



Appendix 7: Training & Capacity Building

Curriculum for GSI Assessors and Policymakers

Björn Kenneth Holmström • February 2026
<https://svensksubsidiaritet.se>

APPENDIX 7: TRAINING & CAPACITY BUILDING FRAMEWORK

Building the Human Infrastructure for Distributed Governance

EXECUTIVE SUMMARY: THE HUMAN DIMENSION OF GOVERNANCE TRANSFORMATION

Core Insight: The most sophisticated governance framework fails without **people who understand it, believe in it, and can implement it**. This appendix addresses the critical human capacity dimension of the GSI ecosystem through:

1. **Multi-Level Certification Programs** (From citizen activists to international experts)
2. **Cultural Adaptation Protocols** (Ensuring relevance across contexts)
3. **Digital Learning Infrastructure** (Scalable, accessible education)
4. **Community of Practice Development** (Sustained peer learning)
5. **Impact Measurement System** (Tracking capacity development outcomes)

Guiding Principle: *"Build capacity where decisions are made—from neighborhood councils to national ministries."*

PART 1: CERTIFICATION PROGRAMS & LEARNING PATHWAYS

1.1 The GSI Certification Ladder

Level 1: GSI Citizen Auditor (20 hours)

Target Audience: Community organizers, local activists, concerned citizens

Purpose: Enable citizens to conduct basic subsidiarity assessments of their communities

Curriculum:

Module 1: Understanding Decision Distance (4 hours)

- What is subsidiarity? (Local examples)
- Mapping decision chains in daily life
- Identifying "decision leakage" points

Module 2: Community Resource Mapping (4 hours)

- Identifying local assets (skills, spaces, equipment)
- Mapping formal and informal networks
- Assessing community resilience capacity

Module 3: Basic Assessment Tools (6 hours)

- Using simplified GSI indicators
- Conducting neighborhood surveys
- Documenting decision delays and barriers

Module 4: Community Advocacy (6 hours)

- Presenting findings to local officials
- Building coalitions for change
- Starting parallel systems (practical workshops)

Delivery: Hybrid (online modules + local in-person workshops)

Assessment: Community mapping project + presentation to local council

Certification: Valid for 2 years, renewable with continuing education

Languages: Swedish (Phase 1), expanding to English, Spanish, French

Cost: Free for citizens, subsidized by municipalities/philanthropy

Level 2: GSI Municipal Practitioner (60 hours)

Target Audience: Municipal officials, local government staff, regional planners

Purpose: Enable professionals to implement GSI assessments and design reforms

Curriculum:

Module 1: GSI Methodology Deep Dive (12 hours)

- Full indicator framework (12 indicators)
- Data collection protocols
- Validation procedures
- Quality assurance standards

Module 2: Municipal Diagnostic Process (12 hours)

- 10-system assessment methodology
- Stakeholder engagement planning
- Data analysis and visualization
- Report writing and presentation

Module 3: Reform Design & Implementation (18 hours)

- Co-design methodologies with citizens
- Policy adaptation strategies
- Change management in bureaucracies
- Monitoring and evaluation frameworks

Module 4: Specialization Electives (18 hours)

- Healthcare system subsidiarity
- Education governance
- Environmental management
- Digital governance integration
- Fiscal decentralization

Delivery: Blended (online + regional in-person intensives)
Assessment: Complete municipal assessment + reform proposal
Certification: Valid for 3 years, requires annual update training
Languages: Swedish, English (Phase 2), additional EU languages
Cost: 5,000-15,000 SEK depending on country context (scholarships available)

Level 3: GSI National Strategist (120 hours)

Target Audience: National policymakers, ministry officials, parliamentary staff
Purpose: Enable national-level subsidiarity strategy development and implementation

Curriculum:

Module 1: Constitutional & Legal Frameworks (24 hours)

- Subsidiarity in different legal systems
- Intergovernmental relations design
- Fiscal federalism models
- Constitutional amendment pathways

Module 2: National Assessment Strategy (24 hours)

- Multi-level governance mapping
- Complexity Adjustment Factor application
- Cross-system coordination protocols
- National dashboard development

Module 3: Institutional Reform Design (36 hours)

- Public administration restructuring
- Professional role evolution
- Digital infrastructure planning
- International benchmarking

Module 4: Political Economy of Reform (36 hours)

