



Kenya Community of Practice
for Social Protection



REPUBLIC OF KENYA



COMMUNITY OF PRACTICE FOR SOCIAL PROTECTION IN KENYA

THE CONCEPT | THE STRUCTURE | THE PLATFORMS



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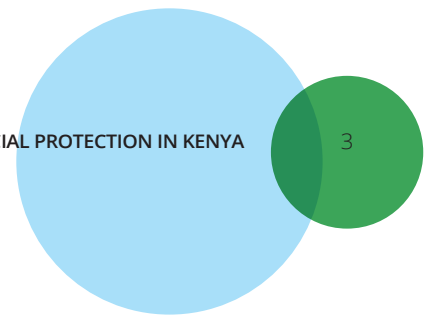
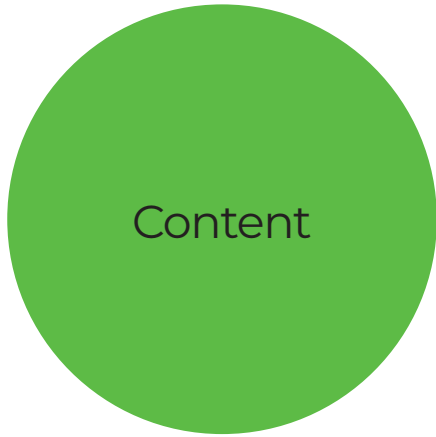
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Abbreviations

CGNA	Capacity Gaps & Needs Assessment
CoP	Community of Practice
CSO	Civil Society Organization
CTs	Cash Transfers
DFID	Department for International Development
DSD	Department for Social Development
GOK	Government of Kenya
HSNP	Hunger Safety Net Program
ILO	International Labour Organization
M&E	Monitoring and Evaluation
MEACL&SP	Ministry of East Africa, Labour & Social Protection
MEL	Monitoring, Evaluation and Learning
MIS	Management of Information Systems
NDMA	National Drought Management Authority
NGO	Non-Governmental Organization
NHIF	National Health Insurance Fund
NSNP	National Safety Net Programmes
NSPP	National Social Protection Policy
NSSF	National Social Security Fund
RBA	Retirement Benefits Authority
SDSP	State Department for Social Protection
SAU	Social Assistance Unit
SIDA	Swedish International Development Agency
SP	Social Protection
SPF	Social Protection Floor
SPS	Social Protection Secretariat
TWG	Thematic Working Groups
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
VCi	Vegetation Cover Index
WFP	World Food Programme

1 Background & Context

The concept and practice of Social Protection is a tool and instrument for poverty reduction and economic growth. It has rapidly gained global popularity in the last decade with many developing countries slowly embracing social protection as a strategy for fighting poverty and reducing vulnerability amongst sections of their population. Progressively, governments and development partners have in the recent years increased spending and investment in the sector - which in turn has had significant positive effects in socio-economic development and improvements in livelihoods for targeted communities in countries in sub-Saharan Africa.

Kenya, like many other countries, has boldly embraced Social Protection in its bid to fight poverty and vulnerability amongst its citizens, and as a way of promoting equity and social inclusion. The right to social security has been enshrined in the Kenyan Constitution (2010) in Article 43 (3), and the creation of the State Department for Social Protection (SDSP) under the MEACL&SP in 2013 was a bold step to firmly establish the Social Protection sector in the country.

Social Protection in Kenya, according to the National Social Protection Policy (NSPP), is structured along three main pillars of Social Assistance, Social Security and Health Insurance. Programs across the three pillars have been implemented by different agencies, both State and non-State actors across the different sectors of the Country. Prominent amongst these programmes is National Safety Net Programmes (NSNP) under the Social Assistance pillar which consists of 5 Cash Transfer Programmes.

The Social Protection Sector in Kenya has grown very rapidly especially after the introduction of the Cash Transfer programmes on 2004. This has not only been in terms of increase in the number of beneficiaries and actors in the sector, but also in terms of knowledge, skills and growth in capacity. This is spurred by the fact that the Social Protection sector, at both local and global level, is very dynamic and prone to the development of new ideas and concepts that shape and continue to influence the design and implementation of Social Protection interventions.

To keep in sync with these new developments and changing dimensions, the Government of Kenya (GOK) has invested heavily in training and capacity building of its staff at both local and international levels for the efficient delivery of the Social Protection goals and objectives. This in return has created a pool of skilled Social Protection practitioners who are specialists in various aspects of Social Protection implementation such as Designing of SP programmes, MIS development, M & E, payments and targeting.

Despite all these achievements, there are critical gaps in linkages and synergy across programmes and sectors with no formal interaction platforms in the Country that bring together these various skills and specialties - and which could proactively harness and build onto existing wealth of knowledge.

In view of the above therefore, the Government of Kenya through the National Social Protection Secretariat (SPS), has set out to establish a Community of Practitioners (CoP) for the Social Protection actors in Kenya. A Community of Practice is formed by people who engage in a process of collective learning in a shared domain of human endeavour, it consists of a group of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly.¹ **The main objective of this group will be to provide a forum for sharing**

1 Wenger and Snyder (2000)

of knowledge and skills, exchange of information, mentorship and sharing of best practices in Social Protection. It is possible that such level of interaction will help in enhancing coordination and building efficiency and visibility in the sector.

In developing the Community of Practice, it is necessary to define the domain, organize the community and establish the practice.

This report is a summary of discussions during a two-day CoP Stakeholder Consultation Workshop that was held on **April 26-27, 2018** at the **Kenya School of Monetary Studies** and whose purpose was to build consensus on the elements as summarised in the info-chart below.

Summary of Concept



2 Rationale, Purpose & Identity of The CoP

2.1. The Need

The Community of Practice is intended to be a collaborative and interactive network of organizations and individuals involved in the social protection space in Kenya – with the primary purpose being to create a learning environment within which knowledge is continuously shared in ways that strengthen existing interventions, foster new approaches, and address emerging challenges.

