



**Contracting Authority: European Union
Represented by the European Commission**

**Social Protection Reform Project
Grant Application Form**

Budget line 19.100101

Title of the action:	EU – China Social Protection Reform Project
Location(s) of the action:	People’s Republic of China
Name of the Lead Applicant	INPS (Italian Institute of Social Security)
Nationality of the Lead Applicant ¹	Italian

¹ An organization’s statutes must show that it was established under the national law of the country concerned and that the head office is located in an eligible country. Any organization established in a different country cannot be considered an eligible local organization. See the footnotes to the Guidelines for the call.

Europe Aid ID ²	IT-2013-BHW-1610581223
Ongoing contract/Legal Entity File Number (if available) ³	Not applicable
Legal status ⁴	Public Administration (Self-governing public entity with legal personality)
Consortium Member ⁵ (Co-Applicant)	Formez PA- Centro servizi, assistenza, studi e formazione per l'ammmodernamento delle P.A.(FORMEZ PA); IT-2010-CGK-1506023833; Italy, 26/03/2010; Association of Public Administration; none
Consortium Member ⁵ (Applicant)	Federal Public Services Social Security (FPS Social Security); BE-2009-EGO-1111325338; Belgium, 29/05/2001; legal person governed by public law; none
Consortium Member ⁵ (Applicant)	Ministry of Labour and Social Policy (MPiPS); PL-2009-ELX-1111339219; Poland, not applicable; State budget unit; none
Consortium Member ⁵ (Applicant)	Ministry of Labor, Family, Social Protection and Elderly (MoLFSPE); RO-2009-EMD-1111340013; Romania, 30/03/1920; Ministry; none
Consortium Member ⁵ (Applicant)	Ministry of Employment and Social Security (MEySS); not applicable; Spain, 26/09/2013; Public body/ Ministry; none
Consortium Member ⁵ (Co-Applicant)	International and Iberoamerican Foundation for Administration and Public Policies (FIIAPP); ES-2007-DPT-2711258139; Spain, 9/07/1988; No profit Foundation; none
Consortium Member ⁵ (Co-Applicant)	Agency for the Development and Coordination of International Relations (ADECRI); FR-2010-GLH-2403287878; France, 05/10/1995; No profit semi-public organization; none
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² To be inserted if the organization is registered in PADOR (Potential Applicant Data On-Line Registration). For more information and to register, please visit <http://ec.europa.eu/europeaid/onlineservices/pador>.

³ If an applicant has already signed a contract with the European Commission and/or has been informed of the Legal Entity File number. If not, write 'N/A'.

⁴ E.g. non-profit, governmental body, international organization.

⁵ Use one row for each co-applicant.

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FULL APPLICATION FORM

1 GENERAL INFORMATION

Reference of the Call for Proposals	<i>Not applicable</i>
Title of the Call for Proposals	<i>Social Protection Reform Project</i>
Name of the Lead Applicant	INPS (Italian Institute of Social Security)
Number of the proposal⁶	<i>not applicable</i>
Title of the action	EU-China Social Protection Reform Project
Location of the action <i>-specify country(ies) region(s) that will benefit from the action</i>	People's Republic of China

⁶ For restricted procedures only; when the Contracting Authority has evaluated the Concept Note it informs the applicant of the outcome and allocates a proposal number.

2 THE ACTION⁷

2.1. Description of the Action

2.1.1. Description

2.1.1.1 Chinese Social Security context

Since China began its economic reform in the late 1970s, the country has achieved rapid economic growth, resulting in considerable improvements in the living standards of its broader population and a substantial reduction in poverty levels, even if the benefits of economic growth and development have not been equitably distributed.

In order to fairly distribute these benefits, a social protection reform was initiated in 1984 and has made major progress since then. The government has been actively pursuing measures to further develop and improve the social security system for all its citizens. It undertook a major reform of the urban enterprise pension system in 1997 and has refined the system since that time. Moreover, it has piloted pension reforms for Public Sector Units and for migrants and farmers. In 2009 the authorities established a national framework for rural pensions, the New Rural Pension Scheme and in mid-2011, an Urban Residents Pension Scheme, completing a national framework for expanding pension coverage and for eventual integration of rural and urban resident schemes, was also set up.

Furthermore, as stated in the first national audit report on the social security system by the National Audit Office in August 2012, the Chinese system basically provides different services that can be divided in the following three pillars:



Social Insurance	
Social Insurance, in the current Chinese Social Protection Systems, covers different topics such as Pensions, Medical, Work Injury, Unemployment, and Maternity. This basic Social Insurance is State-run and State-owned. Citizens can purchase additional private insurance, but not out of the State system. The general structure is that funding is through social pooling whereby employers, employees, the self-employed and the State, in various combinations, contribute to funds, while entitlements are gained by contributions.	
Pensions	China's pension system has different branches, each administered separately and with different payouts. The oldest and most generous system is for civil servants (40 million people). Urban employees of private businesses are covered by separate schemes managed by local governments. These were introduced in 1997 and are financed by mandatory employer and employee contributions;
Work Injury	The work injury insurance is obligatory for employing enterprises and fully funded by employer contributions. The contributions are set to cover running expenses at an adequate level and they are variable across regions, sectors and enterprises according to work injury incidence. There are three main compensations: medical and nursing allowances, disability allowances and allowances for work related deaths, including funeral allowances and conditional allowances for family members;
Unemployment	The unemployment insurance is obligatory for employing enterprises and is funded by employer and employee contributions. It covers urban workers (and, conditionally, urban self-employed) and provides sustenance (living and, conditionally, medical expenses) for a duration of up to 24 months;

⁷ The evaluation committee will refer to information provided in the Concept Note as regards objectives and the relevance of the action.

Maternity	As far as maternity insurance is concerned, female employees have the right to compensate the loss of salary and the medical expenses during child birth (or undergoing abortion). The insurance is fully funded by employers at a regionally differentiated rate of no more than 1 per cent of the employer's salary costs. The birth allowance entitlement is at a local average salary level and for not less than 90 days;
Medical	Historically, there were two main health insurance systems: the Labour Insurance Schemes (LIS) and the Government Employee Insurance Schemes (GIS). Under the establishment of these two insurance systems, about 700 million rural Chinese citizens were health uninsured. The LIS was a self-insurance system for all aspects of healthcare (clinic visit, access to medicine, etc.) while the GIS provided insurance to state employees. After the 1980s reform, the Chinese government began the transition to a new social insurance system for the entire country that has completely replace LIS and GIS.

Social Assistance	
The old automatic security entitlements granted by the enterprises in the municipalities, heritage of the socialist era, has been replaced by a new and more modern system. This new system is based on a means-tested cash transfer program and its aim is to assure the protection of people most severely affected by the economic restructuring.	
“Zuidi Shenghuo Baozhang”	Cash Transfer Program to ensure a Minimum Subsistence for most indigent people (a.k.a “Dibao”);
Other Forms of Discretionary Assistance	Services of social assistance such as Emergency Relief, Assistance for homeless people and vagabonds, Education, Medical and Housing Aid.

Welfare Services	
Welfare Services are traditionally a local responsibility and have been provided for the most disadvantaged groups, such as the Poorest, the Elderly, Orphans and Disabled Persons.	
Senior Citizens Homes:	Services for Elderly People such as Accommodation, In-house services, Emergency aid, Daytime care, Health-care, Rehabilitation and Recreational services, etc.;
Children's Welfare Houses	Services for Orphans or Abandoned Children such as Accommodation, Health-care, Education and Recreational services, Encouraging for Adoption and Foster Care;
Social Services for Disability Certificates Persons	Services for disabled such as Basic Subsistence Guarantee, Special Disability Allowances, Special Education, Rehabilitation, Employment services;
Public Housing	Rent of houses owned and managed by the State in favor of poor citizens in order to provide affordable housing and fighting housing inequality.

Main Problems and Needs

On the other hand, the development of the current social security system encounters a number of significant problems and needs showed in the following table. In order to facilitate the reading of the document and avoid repetition, the problems highlighted have been numbered with a sequential number prefixed by the letter "P".

P1	Major disparities between rural and urban areas (between and within regions)
Due to rural and urban disparities as well as between and within regions, China has been experiencing a process of <u>rapid urbanization</u> , with a massive urban influx of rural migrants (230 million by the end of 2011). In fact, the rapid growth rate of the Chinese economy has coincided with a <u>rural-to-urban migration</u> on a massive scale. Notwithstanding their contribution to the dramatic performance of the Chinese economy, rural migrants have been disadvantaged in various ways. Rural migrants encounter high barriers in acquiring the status of an urban inhabitant with full rights and opportunities, and most of them lack the social security cover available to their urban counterparts. The treatment of rural migrants creates a segmented urban population.	
P2	Steady growth of ageing Society
Population aged 60 years and over, is 185 million, (13.7% of total population), and it will reach a projected 487 million in 2053, (35% of total population). <u>Ageing Society</u> will significantly raise the needs for elderly support and social care, and challenge the sustainability of pension fund and public finance.	
P3	Separate social insurance schemes, applied to different social groups
To date, various separate social insurance schemes exist for different social groups (such as civil servants, Urban Resident and Rural Workers). Social insurances schemes for the employees of public institutions and for the civil	