- Stakeholder analysis and coalition building
- Resistance management strategies
- Sequencing and pacing decisions
- Crisis adaptation protocols

Delivery: Executive format (3x1-week residential modules + online)

Assessment: National subsidiarity strategy paper + implementation plan

Certification: Valid for 5 years, requires biennial update

Languages: English plus local languages as needed

Cost: 25,000-50,000 SEK (institutional sponsorship typical)

Level 4: GSI Master Trainer (200 hours)

Target Audience: Experienced practitioners becoming trainers/facilitators

Purpose: Build global training capacity and ensure quality assurance

Curriculum:

Module 1: Advanced Methodology (40 hours)

- Research design for subsidiarity studies
- Statistical analysis of GSI data
- Cross-cultural validation protocols
- Methodology refinement processes

Module 2: Adult Education & Facilitation (60 hours)

- Curriculum design and adaptation
- Cross-cultural teaching strategies
- Conflict resolution in training contexts
- Online and hybrid delivery mastery

Module 3: Institutional Development (60 hours)

- Building training organizations
- Quality assurance systems
- Certification program management
- Sustainability and scaling strategies

Module 4: Research & Innovation (40 hours)

- Contributing to methodology development
- Publishing case studies and research
- Innovation in assessment tools
- Digital learning platform development

Delivery: Intensive 4-week program (residential) + practicum

Assessment: Design and deliver full training program + research paper

Certification: Valid indefinitely with continuing contribution requirements

Languages: English (global standard) + regional language competency

Cost: 75,000 SEK (full scholarships for Global South participants)

1.2 Specialized Learning Pathways

Digital Governance Specialization:

Focus: Technology-enabled subsidiarity

- Digital identity and authentication
- Distributed ledger applications
- API standardization for interoperability
- Privacy-preserving data sharing
- Digital inclusion strategies

Environmental Governance Specialization:

- Focus: Bioregional and ecological subsidiarity
- Watershed management frameworks
 - Climate adaptation at appropriate scales
 - Indigenous ecological knowledge integration
 - Cross-border environmental governance
 - Resource sovereignty protocols

Crisis & Resilience Specialization:

- Focus: Subsidiarity under stress
- Emergency decentralization protocols
 - Redundancy and backup system design
 - Community-led disaster response
 - Post-crisis governance rebuilding
 - Psychological resilience in distributed systems

Indigenous Governance Specialization:

- Focus: Traditional knowledge systems
- Indigenous sovereignty frameworks
 - Traditional decision-making processes
 - Cultural protocol integration
 - Land-based governance models
 - Decolonizing governance approaches

PART 2: CULTURAL ADAPTATION PROTOCOLS

2.1 Cultural Intelligence Framework

Dimensions of Cultural Adaptation:

Cultural Dimension	Training Adaptation	Implementation Example
Power Distance	Authority relationships in learning	High PD: Formal expert-led; Low PD: Peer co-learning

Cultural Dimension	Training Adaptation	Implementation Example
Individualism vs. Collectivism	Group vs. individual assessment	Individualist: Personal certification; Collectivist: Community certification
Uncertainty Avoidance	Structure in learning materials	High UA: Detailed protocols; Low UA: Flexible frameworks
Long-term Orientation	Time horizon emphasis	Long-term: Intergenerational planning; Short-term: Quick win focus
Indulgence vs. Restraint	Emotional expression in learning	Indulgent: Celebratory milestones; Restrained: Measured progress recognition

2.2 Regional Training Adaptation Guidelines

Nordic Context Adaptation:

Cultural Characteristics: High trust, consensus-oriented, egalitarian

Training Adaptations:

- Emphasize evidence and data
- Use consensus-building exercises
- Peer learning circles rather than hierarchical instruction
- Focus on practical implementation over theory
- Connect to Nordic welfare state traditions

African Context Adaptation:

Cultural Characteristics: Oral traditions, community-centered, relational

Training Adaptations:

- Storytelling and case study emphasis
- Community certification (not just individual)
- Elder and traditional leader inclusion
- Local language materials development
- Connection to Ubuntu philosophy

Asian Context Adaptation:

Cultural Characteristics: Hierarchical, relationship-based, pragmatic

Training Adaptations:

- Formal certification with clear hierarchy

- Senior official endorsement importance
- Gradual, pragmatic implementation emphasis
- Face-saving conflict resolution approaches
- Connection to Confucian/Taoist governance traditions