It is based on the need to address some of the gaps that have been identified through various processes with the most recent ones being the SP sector review (2017) and the Sector Mapping Study (2017). Below are some of the key challenges of the sector and indications of how the CoP may narrow the gaps;

2.1.1. Results Management in Social Protection

Notably, the Social Protection Secretariat (SPS) is in the process of establishing a sector wide Monitoring, Evaluation and Learning (MEL) framework which will consist of sector indicators, joint work plans, performance monitoring plans, reporting guidelines, reporting tools, and results frameworks. In essence, the MEL system should purpose to include social security and health insurance components as well as any social assistance programmes designed, funded and managed directly at county level.

Considering the eminent challenges around data management and recognizing its potential for longitudinal lessons

useful in drawing conclusions on the effectiveness of the Social Protection programs (by mere fact of diversity and scale), it is essential that the CoP provides an opportunity to continuously probe and close gaps in the chain of results management.

2.1.2. Linkages and Resource Leveraging

The CoP would be an opportunity for the players to strengthen the linkage across the three pillars of social protection: social assistance, social security and health insurance, with the purpose of **maximizing synergies related to targeting and registration, payments, information management, complaints and grievance systems, monitoring and evaluation and graduation.**

2.1.3. Policy Frameworks

A rapidly growing sector certainly presents the need continuously strengthen policies - both in text and implementation. For example, at the county level, there is no legislation or guidelines to influence the management of social protection, which creates challenges with the establishment of county level mechanism for coordination, financing, monitoring, accountability, and sustainability of Social Protection Programs.

The CoP will present an opportunity for the partners to flag such policy or structural gaps as they arise and suggest sector-wide approaches to respond to these gaps. Considering the CoP is an informal gathering of actors, such suggestions may then be formally taken up by the SPS for follow up. In addition, **the CoP will provide a platform to discuss**

progress on the implementation of various policy and planning instruments such as the Social Protection Investment Plan, the National Social Protection Policy and Strategy, and actions emerging from regional and local conferences. It will also be interesting to see the role the CoP can play in strengthening linkages between the national government and the county governments.

2.1.4. Social Protection Financing

Financing Social Protection programmes remain a challenge. Increasing the amount of funding available to pursue social protection goals will require increasing the efficiency of existing spending, making the development case for social protection clearly to policymakers (at the national and county level), accessing some of the fiscal resources resulting from economic growth, and leveraging external resources from aid and actions of Non-State Actors. In addition, the competing priorities in spending by GoK like the Big 4, political focus that influence support towards specific public policies, the current inadequate level of income generated from a narrow tax base, and the ballooning national debt that is shrinking development budget, all affect the extent to which SP can increase the amount of funds allocated by Treasury in each Financial Year.

On its part, **the CoP will be a suitable platform for sustained advocacy for increased financing**, it will also purpose to generate and share periodic reports that visualize the milestones of the sector through bulletins, infographics, fact sheets, social media, audio-visuals, etc - in

a way that demonstrates the extent to which the Social Protection programs offer return on investment - **subsequently helping policy makers to appreciate the potential of Social to contribute to economic growth.**

2.1.5. Operational Guidelines and Procedures

There is indeed a large body of experiential knowledge within the sector that can be organized to inform standards, policy, and practices in Social Protection in Kenya. While there is substantive cohesion in practices amongst national level partners, coordination at the county level or amongst local NGOs still require strengthening. For example, there are reasonable concerns around how NGOs and County governments go about targeting, feedback and grievances, graduation of beneficiaries, or setting transfer value(s) within their social protection programs. As in many sectors, framework guidelines, operational manuals, and protocols are instruments that contribute to quality programs and optimal results. They promote effective and quality delivery of programs and services. However, it must be understood that such guidelines can only be as effective as the commitment to implement them. **The CoP will provide a platform within which the stakeholders can discuss and build consensus on coverage targets and the normative standards for specific programs.**

2.1.8. Institutional Capacities

Beyond trainings and skill/knowledge growth, the other dimension of capacity is that of the operational strength of key government institutions such as SPS, SAU, NDMA, etc. These institutions play a critical role in the delivery and coordination of Social protection and therefore should be supported to perform

optimally. Progressively identifying their capacity gaps and formulating measures to bridge the gaps is thus an essential element in the efforts to grow the sector. It is possible that **the CoP will provide a platform upon which critical gaps are discussed and remedial actions collectively sought by the partners** – it is this sense of collective responsibility that will lead to rapid and strategic expansion of the sector.

2.2. Objectives

Based on the foresight/vision of the SP sector in Kenya as carried in the National Social Protection Policy and the needs as discussed in the sections above, the specific Objectives of the CoP will be;

- a) Improve management of knowledge, encourage learning and promote innovation within the SP sector in Kenya:** Currently, there are numerous monitoring and evaluation studies whose findings, and recommendations are hardly shared, as such, and as part of the CoP, a knowledge /document sharing repository will be established and will be complemented by need/demand driven brown bag sessions through which partners will share outcomes of studies and other new learning. Besides, the CoP will enable members to pose questions or problems and get answers from their peers within the framework of professional experience – which will require the need to strengthen mechanisms for communication within the sector.
- b) Strengthen existing linkages and diversify partnerships at both levels of government, and with actors across all the pillars of social protection:** This would particularly be important in growing synergies in implementation, strategies and resourcing. The CoP will be instrumental in bringing together the various Government institutions/departments, NGOs, Donors, Private sector, Academia, Consultants, Media, and Think tanks. The CoP will create a favourable environment which helps to

identify and produce additional ideas and areas of intervention since it facilitates communication and collaboration processes between institutions.