<p>servants (ca. 8 million civil servants and more than 30 million employees in public institutions) are separated from the general contribution scheme, relying instead on state finance. For various groups – the self-employed one and irregular workers – participation in social insurance is voluntary and expensive, since they have to pay all contributions themselves. Even where participation is mandatory for law, there is widespread non-compliance. Social insurance entitlements should be portable in order to retain workers when they change jobs or place.</p>	
P4	Inappropriate supervision and management of the social security funds
<p>In China, the financial volume of the five main social security funds (pension, health, unemployment, working injury and maternity insurances) has rapidly increased, (up to 2.7 trillion of Yuan at the end of 2011). It is however estimated that approximately 33% of those funds have been lost during the past 10 years due to the increased inflation rate and unduly restrained investment options. Moreover, the basic pension contributions are managed in a fragmented manner at lower government levels (counties or cities) across more than 2000 units. The latter are too small to ensure adequate sustainability for social security schemes. Finally, the lack of appropriate centralized supervision and management of the social security funds in China has increased the risk of misuse or embezzlement.</p>	
P5	Weak and partial legal framework in social assistance system
<p>The weakness of the legal and regulatory framework has a negative impact on the effective functioning of the social assistance scheme. Inappropriate mechanisms for the identification of social assistance target groups and lack of unified standards for the estimation and calculation of social assistance benefits, negatively affect all recipients of social assistance. Furthermore, central government intentions may be mismanaged or locally ignored. Local authorities have a great deal of autonomous power in the system. They have the power to interpret implementation duties and to regulate the program coverage and the benefit levels. They can decide on the degree of inclusion or exclusion of rural migrants. They hold power over social insurance capital and have the power to divert these funds to uses of their own. They have vast spending responsibilities but also revenues of their own, for example land rent, and have the power to raise debt. As a result, poor local authorities, down to the village level, have poor provisions and the affluent ones have more generous provisions, including through social provisions of their own. The outcome is a system with limited and unequal implementation and vast and complex inequalities of provision across localities.</p>	
P6	Unbalanced, multi-layer social protection system
<p>The administration related to the social protection system is mainly operated by government while private-public partnership in the delivery of social protection services is underdeveloped and non-governmental organizations (NGOs) do also play a very limited role. More generally, the <u>administration of the social protection system is inadequate and need to be unified</u>. Social assistance has low efficiency and the level of support is inadequate for the protection against poverty and Welfare services are minimal. In terms of social insurance, there are regional and occupational variations in relation to provisions, including government and enterprise employees as well as urban and rural residents, and to the exclusion of rural migrants. Civil servants, party and military personnel and some other state employees are a privileged group in terms of pension and health care provisions.</p>	
P7	Difficulty and complexity to the services delivery
<p>Social assistance and social service benefits are provided by local government agencies and social workers, often with low capacity. Social insurance cash benefits are provided through local social insurance bureaus, which may be inefficient. Usually the payment of benefits and entitlements is poorly targeted and widely misallocated. Social insurance benefits in kind, such as health care, are provided by service institutions and practitioners, all of which, private or public, operate on a fee-for-service basis. Furthermore, the Chinese system of household registration named “<u>Hukuo</u>” is separated for each geographical area and excludes rural migrants from city-wide social welfare services provided in urban areas. This complexity, along with that of government levels, contributes to the pattern of vastly differentiated provisions across the country.</p>	

Cross Cutting Issues

In order to complete the overview of the Chinese context and taking into account the needs, that are closely linked to the Social Security System, the cross-cutting issues, showed in the following table, should also be considered. In order to facilitate the reading of the document and avoid repetition, the selected issues have been numbered with a sequential number prefixed by the letter "I".

I1	Gender Equality
Various forms of discrimination against women do exist in China's social security system including unemployment, retirement age, social insurance coverage etc. Some key policy debates in relation to gender issues need to be deepened (e.g. reforming retirement age of women, social protection schemes for female family members of migrants, social impact of unbalanced sex ratio of ageing population and survivor pension).	
I2	Disability
The Chinese social security system should pay more attention in improving social protection benefit for disabled people.	
I3	Good Governance
The institutional capacity of the government in social protection reform has to be enhance by promoting governance and regulation of law in social protection policy development as well as transparency and accountability in policy implementation.	
I4	Human Rights
Vulnerable groups have to be more supported by national social security system. An improved social protection system will further reduce poverty and develop social equity by improving social benefits and living standards of the vulnerable people, consequentially contributing to further improving the overall human rights situation in the country.	

The analysis of the Chinese context will be deepened during the Macro Activity "Situational Analysis", planned for each of the three Components.

2.1.1.2 Scope and goals of the SPRP project

The overall scope of the SPRP project is to further develop social equity and inclusiveness of economic development throughout Chinese society. To better describe the specific objectives both problems/needs and cross cutting issues have been analyzed in order to define the three different Components of the SPRP project. For each Component specific Chinese government entities have also been identified. The latter would play the role of partner of the consortium. The three Components are the following:

Component 1	Consolidation of institutional capacity for social protection policy development and reforms in collaboration with the National Development and Reform Commission (NDRC).
Component 2	Enhancing of institutional capacity for financial management and supervision concerning social security funds in collaboration with the Ministry of Finance (MoF).
Component 3	Improving of legal framework and policy for social assistance in collaboration with the Ministry of Civil Affairs (MoCA).

Expected Results

Starting from the three Components, described above, several Expected Results for the SPRP project have been identified. The first Expected Result is generally broad and on the other hand, the other 10 are strictly connected to each specific Component.

Horizontal	
R1	The mechanism for EU-China high level policy dialogue on social protection reform is established and partnerships with the Specialized Public Bodies of EU Member States and the National Development and Reform Commission (NDRC), the Ministry of Finance (MoF) and the Ministry of Civil Affairs (MoCA) on social protection have been set up and they are active.
Component 1	
R2	Under the leadership of the NDRC, coordination of policy making among government agencies in areas related to social protection reform is strengthened.
R3	The capacity of the NDRC in policy development and implementation, notably establishing and enforcing a national policy evaluation technique in the area of social protection, is enhanced.
R4	National policy framework for a full coverage of old-age insurance system throughout China is consolidated by strengthening the interface of various schemes, pension funding pooling, old-age insurance scheme for civil servants/the employee of public agencies and the existing multi-layer pension system.

R5	Reform efforts in response to urbanization trends, in particular the harmonization and integration of the various basic social protection systems for different groups of beneficiaries, the portability of social insurances and better suited assistance schemes.
Component 2	
R6	The capacity of the MoF in management and supervision of fiscal support to social security is consolidated by the establishment of a unified statistic index system and the development of an appropriate performance assessment model.
R7	National actuarial analysis model of old-age insurance is developed by the MoF and the skills and knowledge of provincial administrators in risk control of fiscal support to basic pension fund are upgraded.
R8	Reform efforts of the MoF in the management of social insurance funds, focusing on fiscal support budgeting, accounting system, investment techniques and adjustment mechanisms for pension benefits are strengthened.
Component 3	
R9	The capacity of the MoCA for promulgating and enforcing the Social Assistance Law and the regulations on rural and urban minimum standards of living are strengthened; the skills of local officials in policy transmission and implementation are upgraded.
R10	The legal frameworks on a) formulation of unified standards for the estimation and calculation of social assistance benefits, b) recognition of social assistance target groups and c) identification of low-income families are consolidated.
R11	Efforts of the MoCA in improved care for poor rural people and disabled people are strengthened, and public information and transparency of social assistance policies are raised at provincial level.

On the basis of the analysis carried out, it has been confirmed that the Expected Results previously proposed, already cover all the main problems (P1 to P7) and every Cross Cutting Issues (I1 to I4) of the context of the Chinese Social Security, as showed in the following table.

Expected Result		Problems and Needs							Cross Cutting Issues			
		P1	P2	P3	P4	P5	P6	P7	I1	I2	I3	I4
		Major disparities between rural and urban areas (between and within regions)	Steady growth of ageing population	Separate social insurance schemes, applied to different social groups	Inappropriate supervision and management of the social security funds	Weak and partial legal framework in social assistance system	Unbalanced, multi-layer social protection system	Difficulty and complexity to the services delivery	Gender Equality	Disability	Good Governance	Human Rights
Horizontal	R1	X	X	X	X	X	X	X	X	X	X	X
Component 1	R2	X		X	X	X	X		X		X	X
	R3	X	X	X			X	X			X	X
	R4	X	X	X			X					X
	R5	X		X			X		X			X
Component 2	R6				X		X		X		X	X
	R7	X	X									X
	R8	X		X	X							X
Component 3	R9	X			X	X		X			X	X
	R10					X			X	X		X
	R11	X	X							X		X

Specific Topics

For each of the Project Expected Results have been identified specific topics to be deepened. These topics, listed below, have been defined according to the specific needs expressed by NDRC, MoCA and MoF and represent a first hypothesis to be shared with all Stakeholders..

Result	Topic
R2	Social insurance administration systems reform
	Coordination of policy making among government agencies in areas related to social protection reform
R3	Relationship of pension benefit with minimum social wage
	National policy evaluation technique in the area of social protection (indicators, methods and programs)
R4	Pension reform for public sectors
	Social pooling of the basic pension component
	Universal social pension models
	Multi-tiered design of pension systems (public pension, enterprise annuity and individual pension)
	Occupational pension plans for public sectors and private pension plans
	Vesting, indexation and adjustment mechanisms of pension benefit
	Ageing population and possible strategy of dealing with this situation
	Issue related to the informal sector integration in social security schemes
R5	NDC (notional defined contribution) pension reform
	Improvement of the individual account component in public pension system for urban workers
	Relationship between social-economic development and the redistribution function of social security
R6	Strategy of integrating social security system in urban and rural context also through the portability of social insurances
	Share of power decision and expenditure responsibilities on Social Security between central and local government
	Mid-term budgeting of Social Security expenditure
	System of Statistical Indicators for the analysis and Management of the Social Security Funds
R7	Models aimed at evaluating Performance and Results of the Social Security Expenditures
	Methodologies and actuarial models for the analysis of social and economic sustainability of the social protection system in the long term
	Risk control methodologies
R8	Methodologies and actuarial models for old-age insurance in short and medium term
	Budgeting of social security expenditures and Fund management
	Investment strategies of Social Funds
R9	Fiscal policies in support to social security, leverage among different financial sources and efficiency of fund usage
	Legal framework on Social Assistance (laws, regulations, policies, etc.) and mechanisms of simplification and homogenization of the legal framework
	Governance and accountability framework for the Social Assistance promulgation and enforcement at central, local, rural and urban level
	Regulation on urban and rural minimum standards of living
	Processes and activities of policy transmission and implementation carried out at central and local level
	Social Assistance financing and resource management and monitoring
	ICT frameworks supporting the Social Assistance benefit delivery and management
R10	Compliance monitoring schemes and disciplinary measures to cope with Social Assistance fraud currently used
	Experiences on unified standards for calculation of Social Assistance benefits and services
R10	Technique and methods currently used for target group definition, beneficiaries clustering and low income families/people identification

