Technical Assistance Report

Project Number: 46222-001
Policy and Advisory Technical Assistance (PATA)
June 2012

People’s Republic of China: Performance Evaluation Model for the Urban and Rural Subsistence Security System
CURRENCY EQUIVALENTS
(as of 13 June 2012)
Currency unit – yuan (CNY)
CNY1.00 = $0.1569
$1.00 = CNY6.3716

ABBREVIATIONS
ADB – Asian Development Bank
CPS – country partnership strategy
DSA – Department of Social Assistance
NPO – nonprofit organization
MIS – management information system
MOCA – Ministry of Civil Affairs
PRC – People’s Republic of China
TA – technical assistance

TECHNICAL ASSISTANCE CLASSIFICATION
Type – Policy and advisory technical assistance (PATA)
Targeting classification – General intervention (more indirectly addressing poverty reduction)
Sector (subsector) – Health and social protection (social protection)
Themes (subthemes) – Social development (human development, other vulnerable groups); governance (public administration [national, decentralized, and regional], civil society participation); capacity development (institutional development; organizational development; client relations, network, and partnership development)
Location (impact) – Urban (medium), rural (medium), national (medium)

NOTE
In this report, "$" refers to US dollars.

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In preparing any country program or strategy, financing any project, or by making any designation of or reference to a particular territory or geographic area in this document, the Asian Development Bank does not intend to make any judgments as to the legal or other status of any territory or area.
I. INTRODUCTION

1. At the request of the People’s Republic of China (PRC), the Asian Development Bank (ADB) included policy and advisory technical assistance (TA) for a Performance Evaluation Model for the Urban and Rural Subsistence Security System in the TA program for the PRC during the country programming mission in November 2011. ADB approved the TA concept paper on 7 May 2012 and undertook a fact-finding mission later that month, reaching agreement with the government regarding the TA’s impact, outcome, outputs, terms of reference for consulting services, cost estimates, financing plan, and implementation arrangements. The design and monitoring framework is in Appendix 1.¹

II. ISSUES

2. Market-oriented economic reforms after 1978 have significantly improved the economic welfare of many people in the PRC. The PRC’s social protection system has tried to keep pace with these changes and address the evolving social welfare needs generated by rapid reform. During the earliest years of economic reform, the Ministry of Civil Affairs (MOCA) provided social relief support to rural residents who lacked labor capacity and lived in dire poverty. However, as economic restructuring, urban growth, and migration accelerated, new forms of poverty emerged in urban areas. Those affected included retrenched state enterprise workers without social insurance entitlements and unemployed rural–urban migrants. In response, some civil affairs agencies in the coastal and industrial cities of Dalian and Shanghai pioneered innovations for minimum living standard support. In the late 1990s, these pilot city schemes received national recognition as part of the national government’s effort to expand the urban social protection system.

3. Dibao (a national minimum living standard guarantee scheme) was introduced in all urban areas in 1999. Each locality calculated its poverty line in accordance with its local fiscal capacity. Local civil affairs staff then identified households below the line based on means-tested per capita household wage and nonwage income to receive dibao cash transfers that could raise their incomes to the poverty line. The scheme expanded from covering 2.8 million people in 1999 to 23.1 million in 2010, easing the worst effects of urban poverty. Its initial successes led to the adoption of a similar subsistence guarantee approach in rural areas beginning in 2007. By July 2011, the rural dibao program covered 52.2 million people, supported with funds from national and local governments.

4. The performance of the social protection system can be further enhanced by rectifying exclusion and leakage issues.² Dibao cash transfers remain low, and the scheme’s coverage and effectiveness are hampered by ineffective targeting mechanisms with significant leaks to the nonpoor. As a result, while the scheme has decreased the intensity of poverty, it has not reduced poverty as much as expected. This is explained by two exclusionary factors: (i) eligibility criteria are not directly determined in accordance with surveys, and (ii) means-tested targeting remains ineffective. Studies suggest that only 28%–51% of dibao-eligible families have been benefited from the scheme, and those on average received only a quarter of the amount to

¹ The TA first appeared in the business opportunities section of ADB’s website on 9 May 2012.
which they were entitled.\textsuperscript{3} The allowance is not adjusted for inflation because the system does not have a consistent indexation mechanism, which exacerbates these problems.

