TRANSFORM
BROCHURE

TRANSFORM
BUILDING SOCIAL PROTECTION
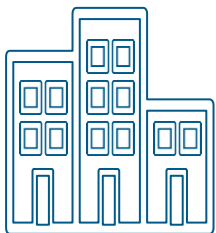FLOORS IN THE ARAB REGION

TRANSFORM

BUILDING SOCIAL PROTECTION
FLOORS IN THE ARAB REGION

What is TRANSFORM?

Building and managing social protection floors (SP) in the Arab region.

TRANSFORM is an innovative learning initiative on the implementation of national social protection floors that is active in the Arab and African Region. Social protection floors are nationally defined sets of basic social security guarantees which secure protection aimed at preventing or alleviating poverty, vulnerability and social exclusion. TRANSFORM promotes critical thinking and builds capacity at national and subnational levels to improve the design, effectiveness and efficiency of social protection systems. It focuses on non-contributory social protection schemes and programmes.

Key to TRANSFORM is the creation of a movement of skilled social protection leaders to support transformational change utilising state-of-the-art knowledge through internationally informed and locally relevant materials. By supporting the creation and management of nationally defined SP floors which provide minimum social protection guarantees against poverty, vulnerability and social exclusion, the TRANSFORM initiative is aligned to the 2030 Leave No One Behind Agenda and specifically contributes to the achievement of SDG 1 and its target 1.3.

Key to TRANSFORM is the creation of a movement of skilled social protection leaders

Distinctive features include:

- A strong **regional orientation:** TRANSFORM is developed by regional experts to respond to the specific challenges and opportunities of building national social protection floors in the Arab and African region.

- Promotion of **regional training and facilitation expertise** in social protection through the development of a pool of accredited TRANSFORM Master Trainers

- A unique **pedagogical approach**, with cutting-edge technical content focusing on leadership and transformation.

- **A curriculum** that is adaptable to context-specific circumstances and needs and that is freely accessible as a public good.

- Focused on filling the "implementation gap", by providing technical guidance to **social protection practitioners** engaged in the administration and governance of social protection programmes .

- Guided by two regional **Advisory Groups,** one for the Arab region and one for Africa of like-minded partner agencies committed to social protection system strengthening, provides strategic guidance to the TRANSFORM initiative.

Why TRANSFORM?

Many training courses exist in the field of social protection and fundamental theories, concepts, approaches and techniques are accessible. However, the complexity of developing a broad, encompassing and functional social protection system remains a challenge for the relevant institutions. Thus, a transformational approach to teaching and knowledge sharing is required to bridge the gap between theory and implementation. TRANSFORM empowers learners to handle the complexities of their own social protection systems, appreciate diversity and uniqueness, own and implement creative solutions suitable for their contexts. All these elements are as important as the technical knowledge itself.

THE KNOWLEDGE FOUNDATION

TRANSFORM was developed primarily by regional experts, to address the specific challenges of building and managing social protection floors in the Arab and Africa region. The Initiative started in Africa in 2016 and, building on its success, was brought to the Arab region in 2021 with adapted, region-specific learning resources and under separate leadership. TRANSFORM aims at periodic joint development and updating of the materials with officials in each region, recognizing the importance of strengthening local expertise.

The learning package builds on a set of foundational texts – the "Base Documents" – that ensure a technically solid curriculum and are consolidated through a thorough peer-review and quality assurance process. The "Base Documents" back up the training activities and provide learners with sound technical reference at every stage of the learning process. The format of training modules supports the application in country while reducing costs. It includes a complete kit for trainers and participants, including facilitators' and activities guides, scenarios and case studies, presentation slides with notes and handouts for participants.

THE TRANSFORM MASTER TRAINERS

By fostering linkages with regional and national social protection institutions and research centres, the TRANSFORM initiative has supported throughout the years the creation of a roster of regional trainers – the TRANSFORM "Master Trainers".

The Master Trainers are accredited through the TRANSFORM Initiative. They constitute a select group of experts eligible for direct or fast-track contracting by regional stakeholders to deliver TRANSFORM trainings. Together with the curriculum and its pedagogical approach, Master Trainers are a key component of the TRANSFORM initiative and play an important role in its promotion and development. They contribute to seek out opportunities for applications in their own countries and support the periodic review and update of materials.

As of January 2020, 56 social protection experts from have become TRANSFORM Master Trainers. They include a new cohort of 12 French and Arabic speakers, who recently completed the Training of Trainers (ToT), the first step towards full accreditation to deliver the TRANSFORM curriculum in their respective languages.

