

# Call for Expressions of Interest Trainers for the DCI Training Programme on Digital Transformation and Interoperability in Social Protection

## Background

The Digital Convergence Initiative (DCI) is a collaborative effort to support the goal of Universal Social Protection by 2030, by enhancing the digital transformation of social protection and improving interoperability through advanced digital solutions and systems. Funded by the European Union, this initiative is jointly implemented by key partners, including GIZ, the International Labour Organization (ILO), the World Bank, FIIAPP and Expertise France.

A cornerstone of this initiative is the DCI Training Programme, which is designed to equip policymakers, scheme administrators, technical experts and practitioners in selected partner countries with the competencies necessary to implement and drive digital transformation and interoperability strategies within social protection domains.

**To support this initiative, the ILO invites expressions of interest from qualified experts with training experience to join a roster for the delivery of the DCI Training Programme across key thematic areas.**

## Target Audiences

The DCI Training Programme is designed for decision-makers, managers and technical staff within social protection organizations, government agencies, social partners and civil society—specifically in low- and middle-income countries where institutional capacities might be constrained.

## Possible Thematic Areas and Training Topics

It will cover a range of critical topics related to digital transformation, interoperability, digital solution design and implementation, digital leadership,

governance and management in the context of social protection. More specific thematic areas and training topics include:

### **Thematic Area: Digital Transformation & Interoperability Foundations in Social Protection**

#### **Training Topics:**

- Digital Transformation in Social Protection: Formulating social protection policy objectives and exploring how digital transformation and interoperability can support these objectives through specific use cases across a person's lifecycle, through a mix of contributory and non-contributory schemes and programmes while considering various stages of the delivery chain and cross-cutting goals.
- Digital Standards, Principles and Policies: Exploration of relevant international standards, principles and policies that guide digital transformation and interoperability and how they apply to the social protection sector. Consideration of data ownership and protection and digital inclusion aspects (notably arising from digital-by-default policies), gender equity and non-discrimination.
- Legal and Regulatory Frameworks: Overview of legislation and policies that support the deployment of digital social protection systems, including data protection laws, data exchange agreements and compliance requirements and effective complaints and appeal processes.
- Digital Public Infrastructure: Examination of key elements such as civil registries, identity management systems, payment platforms and other service delivery channels across the public administration that are essential for robust social protection administration supported by digital solutions.
- Digital System Architecture and Components: Overview of the hardware, software and networks that underpin digital social protection systems. Emphasis on the alignment of the digital tech stack to responding to complex operational needs. Overview of different layers of architecture including business/operational, functional and data elements.
- Fundamentals of Interoperability in Social Protection: Understanding the

key concepts, definitions and importance of interoperability in digital social protection systems.

- Data Governance and Ethical Considerations: Best practices for managing, sharing, using and securing sensitive personal data, while ensuring ethical standards are upheld.
- Data Exchange: Mechanisms, tools, technologies and protocols that facilitate seamless data exchange across systems, including data exchange types and frameworks.
- Cybersecurity for Digital Social Protection Systems: Ensuring data security, protecting against cyberattacks and managing risks in digital platforms.
- Data-Driven and Evidence-Based Decision-Making Culture: Strategies for fostering a culture of quality data production, storage and usage with transparent documentation that
  - contribute to automatic process management;
  - leverage new foundational digital technologies for service delivery;
  - enable data exchange and interoperability;
  - prioritize data-driven decision-making and data analytics to improve policy outcomes.

## **Thematic Area: Digital Solution Design for Interoperable Social Protection Systems**

### **Training Topics:**

- Human-Centered Design Principles: Principles and methodologies to engage end-users and different stakeholders in the design process centered on citizens and users, and to ensure digital solutions meet their needs and enhance overall user experience.
- Designing Inclusive Digital Social Protection Solutions: Developing digital solutions that promote inclusion, prevent discrimination and ensure equitable access for all populations, particularly marginalized groups.
- Interoperability Use Cases in Social Protection: Real-world examples showcasing successful integration of social protection systems across sectors, highlighting lessons learned and best practices.