5. The highlighted problems reflect a need to improve the targeting, indexing, and performance evaluation mechanisms. A dibao management information system (MIS) is needed to address (i) public and agency confidence in system efficiency and transparency, (ii) user satisfaction levels, and (iii) greater social and economic inclusion of vulnerable groups. More effective targeting of individual dibao recipients will require more accurate methods for assessing incomes, particularly those derived from multiple activities and locations or from informal sources. Some earlier dibao pilots explored community-based assessment methods as a means to increase targeting accuracy, transparency, coverage, and social assessment of dibao provision. These pilots included activities involving local civil society or nonprofit organizations (NPOs) and individual dibao recipients, in addition to trained local MOCA staff.\textsuperscript{4} From the early 2000’s, support for government contracting of social services to NPOs has been increasing, and this model of dibao system innovation should be explored further. However, before this can occur, local MOCA staff will require guidelines and training on MIS use and NPO contracting.

6. The development of a more effective targeting system will be essential to address the weaknesses of the dibao system. The introduction of a dedicated MIS will adequately respond to the challenges; in several countries where a similar MIS was introduced, coverage increased to up to 80% of eligible families. Better targeting will be especially crucial in light of the 2012 increase in the rural poverty line, which has raised the number of rural people classified as poor by 100 million. Moreover, the TA will contribute to the implementation of the guidelines in the 12th Five-Year Plan, 2011–2015, which call for significant upward adjustment in the dibao system.

7. The TA directly supports the strategic goals of ADB’s country partnership strategy (CPS) for the PRC, 2011–2015.\textsuperscript{5} The CPS calls for strengthening the social inclusion orientation of the country program and its social dimensions through promoting social services, such as social protection, to meet economic and social development challenges. The TA also builds on the findings of Urban Poverty Strategy Study II,\textsuperscript{6} Strengthening the Antipoverty Effects of Social Assistance,\textsuperscript{7} and the ongoing Building Equitable Opportunities into Social Assistance.\textsuperscript{8} The TA on strengthening antipoverty effects explored local financing options and identified the need to address performance monitoring through further applied research.


\textsuperscript{4} For example, the China Security System Reform Project funded by the Department for International Development of the United Kingdom supported development of registered NPO community public service agencies to improve targeting, incentivization, and employment of dibao recipients. This district-level pilot became a Dalian city wide policy initiative and was also replicated by 10 other cities.


\textsuperscript{7} ADB. 2009. \textit{Technical Assistance to the People’s Republic of China for Strengthening the Antipoverty Effects of Social Assistance}. Manila.

\textsuperscript{8} ADB. 2010. \textit{Technical Assistance to the People’s Republic of China for Building Equitable Opportunities into Social Assistance}. Manila.


III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

8. The impact of the TA will be improved efficiency, inclusiveness, and household-level impact of the PRC urban and rural subsistence social protection system. The outcome of the TA will be an improved method for dibao targeting and tracking, which can form the basis for further government-funded testing, expansion, and refinement.

B. Methodology and Key Activities

9. The TA outputs will be (i) a tested and documented MIS and performance evaluation guidelines with criteria and indicators to improve the targeting of subsistence security subsidy disbursements for urban and rural low-income households, and the tracking and monitoring of outcomes by government agencies and civil society partners developed and introduced in a bilingual policy note and other internal agency recommendation reports that outline the strengths of the MIS and performance evaluation guidelines and identify opportunities for wider application; (ii) a documented pilot for better information provision and analysis, targeted and incentivized urban and rural dibao recipients, and tracked and monitored outcomes by government agencies and contracted NPOs; (iii) training materials and staff trained in the utilization of the MIS and performance evaluation guidelines; (iv) a pilot NPO contracting process for participatory dibao information dissemination and analysis, improved recipient targeting and incentivization, and tracked and monitored dibao provision and recipient trends; and (v) dissemination of TA findings, survey data, questionnaires, and other research instruments, as appropriate, in seminars and through other mechanisms.

10. TA outputs will be developed through four linked and phased components. Component 1, lasting 6 months, will comprise preparatory research to (i) review rural and urban dibao performance evaluation procedures and practices through a desk survey, a multiprovince field survey and workshop; (ii) identify international best practices; and (iii) review initial findings; identify initial survey sites, proposed methodologies, project teams, and anticipated outputs; and (iv) develop a draft dissemination and transparency strategy and present a draft report on dibao performance evaluation in a multi-stakeholder workshop.

