

# TRANSFORM NEWSLETTER

Issue No. 1 | January 2019

What is TRANSFORM? See back cover page.



## Message from the Coordination hub

With the TRANSFORM Initiative rapidly growing, we take this opportunity to update the community on some of the exciting achievements of the past year. More than 550 people have gone through the TRANSFORM programme in 3 online and 20 live applications across 7 countries in Africa. These are practitioners involved in building, implementing and strengthening social protection systems, ranging from government institutions, NGOs, academia, media and international development agencies. The vast majority of participants rated the course as “Excellent” in having increased knowledge on SP, in being practically applicable to their work, and in having helped them experience a shift in mindset. The African Union Commission Department of Social Affairs endorsed TRANSFORM as an AU-sponsored initiative in its seating in November. The community of Master Trainers grew following a ToT for Portuguese speaking African countries, and there are plans to hold training of trainers for English and French speaking countries in West Africa in 2019.

As this newsletter goes through some of the year’s highlights we wish to give particular thanks to TRANSFORM partners and financial supporters; the European Union Social Protection Systems Programme, Finland, and Irish Aid for making this initiative a reality. We also thank colleagues at UNICEF, the ILO and UNDP both at regional level and the dedicated staff in various country offices as well as other partners and national governments that have engaged with and supported these many applications. Finally, we wish to thank our fantastic trainers and collaborators from across Africa and other continents and the hundreds of enthusiastic participants that have embarked on individual and joint journeys of leadership and transformation to strengthen social protection systems for Africa’s people.

We wish you a prosperous, joyous and TRANSFORM-ative 2019!

*From the coordination team in Lusaka, December 2018*



Portuguese Speaking Master Trainers at the ToT in Macaneta, Mozambique, December, 2018

### Voices from Participants

*“Our country is rapidly moving to social cash transfers but lacks knowledge and capacity; TRANSFORM has tremendous potential to inform, guide and coordinate both politicians and technical staff.”*

*Angolan Trainer from Portuguese ToT, Mozambique, December 2018*

*“This program has given me the courage to implement some of the changes that I’ve been wanting to make for a long time.”*

*Participant in Kafue District Application, Zambia, 13 March 2018*

## TRANSFORM Results since October 2017

**23** Trainings in 7 countries & online;

**550** people trained, 46% women;

**96%** rate as “good” or “excellent”

**40** Anglo- and Lusophone Master trainers from **13** countries in Africa;

Base course in **3** languages (EN, FR, PT), Arabic underway;

**8** course-types: Base, Online and ToT Course, **5** In-Depth Courses





UN Women Regional Application with Gender Focus. Nakuru, Kenya. Nov 2018.

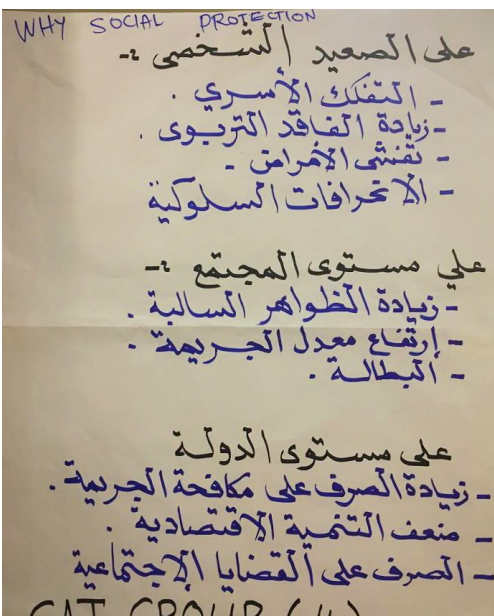
## Content Adaptation and development

The strength of TRANSFORM lies in its ability to adapt to the need of its participants. Its participatory, adult-learning focused methodology means that the basic, 5-day curriculum can be significantly influenced by who is in the room, such as was the case of the UN Women application past November in Kenya which brought a strong gender focus in the discussions. Similarly, the methodology worked well during the recent application in Sudan where it unexpectedly became necessary for our Master Trainers to use simultaneous translation to Arabic for the lectures and exercises.