Latin American Context Adaptation:

Cultural Characteristics: Relational, expressive, community-focused

Training Adaptations:

- Participatory action research methods
- Celebration of local successes
- Music and art integration
- Focus on inequality reduction applications
- Connection to indigenous cosmovisions

2.3 Indigenous Knowledge Integration Protocol

Five-Step Integration Process:

Step 1: Permission & Protocol

- Formal request to knowledge holders/elders
- Respect for cultural protocols
- Appropriate compensation/restitution
- Shared decision-making on integration

Step 2: Co-Learning Design

- Traditional and scientific knowledge holders learn together
- Creation of shared understanding frameworks
- Development of hybrid assessment tools
- Mutual validation processes

Step 3: Adaptation & Translation

- Indigenous governance concepts mapped to GSI framework
- Cultural indicators developed
- Traditional assessment methods integrated
- Language preservation considerations

Step 4: Implementation & Validation

- Pilot testing in indigenous communities
- Feedback and refinement cycles
- Cultural validation of results
- Adaptation of certification requirements

Step 5: Institutionalization & Protection

- Intellectual property protection for traditional knowledge
- Permanent indigenous representation in governance
- Ongoing relationship maintenance
- Intergenerational knowledge transfer

PART 3: DIGITAL LEARNING INFRASTRUCTURE

3.1 The GSI Digital Learning Platform Architecture

Core Components:

Component 1: Learning Management System (LMS)

Features:

- Multi-language course delivery
- Progress tracking and certification management
- Interactive simulations and exercises
- Peer discussion forums
- Mobile-responsive design
- Offline capability for low-connectivity areas

Technology: Moodle-based with custom GSI plugins

Languages: 10+ priority languages by Year 5

Accessibility: WCAG 2.1 AA compliance, screen reader optimized

Component 2: Virtual Practice Environment

Features:

- Municipal governance simulations
- Crisis response scenario testing
- Reform design sandboxes

- Peer review and feedback systems
- Real-world data integration

Innovation: "Governance Minecraft" - build and test governance systems

Technology: Web-based simulation engine with multiplayer capability

Component 3: Peer Learning Network

Features:

- Practitioner directory with skills/expertise search
- Regional and thematic communities of practice
- Mentor matching system
- Project collaboration tools
- Knowledge sharing repository

Social Features: Badges, recognition systems, gamification elements

Privacy: Professional identity protection, controlled visibility options

Component 4: Digital Resource Library

Features:

- Searchable case study database
- Template and toolkit repository
- Research paper archive
- Video lecture library
- Podcast series on subsidiarity topics

Content Types: Text, video, audio, interactive, downloadable

Licensing: Creative Commons where possible, clear usage rights

3.2 Blended Learning Delivery Models

Model A: Flipped Classroom (Urban/High-Connectivity)

Online Component: 70% (theory, readings, basic exercises)

In-Person Component: 30% (application, discussion, practical work)

Best For: Municipal practitioners, national strategists

Technology Requirements: High (reliable internet, digital literacy)

Model B: Mobile-First Community Learning (Rural/Low-Connectivity)

Mobile App: Core content via SMS/lightweight app
Community Gatherings: Weekly learning circles
Local Facilitators: Trained community members
Radio/Podcast: Supplementary audio content
Best For: Citizen auditors, community organizers
Technology Requirements: Low (basic phones acceptable)

Model C: Executive Hybrid Program (International/Leadership)

Residential Intensives: 3x1-week sessions annually
Online Collaboration: Ongoing project work between sessions
Peer Coaching: Small group accountability partnerships
Leadership Projects: Real-world implementation between modules
Best For: Master trainers, senior officials
Technology Requirements: Medium (video conferencing capability)

3.3 Accessibility & Inclusion Framework

Universal Design Principles:

1. **Multiple Means of Representation:** Content in text, audio, video, interactive formats
2. **Multiple Means of Engagement:** Different motivation and interest pathways
3. **Multiple Means of Expression:** Various ways to demonstrate learning

Specific Accommodations:

Visual Impairments: Screen reader compatibility, audio descriptions, high contrast
Hearing Impairments: Transcripts, captions, sign language interpretation
Mobility Impairments: Keyboard navigation, voice control compatibility
Cognitive Differences: Simplified language options, extended time, chunked content
Literacy Challenges: Audio-based learning, pictorial instructions, basic literacy support