- c) Contribute to the growth of Social Protection Policy Instruments:** The CoP will act as a specialist interest group that will help to identify policy gaps and influence the improvements on the SP policy and operational frameworks. In particular, it will provide an invaluable opportunity to collate the collective results, and use emerging evidence as justify any need for changes in strategy or policy.
- d) Improve the quality of social protection services through the promotion of standards and guidelines in the implementation of social protection programs:** This will address the existing disparities of practices and standards within the Social Protection sector and set clear guidelines for domains of social protection such as Graduation, Transfer Values, Targeting, Grievances and feedback channels, etcetera. In addition, the CoP will enable the sector to develop and adopt best practice models arising from studies or experiences from the partners.

2.3. The Scope

The COP will be Kenya wide covering both national and county level. However, initial implementation for the first two (2) years from the date of launch should be at the national level to allow time for proof of concept. During this period, efforts will focus on the establishment and strengthening of respective CoP structures, tools, systems and platforms to accommodate wider participation.

During the two-year period within which the CoP will operate at the National level,

there will be need to invest in efforts that create awareness and engage counties, in anticipation of the scale up of the CoP to the county level institutions and partners.

The CoP will include all stakeholders; Government departments, Donor Agencies, local and international non-profits, private sector, Academia, and Consultants actively involved with the social protection agenda.

2.4. Legal Identity

Within the initial two years from the date of launch, the existence of the CoP will be protected by the legitimacy of the participating institutions, and agencies.

During this time, the secretariat of the CoP

will be hosted by the Social Protection Secretariat under whose mandate the CoP will function. This equally infers that SPS will provide administrative and operational support to the CoP for the period of this time. Beyond the two-year period, the members through the oversight committees will then need to discuss the need for any changes on the legal identity and pursue options appropriately.

It needs to be noted that the predominant global practice is that CoPs are not in themselves autonomous but often anchored on the structures of existing member institutions. The leadership or secretariat of the CoP can be rotational amongst a select group of partners that meet the threshold of well-defined capacities. Should the Kenya CoP (in future) want to pursue the option of rotational leadership, then CoP leadership will need to define and institutionalize operational relationships between the CoP and the host agency/institution.

3 Membership

3.1. Description of Members

The membership of the CoP will be drawn from key Social Protection stakeholders at the National and County levels. These will include Relevant Government Departments or Institutions, UN Agencies, Multilateral Agencies such as SIDA, USAID, DFID, World Bank, etc, local and international non-profits, the private sector, Academia, and other Research Institutions with an interest in generating knowledge on social protection in Kenya.

3.2. Modalities for Membership

At the onset, there will be a Core group of members which will constitute the CoP Oversight Committee with the leadership of the Social Protection Secretariat. This Core group of members will be made up of organizations who have been part of the process of establishing the CoP. These partners have been listed in section 4.2 below.

The membership of the CoP will be institutional. However, the CoP Oversight Committee will have an opportunity to discuss and approve exemptions for Individual membership. Such

an exemption will be considered based on the overall contribution of the individual to the SP sector or based on the history of their participation in the CoP (as part of a member organization from which they have transitioned). The CoP Oversight Committee may also grant permission for an individual or institution to participate in the discussions of the CoP for a specific limited duration of time - **often with a specific short-term objective such as external knowledge resource to the CoP on a specific subject.**

Upon approval of application, **membership shall be free and will not attract any subscription fees.**

3.3. Application for Membership

The CoP will be a closed platform.

This means that membership will be by nomination or recommendation from one of the existing members and approved by discussions in the Oversight Committee (*exemptions to this rule will be at the discretion of the Oversight Committee*). An application form will be developed to gather essential information on the members which will include but not limited to, name and legal status, description of social protection programs implemented, geographical coverage, and contact person(s). The application process **may** also require the submission of certain documents for purposes of due diligence.

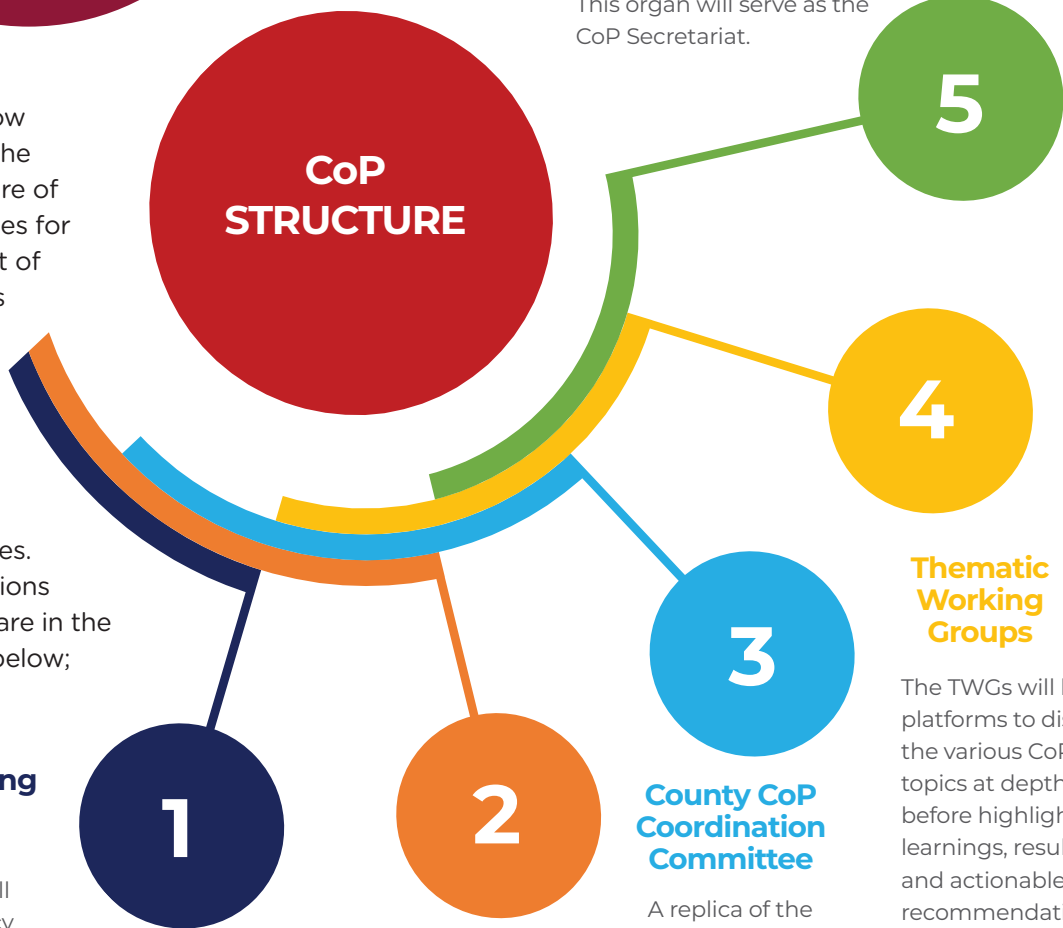
The decision to accept or decline the application for membership will be made based on alignment of the applicant's programs to the objectives of the CoP and the SP Sector, amongst other criteria such as potential value add, credibility, and geographical or strategic scope. The membership application forms will be made available on the CoPs official web platform.