- DCI Interoperability Standards for Social Protection Interfaces: An overview of the DCI interoperability standards, focusing on their application in various social protection interfaces and ensuring compatibility across systems.
- Collaborative Solution Design: Techniques for fostering collaboration among diverse stakeholders (government, institutions, solution providers, civil society and beneficiaries) in the co-creation of digital solutions.
- Business Process Mapping and Alignment for Interoperability: Streamlining organizational processes to enhance interoperability, improve service delivery and create a more responsive social protection system.
- Software systems architecture for process integration and interoperability, development processes and documentation.
- System Integration and/or Interoperability for a Unified Social Protection User Interaction and Management Experience: Strategies for integrating and orchestrating various digital platforms, components and systems to enable seamless information flow and enhance overall system efficiency.
- Data Management for Interoperable Solutions: Effective data management across systems involving understanding various data types for interoperability (e.g., point-to-point and other distribution forms) and aligning best practices with the DAMA International Data Management Body of Knowledge. Key focuses include ensuring data accuracy, safeguarding privacy, complying with data protection regulations and addressing ethical considerations.
- Testing and Validation of Digital Solutions: Robust methodologies for testing and validating the effectiveness and usability of digital, ensuring they meet design specifications.
- Monitoring and Evaluation of Interoperability: Frameworks and methodologies for assessing the performance, impact and sustainability of interoperable digital solutions in social protection systems.

## **Thematic Area: Digital Leadership, Governance and Management**

### **Training Topics:**

- Envisioning, Conceiving, Formalizing and Negotiating Digital Transformation Strategies: Techniques for structuring and negotiating digital transformation plans within and across government agencies.
- Governance for Digital Transformation and Interoperability: Establishing governance frameworks to oversee the digital transformation and interoperability process, ensuring accountability and collaboration.
- Digital Transformation Leadership: Strategies for effective leadership in driving digital transformation, fostering collaboration and building consensus across organizational levels to support interoperable social protection systems.
- Critical and Systems Thinking in Social Protection: Approaching digital transformation with a holistic, systems-level mindset that considers long-term impacts, risks and benefits.
- Change Management and Overcoming Organizational and Interorganizational Collaboration Barriers: Approaches to manage change and overcome resistance, including identifying cultural and organizational barriers and facilitating the shifts necessary for successful digital transformation and interoperability in social protection.
- Digital Talent Management: Strategies for recruiting, hiring and retaining the digital skills needed for ongoing transformation in social protection systems.
- Digital Planning, Management and Execution: Developing digital transformation roadmaps, managing projects and executing implementation plans efficiently.
- Procurement and Vendor Management: Navigating buy vs. build decisions, vendor selection and long-term contract management to support system development.
- Financial Sustainability of Digital Solutions: Exploring financing models and cost management strategies to ensure the sustainability of digital systems over time.
- Monitoring and Evaluation of Digital Transformation Projects: Tools and

techniques to assess the impact and effectiveness of digital initiatives in social protection.

## Tasks

Possible responsibilities include:

### 1. Conducting Training Needs Assessments

- Applying training needs assessment tools to engage with the target audience (e.g., policymakers, scheme administrators, technical experts and practitioners) in assigned country.
- Identifying specific skill gaps, competencies and learning needs, ensuring alignment with the Digital Competency Framework for Social Protection developed by the DCI team.
- Analyzing collected information to identify key areas of capacity development and the specific competencies that need to be addressed in the training.
- Summarizing assessment results and insights in a report that will guide the customization of the training modules.

### 2. Customization of Standard Training Modules

- Adapting standard training modules and materials to meet the specific needs and gaps identified in the training needs assessments. This may involve adjusting the focus of certain topics or expanding on areas requiring additional attention.
- Tailoring case studies, exercises and scenarios to reflect the local context or the specific operational challenges faced by the target audience.
- Where necessary, creating or including additional content to fill gaps not addressed in the standard modules, ensuring all participant learning needs are met.
- Working closely with the DCI teams and relevant subject matter experts to ensure all adaptations and modifications are aligned with the overarching goals and objectives of the DCI Training Programme.