	Overlapping and “cliff” effect management and policy framework to cope with it
	Procedures and methods for requirement verification at central, local, urban and rural level
R11	Social Assistance services for poor people and families (social assistance, social services, social security and medical assistance including those carried out by family and community networks of Social Assistance and social charity organizations/NGOs)
	Social Assistance service and care for the elderly, children, poor rural people and disabled at both urban and rural levels
	Communication techniques and channels of public information and transparency

2.1.1.3 Stakeholders

Due to the complexity, the success of the project depends on the involvement of several actors. These actors have been gathered as the following:

Main Stakeholders

The National Development and Reform Commission (NDRC)	China's “super ministry” and comprehensive policy making agency, responsible for strategic overview of the national social and economic development of China. The <i>Department of Employment and Income Distribution</i> of the NDRC will be responsible for the activity design, implementation and monitoring of Component 1. The Department is responsible for comprehensively analyzing the situation of social protection; putting forward strategies, national policies and suggestions to encourage and improve the coordinated development in terms of social protection.
The Ministry of Finance (MoF)	Responsible for China's economic and public finance policy, the central government's annual budget and for public finance legislations. The MoF will be the key beneficiary of Component 2 under the proposed project. The Department of Social Security is the main project counterpart. This department is responsible for the central social security budgets and sectional budgets of MoHRSS, MoCA and the National Health and Family Planning Commission (NHFPC); budget auditing of national social insurance funds; allocation of social assistance fund and the relevant financial policies as well as the fiscal expenditures of social security, employment and medical care.
The Ministry of Civil Affairs (MoCA)	Responsible for policy development in the area of social assistance and the operation of the social assistance/welfare system. The MoCA is engaged in the drafting of the Social Assistance Law. The MoCA will be the key beneficiary of Component 3 and its Department of Social Assistance will be responsible for the implementation of the project. The department is responsible for the study of social assistance policies as well as for operating rural-urban social assistance schemes; supervising the fiscal social insurance funds and managing MIS for social assistance countrywide.

Other Government Stakeholders

In addition to the Main Stakeholders, other Government Stakeholders involved in the SPRP have been identified.

- **The Ministry of Human Resources and Social Security (MoHRSS)** is responsible for the operation of the social insurance schemes and the development of social insurance policies/regulations;
- **The Ministry of Agriculture (MoA)** will be involved in the project activities related to rural pension scheme and social protection for migrants;
- **National Health and Family Planning Commission (NHFPC):** will be involved in the project activities related to the impacts on medical insurance;
- **The Chinese Insurance Regulatory Commission (CIRC)** is a sector supervision body on insurance companies;
- **All-China Women's Federation (ACWF)** is a semi-government institution which is fully devoted to gender protection;
- **The Legislative Affairs Office of the State Council (LAO)** is an administrative office within the State Council of the People's Republic of China which assists the Premier in providing legal advice and administrative laws to govern the behavior of the different government departments.

Final Beneficiaries

The Final Beneficiaries of the social protection reform project are potentially all Chinese citizens. In order to focus our attention to the different beneficiaries, different clusters have been identified. It is important to stress that these clusters are not mutually exclusive; for such a reason a citizen can belong to more than one cluster. The following table describes each cluster as well as the impact of the three project Components on each of them.

Final Beneficiaries		Components		
		1	2	3
Private Sector Workers	Employees who have a regular contract of employment with a private sector entity	X	X	
Commercial Activity Owners	People who own their own business	X	X	
Self-Employed	People who are not formally hired by companies but they are paid for services provided	X	X	
Informal Employees	People who have a temporary, seasonal, part-time or hourly-paid work	X	X	
Foreign Workers	Non-Chinese citizens working in China	X	X	
Private Sector Pensioners	People who have concluded their work in a private sector entity and they are eligible to receive retirement benefits	X	X	
Rural Landless Households	Farmers without landed property	X	X	X
Rural Workers	Farmers with landed property	X	X	X
Public Sector Workers	Employees who have a contract of employment with a public sector entity	X	X	
Public Sector Pensioners	People who have concluded their work in Government entity and they are eligible to receive retirement benefits	X	X	
Unemployed People	People without a job at present moment	X	X	X
Relatives of Workers	Families of every type of workers	X	X	
Women	Adult female Citizens	X	X	
Elderly People	People who are over the retirement age (In China the retirement age is about 60 year-old for the men and 55 year-old for the women)		X	X
Children	People aged less than 16 years		X	X
Disabled People	People who are physically or mentally disabled		X	X
Person afflicted by Occupational Accidents	Workers suffering of occupational injury or disease	X	X	
Enterprise	A company organized for commercial purposes		X	
Minors Workers	Workers between 16 and 18 years old	X	X	
Patients	People who are under medical care or treatment		X	X
Migrant Workers	People who leave their administrative division (Province, County or Municipality) and settle in another administrative division for working reasons	X	X	X
Indigent People	People that cannot provide the necessities of life (food, clothing, decent shelter etc.) for themselves		X	X

As clearly showed in the above table, Component 1 has an impact on all cluster active in the working world or receiving a pension benefit. In addition, Component 2 deals with the general management of the funds and is crosswise and cuts across all cluster. Finally, Component 3 aims to improve the living conditions of individuals most needy and destitute.

Target Groups

The Target Groups of the Social Protection Reform Project are the entity that will be directly positively affected by the project at the Project Purpose level. This includes all the staff of the Chinese Government institution involved in the SPRP.

The following table does contain a first list of the Target Groups identified and it shows how the three Components activities affect them.

Target Group	Components		
	1	2	3
High level Officials of NDRC	X	X	X
Managers of NDRC	X		
Staff of NDRC	X		
High level Officials of MoF	X	X	X
Managers of MoF	X	X	X
Staff of MoF	X	X	X
High level Officials of MoCA	X	X	X
Managers of MoCA			X
Staff of MoCA			X
High level Officials of MoHRSS	X	X	X
Managers of MoHRSS	X		
Staff of MoHRSS	X		
High level Officials of MoA	X	X	X
Managers of MoA	X		
Staff of MoA	X		
High level Officials of NHFPC	X	X	X
Managers of NHFPC	X		X
Staff of NHFPC	X		X
High level Officials of LAO	X	X	X
Managers of LAO	X	X	X
Staff of LAO	X	X	X
Members of CIRC	X	X	X
Representatives of ACWF	X		X
Local Administrators*	X	X	X
Local Officials*	X		X
Local Staff*	X		X

*if requested by stakeholders or ministries due to the involvement of local units in the project

The identification of the Final Beneficiaries and the Target Groups will be deepened during the implementation of the Horizontal Macro Activities in the Macro Activity N. 0.1 "Inception" as described in the following paragraphs.

2.1.1.4 The approach proposed by the EU MS Consortium to achieve the project's results

Project Approach

The Project Approach has been defined in order to fully meet the needs of Chinese Partners (NDRC, MoF and MoCA) and **to ensure the achievement of all the expected results**, both the horizontal result and those identified for each specific Component (as described in the Paragraph 2.1.1.1 Chinese Social Security context).

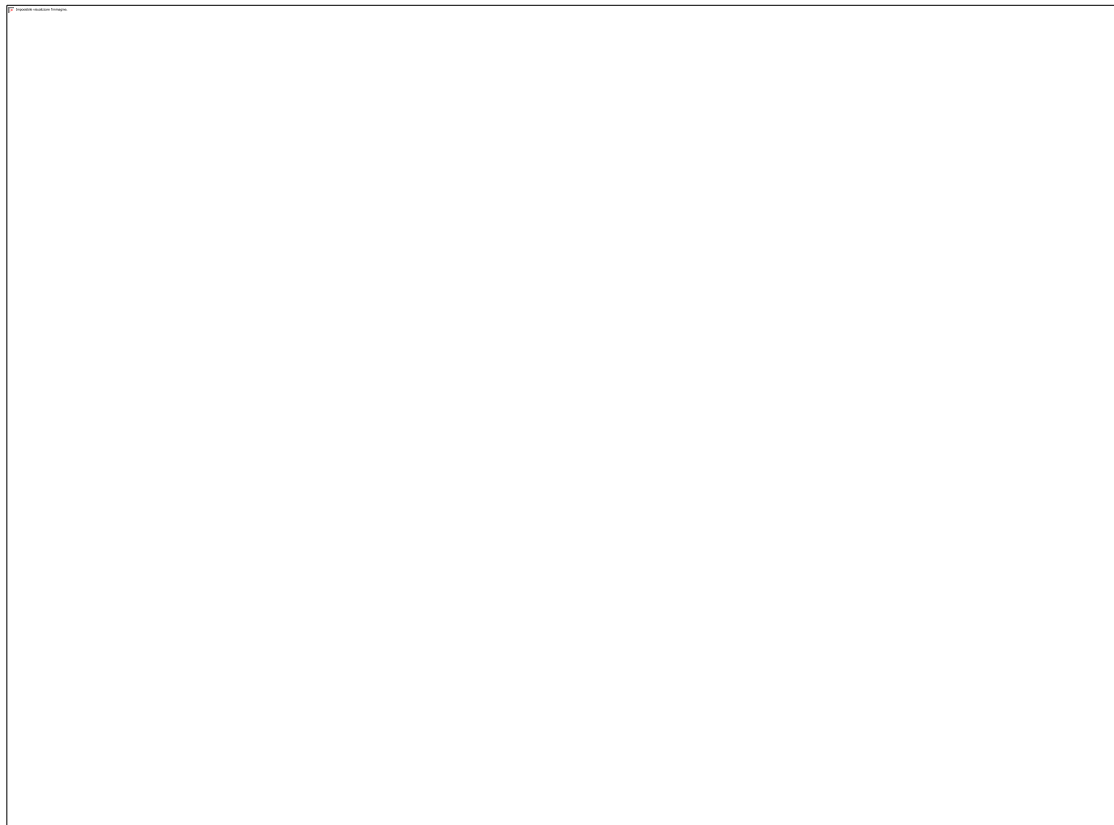
For this reason, the proposed **Project Approach is the same for all the results** and it is composed by different macro-activities aimed to both guarantee the **management** and **coordination of the overall project** and to **gradually achieve all the expected results**; these macro-activities will cover the whole lifetime of the project and are **closely interrelated**.