In 2018 the TRANSFORM initiative has developed, together with its partners, in-depth programmes focusing on Selection and Identification (S&I), Monitoring and Evaluation (M&E), in addition to Management Information Systems (MIS). First experiences with the delivery of the programme to sub-national level practitioners in Zambia have led to the development of a tailored programme for District Level Applications which was now tested again in Malawi and is ready for rolling out.

In December 2018 TRANSFORM organized a two-day “Policy Makers” application for senior staff of the AU and other regional African organizations Addis Abeba, where master trainers adapted the standard programme with the goal of addressing perspectives and time limitations of senior policy makers, while maintaining

emphasis on experiential learning, leadership and transformation.



Why Social Protection? Sudan Training. 2018

## New Developments

Currently discussions are underway to develop a module focused on Governance and Coordination, which can complement the Policy Makers in offering a strategic training package for key participants with limited time.

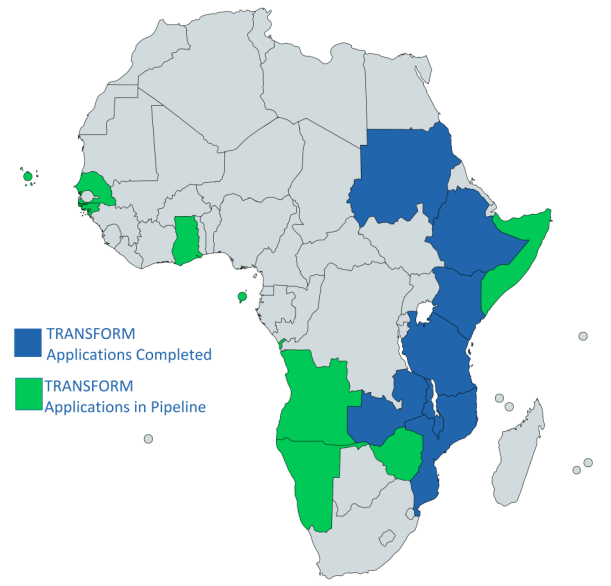
As new in-depth applications are completed and tested, trainers will have to be accredited for their delivery. These modules will also require adaptation to Portuguese, French and Arabic.

## Coverage and Expansion

TRANSFORM has been delivered in face-to-face capacity development programmes in Ethiopia, Kenya, Tanzania (both mainland and in Zanzibar), Malawi, Mozambique, Sudan and Zambia.

Discussions for new applications are underway for Namibia, Somalia, Zanzibar, Zimbabwe. With new Portuguese trainers having joined the TRANSFORM master-trainer family, we are seeking partnerships to organize trainings in Africa’s Lusophone countries such as Angola, Cape Verde, Guine Bissau, Mozambique and Sao Tome and Principe.

New ToT’s in 2019 for West Africa both for English and French Speakers, and possibly in Arabic, open up numerous avenues for bringing high quality SP knowledge and capacity building to the entire continent. There are ongoing talks of expanding TRANSFORM and E-TRANSFORM to Asia.



TRANSFORM Applications Completed and in Pipeline

## E-TRANSFORM and Blended Face to Face

The potential reach and cost-effectiveness of online training is enormous and TRANSFORM has been exploring this extensively in 2018. So far, two runs of the highly interactive and participatory e-TRANSFORM curriculum were offered to almost 100 participants from across the globe, in partnership with IPC-IG/UNDP through [www.socialprotection.org](http://www.socialprotection.org). There was also a UNICEF-dedicated run, offered to UNICEF Ethiopian staff, combining the online course with a face-to-face workshop, which took place in Addis Ababa. This “blended” approach permits participants from across organisations to get an in-depth introduction to the material over a longer period of time, consolidating it with a live group experience at the end.