11. Component 2, lasting 16 months, will conduct a workshop and develop field-tested dibao MIS and performance evaluation guidelines that include criteria and indicators, and an indicator weighting methodology. It will also conduct a small pilot experiment in government contracting to NPOs for improved and participatory information dissemination and analysis, recipient targeting, monitoring by government and NPOs, and incentivization to enhance the transparency of dibao operation and targeting performance.

12. Component 3, lasting 15 months, will (i) conduct a learning and documentation visit in several countries to analyze subsistence security system performance evaluation procedures and practices and present findings in a workshop; (ii) incorporate lessons into, and refine, the draft MIS and performance evaluation guidelines; and (iii) prepare draft training materials for use in the pilot locations.

13. Component 4, occurring during the same time period as component 3, will (i) train agency staff from field survey and pilot locations to assemble data and test the efficacy of the draft MIS and performance evaluation guidelines; (ii) conduct a final workshop to review pilot test results and finalize operational guidelines for the MIS, performance evaluation guidelines,
associated training materials, and selection criteria and contracting processes for any future NPO participation in *dibao* information dissemination and analysis, targeting and incentivizing, and tracking and monitoring of *dibao* provision and recipient trends; (iii) finalize MIS and performance evaluation guidelines and associated findings, training materials in appropriate languages for dissemination; (iv) finalize and disseminate TA findings, survey data, questionnaires, and other research instruments, as appropriate, in seminars and through other mechanisms; and (v) conduct a dissemination conference on findings and policy recommendations, including for wider application of improved MIS and pilot performance evaluation guidelines.

C. Cost and Financing

14. The TA is estimated to cost $500,000, of which $400,000 will be financed on a grant basis by ADB’s Technical Assistance Special Fund (TASF-other sources).

15. The government will provide counterpart support in the form of counterpart staff, office, office supplies, and other in-kind contributions.

D. Implementation Arrangements

16. The TA will be implemented over 26 months from 1 August 2012 to 1 October 2014. MOCA will be the executing agency for the TA and its Department of Social Assistance (DSA) will be the implementing agency. The DSA will designate a TA focal point and establish and chair a TA steering committee group to invite representatives from its related departments, as well as from the State Council (the Legal Affairs Office, the Development Research Center, and the Leading Group for Poverty Alleviation and Development); the Ministry of Labor and Social Security; the selected survey, pilot, and experiment localities; and relevant civil society service providers and key national researchers in the field. Members of the TA steering committee will be regularly consulted and invited to participate in TA activities. The steering committee will review the inception and workshop reports, and participate in the final conference.

17. MOCA will provide (i) a suitably furnished TA office with computers, utilities, and telecommunication access (including telephone, fax, and broadband internet connection); (ii) materials, maps, data, and documents as required under the TA; (iii) travel and monitoring costs for government officials to visit action-research sites for periodic discussion of findings and to remunerate and provide per diems to counterpart staff; and (iv) the cost of office utilities for the consultants. MOCA will designate a TA focal point with strong spoken and written English, and will facilitate all TA activities and links to local government and providers to support their effective implementation.

18. In consultation with MOCA, ADB will recruit national and international experts as consultants, short-term resource persons, and task-specific experts. The international and national consultants will be selected and engaged on an individual basis in accordance with ADB’s procedures for recruitment of individual consultants. Individual consultants will be chosen based on their academic qualifications and relevant work experience.

19. ADB will establish an advanced payment facility with MOCA to facilitate the TA implementation, subject to MOCA’s capacity to complete the activity and liquidate the advance. The proceeds of the TA will be disbursed in accordance with ADB’s *Technical Assistance Disbursement Handbook* (2010, as amended from time to time).
20. A total of 23 person-months of individual consulting services (1 international consultant for 2 person-months and 3 national consultants for a total of 21 person-months) will be required. To promote full acceptance of the outcomes of the TA, the consultant team will be responsible for producing the TA outputs and deliverables in a timely and effective manner and for organizing and carrying out all TA activities in close consultation with MOCA as the executing agency, the DSA as the implementing agency, the TA steering committee, and other responsible provincial and local government departments and agencies. The outline terms of reference for consultants are in Appendix 3.

21. TA support for workshops may include costs related to the venue, equipment rental, translation, printing and copying, food and nonalcoholic beverages, transportation, lodging, logistics and administrative support, and other agreed expenditures with prior agreement from ADB. In line with standard ADB procedures, the TA will not support DSA’s management fees or related costs such as staff salaries and allowances and the use of DSA resources (such as office accommodation), which will be provided as part of the counterpart contribution.