The Project Approach is based on two different kind of macro-activities, as showed in the following chart:

- **Horizontal Macro-Activities** that will be carried out for the results R2-R11 in order to **coordinate and integrate the action of the three Components** and to achieve the **horizontal result (R1)**;
- **Component Results Macro-Activities** that will be carried out in order to reach the expected results from R2 to R11. For each result a list of related topics has been defined according to the specific needs expressed by NDRC, MoCA and MoF (as described in the paragraph “2.1.1.2 Scope and goals of the SPRP project” in the section “Specific Topics”)

The Component Results Macro-Activities are grouped in three different phases:

- **Phase 1: Identification Phase;**
- **Phase 2: Analysis Phase;**
- **Phase 3: Follow-up Phase.**



Legend:
The results are colored differently in order to highlight the link with the corresponding component as explained in the document “Annex I - Action Fiche for EU-China Social Protection Reform Project (SPRP)”

■ Component 1 ■ Component 2 ■ Component 3

The whole set of macro activities will be carried out on each topic. This approach will allow to activate different work stream for each result in correspondence to the related topics.

On the basis of the information received about Chinese Stakeholders needs, this approach has been applied to define the activity plan oriented to the results achievement. In case of Chinese stakeholders will express the will to change/ integrate/ prioritize topics included in each result, the Consortium, together with Chinese stakeholders, will consider the modification requested in the definition of biannual operative plan.

The operative plan will be defined always in compliance to budget constraints and EU MS capabilities and it will be subject to verification and modification every six months, in order to ensure a complete alignment between project activities and Chinese Stakeholders needs.

Furthermore, the specification and the prioritization of each topic to be developed (within the available resources) will be further specified after project start up and will be discussed at PAC meetings.

For each **topic**, identified within the results, the different macro-activities will be more customized, following a tailor-made approach, in order to guarantee the achievement of each expected result.

Horizontal Macro-Activities

The Project Approach provides four Horizontal Macro-Activities; these macro-activities are **directly connected with the achievement of the horizontal results (R1)** and, more generally, they **are essential for the achievement of the project expected results**, ensuring the coordination, the harmonization and the effectiveness accomplishment of the Component Results Macro-Activities.

The Horizontal Macro-Activities are the following:

- 0.1 - Inception;
- 0.2 - Visibility;
- 0.3 - High Level Events Management;
- 0.4 - Coordination and Monitoring.

The **Inception (Macro-Activity 0.1)** is crucial to the project, as it will allow the launch of the project and the establishment of the requirements for an effective project management by setting the baseline, refining the internal organization and identifying the target groups related to the communication strategy. In order to ensure the overall project visibility towards all the Stakeholders involved, during the whole lifetime of the action, **Visibility activities (Macro-Activity 0.2)** are planned. These activities includes the preparation and the dissemination of project brochure and press releases, the development and maintenance of the project website, etc. This macro-activity, together with the **High Level Events Management (Macro-Activity 0.3)**, will **especially contribute to the achievement of the horizontal result (R1)**. These meetings will provide important chances of comparison and interface between Chinese Partners and EU MS, ensuring a reliable partnership among them.

In order to ensure a complete and comprehensive integration and harmonization and also taking advantage of cross-Result synergies, a specific macro-activity of **Coordination and Monitoring (Macro-Activity 0.4)** has been identified; this macro-activity will cover the Project as a whole from its initial step to its final one by ensuring a clear and shared planning of all meetings, tasks and activities as well as the continuous mitigation of the risks and the regular monitoring of the defined timing.

Component Results Macro-Activities

With regards to the expected results of each Component (R2 – R11) the Consortium has identified a **common set of Macro-Activity**. According to a **tailor-made approach defined**, each macro-activity is composed by different activities.

These activities have also been defined according to the guidelines provided by the Chinese Partners (ANNEX 1 of the Commission Implementing Decision on the EU-China Social Protection Reform Project - Action Fiche).

The Component Results Macro-Activities are the following:

A. Identification Phase

X.1. Situation analysis.

- X.2. Identification and review of possible relevant EU experience
- X.3. Workshop with Stakeholders on the Identification Phase

B. Analysis Phase

- X.4. Specific analysis of relevant EU experience
- X.5. Training/Study Assignment to EU countries
- X.6. Workshop with Stakeholders on the Analysis Phase
- X.7. Elaboration of reform proposal

C Follow-up Phase

- X.8. Follow-up and ongoing technical assistance and tool development
- X.9. Training needs analysis and training definition
- X.10. Training conducted (EU and/or China)
- X.11. Possible pilot application
- X.12. Evaluation of follow-up phase and lesson learned.

The aim of this section is to clarify the general objectives of each macro-activity; **approach, methods and tools will be transversal and shared by the different Topic, while the specific activities will be diversified for each topic, identified within each result.** In the following paragraphs, all the activities will be explained in detail, in order to highlight how each of them contributes to the achievement of the specific results.

It is important to highlight that all the following Macro-Activities could be subject to modifications in relation to the Consortium Partners and Chinese Stakeholders needs and requests, in order to ensure adjustability and flexibility to the project. The bi-annual Project Work Plan, formalized by the Consortium and approved by the PAC, will collect all modifications mentioned above.

The **Situational Analysis (Macro-Activity X.1)** is aimed at achieving an **in-depth analysis of the Chinese context.** An **assessment study on each specific topic related to the expected result** will be carried out in order to point out issues and key aspects to be taken into consideration in order to achieve it.

With the aim of providing an in-depth knowledge of the Chinese context, this macro-activity will be carried out by Resident Experts in **close collaboration with the three Chinese Experts.** Such collaboration will ensure a complete qualitative and quantitative analysis of the main features of each topic and a clear identification of processes, beneficiaries, target groups, issues and risks of the current social protection Chinese system.

Furthermore the Project intend to build on lessons learned, results and achievements already made in the previous project (EU-China Social Security Reform Cooperation Project), so this Macro Activity will also include studies of documents, reports and other deliverables produced by of this project.

At the same time as the Situational Analysis is carried out, the Consortium Members will prepare short presentations of relevant EU best practices in the area. The EU MS Public Sector Staff will, in close collaboration with EU Resident Expert in China, also clearly identify a set of European Best Practices that could contribute to achieve the expected results, if introduced in China.

It's important to highlight that this activity will be based on documentation that the Consortium already has about their social security models and it will proceed with a rendition of them (**Macro-Activity X.2 - Identification and review of possible relevant EU experience**). In order to give a comprehensive overview on the experiences and Best Practices of European Countries, including both the Consortium Members and possible other European Countries out of the Consortium, experts from non-Consortium Member States could be involved. The terms for regulating their involvement will be decided and shared with the EU Delegation.

Subsequently, the European experiences will be proposed to Chinese Partners as models for the upcoming reforms in the **Macro-Activity X.3 - Workshop with stakeholders on the Identification Phase.**

After sharing the Best Practices and the evidences of the Situational Analysis on the current context, **Specific analysis of relevant EU experience (Macro-Activity X.4)** will be carried out in order to allow a

Technical Feasibility of the Best Practices implementation within the Chinese context and it will be implemented in close collaboration with the Chinese counterparts. In order to facilitate the feedback shared among the EU MS involved and the Chinese Partners about the studies carried out during the project, have been foreseen training and study assignment (**Training/Study Assignment to EU countries Macro-Activity X.5**) that will allow a group of top managers coming from the NDRC, the MoF and the MoCA or other relevant stakeholders to approach the European Best Practices and to directly provide feedback on their implementation in China and contribution to achieve the expected results;

Through the **Macro-Activity X.6 - Workshop with stakeholders on the Analysis Phase** the previous analysis will be shared with the Chinese counterparts.

All evidences, outputs, feedback produced during the macro-activities described above, will provide the basic elements to the Consortium in order to define the reform proposals (**Macro-Activity x.7 – Elaboration of reform proposal**). In fact, these proposals will include operational implementation recommendations and a set of additional activities to be carried out by each Chinese partner institution during the following periods.

In order to ensure an effective implementation of the reforms and in order to achieve all the expected results, the following macro-activities have been defined:

- **Follow-up and ongoing technical assistance and tool development (Macro-Activity X.8)** aimed at supporting the Main Stakeholders in the implementation of the proposal for the achievement of all the expected results;
- **Training needs analysis and training definition (Macro-Activity X.9)** aimed at defining all the skills and competencies required for the implementation of the identified Proposal;
- **Training in Training conducted (EU and/or China) (Macro-Activity X.10)** of Chinese Public Staff, aimed at developing all skills needed for an effective implementation of the reform proposal.

If requested, the Consortium will analyze local context with the aim of defining the applicability of the proposal identified, in local areas according to Main Chinese Stakeholders guidelines (**Macro-Activity X.11 – Possible Pilot Application**).

In the **Macro-Activity X.12 - Evaluation of the follow-up phase and lessons learned** the Consortium will summarize the main lessons learned by sharing positive and negative aspects of the experience and providing recommendations for possible future developments.

It is important to highlight that the activities related to the Training courses (Macro Activity X.5 and X.10) will not be performed for each topic proposed, but they will represent periodical training opportunities. The topics to be discussed will be identified, from time to time, on the basis of the Chinese Stakeholders requests.

In the following paragraphs the activities regarding the results/topics related of the same Component (as listed in the topic table in the “Organizational Structure” Paragraph) are described in the same Macro-Activity. In fact, the Component Coordinator is responsible for the activities linked to the results of a single Component. For this reason all the Macro-Activities take their ID number from the afferent Component. For example the Macro-Activity No 1.1 describes all the assessment actions to be carried out on each topic identified for the Component 1 Results (from Result 2 to Result 5).

Lastly, all final studies as well as all the main outcomes of the activities will be translated into Chinese, in order to:

- facilitate the dissemination on the produced documents;
- share the main project’s outcomes among the Beneficiaries;
- avoid misunderstanding with the main Chinese Stakeholders, as learned from the previous project.

2.1.1.5 Project’s Macro-Activities

Structure

The Macro Activities (both **Horizontal** and **Component Result**) are detailed in terms of:

- Name and ID of the Macro Activity;

- Detailed description of the planned activities;
- Outputs of the Macro Activity (indicates the overall outputs related to the different topics faced during the whole project).

For the proposed timing of the activities, refer to paragraph 2.1.3 “**Duration and indicative action plan for implementing the action**”.

