring culture?**  
Listening carefully to the interests and challenges of the mentees, building a relationship based on trust so they know you're open to their questions and listening to them. Creating open spaces to share experiences. Always remembering that we're all in a learning process, so mistakes are a natural part of it and can be a source of learning, not something to be ashamed of.
- **What is the most challenging thing while being a mentor?** Incentivizing team commitment, convincing them that working on these topics may solve significant challenges in public management. And finding the perfect balance between supporting mentees and allowing them to discover the answers to their challenges.
- **What is your passion in life?** I love learning from various sources about how people live, how their societies function, and the values of different communities. I'm genuinely interested in thinking, learning, and experiencing new ideas on how to make significant changes to build democratic, inclusive, and equitable societies. And I'm also passionate about reading literature and dancing.



# THE GLOBAL GOALS

For Sustainable Development

**IICLD** Swedish International  
Centre for Local Democracy

[www.icld.se/mentor](http://www.icld.se/mentor)