22. Dissemination of research findings and policy suggestions will occur through (i) a bilingual synthesis report comprising the main findings and policy recommendations, which will outline the strengths of the MIS, the performance evaluation guidelines, and the contracted NPO participatory pilot and opportunities for wider application; (ii) an associated bilingual policy note summarizing the main recommendations of the TA for dissemination through government channels and technical meetings; (iii) other internal agency recommendation reports outlining the strengths of the MIS and the performance evaluation guidelines, and identifying opportunities for wider application; (iv) associated seminars and publicity; and (v) a final conference and report that presents TA recommendations for MOCA and other national and local decision makers. Appropriate dissemination of survey data, questionnaires, and other research instruments will be undertaken in accordance with the TA strategy for dissemination and transparency.

IV. THE PRESIDENT’S DECISION

23. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of $400,000 on a grant basis to the Government of the People’s Republic of China for the Performance Evaluation Model for the Urban and Rural Subsistence Security System, and hereby reports this action to the Board.
# DESIGN AND MONITORING FRAMEWORK

<table>
<thead>
<tr>
<th>Design Summary</th>
<th>Performance Targets and Indicators with Baselines</th>
<th>Data Sources and Reporting Mechanisms</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Impact</strong></td>
<td>Improved efficiency, inclusiveness, and household-level impact of the PRC urban and rural subsistence social protection system</td>
<td>Large-scale operation of an improved <em>dibao</em> (national minimum living standard guarantee scheme) MIS and performance evaluation guidelines by 2021</td>
<td>Assumptions</td>
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<tr>
<td></td>
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<td>Policy guidelines in place to support MIS and performance evaluation guidelines usage by 2019</td>
<td>Local governments accept increased responsibilities and involvement in funding and in using and updating the MIS and pilot performance evaluation (criteria and indicators) guidelines.</td>
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<tr>
<td></td>
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<td>Increased contracting of NPO service providers for disseminating and analyzing information, targeting and incentivizing individual recipients, and tracking and monitoring <em>dibao</em> provision and recipient trends by 2017</td>
<td>All levels of government remain committed to expanding the participation of NPOs in contracted delivery and monitoring of social services.</td>
</tr>
<tr>
<td><strong>Outcome</strong></td>
<td>An improved method for <em>dibao</em> targeting and tracking, including through baseline and endline survey use, which can form the basis for further government-funded testing, expansion, and refinement</td>
<td>Utilization and refinement of the MIS and pilot performance evaluation guidelines in at least one province by 2018</td>
<td>Assumption</td>
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<tr>
<td></td>
<td></td>
<td>Training materials utilized in MOCA staff training in at least one province by 2017</td>
<td>Government resources are available for continued piloting, associated staff training, and documentation of experiences.</td>
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<td></td>
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<td>At least two additional pilot sites adapt and apply TA pilot experiences by 2016</td>
<td>Risk</td>
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<tr>
<td></td>
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<td>National and provincial MOCA statistics and reports</td>
<td>MOCA rejects recommendations or lacks resources to undertake further testing.</td>
</tr>
</tbody>
</table>
### Design Summary

