



2020 TRANSFORM Strategic Review Meeting held in Lusaka, Zambia from 10-12 March 2020

Message from the Coordination hub

Dear Members of the TRANSFORM Family,

We hope this finds you and yours in good health, despite these challenging times. The outbreak of the COVID-19 pandemic in the early months of the year has not spared the continent and we all have had to make adjustments to our professional and personal lives. Specifically to TRANSFORM, several national applications including across Sao Tome and Principe, Namibia, Angola, Tanzania, Kenya and Somalia, amongst others, have had to be put on hold due to the current travel and meeting restrictions applied in most countries. We are currently working to develop alternative ways to progress our activities, for instance, through online E-TRANSFORM, as well as new online training modules.

During the past few months, TRANSFORM took a reflective journey on the work accomplished to date. Based on the recommendations of the 2019 Formative Evaluation, a Strategic Review Workshop jointly supported by ILO and UNICEF, took place in March 2020. Its main outcomes have included a clear prioritisation of the main streams of work for 2020-2021, development of related work plans as well as consolidation of TRANSFORM monitoring and evaluation framework.

Back in February, ILO Lusaka conducted a fruitful TRANSFORM introductory training for local CSOs and media, to support social accountability work in the social protection sector. In early March, a pilot of the revised condensed module for Senior Officials was completed in Malawi with support by GIZ and Irish Aid, thus enabling finalisation of the same. TRANSFORM continues to make progress in the development of its Shock Responsive Social Protection (SRSP) module, jointly supported by ILO, UNICEF and WFP Malawi. Once implemented, the base document and training materials will provide critical technical contribution for the social protection response to the COVID 19 pandemic and further development of shock responsive Social Protection systems.

Last but not least, the Advisory Group (AG) recently reconvened to review recent progress, validate the outcome documents of the Strategic Review Workshop and discuss its proposed restructuring. The meeting was the first one to be chaired by Tayllor Spadafora on behalf of UNICEF Eastern and Southern Africa Regional Office. New members participating in the AG include Regional and HQ WFP representatives, the ILO Social Protection Advisor for Southern Africa as well as newly nominated Master Trainers' representatives.

Finally, we would like to express sincere thanks to our partners, both governments and agencies, as well as generous donors, especially Irish Aid, SIDA and DFID for their continuous support for the development of the TRANSFORM initiative and the enhancement of leadership in social protection across Africa.

TRANSFORM Stats & Facts

- **47** trainings in **12** countries
- **5** E-TRANSFORM courses
- **1250** participants
- **44** Anglophone and Lusophone Master Trainers from **15** countries in Africa
- **4** In-depth Technical Modules
- **1** Senior Policy Module
- **1** District Module
- **1** Introduction to Social Protection

5-Day TRANSFORM National Application for Civil Society (Zambia)

The Zambian Civil Society for Poverty Reduction (CSPR) Network with support by ILO Lusaka organised a training for Civil Society Organisations (CSOs) through the 5-Day introductory module from 24 to 28 February 2020. The partnership between CSPR and ILO is aimed at enhancing engagement of CSOs in monitoring social protection programming and implementation. A total of 21 participants (9 men and 12 women) were in attendance.

As an outcome of the training, CSPR have constituted a network of CSOs on social protection to enhance CSOs voices in monitoring and implementation of social protection programmes in Zambia.

Below is some feedback that emerged during and after the training:



Group photo of officials that took part in the TRANSFORM 5-Day introductory training for civil society organizations held in Lusaka, Zambia from 24 - 28 February, 2020

"I had very little knowledge of social protection. The facilitators made it so easy to understand. The approaches used kept us awake and active throughout the five days training. I also interacted with everyone. I promise to share what I have learnt with others."

Rodgers Musuma, Disability Rights Watch

"I am now thinking of how we can utilise this rich information as the twenty-one organisations represented here to carry this information to a higher level through collaboration. We need to form a community."

Chimuka Nachibinga, Resource Governance Programs Coordinator, Civil Society for Poverty Reduction

"I have liked the realisation in the room that social protection is not only about government but all of us. And if we want to see the change, we need to be leaders of that change."