4 The Structure

The diagram below is a summary of the proposed structure of the CoP. It provides for the establishment of three committees at a Policy level, at an operational level and at the county level, along with other essential structures. Detailed descriptions in the structures are in the sections further below;

National Steering Committee

The main role of this committee will be to provide policy level oversight on the operations of the CoP and to mobilize leaders and resources towards strengthening SP Policy frameworks.



National CoP Coordination Committee

Responsible for the management of all the affairs of the CoP. They will approve membership applications, convene face to face meetings, mobilize and manage resources for the operations of the CoP, guide the prioritization of CoP topics, and support the implementation of actions recommended from resolutions of the CoP.

County CoP Coordination Committee

A replica of the National Oversight Committee to support the functioning of the CoP at that level.

Thematic Working Groups

The TWGs will be platforms to discuss the various CoP topics at depth before highlights of learnings, results, and actionable recommendations are shared with the entire CoP membership during the quarterly Kenya SP CoP Roundtables.

Administration Team

Will be led by an appointed official of SPS who will be expected to work closely with the Moderator/Content Coordinator in managing the day-to-day affairs of the CoP. This organ will serve as the CoP Secretariat.

4.1. National Steering Committee

This organ will consist of highest policy level actors and will include the Permanent Secretaries for Devolution, ASAL, Agriculture, Health, Social protection, and Labour. This structure will not participate in the daily engagements of the CoP but will be subject to periodic briefs from the National Steering Committee. It is however important to note that this structure is already in existence and that they will be tasked to integrate the CoP Agenda into their existing framework of meetings.

The main role of this committee will be to provide policy level oversight on the operations of the CoP and to mobilize leaders and resources towards strengthening SP Policy frameworks.

This Committee will meet to review progress of the CoP and address any policy concerns that might be of significant challenge to the CoP, or which may be required to strengthen the sector.

4.2. National CoP Coordination Committee

This committee will consist of core SP stakeholders and **chaired by SPS for the first two years** – beyond which there will be an opportunity to consider rotational chair within the core SP partners. There is indeed sufficient experiential evidence that show that rotational leadership of Communities of Practice and Knowledge Management platforms have potential to strengthen ownership across the membership and excite participation.

The National CoP Coordination Committee will be **responsible for the management of all the affairs of the CoP**. They will approve membership applications, convene face to face

meetings, mobilize and manage resources for the operations of the CoP, guide the prioritization of CoP topics, and support the implementation of actions recommended from resolutions of the CoP. The Oversight Committee will be the organ responsible for supervising the CoP Moderator (Learning Coordinator), and the Administration team.

This Committee will consist of 9-17 members with representatives from all the three pillars of Social Protection.

The provisional members of this core team include; NSPS (**convener**), **National Drought Management Authority (NDMA), Department of Labor, National Social Security Fund (NSSF), National Health Insurance Fund (NHIF), Unicef, World Food Program (WFP), International Labor Organization (ILO), A member of a Beneficiary Welfare Committee, Academia (University of Nairobi's Institute of Development Studies and The Kenya Cash Working Group), a representative of Implementing NGOs (The Africa Platform for Social Protection – APSP), the Council of Governors, Social Assistance Unit (SAU), Department of Social Development (DSD), Department of Children Service (DCS), Kenya Private Sector Alliance (KPSA), World Bank, and the Department of International Development (DFID)**. This list of partners is subject to continuous adjustment to respond to the changing needs of the CoP

The Oversight Committee will need to meet biennially to review progress of engagements within the CoP and address any arising administrative challenges.

However, it is expected that at the nascent stages of the CoP, this committee will need to meet more often until all the systems and working groups are fully formed. Plus, the Coordination Committee will always be convened to meet based on specific needs, such as to organize special events, meet donors, or review a study report.

4.3. County CoP Coordination Committee

Upon the roll out of the CoP to the counties, it will be necessary to establish a replica of the National Oversight Committee to support the functioning of the CoP at that level. Clearer terms of reference for the county committees shall be developed with the involvement of the members.

4.4. Thematic Working Groups

The CoP will be organized into Thematic Working Groups (TWGs) along various topics, and each TWG will be led by the most relevant government agency. The decision on the number of TWGs to be established will be made by the Oversight Committee and endorsed by the membership. **The TWGs will be platforms to discuss the various CoP topics at depth before highlights of learnings, results, and actionable recommendations are shared with the entire CoP membership during the quarterly Kenya SP CoP Roundtables.**

Provisionally, the Venn diagram below lists the proposed thematic working groups (see section 5 below for detailed descriptions);

Once endorsed (by the Oversight committee), the leadership of these TWGs will be agreed upon during the first CoP meeting, after which they will be responsible for organizing their own meetings. TWG meetings will be hosted in rotation by the various member organizations. Subsequently, the Oversight Committee will consider the possibility and value that may be drawn from replicating these TWGs at the County level, or whether it will be necessary to grant the counties the space to establish TWGs unique to their contexts.