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Performance Targets and Indicators with Baselines</th>
<th>Data Sources and Reporting Mechanisms</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Policy recommendations for wider application of improved MIS and pilot performance evaluation guidelines</td>
<td>MIS and pilot performance evaluation guidelines and policy recommendations completed by July 2014</td>
<td>TA milestone knowledge products in components 2–4</td>
<td>Timely fielding of consultants to the selected survey and pilot locations.</td>
</tr>
<tr>
<td></td>
<td>Bilingual policy note in July 2014</td>
<td></td>
<td>Effective coordination between national and local levels of MOCA, government agencies, civil society partners, and the full steering committee membership facilitates pilot site selection, design of the MIS and performance evaluation guidelines, timely availability of adequate data, and levels of stakeholder participation and commitment.</td>
</tr>
<tr>
<td>2. A small pilot experiment in government contracting to NPOs for improved information dissemination and analysis, targeting, monitoring, and incentivization</td>
<td>Operational pilot site(s) for improved information provision and analysis, targeting and incentivizing of individual urban and rural <em>dibao</em> recipients, and tracking and monitoring of outcomes by government agencies and contracted NPOs by July 2014</td>
<td>ADB review missions</td>
<td>A high-quality final report applicable to local conditions is developed with stakeholder input.</td>
</tr>
<tr>
<td>3. Training materials and staff trained in improved MIS and performance evaluation</td>
<td>Training methodology and training materials completed by July 2014</td>
<td>ADB review missions</td>
<td>Sufficient NPOs are capable and interested in providing contracted targeting and monitoring services.</td>
</tr>
<tr>
<td>4. NPO contracting process and pilot site for participatory <em>dibao</em> information dissemination and analysis, targeting and incentivizing, and tracking and monitoring of <em>dibao</em> provision and recipient trends</td>
<td>Methods for NPO contracting documented and service-provider information dissemination and analysis, targeting and monitoring of subsidy disbursements, and outcomes piloted by July 2014</td>
<td>ADB review missions</td>
<td>Inception activities for the PRC’s national outline for development-oriented poverty reduction in rural areas, 2011–2020, create staffing and programming overlaps that delay activities.</td>
</tr>
<tr>
<td>Design Summary</td>
<td>Performance Targets and Indicators with Baselines</td>
<td>Data Sources and Reporting Mechanisms</td>
<td>Assumptions and Risks</td>
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<td>-------------------------------------------------------------------------------</td>
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<tr>
<td>5. Dissemination of TA findings, survey data, questionnaires, and other research instruments, as appropriate, in seminars and through other mechanisms</td>
<td>Record of research instrument distribution submitted with completion report by May 2014</td>
<td>TA dissemination milestones in component 4</td>
<td>Stakeholder groups agree that survey and research instruments are appropriate for dissemination</td>
</tr>
</tbody>
</table>

### Activities with Milestones

1. **Component 1 (August 2012–January 2013)**
   1.1. Conduct a desk review of *dibao* performance evaluation procedures and practices, and identify international best practices.
   1.2. Conduct a workshop to review the findings of 1.1; identify survey sites, methodologies, teams, outputs, and draft dissemination strategy; and present inception report.
   1.3. Undertake a multi-province field survey of *dibao* MIS and performance evaluation procedures and practices.
   1.4. Hold a multi-stakeholder workshop to review survey findings and finalize the draft report on the *dibao* MIS and performance evaluation. Milestones: inception workshop and revised draft report.

2. **Component 2 (February 2013–May 2014)**
   2.1. Construct initial *dibao* MIS and performance evaluation system.
   2.2. Undertake consultation and field testing to refine the index system and a weighting methodology for the performance evaluation guidelines with criteria and indicators.
   2.3. Develop a small experiment of NPO provision of participatory dissemination and analysis of information, recipient targeting, monitoring, and incentivization.
   2.4. Conduct a workshop on performance evaluation criteria and indicators. Milestones: draft MIS, performance evaluation design, and workshop reports.

3. **Component 3 (March 2013–May 2014)**
   3.1. Conduct a learning and reporting visit to analyze procedures and practices for performance evaluation of subsistence security systems in several countries.
   3.2. Disseminate visit findings in a midterm review workshop and build lessons into the MIS and performance evaluation guidelines.
   3.3. Refine draft operational guidelines for the MIS and indexing system, and prepare draft training materials for use in pilot locations. Milestones: midterm review workshop to present refined MIS and performance evaluation guidelines, and to report on PRC and international experience in subsistence security system performance evaluation procedures and practices.

4. **Component 4 (March 2013–May 2014)**
   4.1. Train survey and pilot site stakeholders to assemble data and test efficacy of draft MIS and performance evaluation (criteria and indicators) guidelines.
   4.2. Conduct a final workshop to review pilot test results and finalize MIS operational guidelines, performance evaluation guidelines, and training material.
   4.3. Finalize MIS and performance evaluation guidelines, associated findings and research tools in appropriate languages for dissemination.

### Inputs

- **ADB:** $400,000 Technical Assistance Special Fund (TASF—other sources)
- The government will provide counterpart support in the form of counterpart staff, office, office supplies, and other in kind contributions.

ADB = Asian Development Bank, MIS = management information system, MOCA = Ministry of Civil Affairs, NPO = nonprofit organization, PRC = People’s Republic of China, and TA = technical assistance.