Muma Mukupa, Chief Planner, Ministry of Community Development and Social Services

What's New!

- New Master Trainers Representatives were elected in April : Ms. Mutale Wakumuna and Mr. Samuel Ochieng representing the English-speaking group; Ms. Isabela Machado and Mr. Ivan Langa representing the Portuguese-speaking group.
- In Progress: New Virtual Training of Trainers for practitioners in West and Northern Africa (to be launched soon). For more info, please contact transform_socialprotection@ilo.org
- TRANSFORM is supporting the ITC-ILO " E-coaching on Social Protection: Towards Responsive Systems". For more info, please visit : <https://www.itcilo.org/courses/e-coaching-social-protection-towards-responsive-systems>



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TRANSFORM Strategic Review Meeting

Thirty representatives of the TRANSFORM community gathered for its Strategic Review Workshop held in Lusaka, Zambia from 10 - 12 March 2020. The Strategic Review Workshop was the final step in a formative evaluation process started in 2019, and aimed at assisting the TRANSFORM social protection leadership to assess its achievements and at maximising its impact before the end of the current programming cycle in December 2021.

In addition to the review of its specific capacity-building model, the workshop's objectives included the development of comprehensive and concrete work plans, including for Advocacy and Communication, a sustainability road map for the post-2021 period as well as the validation of the first TRANSFORM Monitoring and Evaluation Framework.

Participants – including Master Trainers, UNICEF, FES, SASPEN, WFP, DFID, the World Bank, Irish Aid as well as members of the TRANSFORM Coordination hub across Zambia, Malawi and Mozambique - had the opportunity of reviewing the journey in the development of TRANSFORM, started in 2015. The proudest achievements identified included the training of over 1,192 practitioners across the continent, the endorsement by the African Union, the accreditation of over 25 Master Trainers – both English and Portuguese-speaking – as well as a recognised impact on the mind-set of government officials and other practitioners on the value of investing in social protection.

The most important outcome of the workshop was arguably the collaborative identification of the key priorities for TRANSFORM programming in the current cycle (2020 and 2021). These included:

- The expansion of TRANSFORM coverage across Africa, including other linguistic regions such as French and Arabic-speaking countries.
- The review and improvement of TRANSFORM materials to maintain their quality and enhance their relevance to current social protection trends.
- The development of tailored Communication and Advocacy strategy and tools.
- The development of a comprehensive sustainability strategy, encompassing both the institutional and financial aspect.

The workshop succeeded in renewing enthusiasm amongst its core members – both agencies and individuals. Members highlighted challenges ahead but also confirmed the team spirit behind pioneering an inter-agency initiative that serves the implementation of the Sustainable Development Goals' Social Protection agenda across Africa.



TRANSFORM Application for Policy Makers held in Malawi, March, 2020

Malawi advances in improving the understanding of District Leaders in Social Protection

On 5th and 6th March, the Government of Malawi brought together 21 District Commissioners from across the country to participate in the TRANSFORM Senior Policymakers course. By better comprehending the social protection sector, the District Commissioners are in a better position to support the coordination and implementation of programmes in their jurisdictions. Furthermore, they can also increase the voice of Districts and Communities in national debates as the leaders of Government's executive arms in managing the country's 28 districts.

This application is part of Malawi's TRANSFORM Rollout Plan, which aims to respond to Malawi's National Social Support Programme II (MNSSP II) objective of developing the capacity of government officials in social protection at all levels. The Rollout Plan has been under implementation since mid-2019, and already trained national level Senior Policymakers and district officers from 4 districts. By end of 2021, it is expected that all 28 districts will have had their officials trained using a tailored version of the TRANSFORM package, exclusive to Malawi. In the next few months, a dedicated Training of Trainers will be held to ensure Malawi has adequate Master Trainers to reach all districts by end 2021, and continue with TRANSFORM applications after that.

One of the District officials said, "I have realised that I have a role to play in the implementation of Social Protection at council level, I thought Social Cash Transfer is for officials in the Department of Social Welfare". Therefore, the policy training aims at inspiring and motivating policy makers to lead and motivate change across all levels of social welfare administration in their respective district councils to achieve both horizontal and vertical expansion of Social Protection Floors on the African continent. The Senior Policymakers module focuses on the strategic thinking required from leaders, as opposed to the operational leadership that is the focus of the 5-day curriculum.