Digital Inclusion Strategy:

- Low-bandwidth versions of all materials
- Community internet access points
- Device lending libraries
- Digital literacy prerequisite training
- Multi-lingual support (including minority languages)

PART 4: COMMUNITY OF PRACTICE DEVELOPMENT

4.1 The GSI Global Learning Network Structure

Local Hubs (Municipal/Regional):

Function: Face-to-face learning, local adaptation, implementation support
Members: 20-50 practitioners in geographic proximity
Activities: Monthly meetings, local case studies, peer consultation
Leadership: Rotating facilitation, local coordinator role
Support: Small grants for meeting expenses, facilitator training

Thematic Communities (Global):

Function: Deep expertise development in specific areas
Examples: Digital Governance Community, Healthcare Subsidiarity Network
Members: 100-500 specialists worldwide
Activities: Webinars, research collaboration, tool development
Leadership: Elected steering committee, topic experts
Support: Virtual meeting platforms, research grants

Regional Networks (Continental):

Function: Cross-country learning, regional adaptation, policy influence
Examples: European Subsidiarity Network, African Governance Innovation Hub
Members: National representatives, regional organizations
Activities: Annual conferences, policy dialogues, regional certification
Leadership: Rotating secretariat, regional advisory board
Support: Regional funding, institutional partnerships

Global Assembly:

Function: Overall direction, standards setting, global learning synthesis
Members: Representatives from all levels and regions
Activities: Annual global summit, methodology review, strategic planning
Leadership: Elected global council, democratic governance
Support: Core funding, secretariat services

4.2 Knowledge Sharing & Innovation Mechanisms

Peer Assistance Program:

Matching: Experienced practitioners with those facing similar challenges
Format: Regular check-ins, problem-solving sessions, site visits
Recognition: "Peer Mentor" certification, contribution credits
Support: Stipends for mentors, travel grants for exchanges

Innovation Grants Program:

Purpose: Fund experimentation with new approaches
Size: 5,000-50,000 SEK depending on scope
Focus: Local adaptation, tool development, research-practice links
Process: Simple application, peer review, rapid decision
Reporting: Open sharing of results, lessons learned

Learning Journeys & Exchanges:

Format: 1-2 week immersive visits to innovative sites
Participants: Small groups with specific learning objectives
Hosts: Communities with proven success in specific areas
Funding: Partial scholarships available, especially South-South exchanges
Output: Case studies, adaptation plans, ongoing relationships

Digital Collaboration Platforms:

Tools: Discussion forums, collaborative documents, project management
Features: Language translation, offline synchronization, mobile access
Integration: With certification system and resource library
Governance: Community-managed, with moderation and quality control

4.3 Recognition & Motivation System

GSI Badges & Credentials:

Level Badges: Citizen Auditor, Municipal Practitioner, etc.
Specialization Badges: Digital Governance, Environmental Subsidiarity, etc.
Contribution Badges: Mentor, Innovator, Community Builder, etc.

Achievement Badges: Quick Win Implementer, System Transformer, etc.
Display: Digital credentials with verification, printable certificates

Professional Development Credits:

Integration: With existing professional certification systems
Reciprocity: Credits transferable across related fields
Tracking: Automated through digital platform
Verification: Employers can verify credentials

Career Pathways:

Entry Points: Citizen involvement → part-time assessor → full-time practitioner
Advancement: Local → regional → national → international roles
Specialization: Generalist → thematic expert → methodology developer
Leadership: Practitioner → trainer → network leader → institutional architect

Public Recognition:

Annual Awards: Subsidiarity Champions at different levels
Media Features: Success stories in local and international media
Speaking Opportunities: Conferences, panels, policy forums
Publication Support: Help turning experiences into case studies, articles

PART 5: IMPACT MEASUREMENT & CONTINUOUS IMPROVEMENT

5.1 Capacity Development Metrics Framework

Input Metrics (What we invest):

- Training hours delivered (by level, region, language)
- Participants trained (demographics, geography)
- Materials developed (languages, formats)
- Facilitators trained and supported
- Funding invested in capacity building

Process Metrics (How we deliver):

- Completion rates (by program, demographic)
- Satisfaction scores (immediate feedback)
- Accessibility measures (who can participate)
- Adaptation indicators (cultural relevance)
- Network growth and engagement

Output Metrics (What we produce):