Responsibilities

For what concerns the responsibilities of the different Macro Activities, even though the actors involved and their role in every Macro Activities have been specified, below there are some General Principles listed:

- The Project Leader, in order to ensure the coordination and have full management of the project, as specified by its role, will be involved in all activities;
- The Project Leader, the Project Secretariat, the three Component Coordinators and the EU Resident Experts will be involved in the Horizontal Macro Activities ;
- The Component Coordinator, the Component EU Resident Expert and all the EU MS that participate in the component activities will be involved in the Macro Activities of the three Components.

It is important to highlight that the Component 2 Coordinator and the Component 2 EU Resident Expert will be also involved in the activities of Component 1 and 3, which requires support in verification activities regarding financial and economic sustainability. All the profiles indicated above are described in the “Organizational Structure”.

Achievement of Result 1

The SPRP, besides producing tangible results on the Chinese Social Security System, aims to establish a mechanism for high-level dialogue between Chinese Government and the European Union on Social Protection reform. It is crucial, for the project success, to establish and support specific partnerships between the Specialized Public Bodies of the EU Member States and the Main Chinese Stakeholders (*NDRC - National Development and Reform Commission, MoF - Ministry of Finance and MoCA - Ministry of Civil Affairs*).

The Expected Result N.1 will be primarily achieved through meetings and continuous interaction between the different stakeholders of the project. The activities that will facilitate and encourage the collaboration throughout the project are mainly in the Horizontal Macro Activities.

During the “Inception” (Macro Activity N. 0.1) aspects regarding the project organization will be presented, discussed and agreed with different stakeholders involved.

Furthermore, in order to facilitate the exchange of information and opinions, in the "Visibility" (Macro Activity N. 0.2) different Information Tools such as a dedicated project Website, a Newsletter and an Electronic Directory of Contacts will be designed and managed. In addition, there will be a customized Communication Strategy for each type of event.

In “High Level Events Management” (Macro Activity N. 0.3) the Representatives of the EU MS will have the possibility to meet all major Chinese Government Stakeholders during the high-profile conferences that will be organized. In particular there will be several press conferences to be organized throughout the project lifespan: one conference will take place at the beginning of the project, four High Profile International Conferences (both in China and Europe) will take place during the project duration and one at the end of the project.

All the activities of the “Coordination and Monitoring” (Macro Activity N. 0.4) will support the Coordination of all the actors of the SPRP and therefore will contribute to the achievement of the Expected Result 1.

The Expected Result 1 will also be achieved through the specific Component Result Macro Activities. Below the Macro Activities are reported - they promote the meeting and the close collaboration between the European Partners and the main Chinese Stakeholders:

- **Workshop with stakeholders on the Identification Phase (Macro-Activity X.3)**
- **Training/Study Assignments to EU countries Macro-Activity (Macro-Activity X.5)**

- **Workshop with stakeholders on the Analysis Phase (Macro-Activity X.6)**
- **Follow-up and ongoing technical assistance and tool development (Macro-Activity X.8)**
- **Training conducted (EU and/or China) (Macro-Activity X.10)**
- **Possible pilot application (Macro-Activity X.11)**
- **Evaluation of follow-up phase and lesson learned (Macro-Activity X.12)**

In addition to the Horizontal Macro Activities and the Result Macro Activities directly related to the result from R2 to R11, the Result 1 will also be achieved thanks to the networking opportunities created by the current projects of cooperation and development ongoing between the EU MS and the Chinese Government Bodies (ref. to paragraph 2.1.2.2 “**Project Environment and Synergies**”).

Finally, constant focus will be put on the establishment of long term partnerships which will allow the cooperation, between EU and China, also after the end of the project.

In particular, once the areas of potential cooperation will be identified, the different EU partners, whose practices and experiences somehow fit the Chinese needs, could start bilateral discussions with the Chinese Beneficiaries in order to verify the possibility of further cooperation after the end of the project or on topics not directly covered by the project.

As a result of these bilateral contacts the Consortium expects that some of the European Partners could sign “twinning agreements” with some of the Chinese Stakeholders with specific objectives for the exchange of best practices and action plans for further cooperation project. Particular attention will be given to the identification of concrete projects, supporting the reform or social security in China, and to the identification of possible source of financing.

This activity focused on the development of partnerships will not be limited to the Consortium Members. Depending on the specific needs emerging, other organizations could be contacted, including organizations from other European Countries.

2.1.1.6 Horizontal Macro Activities

Macro Activity N. 0.1	Inception
Detailed Activities	
<p>“Inception” is the preparatory period (3 months has been considered) to the start of operational phases of the project. During this Macro-Activity the issues of logistics and organization will be addressed and relationships with the Main Chinese Stakeholders will also will be established. Furthermore it will allow the establishment of the requirements for a good Project management.</p> <p>During the “Inception” the following activities will be carried out:</p> <ol style="list-style-type: none"> 1. Consortium Experts Selection: the Consortium will carry out the: <ul style="list-style-type: none"> • Selection of Chinese Experts; • Definition of the list of EU MS Public Sector Staff to be involved as experts in the topic that have to be analysed over the initial 6 months of the project; • Recruitment of the Office Manager; • Mobilization of the 3 EU Resident Experts; 2. Project Office Setup: The Office Manager, hired in the previous activity, will organize the activities in order to: <ul style="list-style-type: none"> • Complete the purchase of furniture and equipment, in order to have the Beijing Office ready to start working; • Hire the Supporting Staff (such as assistants, translators and the accountant) 3. Finalization of the Detailed Activity Plan: After the setting up of the Office in Beijing, the Resident Experts, in collaboration with the three Component Coordinators and the Project Leader, will: <ul style="list-style-type: none"> • Establish a brief diagnosis of the situation and define the baseline; • Carry out an in-depth analysis regarding the Audience of the Project’s Results; • Fine tune the identification of Chinese counterparts directly involved in the project implementation; • Collect the relevant documentation necessary to the Situational Analysis for each topic to be analyzed. The documentation to be collected can be related to both the sector studies previously carried out and the results of the previous project (when necessary English translation will be provided) • Review, with the Chinese Stakeholders, the assumption of the activity plan included in the Grant Application Form. This activity plan reflects all the needs expressed from the Chinese Stakeholders and all the possible activities to be performed in order to achieve the expected results; • Update the proposed Activity Plan, changing, integrating and prioritizing the topics included in each result in close collaboration with the Chinese Stakeholders. All the changes made on the activity plan will be shared with all the EU MS involved in the related activities. 	

<ul style="list-style-type: none"> Define the details of scheduling for the first 6 months (from month 4th to month 9th) formalizing the detailed Activity Plan; Review the Project Logical Framework” (described in paragraph 2.1.5 “Logical Framework”) in order to Refine the “Objectively Verifiable Indicators” (OVIs) already defined. <p>The activity plan will be verified and modified every six months, according to budget constraints and EU MS Capabilities, in order to ensure a complete alignment between project activities and Chinese Stakeholders needs.</p> <p>4. Preliminary Selection of Pilot Sites (if requested by the main Chinese Stakeholders): Through the analysis of the Needing List and Feedback received by the Main Chinese Stakeholders, the Consortium will draw up an initial list of pilot sites to be involved in the project. In order to select the Pilot Sites, the Consortium will consider the following criteria:</p> <ul style="list-style-type: none"> Capitalize the lessons learned: verifying the results of the on-going pilot reforms related to the project; Answer to the Main Stakeholders needs: proposing and sharing a set of unit pilots identified during the project activities in order to define the best regions according to issues and constraints; Select areas where the context allows to implement one or more solutions: providing practice outcomes of the attended results; <p>This initial list will be confirmed and shared during the following Macro-Activities of the Project.</p> <p>5. Sharing of the organizational Aspects of the Project: The Consortium in this activity will:</p> <ul style="list-style-type: none"> Fine tune the coordination mechanisms among the three Components; Share the organizational Aspects of the Project with the main Chinese Stakeholders. <p>6. Preparation of aide-Mémoire: The aide-mémoire will summarize the main organizational and management issues as already discussed with the main Chinese Stakeholders. It will include the following:</p> <ul style="list-style-type: none"> The final “Organizational Structure” of the Project Advisory Committee (PAC); The 6-month detailed work schedule, after the end of the Inception phase; The Templates for all project deliverables and the corresponding approval process; Communication and Dissemination Strategy. <p>During the 2nd month of the Inception phase, the Consortium will organize a Constitutional PAC meeting among the Main Chinese Beneficiaries and the other key stakeholders, in order to share the main decisions about the project and the Activity Plan and constitute priorities and operational practices for the first six months of the project. This meeting will have a common session, in order to clarify the scope of the Project and to ensure an overall understanding among all the stakeholders and specific sessions to discuss the technical aspects about each Component.</p> <p>Every decision taken within this macro activity will be shared with all the Consortium Members and subsequently discussed and approved by the first PAC meeting (during the 4th month).</p> <p>The Activities 3, 4, 5, 6 and 7 contribute to achieve the Expected Result 1.</p>
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Outputs	<ul style="list-style-type: none"> Beijing Office Staff Hired EU MS public sector staff selected Project Office in Beijing set up Detailed Activity Plan of the first 6 months (from month 4th to month 9th) prepared Constitutional PAC Meeting Organized Aide-Mémoire (common to all three project’s components) agreed and signed.
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Macro Activity N. 0.2	Visibility
Detailed Activities	
<p>The Consortium will prepare communication and public relations materials to ensure the highest project visibility, according to the Communication and Dissemination Strategy already elaborated during the “Inception”.</p> <p>In particular the visibility of the project will be ensured through the management of Information Tools and the production of traditional Visibility Material. The Project Secretariat will be responsible for technical assistance for all visibility activities.</p> <p>The activity proposed by the Consortium regarding the Project Information Tools are the following:</p> <ol style="list-style-type: none"> Design and Management of the project Website: The Consortium will manage a Dedicated Project Website where a download section for all Project Material, a Scheduling of related meetings and events, a section with General News, a Project Progress Indicator and a list of the main Results Achieved (all final studies will be available both in English and Chinese) will be available. In order to highlight content updates to all Website users, an e-mail Newsletter will also be implemented. Finally, according to Main Chinese Stakeholders, the possibility of using Social Networks tools (eg. Sina Weibo, Renren, Tencent, ecc.) in order to further spread out the visibility of the project will be evaluated and it will be created a professional network among all the project stakeholders; Design and Management of a Project Electronic Directory of Contacts: in order to ensure the exchange and the sharing of information and to facilitate the involvement of the different actors on issues of interest, all participants will be asked to register to the Project Directory of Contacts. Everyone can insert their experiences, competences, interests and contact creating a network among people involved. <p>In addition to the Project Information Tools, for each of the Events planned for the SPRP (such as Constitutional PAC Meeting, Opening Event, High Level Events, Closing Ceremony, International Workshops and Training both in China and in Europe) the most appropriate Visibility Materials will be produced. In order to clearly highlight the</p>	