56
Master Trainers

FROM | # 36
COUNTRIES

THE PEDAGOGICAL APPROACH

TRANSFORM's action-based and experiential teaching methodology is centred on the promotion of change and transformation. It offers state of the art knowledge on social protection relevant to African and Arab countries within the working environment of participants. Recognising that knowledge is already in the room, TRANSFORM seeks to highlight that knowledge in a structured manner. This constitutes the first step in the participants' leadership journey, outlined through their personal commitments to establish change in their social protection programmes following the training.

The TRANSFORM methodology is built on four principles:

1. Dialogue: Dialogue is a fundamental mode and superior tool of transformational work. The key to effective, engaging and sustainable transformation is to create a safe space for diverse people to learn on a peer-to-peer basis, define purpose and intention, co-create visions and jointly decide on action.

2. Divergence-Emergence-Convergence: The basic pattern of an effective, engaging and sustainable transformation process follows this formula, translatable into three phases: stirring discomfort through some form of learning, co-creating a shared vision and identifying first steps to initiate change.

3. Understanding Complexity: A complex reality cannot be understood from a single (or a few) perspectives nor through mere analysis by single actors. It is necessary to bring the whole system into one room and emulate complex interactions in order to discern complex patterns.

4. Dynamic Interactions: The basic pattern of engaging a diverse group is to organize conversations in small clusters to explore knowledge and resources and discovering meaning.

A MODULAR APPROACH

The TRANSFORM learning package is organized in 8 modules, reflecting the building blocks of an integrated social protection system.

1. **Legal Framework (LEG):** Outlines the steps involved in constructing a human rights-based legal framework for non-contributory social protection and identifies some of its key elements, including the protection of beneficiaries' entitlements and accountability mechanisms

2. **Selection & Identification (S&I):** Analyses contemporary and historical evidence on the design and implementation choices made by high, low and middle-income countries for the selection and identification of social protection beneficiaries.

3. **Administration (ADM):** Explores the key components of non-contributory social protection programmes' administrative processes (such as payment systems, enrolment and registration, etc.). It also provides an overview of implementation constraints and design options for administrative systems, according to available resources and capacities.

4. **Coordination (COO):** Discusses the concepts of coordination and integration at policy, programme and administrative level within the social protection floor approach. It analyses the need for coordination both within the social protection system and with other public policy sectors, to better tackle the complex and multi-dimensional poverty experienced by beneficiaries throughout their lifecycles.

5. **Governance (GOV):** Reviews the importance of management and support functions for the delivery of social protection programmes. It provides an overview of the various institutional frameworks and organisational models (centralized, decentralized, etc) for the provision of social protection and the key steps for setting and monitoring performance standards.

6. **Management Information Systems & Approaches to Data Integration (MIS):** Illustrates the increasingly pivotal role of MIS and integrated systems for information management in the implementation of social protection programmes and presents the key steps to design and implement appropriate MIS solutions in any given context.

7. **Financing & Financial Management (FIN):** Introduces critical aspects of financial governance and administration of non-contributory social protection, including revenue mobilization, the national budget process, concepts of financial management, and public expenditure monitoring and evaluation.

8. **Monitoring & Evaluation (M&E):** Outlines the process of development and implementation of a sound M&E system that can assist social protection policy design, planning and programme management, and contribute to strengthening transparency and accountability.

DELIVERY MODALITIES

TRANSFORM is primarily developed for in-person short training and can be tailored to specific contexts and needs. It is also applicable at both national and sub-national levels. The learning package is organized in a modular structure that reflects the key building blocks of a holistic and coherent social protection system. The 8 modules provide an overview of systemic thinking in the design and implementation of SP floors and can be explored individually. TRANSFORM is available online and the development of a blended learning format of online and on-site training is in progress.

TRANSFORM is currently available in three different modalities

1. **Full introductory package:** All modules are presented in a compressed format for a 5-day training and available in English, Portuguese, French and Arabic.

2. **In-Depth package:** Each module takes 3 days to complete. This package aims to deepen understanding on topics or building blocks. The following modules are available for in-depth training:

    • Monitoring & Evaluation
    • Selection and Identification
    • Management Information Systems and
    • Governance and Coordination.
    • Financing and Financial Management (forthcoming).

3. **E-Transform:** is the on-line TRANSFORM training package hosted on the www.socialprotection.org platform. The course is held throughout 10 weeks and covers the full introductory curriculum through TRANSFORM e-facilitators.

TAILORED VERSIONS OF THE TRANSFORM INTRODUCTORY CURRICULUM

Throughout the years, different applications of the TRANSFORM introductory curriculum have been developed, adapting its modular approach to various contexts and needs. The curriculum is available in English, French, Portuguese and Arabic. The TRANSFORM introductory curriculum includes the following versions:

• District-level Application – A 5-day curriculum covering all modules, with a specific focus on implementation issues at local/decentralized levels.

