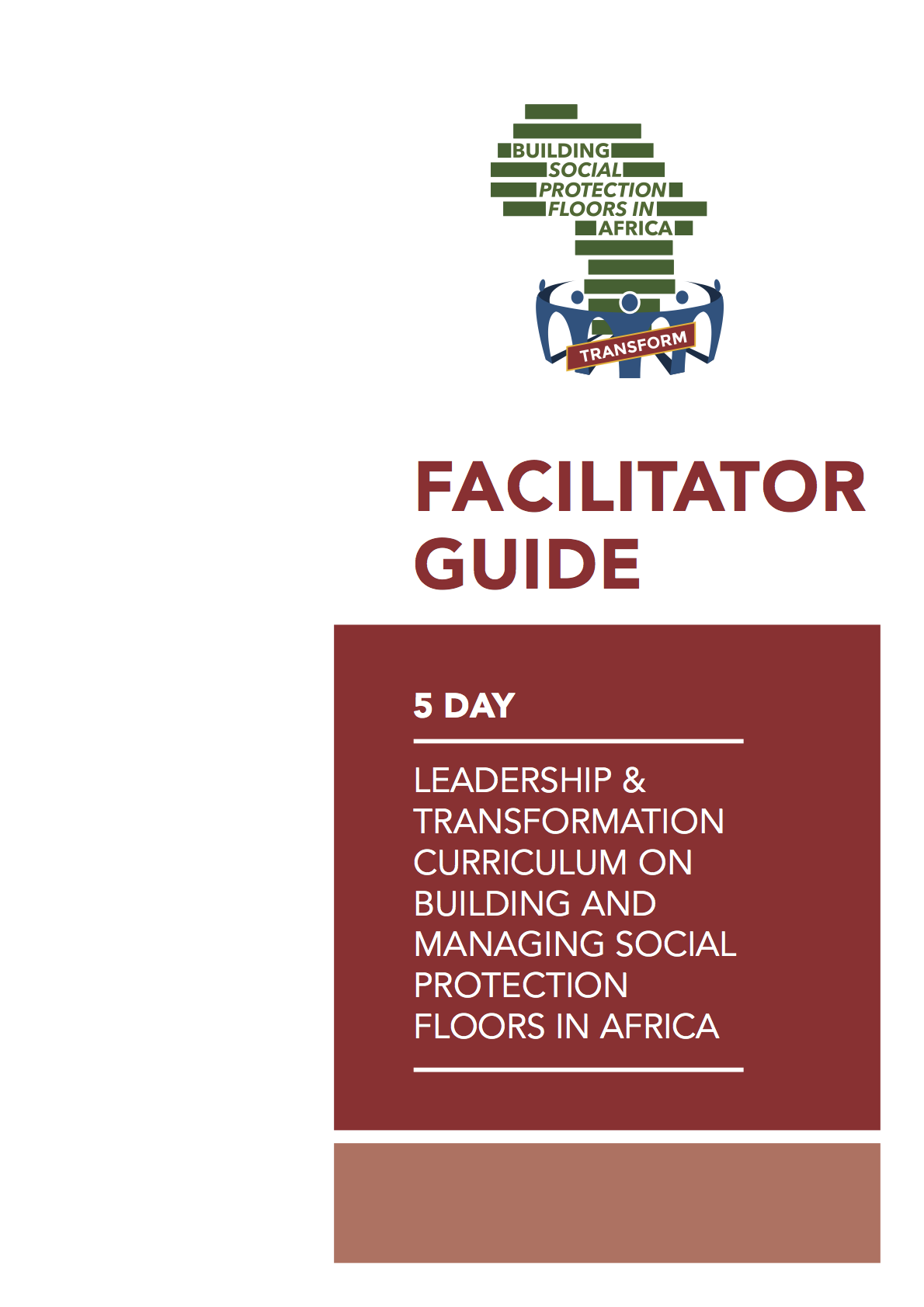


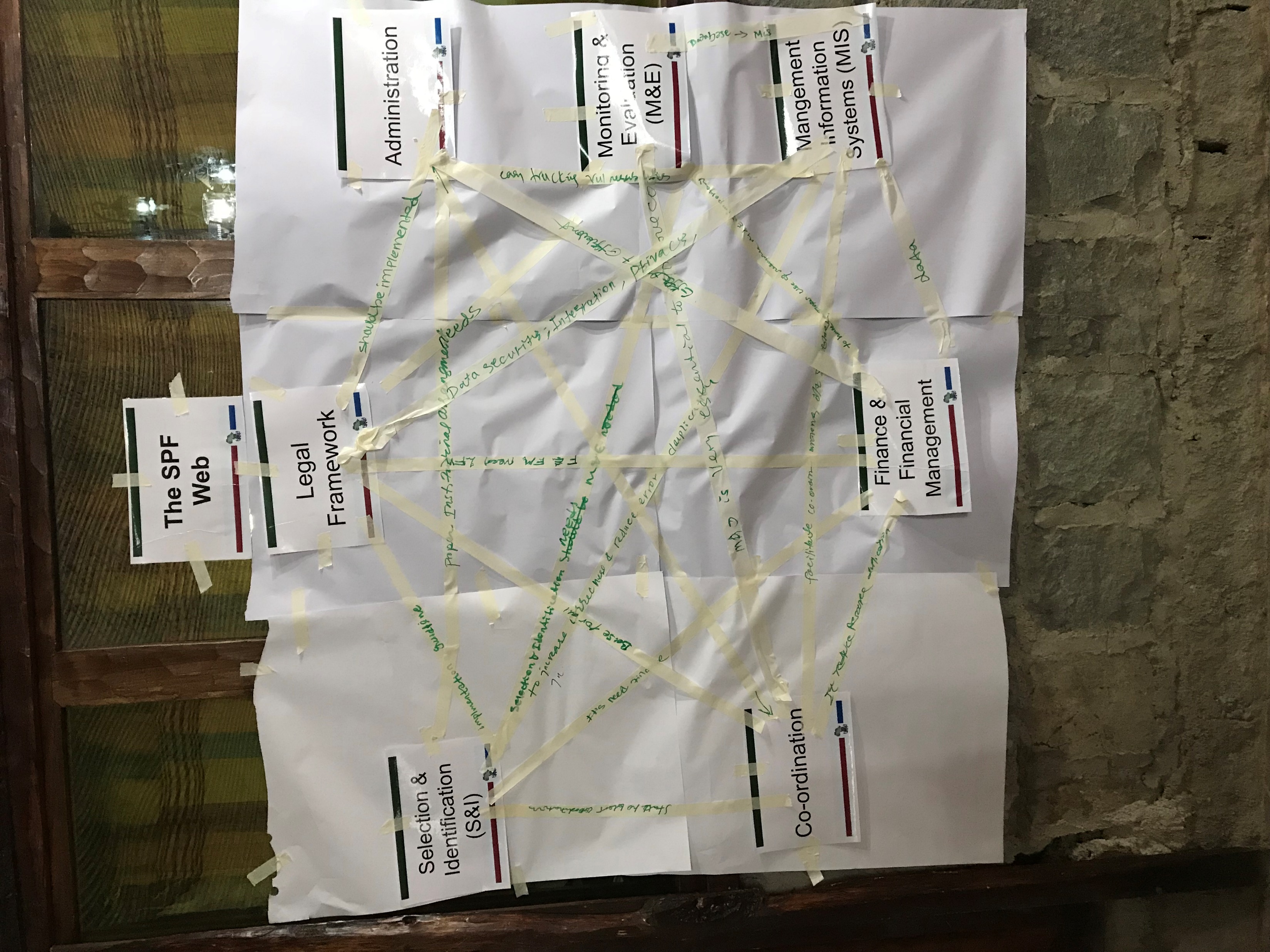
**ACTIVITY GUIDE**

**Day 5**



**Weaving it all together on the SP Web**

SOCIAL PROTECTION LEARNING TRANSFER

**Purpose:** Participants understand that all SP elements are interrelated, and that those interrelationships are as important as the individual elements, and form a complex web, which makes any SP System a ‘Living System’.

**Preparation:** Assemble all the SP Key take-out posters for the different topics covered throughout the previous days close to the SP Web poster (which was introduced on Day 1 of the training already).

**Process:** Spend about 10 min revisiting all the SP topic key take out posters. Then explain that we are now returning to the SP Web to complete all the ‘systemic’ interdependencies, relations and connections – based on the takeaways, insights and mind-set shifts relating to all the topics covered throughout the previous days and what you know now.

State that we will now weave the 7 SP elements into a web exploring the ‘systemic’ interdependencies, relations and connections between them. This will involve depicting HOW all the SP topics and web elements are connected to better understand and appreciate the SP system as a living and dynamic system.

Then introduce and play the videoclip How Wolves Change Rivers (4m33s) as a practical example of a real web operating (for wolves in nature) and how linkages can be complex, developments and shifts in the living system unforeseen and powerful beyond expectations.

Emphasize that our role as SP practitioners is more that of system developers rather than machine operators.

Spend 30 minutes in a mind mapping style plenary inviting participants to gather in a semi-circle with their chairs facing the SP Web poster, and taking turns to contribute their ‘systemic’ interdependencies, relations and connections – keep recording them all on their behalf labelling each connection/arrow on the web, or invite participants to take turns in contributing to the web themselves one after the other.

**Activity Debrief:** Ask participants to share which relations and interdependencies have been most useful to discover for them as practitioners.