- Certifications awarded (by level)
- Tools and materials distributed
- Communities of practice established
- Local adaptations developed
- Research and case studies produced

Outcome Metrics (What changes):

- Knowledge gain (pre/post assessments)
- Skill application (projects implemented)
- Behavior change (new practices adopted)
- Network effects (collaboration increases)
- Career advancement (participant trajectories)

Impact Metrics (Ultimate effects):

- Governance improvements (GSI score changes)
- Community outcomes (wellbeing indicators)
- System resilience (crisis response capacity)
- Innovation diffusion (spread of successful practices)
- Institutional change (policy and structural reforms)

5.2 Evaluation Methods & Tools

Formative Evaluation (Ongoing):

Participant Feedback: Real-time polls, suggestion boxes, reflection journals
 Facilitator Observations: Session debriefs, challenge documentation
 Peer Review: Materials review, methodology critique
 Expert Consultation: Advisory board input, external review

Summative Evaluation (Periodic):

Knowledge Assessments: Pre/post tests, certification exams
Skill Demonstrations: Practical assessments, portfolio reviews
Case Studies: In-depth examination of implementation
Longitudinal Tracking: Career progression, sustained practice
Comparative Analysis: Different approaches, contexts, adaptations

Impact Evaluation (Strategic):

Contribution Analysis: Linking capacity building to governance changes
Cost-Effectiveness: Comparing different approaches to outcomes
Network Analysis: Mapping relationships and knowledge flows
Return on Investment: Economic and social value generated

5.3 Continuous Improvement Cycle

Quarterly Learning Cycles:

Month 1: Data Collection

- Participant feedback surveys
- Facilitator debriefs
- Program completion data
- Innovation documentation

Month 2: Analysis & Reflection

- Pattern identification
- Success and challenge analysis
- Comparative performance review
- Stakeholder input synthesis

Month 3: Adaptation Planning

- Curriculum adjustments
- Delivery method improvements
- Resource development priorities
- Facilitator support enhancements

Month 4: Implementation & Communication

- Changes implemented
- Participants and facilitators informed
- Successes celebrated
- Lessons shared broadly

Annual Strategic Review:

Comprehensive Assessment: All programs, all levels
Stakeholder Consultation: Broad input gathering
External Benchmarking: Comparison with other initiatives
Future Forecasting: Emerging needs and opportunities
Strategy Adjustment: Major directional decisions

5.4 Quality Assurance System

Certification Standards:

Content Standards: Minimum curriculum requirements
Delivery Standards: Facilitator qualifications, methods
Assessment Standards: Validity, reliability, fairness
Accessibility Standards: Inclusion requirements
Ethical Standards: Cultural respect, conflict of interest management

Accreditation Process:

Self-Assessment: Against quality standards
Peer Review: By other accredited programs
Site Visits: For higher-level certifications
Continuous Monitoring: Regular quality checks
Re-accreditation: Every 3-5 years

Complaints & Appeals:

Transparent Process: Clear procedures, documented
Independent Review: External oversight where needed
Timely Resolution: Specific timeframes
Learning Orientation: System improvement focus
Non-Retaliation: Protection for complainants

PART 6: SCALING & SUSTAINABILITY STRATEGY

6.1 Phased Scaling Plan

Phase 1: Swedish Foundation (Years 1-2)

Focus: Swedish language materials, municipal practitioner training
Target: 1,000+ Swedish Citizen Auditors, 500+ Municipal Practitioners
Delivery: Swedish facilitators, local adaptation
Funding: Swedish philanthropy, municipal contributions

Phase 2: Nordic & European Expansion (Years 3-5)

Focus: English translation, European adaptation
Target: 10,000+ practitioners across Europe
Delivery: Multi-lingual facilitators, regional hubs
Funding: EU grants, national governments, expanded philanthropy

Phase 3: Global South Pilots (Years 6-8)

Focus: Cultural adaptation, local language materials
Target: 5,000+ practitioners in pilot countries
Delivery: Local facilitators with global support
Funding: Development aid, South-South cooperation, philanthropy

Phase 4: Global Institutionalization (Years 9-10)

Focus: Sustainable global system
Target: 50,000+ practitioners worldwide
Delivery: Distributed network of training organizations
Funding: Certification fees, institutional contracts, endowment

6.2 Train-the-Trainer Multiplication Strategy

Cascade Training Model:

Level 1: Master Trainers (global) → Train National Trainers
Level 2: National Trainers → Train Regional Facilitators
Level 3: Regional Facilitators → Train Local Practitioners
Level 4: Local Practitioners → Support Citizen Auditors

Multiplication Ratio: Each trainer trains 10-20 next level per year
Quality Control: Standardized materials, regular calibration, certification requirements
Support System: Ongoing coaching, resource updates, community of practice

Local Training Organization Development:

Incubation Support: Start-up grants, mentorship, materials
Accreditation Pathway: Progressive quality standards
Network Membership: Access to global resources and community
Sustainability Planning: Revenue diversification, local partnerships

6.3 Financial Sustainability Model

Revenue Streams Development:

Stream 1: Certification Fees (Progressive Pricing)

Citizen Auditor: Free (sponsored)
Municipal Practitioner: 5,000-15,000 SEK (sliding scale)
National Strategist: 25,000-50,000 SEK (institutional)
Master Trainer: 75,000 SEK (scholarship fund)
Specializations: Additional 2,000-10,000 SEK

Stream 2: Institutional Contracts

Government Agencies: National assessment contracts
International Organizations: Technical assistance contracts
Academic Institutions: Curriculum licensing
Corporations: Governance consulting
Nonprofits: Capacity building partnerships

Stream 3: Philanthropic & Public Funding

Research Grants: Methodology development
Pilot Project Funding: Innovation testing
Scholarship Funds: Equity and access
Endowment Building: Long-term sustainability
Public Subsidies: Public good justification

Stream 4: Data & Knowledge Services

Data Analytics: Custom analysis for governments/researchers
Publications: Reports, case studies, toolkits

Speaking & Consulting: Expert services
Digital Platform: Premium features, advertising

Cost Recovery Progression:

Years 1-3: 90% subsidized (philanthropy, grants)
Years 4-6: 50% subsidized, 50% earned income
Years 7-10: 20% subsidized, 80% earned income
Year 10+: 100% earned income (self-sustaining)

6.4 Legacy & Continuity Planning

Open Source Commitment:

Core Methodology: Freely available for non-commercial use
Training Materials: Creative Commons licensing
Digital Tools: Open source code base
Research Findings: Open access publication

Succession Planning:

Leadership Development: Intentional next-generation preparation
Institutional Memory: Systematic documentation
Network Resilience: Distributed leadership model
Transition Protocols: Clear succession processes

Evolution Pathways:

Continuous Innovation: Regular methodology updates
Responsive Adaptation: To changing global conditions
Expansion Possibilities: New applications and sectors
Integration Opportunities: With related movements and fields

CONCLUSION: BUILDING THE HUMAN INFRASTRUCTURE FOR 21ST CENTURY GOVERNANCE

This Training & Capacity Building Framework transforms the GSI from a **technical methodology** into a **living movement** by:

1. **Democratizing Governance Expertise:** Making sophisticated governance concepts accessible to citizens
2. **Professionalizing Subsidiarity Practice:** Creating career pathways and standards
3. **Globalizing Local Wisdom:** Enabling cross-cultural learning and adaptation
4. **Sustaining Through Networks:** Building self-renewing communities of practice
5. **Measuring Real Impact:** Ensuring capacity building translates to better governance

Key Implementation Principles:

- **Start where people are:** Build on existing knowledge and concerns
- **Learn by doing:** Practical application from the beginning
- **Grow networks, not just individuals:** Community building alongside skill building
- **Adapt, don't adopt:** Cultural sensitivity and local ownership
- **Measure what matters:** Focus on real-world impact, not just training metrics

First-Year Priority Actions:

1. Develop Swedish Citizen Auditor curriculum (Months 1-3)
2. Train first cohort of Swedish Municipal Practitioners (Months 4-6)
3. Launch Swedish digital learning platform (Months 7-9)
4. Establish Swedish community of practice (Months 10-12)
5. Begin Nordic adaptation planning (Month 12)

The ultimate goal: **A global community of practitioners who don't just understand subsidiarity but live it—transforming governance from the ground up, one community, one municipality, one nation at a time.**

END OF TRAINING & CAPACITY BUILDING FRAMEWORK APPENDIX

This framework will evolve through implementation learning, with regular updates based on what works in different contexts. Version 1.0 reflects Scandinavian/Northern European starting assumptions and will require significant adaptation for other cultural contexts.