

Supplementary Document 2

SOCIAL PROTECTION LEADERSHIP PROGRAM

Background

It is widely recognized that capable and efficient leaders are vital for the success of policy reforms, the adoption of innovative technology, project design, implementation, and monitoring. In most of developing countries, one of the critical issue on success of social protection programs is weak institutional capacity, including lack of capable leaders and managers. For real change to take place, it is important for institutions to enhance the professional and personal development of individuals who will play increasingly important management and leadership roles within their organizations.

The knowledge and support technical assistance (TA) for *Enhancing ADB's Support for Social Protection to Achieve the Sustainable Development Goals*, in collaboration with several development partners,¹ will launch an international social protection leadership program (SPLP) for senior and mid-level government officials and other leaders who will provide training on leadership for managing social protection programs. The approach comprises of tools and techniques that derive from multi-level learning, solving conflict, and discovering and negotiating common interest.

Objectives

The SPLP is designed to:

- help all managers and leaders develop the essential skills to influence and motivate staff to achieve exceptional performance;
- broaden each participant's understanding of the evidence and strategic issues in managing social protection programs and how each institution is shaping its choices;
- strengthen the relationships within and across the participating agencies to foster the collaboration needed to leverage resources and approaches when working on social protection; and
- create a critical mass of leaders and managers in social protection to integrate innovative solutions in achieving the Sustainable Development Goals.

The training will be conducted twice (in 2019 and 2020). Due to the diversity of topics in social protection such as social insurance, health insurance, social assistance, labor market policies, and social services, different themes for the trainings will be chosen each year.

Methodology

The training program will use a blended learning approach, with online learning activities culminating in a face-to-face event, and complemented with online learning activities after the program.

¹ Several development partners such as the Asian Development Bank Institute, German Society for International Cooperation, International Labour Organization, Organisation for Economic Cooperation and Development (OECD), OECD Korea Policy Center will be approached to collaborate in implementing the SPLP.

The pre-event learning activities will include e-courses and webinars to deepen understanding of how to lead policy reforms and projects by taking advantage of a menu of financing mechanism and innovative technology practices.

The face-to-face event will allow participants to refine their plans considering policy reform for social protection, financing mechanism, and technological innovations as well as leadership competencies on strategic thinking, problem solving, collaboration and effective communication. Post-event learning activities will (i) enable participants to share insights, learning and reflections in the online community of leaders; (ii) participate in the webinars that cover topics not discussed in detailed during the face-to-face program; (iii) and participate in online discussion as part of Asia Pacific Social Protection Network (APSPN).

Participants

The SPLP will invite between 50-60 senior and mid-level officials (e.g. directors, social protection specialists, manager of social protection programs of government and private sector, and academe), at least 40% women, from ADB developing member countries. They will have expertise on pension, health insurance, unemployment insurance, cash transfer programs, active labor market programs, and provider of social service programs.

Outputs

On completion of the SPLP, participants will:

- improve their management and leadership skills to conduct reform on social protection programs;
- understand the requirement of financing mechanisms and using innovative technology to improve the design, implementation and monitoring of social protection programs; and
- actively exchange information and knowledge on social protection programs.