



TRANSFORM

Leadership and Transformation
Learning Package on Building and
Managing Social Protection Floors in
Africa

What is TRANSFORM?

TRANSFORM is an innovative learning package on the administration of national social protection floors in Africa. The prime objective of TRANSFORM is to build critical thinking and capacities of policy makers and practitioners at national and decentralized levels to improve the design, effectiveness and efficiency of social protection systems. TRANSFORM aims not only at imparting state-of-the-art knowledge that is appropriate for the challenges faced by countries in the region, but also to encourage learners to take leadership on the change and transformation of nationally defined social protection systems. Through adult learning facilitation methods TRANSFORM helps participants reflect on their individual and collective impact in future implementation of non-contributory social protection programs. TRANSFORM has been developed by African experts to respond to the specific challenges of building and managing social protection floors in Africa.

Why TRANSFORM?

Many training curricula exist in the field of social protection and thus fundamental ideas, concepts, approaches and techniques are accessible. And yet, institutions and individuals struggle with the inherent complexity of developing a broad, encompassing social protection system. This complexity articulates itself on three levels: technical complexity means that the number and interdependency of elements, agents and dynamic relationships that systemic thinking is required; generative complexity means that every situation and time is so unique that it requires the creation of a new solution and approach every single time; and lastly social complexity means that no such thing as a single truth exists: neither on the definition of a problem, the description of a situation, let alone on how a successful solution should look like – all of those elements require a shared dialogue to reach some common ground.

This complexity requires a transformational approach to teaching and knowledge sharing. It is far from enough to impart knowledge, to fill heads. It requires learners to grapple with the features of complexity, to stimulate creativity, to appreciate diversity and uniqueness, to be involved as a key element of ownership – elements which are at least as important as the factual knowledge itself.

This learning package aims at just that: Transform!











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A modular approach

The TRANSFORM learning package is organized in a modular structure, and reflects the key building blocks of a holistic and interdependent social protection system.

The TRANSFORM modules that are currently available are listed below (see Module synopsis boxes). Other modules are under development and will be added to the series.

 LEG	Legal framework
 S&I	Selection & identification
 ADM	Administration
 COO	Coordination
 GOV	Governance
 MIS	Management information systems and approaches to data integration
 FIN	Financing and financial management
 M&E	Monitoring & evaluation

Objectives

Stemming from an assessment of common challenges faced by practitioners involved in the day to day administration of non-contributory social protection programmes, the prime objective of the learning package is to build critical thinking and capacities of policy makers and practitioners at national and decentralized levels to improve the design, governance and administration of social protection systems.

The learning package is based on a participatory approach and puts strong emphasis on leadership and transformation with a view of blending technical content that is relevant to the region with a participatory and interactive pedagogical approach.

MODULE SYNOPSIS

LEG Legal framework

A legal framework for social assistance fulfils important purposes. Not only does it give the state a clear and legal mandate to provide social assistance benefits but it also gives expression to the principle that social protection is a human right. The exponential growth and proven importance of social assistance programmes in the region demand a clear and solid basis cemented in law. This module deals with the steps involved in constructing in a legal framework for social protection (social dialogue, consultation, etc.) and the different elements that should be included in such a framework, including the protection of social assistance clients and accountability mechanisms.

S&I Selection & Identification

A critical issue faced by all countries developing systems of social protection is how to select beneficiaries. No country has ever been able to effectively cover everyone in need of transfers during the early stages of developing their social protection systems. The numbers of people in need are too great and place excessive demands on a country's financial resources. As a result, in the early stages of the development of their social protection systems, countries have to make hard choices about which people to prioritise. Fortunately, there is significant international evidence on the consequences of the range of choices that have been made by countries, both historical evidence from developed countries and contemporary evidence from low and middle-income countries.

Target groups

TRANSFORM is targeted at practitioners in the field of social protection looking to enrich their knowledge base and embark in a leadership and transformation process. It is targeted at stakeholders at both national and decentralized (provincial, district) level who engage with social protection policy and programme oversight, formulation and implementation.

The package aims at *three different "user groups"*:

1. Political level - political decision making
2. Senior technical - strategic level
3. Mid-/Lower technical - operational level

Delivery Modalities

TRANSFORM is primarily developed for in-service presentational short training. The package is highly customisable, so that it can be tailored to specific situations and needs. Depending on particular needs identified at country level all modules or only one of them can be delivered. Individual modules can be further developed, substituted, added, removed etc. The modules could be applied both at country level and in a regional setting, depending on the existing needs.

