



Local Government Women Leadership Development Programme



Programme overview

The Local Government Women Leadership Development Programme is a unique initiative delivered by SALGA in partnership with LGSETA, the Nelson Mandela School of Public Governance at the University of Cape Town and Zenande Leadership Consulting.

The comprehensive leadership programme builds women councillors and managers' personal agency, capacity, resilience and solidarity to ensure that they are empowered to advance transformation and make a genuine, positive, lasting difference in the local government space.

In joining the programme, women will deepen their leadership journey through accessing exceptional leadership and professional development content and personalised support, and join a powerful and nurturing network of change-makers across the country.

About the programme

The inaugural programme runs from April until November 2020.

The programme will be delivered through four core modalities:

1. **Accredited short course training:** the short course comprises three modules delivered in a blended format (residential and online learning).
2. **Personal coaching:** each participant will benefit from six individual coaching sessions to support their personal learning journey.
3. **Mentoring and peer network support:** all participants will receive training in mentorship and will be paired with a mentor; the programme will also support the development of peer network through both in-person and online networking opportunities.
4. **Webinars:** quarterly webinars focussing on specific content areas will support participants' learning journeys.

Expected programme outcomes

Participants should exit with the following overarching learning outcomes:

- a. Greater self-knowledge to enhance leadership practices
- b. Innovation in the management of decision-making and implementation processes, informed by a critical analysis of both context and existing (and anticipated) problems/challenges
- c. An understanding of team dynamics and ability to shape these
- d. An understanding and ability to manage change within the work context and measure impact
- e. An understanding of and ability to engage communities and other stakeholders

Programme content

Programme content aligned to the four competency sets of the SALGA Leadership Competency Framework (Leading Self, Setting Direction, Stakeholder Engagement, and Delivering Service) and is oriented on the core themes of **self-mastery**, **ethical leadership**, **innovative practice**, **collaboration** and **communication**.

These are addressed explicitly in each of the three modules that comprise the short course, and are woven through all additional programme elements. The three short course modules are:

- a. **Leading in public life: personal mastery**
- b. **Ethical leadership and innovative practices in the public sector**
- c. **People-centred leadership in the public sector.**

A description of each of the modules follows overleaf.



MODULE 1.

Leading in public life: self-mastery

This module provides participants with the frameworks and opportunities to develop greater self-mastery and connect this to enhanced leadership practice in the public sector, through building self-knowledge and providing participants with the conceptual basis and skills/practices to lead in alignment with their personality and strengths.

It supports women to understand and navigate the norms, values, and assumptions about leadership in the local government context, and places a strong emphasis on self-confidence, self-efficacy, influence, and authenticity. Significant attention is therefore given to emotional intelligence, managing personal stress and building resilience to lead in this challenging environment.

EXIT LEVEL OUTCOMES

1. Identify individual leadership style
2. Engage and critique theories on types of leadership, and relationship dynamics that influence leadership practice in the public sector
3. Analyse relationship between emotional intelligence and self-management within leadership practice
4. Identify skills aligned to personal leadership style within local government context and apply tools for enhanced leadership practice, inclusive of self-management tools for sustained practice
5. Apply techniques for responding to situations in an emotionally intelligent manner



EMPOWERMENT



**PERSONAL
MASTERY**



**ETHICAL
LEADERSHIP**

MODULE 2.

Ethical leadership and innovative practice for the public sector

Module 2 provides participants with analytical skills to frame and think through problems and manage decision-making processes in the local government sphere more effectively and in new ways.

Focus is placed on ethical and critical thinking skills, and on competencies for innovation in the public sector, essential to navigating a Volatile, Uncertain, Complex and Ambiguous (VUCA) context. Approaches to and skills for design thinking for the public sector will position participants to introduce innovation into their workplace practice and context. This holds the potential to foster new ways of 'seeing', 'being' and 'doing' to overcome local government challenges.