These thematic areas only serve as guidance and changes can always be made based on emerging issues in the sector. As such the TWGs must remain fluid and receptive to shifting interests of the partners or the sector. **The decision on the establishment or termination of a TWG will be made by the Oversight Committee taking into consideration factors such as relevance of subject to the sector, alignment to the guiding frameworks and blue-prints in the sector, and the levels of stakeholder interest.**

4.5. The Administration Team

SPS as the Convener and Chair of the CoP will assess its own capacity to provide administrative support to the CoP and propose gaps for which they may need assistance. The CoP Administration team will be led by an



Venn diagram

appointed official of SPS who will be expected to work closely with the Moderator/Content Coordinator in managing the day-to-day affairs of the CoP.

It is probable that the composition of the Administration team will change with the growth of the CoP, but considerations must be made to ensure the team remains lean and efficient, in order to manage the risk of unsustainable overheads.

4.6. Specific Roles & Responsibilities

a) **Chairperson of Oversight Committee:**

The Chairperson provides guidance and managerial support but does not need to be directly involved in CoP routine activities. He/she can help to promote the CoP and provide orientation and motivation to its members as required. It is proposed that the Director of SPS or her designate be retained as the Chairperson of the CoP.

- b) Content Coordinator:** The content coordinator plays a critical role in fostering community activity and participation by sending information, promoting discussions, posing problems, and identifying new related topics that can help out in the development and

growth of the community. (S)he would involve in activities such as moderating discussions on all platforms, evaluating comments and information, and consolidating conclusions to be shared with the whole community. They will also follow up with partners (or group of partners) in cases where actions have been recommended. This position will need to be recruited (as a consultancy) or assigned to an existing staff.

- c) Administrator:** The administrator will be responsible for providing all logistical support to the operations of the CoP. They will periodically provide the Chairperson with management updates. In principle, they will be the accounting officer of the CoP. In order to avoid having too many management layers within SPS, it is advisable that this position be assigned to an existing staff and a clear agreement reached on the desired level of effort.
- d) Participants:** the members of the CoP need to develop a shared repertoire of resources: experiences, stories, tools, lessons learned, best practices, ways to face recurring problems, etc., i.e., a shared practice. This requires time and sustained interaction. Participants will therefore have a responsibility to dedicate time to attend CoP meetings and contribute/participate in CoP discussions and events.

5 Key Topics

The topics/themes of the CoP as listed below have purposely been developed to respond to the key needs of the sector based on various validated assessments. These topics will however still need to be endorsed by the first full meeting of the Oversight Committee – in which case they may still be reconsidered based on shifts in sector priorities.

5.1. Topic 1: Policy and System Strengthening

The Social Protection Sector is one that is rapidly growing, and such growth brings with it the need to continuously identify and respond to strategic and policy gaps. There is equally need for sustained engagement towards the implementation of policies and other operational frameworks – and strengthen synergies amongst partners. For example, in the integration of payments, complaints and grievance mechanisms, and monitoring and evaluation systems. Another observable strategic gap is in the description of the relationship between national and county governments in the delivery of social protection services.

A Policy and System Strengthening Thematic Working Group will be established to focus

on improving the understanding of these gaps and engage partners to progressively seek solutions. Solutions may include specific recommendations for policy review or the development of critical guiding documents and tools. In addition, **the TWG will provide oversight on the implementation of various policy and planning instruments such as the Social Protection Investment Plan, The National Social Protection Policy and Strategy, and actions emerging from regional and local conferences.**

5.2. Topic 2: Financing and Sustainability

Social Assistance expenditure in Kenya is lower than many countries of the world, at only 0.4% of the GDP (Draft Social Protection Sector Review 2017). Despite this low percentage share of the GDP, the government remains the largest source of financing to social protection in Kenya (55 percent), followed by financing support from development partners (22 percent) and members of contributory schemes (22 percent).² County Governments on their part need to expand their outlays for social protection if they are to fill the gaps and raise the overall level of support. Social protection programs should be treated as priority entitlements for public funding, and that discretionary outlays for other public goods and services should benefit from expansion of fiscal space.

A Finance and Sustainability Working Group will be established to engage partners in exploring modalities for optimizing the resources available for social protection, and to suggest strategies for widening the resource base – the scope of which will include discussions around synergies, efficiency, communicating impact, budget influencing, and the linkage to the Big Four Agenda.

² Social Protection Sector Review Report, 2017.

5.3. **Topic 3:** Shock-responsive Social Protection Programming

The delivery of social protection services in humanitarian environments can be very complex – often requiring clarity on how social protection systems and humanitarian interventions might interconnect, not just as theoretical concepts but in practice. A TWG on Shock-responsive Social Protection will support to generate and organize knowledge on designing scalability, financing scalability, monitoring scalability, measuring the impact of scalability during incidences of emergency, and linking the various shock responsive programs to drought monitoring mechanisms such as the Vegetation Cover Index (VCI).

5.4. **Topic 4:** Complementary Standards

There is a large body of experiential knowledge within the sector that can be organized to inform standards, practices and even Policy in Social Protection in Kenya. While there is substantive cohesion in practices amongst national level partners, the same cannot be said at the county level or amongst local NGOs. For example, there are reasonable concerns around how NGOs and County governments go about targeting, feedback and grievances, graduation of beneficiaries, or setting transfer value(s) within their social protection programs. As in many sectors, framework guidelines, operational manuals, and protocols are instruments that contribute to quality programs and optimal results. They guarantee return on investment. However, it must be understood that such guidelines can only be as effective as the commitment to implement them.

A Complimentary Standards Thematic Working Group will be established to steer discourse and build consensus amongst the partners on the nature of standards and guidelines to be developed.