## THE MASTER TRAINERS

### WHO ARE THEY AND WHERE DO THEY COME FROM

TRANSFORM trainers are dedicated social protection professionals that are eager to share their skills and experience with others working in the sector. They come from government ministries and institutions, civil society, academia, or development actors such as UN agencies and NGO's. We are currently working with 40 Master Trainers from 13 countries.

TRANSFORM Master Trainers are recognized Social Protection experts and often do consultancies or research in this field. They have also become vocal champions of TRANSFORM on National and International fora, and maintain a strong community amongst themselves, permitting them to further develop their skills and help identify new opportunities for capacity building and knowledge strengthening on Social Protection in Africa.

**Interested in becoming a Master Trainer or know someone that would make a great Master Trainer?**

Reach out to the TRANSFORM Coordination Team and keep an eye for Calls for Applications on [SocialProtection.org](http://SocialProtection.org)!

## BECOMING A MASTER TRAINER

Master Trainers are selected following public calls of interest to participate in a Training of Trainers (ToTs). Potential candidates are screened based on their experience working in social protection, for example as practitioners, researchers, advocates and policy makers. Consideration is also given to whether they have experience or aptitude as trainers.

Becoming an accredited Master Trainer is a two-step process; after selection, participants attend the two-week ToT which involves a full run-through of the TRANSFORM 5-day base curriculum, carried out by the trainers themselves with the support of TRANSFORM content experts, adults learning experts and existing master trainers. Participants receive group and individual feedback to strengthen their command of the TRANSFORM content, methodologies and vision. After these two weeks they may not be full experts for all the content, but they have had an in-depth interaction with the materials and know where to find additional information for further study.

After completing the ToT, the Master Trainers must then conduct a face to face application of the 5-day base curriculum, with technical backstopping and supervision of TRANSFORM resource persons appointed by the coordination team. During this process they receive further feedback and competencies, and develop more confidence in their abilities.

After this, trainers can be accredited to run the base TRANSFORM curriculum independently, although they will have strengths and preferences for certain types of content. Typically in an application the TRANSFORM Coordination Team will try to ensure that the team of Master Trainers has a strong command of all the required content.

Accredited Master Trainers can go on to specialize in the more in-depth applications of specific modules as well as be involved, based on their expertise, on the development of new content or improvement of the curriculum.

### TRANSFORM e-course 3rd run



**Call for applications**  
Apply until  
**17 January 2019**





**Apply for the 3rd Run of E-Transform by 17 January on:**  
[socialprotection.org/application-third-run-transform-e-course](http://socialprotection.org/application-third-run-transform-e-course)

# TRANSFORM Global Visibility in 2018

TRANSFORM has been getting strong visibility this year, being represented by African master trainers and discussed in a number of high-profile global social protection events, including:

- SPIAC-B (SP Inter-Agency Cooperation Board) Annual meeting, NYC, January
- The Kenya SP Conference, Nairobi, March
- EU Member States Meeting Stockholm (March) and Brussels (June)
- UN-AIDS SP Conference, Geneva, April
- The Disability Inclusive and Gender Sensitive SP Seminar, Brussels, May.
- EU Development Days, First Meeting of SPIAC-B Gender Working Group, June
- UN EGM, preparing agenda for UN Commission for Social Development, New York, June
- Zambia Social Protection Week, Lusaka, June
- The Community of Practice (CoP) on Cash Transfers in Africa meeting in Uganda, July
- Global Joint Conference (ICSW, IFSW and IASSW), Dublin, July
- AU Spirework Workshops in Lusaka (August) and Addis Abeba (October)
- Meeting on SP Frameworks by SASPEN, FES and University of Mauritius, Port Louis, October
- The DAC/UN IANGWE Gender Network meeting, Paris, October
- Finnish Social Policy Days, Tampere, October
- FES Conference on SP for the Informal Economy in Namibia, Windhoek, November
- The AU Commission of Social Affairs and Labour Joint Seating, Addis Ababa, November
- FAO Regional Workshop on SP, DSM, November
- Global South-South Development (GSSD) Exposition, New York. November



## Future Innovations—your thoughts?

As we move into 2019 with energy and commitment, there are strategic questions for which we invite you, our TRANSFORM community, to lend your voices and thoughts to the debate. These include:

How to support processes for **domestication** of the training programme so it can be **locally and sustainably funded and provided** by national training institutions in line with national priorities

How does **individual learning translate into organizational learning**. How to move towards involving teams - rather than individuals - in capacity development and applying lessons to ongoing work plans.