At this stage the learning package is available in *two different modalities*:

- **Full introductory package** (5 days). A version that compresses all modules in one week training to provide an overview of systemic thinking in the design and implementation of social protection floors.
- **In-depth package** for each one of the modules (3 days). A version that develops the content of each of the module throughout 3 days. As an example, if a country is in the process of discussing processes of Selecting and Identifying beneficiaries; developing of a Management and Information System and defining processes of coordination, a training offer can be customized to help in strengthening capacity in the respective areas.

MODULE SYNOPSIS

ADM Administration

Administration is the backbone of a comprehensive social protection system. The core function of administration institutions is to deliver social assistance benefits to eligible beneficiaries. This process entails identifying and registering potential beneficiaries, assessing their needs and conditions and making an enrollment decision which determines the benefits or service strategy to be adopted.

This module includes the key components of SP programme administrative processes and how they relate to each other. It will give an understanding of the constraints for successful programme implementation and potential pitfalls and bottlenecks, various system design options and how to plan reform of administrative systems that are compatible with existing resource and capacity.

COO Coordination

Most social protection programmes have tended to be designed and implemented in silos with little, if any, linkages and complementarities between and among them. This has contributed to fragmentation and overlap of policies and programmes. Coordination – or the sharing of information, resources and responsibilities to achieve a particular outcome – has particular advantages when it comes to addressing phenomena as complex as multi-dimensional poverty and possible policy responses. This module discusses the implications – both positive and negative – of different types of integration in social protection, as well as how to create coordinated systems through the delegation of roles and responsibilities and incentive structures.

- An on-line guided version of the learning package is also being developed

Pedagogical Approach

The approach proposed in the learning package is based on the principle that **everyone involved in the training is an expert and can and should be a co-creator of knowledge**. TRANSFORM has adopted an innovative pedagogic approach and it aims at imparting state of art knowledge that is appropriate for the countries in Africa, while recognizing the importance of practitioners and the value addition they bring into the discussions.

The methodology is centred on the promotion of change and therefore the learning package is focused on the concrete working environment of the participants and as much as possible the sessions should lead to the development of personal commitments or action plans for taking leadership in transformation following the training.

The methodology builds on 4 principles:

1. **Conversation and Dialogue** are the fundamental mode and superior tool of transformational work: the key to effective, engaging and sustainable transformation is to create platforms and safe spaces (containers) for diverse people to learn on a peer-to-peer basis, to discover what matters to them, to define purpose and intention, to co-create visions and to jointly decide what to do in concrete terms.
2. The basic pattern of an effective, engaging and sustainable transformation process follows the formula of **Divergence – Emergence – Convergence**, which can be translated into three steps or phases of stirring discomfort through some form of learning, co-creating a shared vision and identifying first steps.
3. A complex reality cannot be understood from one single (or a few) perspectives nor through mere analysis by a few single actors. To understand it, it is necessary to **bring the whole system into one room** and emulate complex interactions in order to understand complex patterns. Everybody involved needs to learn and overcome the narrowness of an individual perspective and understanding.

MODULE SYNOPSIS

GOV Governance

Proper governance of social protection systems allows for delivery of the right payment, at the right time to the right person. This module looks at all different elements of governance structured around institutional aspects, organizational structure and organizational and programme level support in the provision of service delivery. It discusses the framework for organizing social protection functions and performance management. It gives an overview of the importance of management and support functions for delivery of social protection programmes in terms of setting standards and performance.

MIS Management Information Systems

There is growing recognition that Management Information Systems, or MIS, play a pivotal role in the implementation of social protection schemes. In fact, social protection MIS are increasingly viewed as a central plank that holds together the social protection scheme's processes, i.e. its targeting, payments, complaints & grievances, and monitoring and evaluation systems. On one hand, this module aims to increase the understanding of national social protection actors regarding MIS and the Single Registry (a particular type of MIS). On the other, it strives to support social protection actors in the preparation of roadmaps for the development of such tools.

4. The basic pattern of engaging a diverse group is to **organize conversations in small groups in several iterations**. In parallel, several small sub-groups dialogue on the issue, surfacing knowledge and resource and discover meaning. Over time, all the groups are repeatedly reshuffled. The reshuffling happens also on a physical level, i.e. in real movement.

The Knowledge Foundation

The learning package builds on a set of foundational texts: the base documents. These documents constitute the knowledge basis and ensure a technically solid curriculum. They back up the instructions and they provide a wealth of information to the learner to be consulted and mined at every stage of the learning process.

The learning package has been developed in formats that allow the modules to be used also without the need of super-specialized experts. The detailed learning package allows for easy replication of the modules by national trainers and experts, hence with ease of application and reduced costs. It includes a complete kit for the trainer and participants including a Facilitators Guide, Activities Toolbox, Scenarios and Case studies, Presentations slides with notes and participants material and handouts.