EU funding of the Project the Consortium the defined structures, templates and visual guidelines provided from EU will be followed (ref. to paragraph 2.1.2.3 “**Visibility of the Action and the EU Funding**”). In particular the relating activities to be carried out are the following:

3. **Customization of the Communication Strategy for each event:** The Consortium, in close cooperation with the Stakeholders involved, will customize the Communication Strategy on the basis of the type of Event, Audience invited and Subject addressed. This activity will be performed one month in advance of the Event execution.
4. **Implementation of Visibility Actions:** After the Customization of Communication Strategy the Project Secretariat will deal with designing, printing and dissemination of Brochures, Leaflets and Project Information Reports. Furthermore, the Consortium will organize, when relevant, Press Releases for both traditional and electronic newspapers and will provide support in preparing Audio and Visual materials suitable for television and Web dissemination. Lastly, at the end of the project the consortium will provide commemorative plaques. These activities will be performed one month in advance of the Event execution and will last until the Event end.

All the Activities contribute to achieve the Expected Result 1.

Outputs	<ul style="list-style-type: none"> • Dedicated Project Website • Newsletters • Electronic Directory of Contacts • Communication Strategy Customized (for each of the Events planned) • Visibility Materials produced and Event (for each of the Events planned)
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Macro Activity N. 0.3	High Level Events Management
Detailed Activities	
<p>In order to share the specific results of the three Components, the project will set up high level policy dialogue between Specialized Public Bodies of EU Member States and the Main Chinese Stakeholders.</p> <p>Throughout the organization of the following events, the project will set up the conditions for activating and cultivating a close cooperation with all the actors of the SPRP project (as stated in the Expected result R1). The Project Secretariat will be responsible for the logistics of the events organization.</p> <p>The events that will be organized are the following:</p> <ol style="list-style-type: none"> 1. Organization of a Press Conference (Opening Event). During this event the 3 components of the project and the EU MS will be officially introduced to the main Chinese Stakeholders (NDRC, MoF, MoCA). This event will be implemented together with the first High Level international Conference on “Social Assistance”; 2. Organization of a High Level International Conference on “Social Assistance”. During this event (approximately within the 4th month in China) specific issues focused by Component 3 in close collaboration with the MoCA will be addressed; 3. Organization of a High Level International Conference on “Social Security”. During this event (approximately within the 14th month in Europe), specific issues focused by Component 1 in close collaboration with the NDRC will be addressed; 4. Organization of a High Level International Conference on “Social Security Funds”. During this event (approximately within the 26th month in China) specific issues focused by Component 2 in close collaboration with the MoF will be addressed; 5. Organization of a Final High Level International Conference. It will be held by the three Chinese Beneficiaries based on the agreement of China and EU side. During this event (approximately within the 42nd month in Europe), the three specific issues of the Components in close collaboration with all the main Chinese Stakeholders (NDRC, MoF, MoCA) will be addressed; 6. Organization of a Closing Ceremony. During this event, a final report will be introduced to all project stakeholders (NDRC, MOF, MOCA). All the activities implemented in the course of the project, as well as the evaluation of the pilot projects, will be shared in a high-level final conference. The closing ceremony will also highlight potential follow-up activities and continued cooperation between EU MS and China. <p>For each of the Events described above the following tasks will be carried out:</p> <ul style="list-style-type: none"> • Management of organizational aspects; • Management of logistics; • Identification and Management of the Register of International Invitees; • Definition and Sharing of the Agenda; • Collection and Sharing of material for discussion; • Activation of the activities related to Visibility (according to paragraph 2.1.2.3 “Visibility of the Action and the EU Funding”); • Organization of the missions of the European Experts involved; • Realization of the event; • Preparation and sharing of the follow up. <p>It is important to highlight that the Main Chinese Stakeholders responsible for the topics addressed in the each event will be directly involved in carrying out the previous tasks. Moreover, dates above mentioned are only a first</p>	

approximate hypothesis and they could be subject to any modification in relation to Chinese Stakeholders needs, during the “Inception” (Macro Activity N. 0.1).	
All the Activities contribute to achieve the Expected Result 1.	
Outputs	<ul style="list-style-type: none"> • 1 Press Conference • 4 High Profile International Conferences both in China and in Europe • 1 Closing event

Macro Activity N. 0.4	Coordination and Monitoring
Detailed Activities	
<p>Due to the high complexity of the Project, in terms of many stakeholders involved, geographical distribution, complex issues and challenging timing, a systematic approach to Project Management is essential.</p> <p>For the Coordination of this Project, the Consortium will propose the following activities and tools, performed mainly by the Project Leader with the support of the Component Coordinators and the Project Secretariat:</p> <ol style="list-style-type: none"> 1. Project Work Plan Management, that includes both the Definition, Supervision and Updating of the detailed plan of the Project and the Definition and Distribution of the Activities between the partners, according to their competencies and skills (“Project Work Plan updated”). All the modifications will be agreed with the Partners involved in the activities and will be implemented in order ensure adjustability and flexibility to the project 2. Missions Management: Organization and Management of the Chinese Mission, including the selection of the EU Public Sector Staff; 3. Project Management and Knowledge Sharing Tools: Management and Direction of the Project; 4. Issues & Risk Management: Prevention and Management of the Project Criticalities. <p>For the Monitoring of this Project, the Consortium proposes the following three activities of monitoring, each with different scope, different activities and different level of detail:</p> <ol style="list-style-type: none"> 5. Operative Monitoring: aimed to check the status of progress of each work-stream according to the detailed plan by each Component Coordinator. In particular, each Component Coordinator will constantly monitor their results in terms of: <ul style="list-style-type: none"> • Timing and deadlines; • Completed activities; • Deliverables Status and Quality; • On-going activities; • Next activities; • Risks and measures taken to avoid or solve them, whenever possible; • Issues Report. <p>In case of significant issues, corrective and recovery actions will be defined and addressed. Periodically (every three months) each Component Coordinator will produce a “Component Status” Report on the progress of the work-stream to be shared with the Project Leader and EU MS involved in the Component.</p> <ol style="list-style-type: none"> 6. Project Monitoring: aimed to monitor the overall progress of the Project. In particular, the Project Leader will constantly perform the following activities in order to verify and monitor the work-streams of each result on the basis of the latest version of “Component Status” Reports, the “Project Work Plan updated” and “Ex-Post Monitoring” Reports (ref to point 7 “Ex-Post Monitoring”): <ul style="list-style-type: none"> • Checking and balancing of the activities distribution among the Consortium Members; • Reviewing and monitoring of the activities progress in collaboration with the Component Coordinators; • Activities Reporting required by European Commission and/or beneficiaries Chinese for Audit Scope; • Monitoring and checking the progress of the all work-streams, in a coherent and coordinate way; • Checking the status of the consumed budget; • Project Issues and Risks Management. <p>Periodically (every six months) the Project Leader, in collaboration with the Project Secretariat for the formalization and drafting activities, will produce a “Project Status” Report on the progress of the Project. This report will be discussed during IMC meetings, planned each semester, in order to share the progress and to evaluate the outcomes and the issues. During these meetings, IMC will also identify issues and outcomes to share in the next PAC meeting.</p> <ol style="list-style-type: none"> 7. Ex-Post Monitoring: aimed to verify the effective achievement of the expected results and to identify the main "lessons learned" resulting from planning mistakes. In particular, it will periodically perform the following activities in order to verify and evaluate the work-streams of the Project: <ul style="list-style-type: none"> • Comparing the timing between planned and performed; • Comparing the budget allocated and spent; • Gap Analysis between expected and achieved results; • Measurement of the "Objectively Verifiable Indicators" (described in paragraph 2.1.5 “Logical Framework”) in order to share with Chinese Stakeholders first results of the Project. <p>Every six months a meeting among the Project Leader, the Project Secretariat and the Component Coordinators will take place in order to discuss the “Ex-Post Monitoring” Report; during these meetings will be also defined the results and the issues that need to be shared during the IMC meetings.</p>	

<p>All the monitoring meetings will be organized, when possible, at the same time with other scheduled events in order to facilitate and rationalize the encounters and budget spending; however, the meetings could be organized through a call/video conference.</p> <p>All the reports planned will guarantee coherence and adherence to administrative reports required by EU Commission Visibility Guidelines.</p> <p>In addition, all the interim reports (once a year) and the final report will be produced .</p> <p>All the Activities contribute to achieve the Expected Result 1.</p>	
Outputs	<ul style="list-style-type: none"> • “Project Work Plan updated” (every six months); • “Component Status” Reports (every three months); • “Project Status” Reports (every six months); • “Ex-Post Monitoring” Reports (every six months); • Interim Reports (once a year); • Final Report (once, at the end of the Project).

2.1.1.7 Component 1 Results – Macro Activities

Component 1 will provide support to strengthen the NDRC institutional capacity for the development and implementation Social Protection reforms. More specifically, sharing their experiences, EU MS shall contribute to the reform of the Chinese pension system with a view to support the preparation and implementation of the 13th 5-year plan.

The expected results to be achieved with the implementation of this Component, according to the Financing Agreement signed between the EU and China are:

- ***R2 Under the leadership of NDRC, coordination of policy making among government agencies in areas related to Social Protection reform is strengthened.***
- ***R3 Capacity of NDRC in policy development and implementation, notably establishing and enforcing a national policy evaluation technique in the area of social protection, is enhanced.***
- ***R4 National policy framework for a full coverage of old-age insurance system throughout China is consolidated by strengthening the interface of various schemes, pension funding pooling, old-age insurance scheme for civil servants/the employee of public agencies and the existing multi-layer pension system.***
- ***R5 Reform efforts in response to urbanization trends, in particular the harmonization/integration of the various basic Social Protection systems for different groups of beneficiaries, the portability of social insurances and better suited assistance schemes.***

The implementation of this component will be carried out in close coordination with the implementation of Component 2 for economic and financial forecast and evaluations and Component 3, when dealing with aspects related to Social Protection schemes.