# COST ESTIMATES AND FINANCING PLAN

(‘000)

<table>
<thead>
<tr>
<th>Item</th>
<th>Total Cost</th>
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<tbody>
<tr>
<td><strong>Asian Development Bank</strong>&lt;sup&gt;a&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td>1. Consultants</td>
<td></td>
</tr>
<tr>
<td>a. Remuneration and per diem</td>
<td></td>
</tr>
<tr>
<td>i. International consultants (2 person-months)</td>
<td>40.00</td>
</tr>
<tr>
<td>ii. National consultants (21 person-months)</td>
<td>150.00</td>
</tr>
<tr>
<td>b. International and local travel</td>
<td>25.00</td>
</tr>
<tr>
<td>c. Translation, reports, and communications&lt;sup&gt;b&lt;/sup&gt;</td>
<td>25.00</td>
</tr>
<tr>
<td>2. Surveys implementation&lt;sup&gt;c&lt;/sup&gt;</td>
<td>60.00</td>
</tr>
<tr>
<td>3. Workshops, training, conferences, and study visits</td>
<td></td>
</tr>
<tr>
<td>a. Policy workshops</td>
<td>20.00</td>
</tr>
<tr>
<td>b. Study visits and training</td>
<td>35.00</td>
</tr>
<tr>
<td>4. Miscellaneous administration and support costs&lt;sup&gt;d&lt;/sup&gt;</td>
<td>15.00</td>
</tr>
<tr>
<td>5. Contingencies</td>
<td>30.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>400.00</strong></td>
</tr>
</tbody>
</table>

Note: The technical assistance is estimated to cost $500,000, of which contributions from the Asian Development Bank are presented in the table above. The government will provide counterpart support in the form of counterpart staff, office, office supplies, and other in-kind contributions. The value of government contribution is estimated to account for 20% of the total TA cost.

<sup>a</sup> Financed by the Asian Development Bank’s Technical Assistance Special Fund (TASF-other sources).

<sup>b</sup> Includes all translation activities, necessary policy documents for desk review, production of technical reports for the main TA report, conference reports, executive summary of the TA findings and policy note, and interpretation of workshops and conference where necessary.

<sup>c</sup> Includes research and survey materials.

<sup>d</sup> Includes report editing, printing and dissemination, and local transport for consultants.

Source: Asian Development Bank estimates.
OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. A total of 23 person-months of individual consulting services (1 international consultant for 2 person-months and 3 national consultants for a total of 21 person-months) will be required. To promote the full acceptance of the TA outcomes, the consultants will be responsible for producing the TA deliverables in a timely and effective manner and for organizing and carrying out all TA activities in close consultation with the Ministry of Civil Affairs (MOCA) as the executing agency, the Department of Social Assistance (DSA) as the implementing agency, the technical assistance (TA) steering committee, and other responsible provincial and local government departments and agencies. The consultants shall produce the following in both English and Chinese: (i) the main TA report, (ii) technical reports on key issues outlined in the proposal, (iii) a policy note for decision makers, (iv) workshop and learning visit reports, and (v) an executive summary of the main TA report. All consultants, who will be contracted individually, will be familiar with social assistance programs in the People's Republic of China (PRC).

2. The consultant team will arrange all the translations needed for the TA activities. These include workshop agendas, the field survey and questionnaire formats and tools, the bilingual policy note, management information system (MIS) outlines, and performance evaluation guidelines with criteria and indicators. If necessary, interpretation services shall be arranged on demand, including for the review mission of the Asian Development Bank and for workshops.

A. Team Leader and Expert on Social Protection Policies and Evaluation (national, 11 person-months, intermittent)

3. The national expert on social protection policies and evaluation (11 person-months) will have at least 10 years of experience and strong expertise with targeting, functioning, and evaluating social protection policies, as well as experience with the operation of the PRC’s dibao (national minimum living standard guarantee) system. The specialist will have a postgraduate degree in social policy, public administration, economics, demography, or related disciplines, and must be proficient in written and spoken English. The specialist will:

(i) serve as the leader of the team of national and international consultants, and ensure timely completion of all technical outputs of the TA;

(ii) take responsibility, and lead team members, in critically reviewing current experiences with dibao targeting and evaluation;

(iii) conduct workshops and finalize the TA research and methodology plans, pilot location sites, and associated survey mechanisms by January 2013;

(iv) lead and carry out selected field investigations and survey activities, including evaluation of social assistance targeting in the PRC;

(v) collaborate with the survey design and modeling specialist to obtain and analyze appropriate data, and to develop draft dibao MIS and performance evaluation guidelines and a weighting methodology;

(vi) collaborate with the senior social evaluation specialist to organize an overseas learning visit to review and document experiences in performance evaluation of minimum social security systems during 2013;

(vii) organize, participate in, and provide technical inputs to at least three workshops to discuss improved dibao targeting and evaluation;

(viii) organize, participate in, and provide technical inputs to a dissemination conference on the findings and recommendations from the TA; and
collaborate with the senior social protection evaluation specialist and take lead responsibility for preparing the TA final report, bilingual policy note, and associated dissemination products.