• Policy Makers Application – A 2-day compressed curriculum targeted at high-level decision -makers. This application provides a broad understanding of the needs for designing, developing and strengthening a comprehensive and inclusive social protection system, and key advocacy messages on how TRANSFORM can be a valuable tool in building a national social protection floor.

The Shock Responsive Social Protection (SRSP) 3-day Module: This newest addition to the TRANSFORM curriculum aims to support social protection and humanitarian stakeholders to address the increased needs and pressures on social protection systems imposed by covariate shocks, through enhanced coordination and tailored programming. The module outlines a new strategic framework for cooperation across sectors in shock-prone contexts, inclusive of analytical tools and practical guidance to set out shock-responsive measures along each of the eight social protection building blocks.

For further information and to access each of the TRANSFORM training modules, go to:

https://transformsp.org/learningresources/

TARGET GROUPS

TRANSFORM targets social protection practitioners seeking to enrich their knowledge base and embark on a leadership and transformation process. Specifically, TRANSFORM is targeted at Arab and African government officials, at national and sub-national levels (e.g. provincial, district), who engage with social protection policy and programme oversight, formulation and implementation.

The package mainly aims at the following "user groups":

1. Policy makers – responsible for political decision-making;

2. Senior technical advisors - responsible for strategic level planning and programming; and

3. Mid-/Lower technical officers – responsible for the delivery of SP programs and services.

TRANSFORM has strengthened the Leadership and Social Protection capacities of...

OVER
1,400
social protection practitioners

TRANSFORM IN NUMBERS

IN ITS FIRST THREE YEARS OF IMPLEMENTATION*

53
in person trainings

Activities include 53 in person trainings held in **12 countries** and **6 online E-Transform** sessions.

75%
of participants reported improvements in their technical knowledge and mind-set shifts about the nature of social protection.

83%
of the participants for in-person and online trainings indicate they are very likely to recommend the course to others

*According to data gathered after training sessions carried out in 2019

HISTORY & GOVERNANCE

TRANSFORM was developed since 2015 with financial and technical support from Irish Aid and the European Union Social Protection Systems Programme (EU-SPS), particularly the Government of Finland. In 2016, the AU officially recommended the training package be made available to all African countries, thus furthering its development and promotion. African social protection experts and Africa-based officials of the International Labour Organisation (ILO), United Nations Children's Fund (UNICEF) and the United Nations Development Programme (UNDP) collaborated to the creation of the TRANSFORM curriculum, with technical support from Ingenious Peoples Knowledge (IPK).

In 2020, Since 2020, key steps were undertaken to lay the foundations for a TRANSFORM Arab Region initiative. A TRANSFORM Arab Region Advisory Group was created to advise and support the development of the initiative based on social protection trends and training needs of respective stakeholders in the Arab region. Main TRANSFORM training curricula were translated in Arabic and a first cohort of Arabic-speaking Master Trainers was formed. Pilot trainings were organized in Sudan, Jordan and Tunisia and continuous efforts are ongoing to adapt and enhance the training materials to fit the diverse context of the Arab region.

Training applications, curriculum development and review continue to be supported primarily through country level technical and financial assistance of partner agencies that include the ILO, UNDP, UNICEF, World Food Programme (WFP), UNESCWA and donors. TRANSFORM online and face-to-face applications continue to be delivered in partnership with socialprotection.org (IPC-IG) and Learn to Lead.

ADVISORY GROUP

Advisory Groups oversee the technical development and promoted the implementation of the TRANSFORM initiative across the Arab region and in Africa. The TRANSFORM Advisory Group operates in the spirit of fostering collective ownership and contribution over a learning package envisioned as "public good" for social protection stakeholders in the Arab region.

As of July 2022 2021, the Advisory Group members in the Arab region include:
- International Labour Organisation (ILO)
- United Nations Development Programme (UNDP)
- United Nations Children's Fund (UNICEF)
- World Food Programme (WFP)
- United Nations Economic and Social Commission for Western Asia (UNESCWA)

COORDINATION HUB

The TRANSFORM Coordination Hubs provides secretariat functions to the Advisory Group and is responsible for the management and coordination of the initiative. The regional Hubs, based in Lusaka and Beirut/Amman, are responsible for the review and update of the curriculum, training and accreditation of Master Trainers, provision of technical support to country teams for application and the progressive integration of the curriculum in national and regional institutions.

TRANSFORM

BUILDING SOCIAL PROTECTION FLOORS IN THE ARAB REGION

Are you or your institution:

- Committed to sustainable social and economic development for the benefit of the Arab region and its people?

- Working to promote capacity building on social protection and leadership at all levels?

If so, TRANSFORM would like to hear from you!

Contact us at:

transformarabregion@unicef.org

Learn More

Learn more about the TRANSFORM Initiative on:

www.transformsp.org

or on

https://socialprotection.org/connect/stakeholders/transform