For the achievement of the above mentioned results the following Macro Activities will be carried out on the specific topics identified (as described in paragraph “2.1.1.2 Scope and goals of the SPRP project” in the section “Specific Topics”). For each Macro Activity, a **detailed description of operative activities** is provided below.

Identification Phase

Macro Activity N 1.1	Situational analysis
Detailed Activities	
<p>The Situational Analysis aims at understanding the current Social Protection framework in China in order to point out elements and information useful to strength the institutional capacity for developing policies for Social Insurance and, generally, to achieve the expected results. In particular, the Situational Analysis, starting with an overview of the pension systems in China, will focus on a set of topics for which stakeholders have expressed a particular interest, that has been identified on the basis of the expected results and NDRC’s needs and on the basis of what emerged during the past EU MS’ missions in China (December 2013 and February 2014) and during the preparation of the Grant Application form. The results of this situational study will allow a better comprehension of the critical issues, on each topic defined, within the current Social Protection framework to be taken into account during the elaboration of the reform proposal (Macro Activity 1.7). Data collected will be also used as baseline for monitoring and evaluation purposes.</p> <p>A series of specific activities has been planned in order to evaluate the current Social Protection Chinese framework. All these activities will be carried out by the Component 1 EU Resident Expert in China, with the support of the Component 1 Chinese Expert and in strong collaboration with NDRC’s officers; the availability and the cooperation from Chinese</p>	

officers will be essential for the success of this Macro-Activity and for the achievement of the expected results for Component 1. It's important to highlight that the presence of **the Component 1 Chinese Expert** will help to reduce the time in understanding the China's current situation providing support to EU Experts.

The task preliminary identified to collect information about each topic on the current Chinese context are the following:

- **questionnaire supplied to NDRC's officers** (if required by the NDRC on specific priority topics) in order to deepen specific aspects of the analyzed topic;
- **study and desk analysis** of available documentation and papers on the current Social Protection framework provided by the NDRC or by Component 1 Chinese Experts; all the lessons learned from the EU China Social Protection Reform Project (EUCSSP, from 2006 to 2011) and other relevant on-going projects, focused on the analyzed issue of Social protection, will be taken into consideration during the desk analysis;
- **technical interviews to NDRC officers** (or to other stakeholders suggested by the Component 1 Chinese Expert and NDRC) in order to approach the topics related to the Social Protection framework in China and to examine relevant issues in depth;
- **technical meeting with the Component 1 Chinese Expert** in order to deeply understand issues emerged from the data collected and, in general, to receive more information and clarification, if needed.

All the operational **tools** for the Situational Analysis tasks (e.g. questionnaires, outline of the technical interviews, etc.) will conform to the regulation of the Chinese Government, and will be **prepared by the EU MS Staff in Europe** in close collaboration with the Component 1 EU Resident Expert in China and with the Component 1 Chinese Expert under the coordination of the Component 1 Coordinator.

The **Component 1 EU Resident Expert in China** will collect all the results of the Situational Analysis in an **assessment report** that will include, for each topic, the following aspects:

- a general description of the current situation;
- the most relevant statistical data;
- an overview about ongoing activities and plans aimed at improving the current situation, including current reform efforts, proposals and possible pilot projects;
- a list of open problems/issues.

Outputs	Assessment reports providing an analysis on the topics analyzed.
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Macro Activity N 1.2	Identification and review of possible relevant EU experience
Detailed Activities	
<p>In parallel with the carrying out of the Situational Analysis (Macro Activity 1.1), EU MS will carry out a widespread research regarding the EU MS' Social Protection systems and their Best Practices related to the topic analyzed.</p> <p>During the carrying out of the first work-stream, each Consortium member will prepare Country Report providing an overall description of the representative Social Protection systems in the EU Member States (the Country reports, related to countries outside of the Consortium, will be distributed among the Consortium members by the Project Leader, in cooperation with the Component Coordinator); moreover, each EU MS will prepare an additional report on the most interesting Best Practices to be proposed to NDRC, when available, on different topics about which it has proposed its participation (as described in paragraph "2.1.2.6 Consortium Partners participation"). Furthermore, a basic benchmark study of the EU MS Best Practices, will be carried out by the Component 1 Coordinator and shared with the Consortium in order to allow a compared and more comprehensive analysis of the European experience on Social protection specific analyzed topic.</p> <p>According to the needs expressed by the NDRC, these researches will help China's policy makers to identify European models and Best Practices to be potentially introduced in China in order to achieve the expected project results.</p> <p>Each Best Practices Report will provide the solutions, schemes and framework that fit properly with the Chinese needs and expectations. The panel of the EU Best Practices and experiences to analyze will be selected by each EU MS on the basis of needs expressed by the NDRC and shared during the two EU MS' missions in China (December 2013 and February 2014) and during the drawing up of the Grant Application Form.</p> <p>All the operational tools and standards for the Research on EU MS Best Practices on Social Protection will be prepared by the EU MS Staff in Europe in close collaboration with the Component 1 EU Resident Expert in China and with the Component 1 Chinese Expert under the coordination of the Component 1 Coordinator. Standards tools for collecting and formalizing information and data on the different Best Practices identified will ensure a more complete and harmonized data collection, and a more clear and easy comparison of information during the Benchmark study.</p> <p>All project's topics will be addressed through the Best Practices proposed by EU MS.</p> <p>In order to give a comprehensive overview on the experiences and Best Practices of European Countries, including both the Consortium Members and possible other European Countries (out of the Consortium), experts from non-Consortium Member States (e.g. UK, Germany, Nordic Countries, etc.) will be involved.</p> <p>The terms for regulating the non-Consortium Member States involvement will be decided and shared with the EU Delegation.</p> <p>Research on Best Practices and experiences from other EU countries (not in the Consortium) will require a wider-ranging timing according to the availability of experts from the selected countries. In these cases, the contribution from the selected countries to the proposal definition is conditioned by the availability of the experts and it could have an impact on the proposed timing. The Consortium will continue to look for participation from other relevant EU MS and be open to include additional participants in the consortium should there be an interest in that regard.</p>	

The outcome of the research and the EU Best Practices will be shared and discussed with Chinese partners and Stakeholders during the first workshops (described in Macro Activity 1.3) in order to identify those to be introduced in China and to be considered as models for the Social Protection reforms.	
Outputs	<p>Country Reports providing an overall description of the Social Protection system in each EU MS of the Consortium.</p> <p>Best Practices illustrating relevant top experiences on analyzed topics of Consortium Members or, if needed, of other EU countries, to be introduced in China.</p> <p>Basic benchmark studies on the specific analyzed topics.</p>

Macro Activity N 1.3	Workshop with stakeholders on the Identification Phase
Detailed Activities	
<p>The Identification Phase will end with a first workshop in China aimed at sharing with the Chinese stakeholders the main outputs and issues emerged during Macro Activities 1.1 and 1.2. More specifically, the workshop will be held in order to disseminate and debate EU Best Practices identified during Macro Activity 1.2, to define a preliminary selection of models, related to the specific topic, to be introduced in China and to point out EU models to deepen.</p> <p>The workshop will involve the NDRC's Staff and top managers, the Component 1 EU Resident Expert in China, the Component 1 Chinese Expert and other relevant Chinese Stakeholders if needed.</p> <p>If required, the Component 1 Coordinator and EU MS Public Staff can attend this workshop via video conference.</p> <p>International workshops could be carried out (approximately one for each Component) in order to deepen the most relevant topics that the NDRC and the Chinese stakeholders will select as priority and it will involve Component 1 Coordinator and the EU MS Public Staff.</p> <p>The NDRC will be in charge of organizing the logistic aspects of the Workshop, while the contents will be defined by the Component 1 Coordinator, the Component 1 EU Resident Expert in strong collaboration with the Component 1 Chinese Expert and the NDRC (the logistics will be funded by Chinese in-kind donations as provided by the project).</p> <p>This Macro Activity is very important for the achievement of the horizontal expected result R1 - The mechanism for EU-China high level policy dialogue on social protection reform is established and partnerships with the Specialized Public Bodies of EU Member States and the National Development and Reform Commission (NDRC), the Ministry of Finance (MoF) and the Ministry of Civil Affairs (MoCA) on social protection have been set up and they are active. In fact, workshops in China are fundamental moments to share ideas, collect feedback and deepen the dialogue between EU and China as partners on the social protection reform topic.</p>	
Outputs	Workshop reports with the evidences and main decisions taken during the meetings with a focus on the EU best practices to be deepened.

B. Analysis Phase

Macro Activity N 1.4	Specific analysis of relevant EU experience
Detailed Activities	
<p>During this Macro Activity working group made up of the Component 1 EU Resident Expert in China, the Component 1 Chinese Expert, NDRC's Staff and other Chinese stakeholders, will further analyze the results and the outcome of Macro Activities 1.1 and 1.2 in order to identify EU models (or parts of different EU models) that properly fit to the China context, to evaluate the technical feasibility and to draft preliminary reform proposals. This activity will be carried out in collaboration with the EU MS Public Staff.</p> <p>The NDRC's Staff and the representatives of the Chinese stakeholders to be involved in the working group will be listed respectively by the NDRC and by each Chinese stakeholder involved.</p> <p>The Component 1 EU Resident Expert, in close collaboration with the NDRC and with the Component 1 Chinese Expert, will define a detailed plan concerning all the meetings to be organized with the working group and other Chinese stakeholders involved.</p> <p>In order to maximize the results within the planned period, the PAC will guarantee the application and the respect of this plan.</p> <p>The working group coordinated by the Component 1 EU Resident Expert together with the Component 1 Coordinator and other EU MS, will define a first draft of the reform proposal including preliminary proposals/suggestions for the introduction in China of new Social Protection models/schemes/practices and, more specifically, on the specific topic analyzed.</p>	
Outputs	Preliminary Proposals on the EU most relevant models to be introduced in the Chinese context related to specific topics analyzed.