EXIT LEVEL OUTCOMES

1. Define areas of ethical conflict for public sector employees
2. Appreciate the importance of ethical values and standards in the public sector
3. Discover approaches and methods to foster innovative thinking and practice in a public sector leadership context
4. Apply new tools to discover possible implications in the management of decision-making processes in a leadership context
5. Evaluate the value of the innovative public practice approach and tools through application in work context



COLLABORATION



**INNOVATIVE
PRACTICE**



**LOCAL
GOVERNMENT**

MODULE 3.

People-centered leadership in the public sector

Module 3 focuses on equipping participants to lead teams and processes in the local government context for transformative change. In leading teams, focus is placed on shaping and managing team dynamics and on developing both coaching and mentoring capabilities; in leading processes, focus is placed on understanding and managing transitions, measuring impact and engaging communities.

EXIT LEVEL OUTCOMES

1. Demonstrate an understanding of the varying dynamics in managing relationships
2. Identify the different types of role-players and relationships that exist for leaders within the public sector context
3. Illustrate how relationships with key stakeholders can be managed and enhanced to generate impact/results
4. Apply skills/competencies to enhance relationships with key stakeholders to generate impact
5. Define strategies to enhance institutional accountability in managing relationships with stakeholders and communities

Programme timeline

The programme commences with Module 1 of the short course in April 2020. Each module will be delivered in a blended format, including a four-day residential component, followed by a six-week online component. The short course modules are scheduled as follows:

o Module 1

- o Residential: 6 – 9 April 2020
- o Online: 10 April – 22 May 2020

o Module 2

- o Residential: 22 – 25 June 2020
- o Online: 26 June – 7 August 2020

o Module 3

- o Residential: 31 August – 3 September 2020
- o Online: 4 September – 16 October 2020

The professional coaching, networking, mentorship, and webinar elements of the programme will commence following the residential component of Module 1 and take place until the completion of the programme in November. Results will be finalised in November.

Join the programme

The programme is targeted at women leaders whose sphere of influence and focus is local governance. This is a nationwide programme; we seek to attract a wide variety of applications and to select a cohort to ensure equity, diversity and representation across age, race, ethnicity, disability and location.

Programme entry requirements are as follows:

- Be a woman within the local government sector (councillors, municipal managers, managerial personnel, etc.).
- Be in a management or elected position of leadership.
- Have a post matric/grade 12 qualification, OR if the highest qualification is matric/grade 12, have at least 5 years' experience in the local government sphere and apply for a Recognition of Prior Learning (RPL) for access/entry. RPL for access/entry seeks to ensure that no one is denied the opportunity to enter the programme due to the manner in which previous learning was acquired.
- Language ability (comprehension and writing) to fully engage the programme, which will be conducted predominantly in English. Programme delivery will seek to ensure accessibility and representativeness.
- Demonstrate ability, willingness and preparedness to be mentored and work with the mentor paired with her, and fulfil the programme's mentorship obligations and commitments, as agreed with the mentor and programme leaders.
- Must be willing to transfer skills and mentor others.
- Demonstrate hunger and intrinsic motivation to participate in the programme and grow in her public leadership role.
- Ability, motivation and commitment to attend and participate fully in all components of the programme.

Application process

- The call for applications is open from **20 January 2020 to 7 February 2020**.
- Complete an [online application form](#) or [download](#) a copy of the application form and submit the completed form, along with the required supporting documents, to WomenInLeadership@uct.ac.za.
- All applications must be accompanied by: CV, copy of ID document, certified copies of qualifications.
- Applicants without the required qualification level seeking to access the programme via a Recognition of Prior learning route must complete an [RPL for entry application form](#).
- **All forms and instructions for RPL applications are available at the [Nelson Mandela School of Public Governance website](#).**

Application timeline

The deadline for applications to the programme is midnight, **7 February 2020**.

Applicants will go through the different phases of a selection process and may be required to submit additional information to support their applications. Those selected into the inaugural cohort will be notified of this on **6 March 2020**.

Contact Us

Programme information is available at the [Nelson Mandela School of Public Governance website](http://www.mandelaschool.uct.ac.za)
<http://www.mandelaschool.uct.ac.za>

Please direct all your programme enquiries to:



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