5.5. **Topic 5:** Monitoring, Evaluation and Knowledge Management

There is an established understanding that an agreement on common indicators, on a shared information management system, and on the general fact that essential data need to be gathered (and utilised) by partners on a regular and consistent basis, is no doubt critical to the growth of the sector. As such, a M&E framework for the sector needs to be developed as a factor of coordination, accountability and synergy. Notably, the Social Protection Secretariat (SPS) is in the process of establishing a sector wide M&E framework which will consist of sector indicators, joint work plans, performance monitoring plans, reporting guidelines, reporting tools, and results frameworks. In addition, the MEKM system should purpose to include social security and health insurance components as well as any social assistance programmes designed, funded and managed directly at county level.

A MEKM Thematic Working Group will lead the CoP through discussions to constantly address the emerging challenges around data management and consolidate longitudinal lessons useful in drawing conclusions on the effectiveness of the Social Protection programs.

5.6. **Topic 6:** Communication & Advocacy

There is need for the sector to position and entrench itself as a priority sector in government planning and budgeting processes. To achieve this, there is an even greater need for a clear strategy and established mechanisms for communicating results to defined audiences (especially policy makers). As it is, there is a mixed understanding of social protection and the programmes that encompass Social Protection. Evidence on the socio-economic impact realised by social protection programs while well documented, has not been well communicated. As such, policy makers are unable to comprehend the contribution of social protection to economic growth - which

poses a challenge to efforts that seek to increase government budget allocation to social protection - and makes sustaining interventions of non-state actors more challenging. The Social Protection Sector should project and position itself as a priority sector within national and county governments.

The CoP will provide an opportunity to have discussions on how to capture data resulting from the diverse programs, and to jointly organize and communicate outcomes and impact of these programs. The CoP will purpose to visualize the milestones of the sector through infographics, fact sheets, social media, audio-visuals, etc - in a way that demonstrates return on investment. It will have the potential to help policy makers to appreciate the potential of Social to contribute to economic growth.

6 The Platforms

The CoP will establish interactive platforms to leverage content over a wider audience with the opportunity to generate new thinking and ideas and excite collaboration amongst players. These platforms will rely on the tacit knowledge that resides in each community member to generate content, and stimulate conversations that inspire innovation and add strategic value to the sector. **As a result, it is expected that the platforms created by the CoP will improve opportunities for collaboration and inadvertently strengthen coordination within the sector.** Information transfer will be a critical link in communicating experiences on the delivery of social protection programs.

The presence of diverse platforms will excite participation and presents the membership of the CoP with numerous modes of interaction. The CoP should combine the use of **Synchronous** and **Asynchronous** tools. Synchronous tools require participation at a specific time, and Asynchronous tools would be online technologies that allow for participation at any given time. Using both modes to facilitate communities provide flexibility will help to ensure that the members have a variety of ways to interact and work together. The core team will need to make considerations on the combination of tools/ platforms which will add the most value and best support the functioning of the community.

In order to motivate participation, the Oversight Committee will develop mechanisms to recognize/reward individuals and organizations that actively participate in the engagements of the CoP over a sustained period of time.

Below is a brief discussion of the platforms that will be established.

6.1. Synchronous Platforms

6.1.1. Regular and Periodic Face-to-Face Meetings

Consistent Face-to-face meetings will boost collaboration and innovation as they enable the members to share ideas more freely and promote connectedness in a way that goes beyond emails or online platforms. General CoP meetings will be held quarterly and could be hosted by partners in a rotational basis, but Thematic Working Groups will have an opportunity to meet monthly depending on the nature and significance of issues in their groups.

6.1.2. Webinars

Presentations, lectures, workshops or seminars on key issues (across the three SP pillars) will be transmitted over the Web using video conferencing interface. A key feature of a Webinar is its interactive elements and the ability to give, receive and discuss information in real-time, from various locations. The content coordinator will however need to identify suitable topics and resource persons for the Webinar – guided by the respective thematic working groups. Recordings can later be availed on the CoP portal as webcasts.

6.1.3. Brown-bags

A brown bag meeting is a casual learning meeting that occurs during a breakfast or lunch period, and whose proceedings does not need to be recorded.³

The meeting will typically take place in the workplace hosted by different members, usually in a training room or conference room. This will work very well for Thematic Working Group Meetings, or smaller action teams.

6.1.4. Conferences, Seminars, and Symposiums and special events

The CoP will gather partners for discussing a stated topic, especially in response to emerging issues. A partner could, for example, decide to host a special event to disseminate findings and recommendations from a study, to launch a report/service, or members of the CoP could agree to organize a themed conference, seminar, or symposium in response to emerging issues within the sector. Such gatherings are usually interactive sessions where the participants engage in discussions about the delineated topic. The CoP will actively involve with organizing the Kenya National Social Protection Conference every 2 years with the next one expected to be held in March 2020.

6.1.5. Teleconferencing

In incidences where technology may allow, the CoP will hold meetings or discussions that bring together several people in remote locations by means of telecommunication devices (such as telephones or computer terminals).

³ It was referred to as a Brown-bag meeting because each participant could carry their own breakfast/lunch 'in a brown bag'.

6.2. Asynchronous Platforms

6.2.1. Website

The CoP will maintain a website that will contain summarised profiles of all stakeholders and their social protection programs. The site will equally be an opportunity to share progress, research reports and tools of implementation for ease of access by the members. Amongst other features, the website will contain; a calendar of events, summary of milestones (including total numbers reached with various SP services by CoP partners), and learning resources. At the start, the CoP will 'piggy-back' on existing SPS website – www.socialproteccion.or.ke

6.2.2. The Kenya Social Protection Bulletin

Partners will be encouraged to share videos, webcasts, articles, academic/scientific papers and reports of studies that enrich knowledge within the sector. This will be moderated to guard against excesses, and summarised (by the moderator) in order to effectively communicate the core message in each article, material. The content will be carried through the website or shared by email. The Bulletin will be generated and shared quarterly.