MODULE SYNOPSIS

FIN Financial Management

The purpose of the module is to provide a concise and easily understood introduction to critical aspects of financial governance and social budgeting with a focus on the financial administration of non-contributory social protection. The module covers a number of important issues of financial governance and social budgeting, ranging from aspects around revenue mobilization, the national budget process, concepts of financial management to public expenditure monitoring and evaluation.

M&E Monitoring and Evaluation

ILO's Recommendation 202 recommends that countries should regularly 'collect, compile, analyze and publish an appropriate range of data statistics and indicators' on social protection floors. This is critical to safeguarding compliance with existing legislation, ensuring transparency and accountability and building a basis for the continuous improvement of social protection systems. A good M&E system promotes a continuous learning cycle, fosters transformation in social protection, and improves service delivery. Specifically it serves to improve policy/programme management and planning as well as improve policy/programme accountability.

Through case studies and exercises, this module covers the various aspects of setting up and implementing an M&E system and how it can improve policy/programme management and planning as well as improve policy/programme accountability. It discusses the identification and collection of indicators and data, how to strike a balance between capacity of data collection and demand for evidence and accountability, the function of Service Standards, staff involvement, ethical guidelines and examples of accountability mechanisms.

Elements of an Orientation Module

A. An introductory module/ session, which highlights and discusses interdependencies and interfaces; it brings to the attention of participants how different issues influence or condition each other. It also makes transparent the at times arbitrary allocation of an aspect or issue to one module and not to another. It discusses how elements discussed in one module may impede or favour and support elements in other modules. Through this it strengthens the insight that the different parts cannot be isolated and a complex system as a whole - if segregated into individual parts - will suffer from this fragmentation and many non-intended consequences happen to incur, which put the whole at risk. So participants must be encouraged - even while focussing on just one module/element/aspect, to keep the whole in mind.

B. A visual Topic Map, a large illustration of how all these modules are systemically interconnected. While the previous item will ensure that participants understand the complexity and intricacies of building such a system, it is impossible to retain this level and depth of information - and yet, it will influence every moment in any training. Hence, they need to have it visually present throughout.

Developed by regional experts, delivered through regional experts

TRANSFORM has been developed primarily by African experts, so to speak more directly to the specific challenges of building and managing social protection floors in Africa. The initiative aims at constant joint development and updating of the material with officials from the region, recognizing the importance of growing regional expertise. The modules will soon include short videos from regional practitioners and social protection experts.

The TRANSFORM initiative will also support the creation of a roster of trainers, fostering linkages with other strategic social protection institutions and research centres with the idea of also identifying and growing a localised human resource pool for national trainers.

Institutionalization and Partnerships

TRANSFORM is an inter-agency initiative of UN agencies supporting the building of social protection floors in Africa. The establishment of institutional partnerships and alignment of the learning package with existing capacity development initiatives in the area of Social Protection in the region is a critical element to ensure sustainability and impact. Institutionalization and delivery strategies are being pursued from a three pronged approach: at the national, regional and global levels.

National Level

As an initial test case, the TRANSFORM team, in collaboration with EU-Social Protection Systems Programme (EU-SPS) are exploring the possibility of incorporating the TRANSFORM learning package into social protection training courses at national universities. This opportunity has opened as a result of cooperation between EU-SPS, the University of Zambia (UNZA) and the Tanzanian Institute of Finance Management (IFM). Similar partnerships are sought in other countries.

Regional Level

Delivery at the regional level can be based on partnerships with the African Union, UN Economic Commission for Africa (UN-ECA), Southern African Development Community (SADC), East African Community (ECA), and regional professional networks (e.g. SASPEN, ECASSA, APSP).

The African Union Commission, Department of Social Affairs (AUC-DSA), supports the adoption of TRANSFORM as a regional capacity development instrument for the social protection sector.

Global Level

At the Global level the package could be integrated with ILO, UNICEF and UNDP capacity development programmes and tools. TRANSFORM will be hosted by the ITC-ILO centre in Turin and the inter-agency Socialprotection.org platform. There are also ongoing discussion regarding the development of an Asian version of TRANSFORM

Advisory group

An Advisory Group has been established to provide oversight on the continued evolvement of the learning package through peer reviewing of the modules as well as facilitating the regional institutionalization of the TRANSFORM learning package. This advisory group consists of ILO, UNDP, IPC-IG, UNICEF, ILO-ITC, Irish Aid, EU-SPS and SASPEN. The group is responsible for advising on the decisions regarding the future developments of the TRANSFORM initiative.

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