How to keep track of **impact** of the course on its participants on shaping not only knowledge but also attitudes and behaviour.

How to feed lessons and feedback into **continued enrichment/adaptation** of the materials? How to **more effectively incorporate gender issues**?

How to further integrate the technical content of the modules with **leadership and change management capabilities**, as well as learnings on organizational change, public administration and political economy?

How to best combine **on-line with face to face training**, exploring its potential for a wider reach but also a more in-depth learning experience?

How to provide continued **support, quality assurance and accreditation for new modules** to master trainers in a cost-effective manner?

How to make **effective use of the SocialProtection.org platform** as a global online community of social protection practitioners for networking, sharing best practice and enhancing basic SP knowledge?

# What to look out for in 2019

With a solid programme that has been extensively tested with many different audiences, and that continues to be improved, adapted and translated, the coordination hub has high expectations for 2019. Our goal is to have TRANSFORM Master Trainers in the 4 main language groups of the Continent and to further promote the development and application of in-depth models and the online learning platform. We hope to strengthen the online community of trainers as well as promote opportunities for our master trainers to continuously learn from each other and mutually reinforce their capacity and ability both to deliver this course and to effect change in their respective countries and organization. Other key discussions to be had will be around measuring the medium- to longer-term impact of the curriculum and the movement seeking new ways to empower and follow-up on course participants as well as seeking options for sustainable, domestic financing of social protection capacity building. We are confident that together with you, our TRANSFORM community, we can achieve our goals, always improving.

## Review Meeting at Chaminuka.

At the TRANSFORM Review meeting of January 14-18 in Zambia around 40 experts and master trainers from across Africa as well as partners on other continents join together. The objective of joining this invaluable expertise is to review the new specialised content, reflect on lessons learnt and build a common understanding on the strategy for TRANSFORM for 2019 and beyond!

**Apply for the 3rd Run of E-TRANSFORM!** Space left for 22 participants! Register by 17 January. Course runs from 11 February to 19 April.

**TRANSFORM — Building Social Protection Floors in Africa!**

## Know More / Get Involved!

- For information on TRANSFORM **contact** the Coordination team **via email at:** [vanhalsema@ilo.org](mailto:vanhalsema@ilo.org)
- **Visit us on the web at:** <http://socialprotection.org/institutions/transform>
- Watch Video on TRANSFORM's methodology and approach on: <https://youtu.be/m11GaFF3EUc>
- **3rd run of E-Transform** apply by 17 January: <http://socialprotection.org/application-third-run-transform-e-course>
- *The new TRANSFORM website is under development and will be launched soon!*

## What is TRANSFORM?

### WHAT IS TRANSFORM?

TRANSFORM is an innovative learning package on the administration of national social protection floors in Africa. It encompasses learning materials and methods for adult learning, to help decision makers and practitioners take ownership in building national social protection systems through continuous learning and reflective practice.

### WHY TRANSFORM?

Transforming social protection systems requires more than absorbing pre-fabricated knowledge, to fill heads with any given content. Learning requires the ability to grapple with complexity of social and human elements in specific contexts, to stimulate creativity and innovation to solve emerging new problems, to appreciate diversity and uniqueness of each situation, to be involved and take ownership in change and transformation – elements which are at least as important as the factual knowledge itself. This learning package aims at just that: Transform!

### OBJECTIVES OF TRANSFORM

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.

### 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. The package aims at three different “user groups”: Political level - political decision making, Senior technical - strategic level, Mid-/lower technical operational level.

An inter-agency initiative promoted by



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