B. **Senior Social Protection Evaluation Specialist** (international, 2 person-months, intermittent)

4. The specialist will have more than 8 years of experience working in the PRC on the evaluation of social protection programs and policy formation, and will have international comparative experience in the development and application of participatory targeting and social policy evaluation methods. The specialist will have at least a master’s degree in a public policy discipline. Subject to the supervision of the team leader, and working in close coordination with the team, the expert will:

   (i) serve as a resource person on regional and international experience and good practices in social protection evaluation policies and methodologies;
   
   (ii) assist the social assessment and targeting specialist in identifying international practices and lessons in participatory social assistance targeting;
   
   (iii) review and provide guidance on research and methodology plans, and assist the team leader in organizing the research and workshops;
   
   (iv) through electronic communication and other means, provide intermittent guidance to the action research teams on the formulation of field research questions, design of the field survey, methodology of the MIS and performance evaluation guidelines, development of training materials (as appropriate), and methodologies for the participatory targeting and monitoring pilot;
   
   (v) review Chinese and English language TA reports and provide comments; assist the team leader and MOCA in reviewing the bilingual policy note, MIS and performance evaluation guidelines, training materials (as appropriate), key documentation from the participatory targeting and monitoring pilot, and the project dissemination strategy; and
   
   (vi) act as a resource in preparing the overseas learning visit and in preparing and facilitating the final TA conference.

C. **Management Information System and Performance Evaluation Specialist** (national, 7 person-months, intermittent)

5. The specialist will have at least 8 years of expertise in the design and operation of the MIS and the development of performance evaluation criteria and indicators. The specialist will have close familiarity with rural *dibao* targeting and evaluation processes within the PRC. The specialist will hold a postgraduate degree in information management, economics, or another social policy-oriented discipline. Subject to the supervision of the team leader, and working in close coordination with the team, the expert will:

   (i) critically review the existing MIS, evaluation systems, criteria, and indicators employed in the rural and urban social protection and poverty reduction programs of the PRC;
   
   (ii) contribute to the TA research and methodology plans, including identification of appropriate rural and urban locations for undertaking TA surveys and pilot activities;
   
   (iii) work closely with the team leader to train local counterpart staff and take part in data collection at survey locations and pilot sites;
work closely with team members and MOCA counterparts to analyze the survey data and design a draft performance appraisal system with criteria and indicators; and

work closely with the team leader and social assessment and targeting specialist to test, finalize, and document a *dibao* performance evaluation system in pilot locations and to submit final materials for review by the TA steering committee and MOCA.

**D. Social Assessment and Targeting Specialist** (national, 3 person-months, intermittent)

6. The specialist will have at least 8 years of experience with social assessment methodology (including participatory poverty assessment and community development techniques), social protection policy and institutional analysis, and domestic project development and evaluation. The specialist will hold a postgraduate degree or research appointment in a relevant social science field. Subject to the supervision of the team leader, and working in close coordination with the team, the expert will:

(i) work closely with the team leader and consulting team regarding all aspects of project implementation, including participation in the inception, midterm, and final workshops;

(ii) collect, including through interviews with development practitioners, and critically analyze national and international lessons and good practices in participatory poverty targeting and civil society engagement relevant to *dibao* targeting and evaluation;

(iii) participate in, and provide guidance for, the field surveys. Serve as field study team leader for the pilot of participatory targeting, incentivization, benefit rotation, and monitoring and for the development of associated documentation and draft guidelines;

(iv) document the nonprofit organization contracting process and the participatory pilot methodologies for information dissemination, analysis, targeting, benefit rotation, and evaluation in formats which can be utilized by MOCA staff and contracted nonprofit organizations; and

(v) contribute to project dissemination materials and other documents, as necessary.