In Malawi, the Ministry of Finance, Economic Planning and Development and the Ministry of Local Government and Rural Development lead the TRANSFORM Rollout Plan implementation. The ILO provides technical and implementation support to the process, with the financial support from the Government of Ireland and GIZ.

The Master Trainer's Journey

Samuel Ochieng: My experience as e-facilitator for E-TRANSFORM 5th Run



Samuel during a TRANSFORM Training in South Sudan, 2018

I have been an e-facilitator in the first three runs on E-TRANSFORM as well as this 5th run, just completed in May. The e-facilitator's role is to guide the students in all activities, prepare summaries, and follow up on participants who are behind. Some of the main issues faced in interacting with the participants related to technological and connectivity challenges. In this last run, we were able to better organize group activities with participants. The discussion fora were active and provided clear inputs for end of module summaries. I assured participants there were no strong ideological statements and added hyperlinks to the discussions to provide extra readings and papers, which worked well.

In the 5th run, our group had 17 participants from Panama, Togo, Ghana, Malawi, Zimbabwe, Nigeria, Liberia, Ethiopia, Benin, Algeria, Burkina Faso and Zambia. We used WhatsApp, email and Big Blue Button technology as a way to communicate and share ideas. In-group activities, guiding, motivating, evaluating and self-managing was key. Our reward method was that the group representative gets total marks for the work done. On individual guidance, providing direction and support as and when required was key. Answering questions and doubts of participants promptly is also important. We had to welcome their comment and encourage them through giving support on their questions including quotes, hyperlinks and extra readings. Overall, the E-TRANSFORM 5th run was very successful with the participants being very active and proactive. Many participants were from academia and wanted to continue with the TRANSFORM agenda in their institutions.

Juliet Malamba: My experience as a Master Trainer for Senior Policy Makers Applications



Juliet during a TRANSFORM Training with UN Women staff in Kenya, 2018

Delivering TRANSFORM trainings for different levels of governance, including Senior Policy Makers, District officials and Civil Society Organisations has enhanced my capacity as a trainer. Master Trainers reflect as they deliver each session and are able to adjust depending on the type of delegates being trained. I have realised that participants and other MTs' feedback influences delivery of each training.

Successful preparation of the trainings includes an understanding of the calibre of delegates. This helped me to choose the jolt exercises and examples to be used for each session.

Unlike the District applications, the latest Senior Policy Makers training was more complex as it focuses on advocacy, rather than expanding officials' technical knowledge. Focusing on the key message for each module helped us deliver content equivalent to the 8 building blocks of Social Protection Systems in one and half days. The greatest challenge has been to adequately mainstream the Leadership and Transformation component and choosing which elements to omit without diluting unnecessarily the content. However, each session was motivating as delegates' insights showed indications of their transformation in the understanding of Social Protection.

It is more exciting and challenging to be a TRANSFORM Master Trainer than I thought when I applied for the initial Training of Trainers. The practice has made my passion for Social Protection grow more than I would have expected possible.



Taylor Renee Spadafora (UNICEF) Current Chair of the TRANSFORM Advisory Group

Voices of TRANSFORM: T. Spadafora; Advisory Group Chair

The approach of capitalizing on local expertise and experience from practitioners in the region is truly unique to TRANSFORM. Developing and delivering context relevant trainings is a practice that is gaining wider global recognition, not only for its effectiveness in developing and encouraging the continents' next generation of social protection leaders, but also for its inbuilt sustainability. I'm thrilled to be a part of such an innovative and exciting social protection learning initiative.

Contact Us/Know More

- For information about TRANSFORM **contact** the secretariat **via email at: transform_socialprotection@ilo.org**
- Visit us on the web at: <https://transformsp.org/>
- Watch Video on TRANSFORM's methodology and approach on: <https://youtu.be/m11GaFF3EUc>

Basics of TRANSFORM

WHAT IS TRANSFORM?

TRANSFORM is a Leadership and Transformation Learning Package on Building and Managing 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



Funded by