**Learning Debrief:** Ask participant what specific actions they will undertake to improve these interdependencies in their own SP work context.

**Rooms of Change**

**Purpose:** Participants realise that they may be in a different room of change compared to the rest of their institution and other actors in their larger SP country system. This will help them identify the most suitable and promising next action steps they can take on their Leadership and Transformation Journey to make a meaningful contribution to their national SP system.

**Preparation:** Create the 4 Rooms of Change squares on the floor using masking tape and place one sign in each of them to designate the four rooms (each of the rooms should be big enough for all participants to stand in at once).

**Process:** Start this activity by explaining Claes Janssen’s Rooms of Change concept (Contentment, Denial, Confusion, Renewal). The Four Rooms of Change is a dynamic concept or change theory that helps us understand what happens with people and organisations that are in transition or transformation. This model was developed by the Swedish psychologist in the late 60s early 70s as part of his ground-breaking research on the dynamics of change.

Typically we start off in the room of

Contentment

Everything is fine, relaxed, under control, there is no desire to change, no discomfort

Then something happens and the internal or external environment changes – this can happen suddenly or gradually and moves us into the room of

Denial (& self-censorship)

We tell and convince ourselves that everything is ok – put a mask on/ pretend – sooner or later we have to face reality and enter the room of

Confusion (& conflict)

Emotions take over: fear, anger, sadness, self-doubt – this is not a comfortable place to be - we have to work through our confusion and conflict to be able to enter the room of

Renewal (& inspiration)

New hope and inspiration, we feel energised, we are getting it all together, things are falling into place again and we find creative resources to make things happen

We are now ready to complete our “transformation” journey and in time step back into the room of contentment.

The rooms of change are a dynamic concept – we may move back and forth between different rooms - and even revisit the rooms various times about the same issue, change, transition as we work our way through the transformation process.

Source: <http://www.claesjanssen.com/four-rooms/matrix/index.shtml> (you can also read up and find more information on the website itself).

Now explain that this concept might also be called ‘Rooms of Transformation’, and that the TRANSFORM initiative is all about building social protection floors in Africa through catalysing the transformation of SP systems. Often times the challenge is how to bring different stakeholders onto the “same page” of transformation, as they may find themselves in different rooms of change…

Invite participants to move around the rooms of change in response to the following three questions (spending about 10 min in total for each of the three questions, and always allowing about 5 min of conversation amongst participants followed by 5 min of collecting a few voices throughout each of the rooms in each question round). The participants need to consider these questions (especially 1 & 2), from a point of their willingness and commitment to transform Social Protection in their contexts.

1. In which room of transformation are you?
2. In which room of transformation is your organisation?
3. In which room of transformation is your national SP system?

These questions should explore the willingness to change on an individual, organisational and national system level to make changes within Social Protection happen (i.e. how willing and able are they as individuals, is their organisation, is their national SP system?).

**Learning Debrief:** Invite participants to share their insights gained with regards to how they may be in a different room of transformation compared to others in their organisation or SP system. What aha moments did they have in terms of how they could address and act upon these insights upon their return to their workplace?

**Individual Transfer Actions**

**Purpose:** Participants identify the 3 most important and realistic individual transfer actions that they commit to undertake as a result of the learning and transformation experienced during the training week.

**Process:** Start by briefly introducing Kotter’s 8 step model for change: 1. Establish/Create urgency, 2. Create/Form a guiding/powerful coalition, 3. Create a vision for change, 4. Communicate the vision, 5. Remove obstacles/empower others, 6. Create short term wins, 7. Consolidate/Build on the change, 8. Anchor the changes in corporate culture/anchor new approaches.

You may want to read up in more depth using this source: <https://www.kotterinternational.com/8-steps-process-for-leading-change>.

Now invite participants to if they wish use Kotter’s ‘7 steps of change’ framework to develop a ‘next steps’ plan and get practical about how they themselves might initiate and support transformation in their own SP context.

Based on your leadership and transformation and experiential learning journey throughout this week (the paired reflection walk, the journaling, the rooms of change as well as all the key take-aways, learning insights, mindshifts, SP concepts and technical knowledge gained): Where can you make the most meaningful and transformative contribution to the SP system as an individual?

Give them about 5 min to think about where they can make the most meaningful and transformative contribution to their SP system as an individual, based on all the insights and learnings they gained throughout the training week.

Ask them to identify the 3 most important and realistic action steps they are willing to undertake in their personal capacity, and then give them about 12 min. to record and elaborate on their top 3 actions using the Individual L&T Action Plan forms (one per participant).

**Debrief in pairs:** Participants are invited to pair up with someone else to share (on a voluntary basis) and discuss some of the action steps they have identified and how to hope to realise them

**Plenary Debrief:** To invite participants to share some of their action steps that they would like to find synergies or request support from others for.