6.2.3. Social Media

To minimize the burden of administration, the existing SPS social media handles will be used to communicate developments within the CoP. However, the Oversight Committee may subsequently decide to establish independent handles should such need be realized.

6.2.4. Knowledge Repository:

The sector needs a repository for all policy and research documents and implementation tools. The Sector Policy, Action Plans, National and County Strategies, Sector Review Reports, Mapping Reports, Annual Reports, Evaluation reports, targeting tools, Capacity Gaps and Needs Assessment (CGNA) Reports, Situation

Analysis, Training Manuals, implementation guidelines, Conference Resolutions, Funding Appeals, Operational Frameworks, and others, all need to be accessed with ease and on a single platform. The CoP will purpose to establish a platform that's interactive and easy to access and which build on any existing efforts.

7 The Resources

7.1. Support Required

The major requirements for the CoP can be categorized into three; **Operational Costs, Human Capital and Equipment costs.** Operational Costs will include nominal fixed administration/office overheads, logistics such as meeting venues, or refreshments during meetings, cost of publications, and consultancy fees amongst others. Human Capital will involve salaries or stipends to core CoP team such as the content coordinator and the Cop Administrator, and Equipment Costs will include the cost of acquiring/or maintaining the necessary IT infrastructure (both hardware and software).

A comprehensive annual budget will be developed by the Oversight Committee and endorsed and approved by the Governing Committee. Such a budget will be subject to review every six months in line with the dynamic nature of the CoP.

7.2. Funding Sources

Upon approval of the projected annual budget, **various stakeholders will be requested to absorb certain costs by means of in-kind support.** Some of the costs that could easily be offloaded by partners include the costs of hosting meetings, costs of publications, costs of staff, and costs of stationery. The difference can then be sourced directly by SPS from Government departments, and donor agencies such as World Bank, SIDA, Unicef, WFP, DFID, USAID, and ILO.

Nonetheless, the CoP leadership will need to **consider developing a Resource Mobilization Strategy to guide longer term actions for fund raising.** It must also be noted that resource mobilization follows the existence of a solid annual work plan which will need to be developed within the first quarter from the date of launch of the CoP.

8 The Guiding Principles

It is important to guarantee that the CoP will stick to its objectives. The different roles identified, such as Chairperson, Content Coordinator, Administrator and members/ participants, all play a major function in leadership of the CoP along a well-defined path.

A solid Chairperson acts as an incentive and motivation for the community and creates a general sense of unity. The Content Coordinator works as the community backbone by fully engaging in activities and being the driving force that supports the CoP, facilitating its growth and improvement. And the Administrator's contribution consists of providing daily support for the conduction,

sharing and promotion of the CoP's activities and objectives. Through their participation, motivated and committed members guarantee that the CoP remains active and focused for the achievement of expected results.

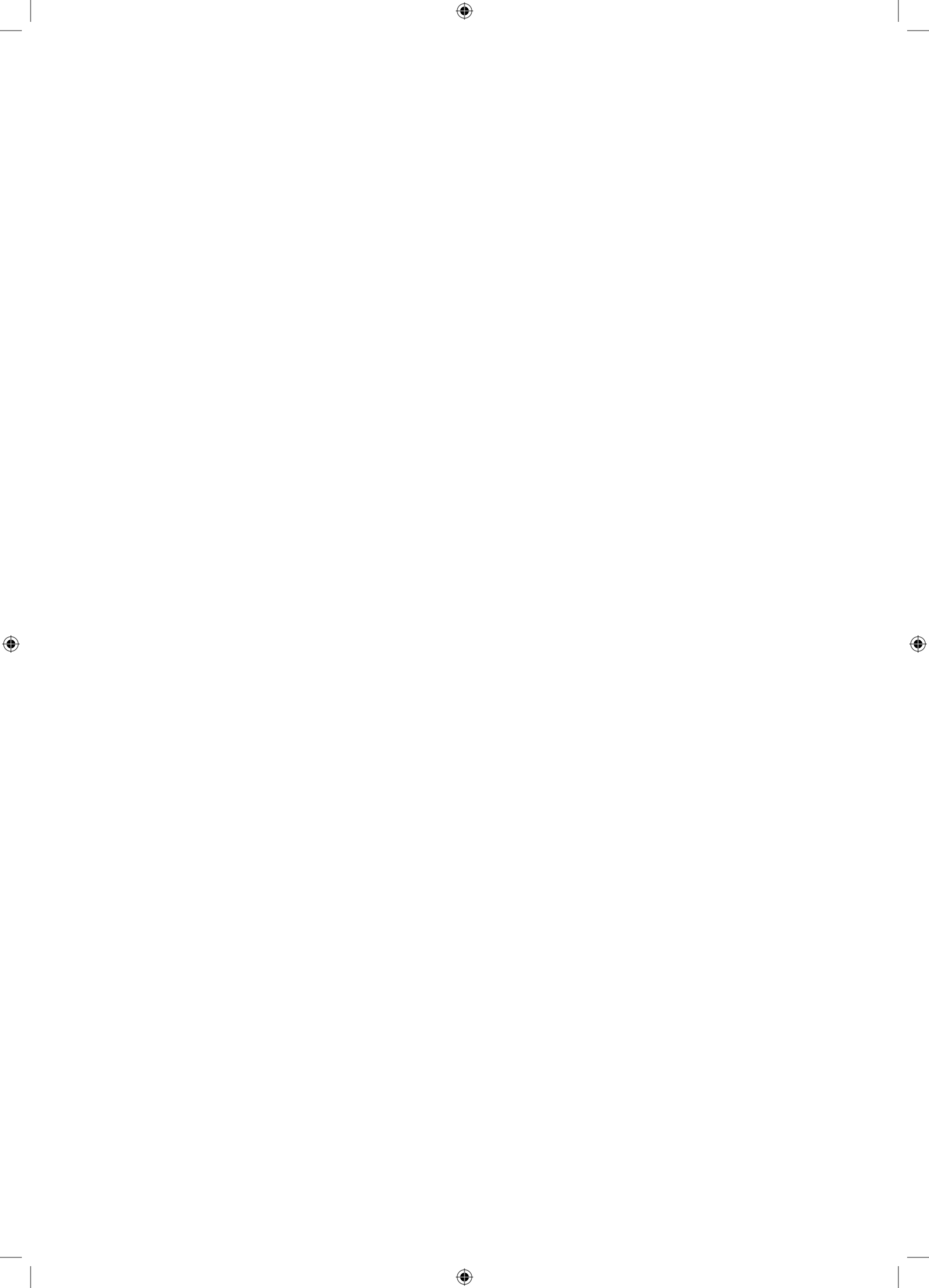
That said, the CoP needs to be built on a foundation of core principles and values such as; trust, respect, collaboration, reciprocity, network/idea/resource sharing, goal alignment, listening, open & honest discussions. These are the factors that will bind the CoP.

