



REPUBLIC OF KENYA

MINISTRY OF LABOUR AND SOCIAL
PROTECTION
STATE DEPARTMENT FOR SOCIAL
PROTECTION & SENIOR CITIZEN AFFAIRS

CAPACITY AND SKILLS IN THE SOCIAL PROTECTION SECTOR

The Journey Towards an Innovative Curriculum Development for Social Protection Practitioners

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Capacity Building

1. Capacity building is the process of developing and strengthening competencies, processes and resources that organizations and communities need to survive, adapt and thrive in a dynamic and fast-changing environment.
2. The School supports capacity development as part of her statutory mandated for transforming public sector institutions to continuously improve performance and productivity and realize better and greater results for citizens.
3. Stakeholder participation is one of the core principles applied in capacity development processes





KSG Capacity and Skills Development Approaches

Five Broad Approaches:

Training

Research

Consultancy
(Technical
support)

Policy
Advisory

Outreach



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Accelerating Inclusive and Integrated Social Protection

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Rationale for Capacity Building in SP Sector

1. Social protection is one of the Sustainable Development Goals (SDGs) prioritized under the people, planet and prosperity pillars.
2. Capacity building initiatives aim at strengthening existing structures and empowering staff for efficient and effective service delivery.
3. Such programs should enable practitioners to identify, understand and solve SP challenges in the broad development context for sustainability
4. Continuous investment in people should enable SP institutions to entrench best practices and build a community of practitioners for posterity in a fast-changing and dynamic environment.



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The Curriculum Development Process



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1. Gap Analysis of the Social Protection Sector



The State Department for Social Protection and Senior Citizens Affairs conducted a gap analysis that revealed the need to:

- Bridge apparent gaps in policy development and interpretation and implementation of SP legal frameworks
- Enhance the design, coordination and good governance in social protection programmes and projects
- Need to remove or eliminate bottle necks in the SP administrative system to optimize positive impacts
- The need to build and internalize public accountability by mainstreaming values and growing commitment among SP practitioners
- The need to improve operational efficiency and effectiveness in deployment and utilization of resources, including modern information communication technologies



2. Partnerships & Signing of Memorandum of Understanding



- The KSG signed a Memorandum of Understanding with the State Department for Social Protection with a view of developing capacity of practitioners to effectively deliver social protection services.
- The School in collaboration with the State Department developed and rolled out the Social Protection training program for practitioners
- Development Partners led by the WFP, UNICEF & ILO provided financial support for development and rollout of the curriculum



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3. Stakeholders Participation



Stakeholders Involved in Development of the SP Curriculum

1. Ministry of Labour & Social Protection

- State Department for Social Protection

2. Development Partners

- United Nations Children's Fund (UNICEF)
- World Food Program (WFP)
- International Labour Organization (ILO)

3. Kenya School of Government

- 5 Campuses
- 4 Institutes





4. Design of the Curriculum

- The curriculum has been uniquely designed to respond to the learning and capacity needs identified in the gap analysis earlier cited.
- It aims to build capacity at the following levels in both tiers of Government:
 - i. Individual
 - ii. Team
 - iii. Functional /task and
 - iv. Organizational



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Core competencies Addressed



Elements	Description
Leadership Capacity	Ability to inspire, prioritize, make decisions, problem solve and innovate for effectiveness of SP programs
Adaptive Capacity	Ability to assess and respond to internal and external changes and challenges
Management Capacity	Ability to ensure resources are deployed efficiently and effectively
Technical capacity	Ability to design and implement SP programs





Expected Learning Outcomes

Participants will be able to:

- Develop, review and implement policies, legislations and administrative
- Design and implement social protection programmes
- Effectively coordinate SP programmes
- Good governance and accountability particularly in utilization of resources
- Utilize monitoring and evaluation evidence to make decisions SP programs



Participants



The curriculum is designed for:

- i. Social Protection Practitioners,
- ii. Technical Officers and Administrators at National and County Governments;
- iii. Social Protection Practitioners in Civil Society and Non-Governmental Organizations (NGOs); Training and Research Institutions;
- iv. Development Partners;
- v. Private Sector Agencies and
- vi. Community Leaders.



Content and Duration



S/N	Content	Time (Hours)
4.1	Introduction to Social Protection	6
4.2	Legal and Policy Framework for Social Protection	4
4.3	Design and Implementation of Social Protection Programs	12
4.4	Management Information System	6
4.5	Financing and Sustainability of Social Protection	4
4.6	Coordination of Social Protection Programs	6
4.7	Governance in Social Protection Programs	4
4.8	Monitoring, Evaluation, Learning and Reporting for Social Protection	4
4.9	Field Study	6
	Examination and position paper presentation	6
Administrative Activities - Briefing, Evaluation, Action Planning and Debriefing (Opening and Closing)		2
TOTAL		60



Delivery Methodology

1. Facilitation is conducted using participant-centred adult training approaches including short lectures, case studies, scenario, discussions, videos, demonstrations, simulation/role play, group discussion and peer-to-peer through experience sharing.
2. Learning is assessed through assignments, individual and group exercises, end-of-program examinations.
3. Certificate of Merit awarded upon successful completion of the program.





Quality Assurance

1. Peer review
2. Stakeholder validation
3. Curriculum Development and Review Committee
4. Approval by KSG Academic Board
5. Approval by KSG Council
6. Continuous monitoring, evaluation, learning and review



Capacity Strengthening and Implementation



The WFP support development of capacity for:

1. 24 KSG faculty were introduced to social protection content and are able to train practitioners at the two tiers of governance
2. 16 Trainer of Trainers
3. 15 accredited Master Trainers (11 KSG & 4 Practitioners)
4. A total of 70 SP practitioners at National County and Government levels have been trained.
5. Induction of KSG Management on Social Protection to support seamless implementation
6. The program has been mainstreamed in the KSG training Calendar for 2022/2023 FY and participants can enroll at any of the five campuses





Lessons Learned

1. Social protection practitioners are adult learners who have accumulated rich and diverse experiences, knowledge and skills in their specific areas of practice.
2. A curriculum designed for social protection practitioners needs to:
 - a. Respond to felt needs and or clearly defined capacity gaps, and thereby home-grown to remain responsive.
 - b. Embrace new and diverse approaches of delivery to make learning meaningful and value adding in a constantly changing environment.
 - c. Facilitate continuous exchange of ideas and a search for solutions and or solution pathways to emerging challenges
 - d. Appropriate cost-effective and sustainable financing models





Keys to Success of Capacity Building Initiatives

1. Alignment to key outcomes with the government development plan
2. Regular interrogation and interaction between policy makers and implementers
3. Experience sharing across countries, sectors and counties
4. Dedicated resources especially financial resources
5. Should be continuous
6. Should be contextualized (home-grown) as far as possible



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Next Steps



- a. Advocacy and marketing to create demand and increase uptake the program
- b. Full roll out of the program
- c. Review of the training manual to support seamless delivery
- d. Digitization of the program to enable for broader access locally and internationally
- e. Continuous engagement of stakeholders
- f. Continuous monitoring, evaluation, learning and review





Other Programs

1. Child Protection
2. Diploma & Certificate in Social Work
3. Social Risk Management
4. Climate Change Funding Mechanism
5. Accounting Officers Program
6. Corporate Governance for Public Sector Boards
7. National Leadership Development Program
8. Induction program for public sector institutions
9. Public Finance Management
10. Job Evaluation
11. Access to Information
12. Productivity measurement & improvement
13. Public Service Values and Ethics





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THANK YOU!

ANY QUESTIONS?