### 3. Delivering Training Sessions

- Delivering the customized training sessions according to the facilitator guidelines, ensuring the learning objectives are effectively achieved and participant engagement is maintained.
- Conducting training across different formats, including in-person, online and blended learning environments, depending on the needs and logistical constraints of the participants.
- Using interactive methodologies, such as problem-solving exercises, group work, peer discussions and hands-on activities, to enhance participant understanding and retention of key concepts and knowledge.
- Being flexible and adaptive during training, making real-time adjustments to ensure all participants remain engaged and the content is clear and applicable.

#### **4. Conducting Post-Training Assessments**

- Developing and implementing post-training evaluations (e.g., tests, quizzes, reflective exercises) to measure participants' knowledge and skill acquisition during the training.
- Providing feedback to participants on their progress and suggesting areas for future development.
- Using post-training assessment tools to track how well participants have absorbed the competencies outlined in the training and whether the customized modules have met their learning needs.

#### **5. Evaluating Training Impact**

- Administering surveys, feedback forms or interviews to assess participants' reactions to the training, measuring key indicators such as the relevance of content, training methods and delivery effectiveness.
- Where applicable, conducting follow-up assessments or interviews with participants to measure the long-term impact of the training on their work, especially in terms of applying digital transformation and interoperability practices in social protection.
- Compiling a detailed report on the training's outcomes, including participant performance, feedback and recommendations for future

training sessions or additional support

## 6. Continuous Improvement

- Based on training feedback and assessment results, providing recommendations for further refinement or adjustments to the standard modules to improve future training sessions.
- Offering insights into what worked well and areas for improvement in both content delivery and training impact, contributing to the overall evaluation and continuous improvement of the DCI Training Programme.

## Qualifications and Experience

The ideal profile possesses the following qualifications:

### Education:

- Advanced degree in a relevant field such as Digital Transformation, Information Technology, Social Protection, Public Administration, Management or a related discipline.
- Specialized certifications or professional training in topics such as digital leadership, digital governance, project management or social protection systems are highly desirable.

### Professional Experience:

- Minimum of 7 years of relevant experience in digital transformation, interoperability or social protection systems, with a proven track record of implementing or advising on digital solutions for social protection specifically in low- and middle-income countries, often with constrained institutional capacities.
- Demonstrated experience in training and capacity-building, particularly in delivering training to policymakers, technical experts and practitioners within public administration, international development or digital transformation initiatives.
- Demonstrated expertise in developing and delivering training programmes on one or more of the following areas:



- Digital transformation and interoperability foundations tailored for developing contexts.
  - Digital solution design for interoperable social protection systems in low-resource or diverse settings.
  - Digital leadership, governance, and management with an emphasis on adaptability in constrained environments.
- Experience with both in-person and virtual training environments, including blended learning approaches.
  - Previous experience working with multilateral organizations, such as ILO, the World Bank or GIZ, and familiarity with social protection systems in developing country contexts is a strong advantage.

### **Skills and Competencies:**

- Strong skills in training design and delivery, with an emphasis on adult learning principles.
- Ability to tailor training content to diverse audiences, adapting case studies, exercises and practical examples to reflect local contexts and specific operational challenges.
- Excellent written and verbal communication skills, with fluency in English and proficiency in at least one additional language: French, Spanish, Arabic, Russian or Portuguese.
- Ability to collaborate effectively with DCI teams, subject matter experts and country stakeholders.
- Ability to work in multicultural environments, collaborate with diverse stakeholders and adapt training content to regional or national contexts.
- Strong project management skills, with the ability to work independently, meet deadlines and deliver high-quality outputs within set timelines.

## **Application Procedure**

Interested candidates are invited to complete the [online expression of interest form](#) and provide:

- **Cover Letter:** A concise cover letter (up to 500 words) highlighting your motivation, relevant qualifications and experience as a trainer.
- **Online Resume or LinkedIn Profile:** A URL link to your online resume or LinkedIn profile outlining your relevant experience, past training sessions conducted, projects and achievements.

For any questions or assistance with completing the online form, please contact [xiaol@ilo.org](mailto:xiaol@ilo.org).