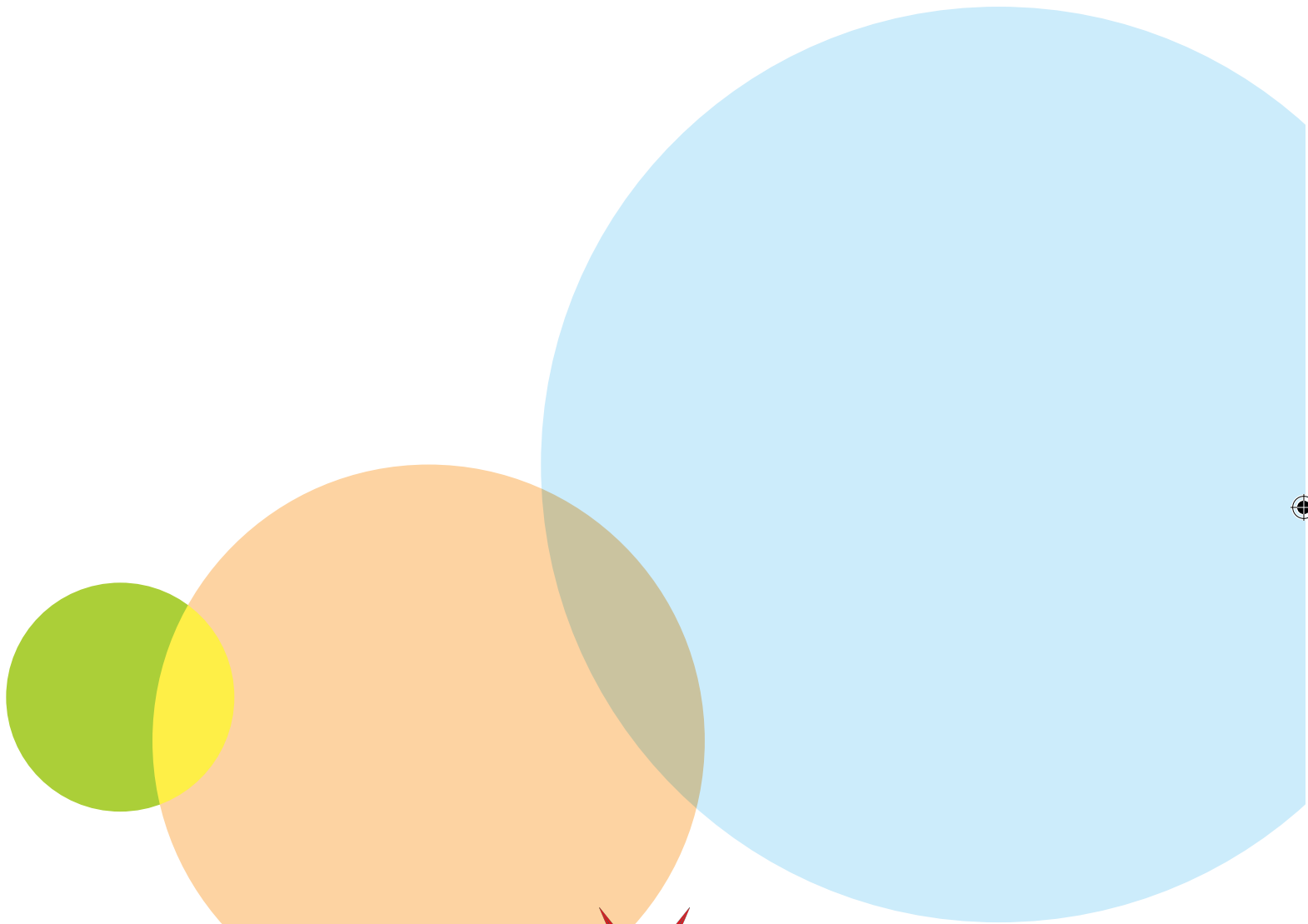
To reinforce these principles, the CoP Oversight Committee will need to develop a set of basic rules that will guide the conduct of partners, but whose main purpose is to safeguard the very principles upon which the CoP is grounded. These basic rules or code of conduct will prescribe circumstances under-which a member may be suspended or terminated from participation, but also introduce means of rewarding members who have met and sustained a level of participation over a defined period of time. The code of conduct will need to be developed in full participation of the members and endorsed by the Oversight Committee. It would be desirable to develop the Code of conduct by end of the 2nd quarter from the date of the Launch of the CoP

9 Monitoring

It will be necessary to constantly track the extent to which the CoP is making progress on the set objectives. To achieve this, the M&E component will be staggered into three domains;

- a) **Results Journal:** Organizing the wealth of information generated during CoP engagements will primarily be the Content Coordinator's task, and they should manage the information and knowledge the CoP is producing as a way of transforming tacit knowledge into explicit knowledge. All the information should be prepared for incorporation in an institutional repository. Preserving the community contents is essential to facilitate learning, future retrieval and use. The Content Coordinator will also need to develop health and maturity indicators





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