Macro Activity No 1.5	Training/Study Assignments to EU countries
Detailed Activities	
<p>A training/Study Assignment to EU countries will be organized for fifteen NDRC's top managers or other relevant stakeholders on the EU Best Practices which fit to the China context that will be defined as priority by the NDRC and other relevant stakeholders.</p>	

A **two weeks** training/Study Assignment will be carried out in two **selected EU countries (Belgium and another one to be selected)**, during month 6th.

The training course will be organized in order to share with Chinese Final Beneficiaries relevant information on identified EU Best Practice and elaborate feasible proposals, which better fit to China context and which are useful for the 13th FYEDP (Five Year Economic and Development Plan). In order to assure an high quality of the training experience, for some specific topics chosen with the NDRC, European Universities or other specialized training bodies could be involved during this Macro-Activity. The terms for regulating the non-Consortium Member States involvement will be decided and shared with the EU Delegation.

This activity in Europe will follow the next scheme:

- **First Part (2-3 days):** the first part will be a workshop in Brussels (Belgium), with the participation of Consortium Member States and other European Countries (e.g. UK, Germany, Nordic Countries, etc.).It will be focused on:
 - “Public Pension” , with focus on:
 - National experiences from consortium members
 - International experiences through Organization for Economic Co-operation and Development (OECD) contribution and European Association of Public Sector Pension Institutions
 - Scope: organization of Public Sector Pension, interaction with other pensions, data coverage and exchange, controllability
 - “EU coordination in Pension Sector”
- **Second Part (6-8 day):** the second part will be a working visit in Belgium or in neighboring countries, selected on the basis of possible availabilities in order to study and learn about the Pension Model in place. At end of the activity, one day final debriefing will be held in order to figure out evidences, impressions and feedback regarding Best Practices and regarding the technical feasibility of the introduction in China. During this step a representative from each EU MS will be involved in order to share the first findings with the Consortium as a whole.

This Training/Study Assignment program represents a first proposal that could be modified according to NDRC needs. The exact time and venues of the Study Assignment, will be decided as soon as possible during the “Inception” (ref. to Macro Activity N. 0.1).

It is important to highlight that the activities related to training/study assignment will not be performed for each topic proposed, but approximately one within the whole project for the Component 1 only on topics selected as priority.

The **hosting EU countries will organize and coordinate** the training/study assignment activities **in cooperation with the Component 1 Coordinator and the Component 1 EU Resident Expert in China.**

A training/study assignment report detailing the experiences shared and the main findings will be prepared and shared with the NDRC.

This Macro Activity of the project is fundamental as it gives the opportunity to share concrete experiences useful for-the achievement of the expected results for Social Protection.

During the training/study assignment in Europe on the Best Practices of the European Member States and in the subsequent sharing of the results achieved with the NDRC will facilitate the partnership between Specialized Public Bodies of EU Member States and National Development and Reform Commission (NDRC) on the whole Social Protection reform (Expected Result R1). The training/study assignment in Europe, in fact, gives the **opportunity to NDRC’s staff and EU MS representatives to share ideas and feedback on the social protection reform and to consolidate their partnership** on this important issue.

Outputs	Training/Study Assignment reports detailing the experiences shared and the main findings.
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Macro Activity No 1.6	Workshop with stakeholders on the Analysis Phase
Detailed Activities	
<p>A second workshop will be held in China aimed at debating first draft of reform proposal related to the analyzed topic within Social Protection Chinese framework.</p> <p>The workshop will involve the NDRC’s Staff and top managers, the Component 1 EU Resident Expert in China, the Component 1 Chinese Expert and other relevant Chinese Stakeholders if needed. If required, the Component 1 Coordinator and EU MS Public Staff can attend this workshop via video conference.</p> <p>International workshops could be carried out (approximately one for each Component) in order to deepen the most relevant topics that the NDRC and the Chinese stakeholders will select as priority and will involve Component 1 Coordinator and the EU MS Public Staff.</p> <p>The NDRC will be in charge of organizing the logistic aspects of the Workshop, while the contents will be defined by the Component 1 Coordinator, the Component 1 EU Resident Expert in strong collaboration with the Component 1 Chinese Expert and the NDRC (the logistics will be funded by Chinese in-kind donations as provided by the project).</p> <p>This Macro Activity is very important for the achievement of the horizontal expected result R1 - The mechanism for EU-China high level policy dialogue on social protection reform is established and partnerships with the Specialized Public Bodies of EU Member States and the National Development and Reform Commission (NDRC), the Ministry of Finance (MoF) and the Ministry of Civil Affairs (MoCA) on social protection have been set up and they are active.</p>	

Workshops in China are fundamental moments to share ideas, collect feedback and deepen the dialogue between EU and China as partners on the social protection reform topic.	
Outputs	Workshop reports with the evidences and main decision taken during the meetings with a focus on the first draft of reform proposals related to the relevant topics analyzed.

Macro Activity N 1.7	Elaboration of reform proposal
Detailed Activities	
<p>According to the outcomes of the previous Macro-Activities the final reform proposal will be set up. The final proposal will be elaborated by the Component 1 EU Resident Expert in China in close collaboration with the Component 1 Chinese Expert and, of course, with all the EU MS of the Consortium coordinated by the Component 1 Coordinator. Within each topic, the proposal will be set up in order to ensure the achievement of the expected results for Component 1 (R2, R3, R4 and R5) and it will be approved by the PAC, together with the detailed action plan for following stages. Integrated reform proposals could be elaborated for topics that are connected each other.</p> <p>The final proposal will illustrate the following:</p> <ul style="list-style-type: none"> the final set of concrete proposals and suggestions to support the NDRC in the improvement of the Social Protection framework and, more specifically, through each topic, the concrete proposals will ensure the achievement of all the expected results of Component 1; further aspects to be eventually analyzed with more in-depth analysis; if required by NDRC, a detailed proposal of activities to test the concrete proposals locally; the local regions to consider in these local practice will be defined according to NDRC's needs and suggestions; A detailed plan for the following work-stream stages. <p>It is very important to notice that the previous Macro Activities are propaedeutic for the final identification of the reform proposal; for this reason, any updates concerning their planning will have an impact on the final identification of the reform proposals' process.</p>	
Outputs	<ul style="list-style-type: none"> final sets of concrete proposals; further aspects to be eventually analyzed with more in-depth analysis; a detailed plan for the following work-stream stages.

C. Follow-up Phase

Macro Activity N 1.8	Follow-up and ongoing Technical Assistance and Tools development
Detailed Activities	
<p>In order to implement the reform proposal shared with the NDRC and other Chinese stakeholders, the Consortium will provide technical assistance under the coordination of the Component 1 Coordinator. Regular short term missions from EU MS Public Staff, expert on specific topic, will be organised to provide technical assistance and develop practical tools to accompany the reform process.</p> <p>The plan of the short term mission will be defined according to NDRC's indications and according to budget constraints. More detailed follow up and technical assistance activities for the implementation of the actions suggested and for the improvement of day-to-day operations will be identified and included in the yearly plan on the bases of the previous phases (A - Identification Phase and B - Analysis Phase).</p> <p>The Technical Assistance and development of the tools for the implementation of the reform proposals is an activity closely related the encounter and exchange of information between the European partners of the consortium and the main stakeholders in China (R1).</p>	
Outputs	Technical assistance tools and support to the NDRC during the implementation of the reform proposals on relevant topics.

Macro Activity N 1.9	Training needs analysis and training definition
Detailed Activities	
<p>Training actions for NDRC's Staff will be carried out in order to improve NDRC's internal knowledge, competences and skills on the specific topic. This kind of activity is necessary for an effective implementation of the reforms. NDRC's Staff to be involved in the training activities will be identified by NDRC's top managers with the support of the Component 1 Chinese Expert and of the Component 1 EU Resident Expert in China.</p> <p>The first step of this training action will be an analysis in relation to training needs in order to assess the current skills and knowledge of the NDRC's Staff to be involved and to define the matters of the training. The training needs will be identified through:</p> <ul style="list-style-type: none"> Technical interviews with NDRC's top managers in order to prioritize the training matters; Skill assessment questionnaire for the selected NDRC's Staff in order to attend the training program. <p>The specific operational tools (skill assessment questionnaires, outline of the technical interviews, etc.), to undertake the Training needs analysis and training plan definition, will be defined and developed by the Component 1 Coordinator with the contribution of all other EU MS and the collaboration of the Component 1 EU Resident Expert in China and of the Component 1 Chinese Expert.</p> <p>On the basis of the training needs identified, a training plan will be defined and shared with the NDRC.</p>	

Outputs	Reports on the training needs identified and training plan
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Macro Activity No 1.10	Training conducted (EU and/or China)
Detailed Activities	
<p>Specialized training courses in Europe and/or in China for NDRC's staff will be organized (approximately three in Europe and three in China) during the whole duration of the project.</p> <p>It is important to highlight that the activities related to the Training courses will not be performed for each topic proposed, but they will represent periodical training opportunities. The topics to be discussed will be identified, from time to time, on the basis of the Chinese Stakeholders requests.</p> <p>The training courses will have the average duration of two or three weeks and will be provided to approximately 15 /20 people each. Timing, topics and EU countries where the training will be held, as well as other specific details, will be decided in agreement with the beneficiaries of the NDRC. Staff from NDRC who will attend these specialized trainings will be involved as trainers during the Training in China.</p> <p>The detailed structure and agenda of each training will be defined by the Component 1 Coordinator in collaboration with the Component 1 EU Resident Expert and they will be both approved by the NDRC. All the operational tools and materials for the training will be prepared by the EU MS coordinated by the Component 1 Coordinator with the cooperation of the Component 1 EU Resident Expert on the basis of the training needs identified. All the tools and material for the trainings activities will be previously shared with the NDRC.</p> <p>The training in Europe and/or in China will stimulate the setting up and the consolidation of professional networks among participants and it will contribute to the achievement of the horizontal expected result R1 - The mechanism for EU-China high level policy dialogue on social protection reform is established and partnerships with the Specialized Public Bodies of EU Member States and the National Development and Reform Commission (NDRC), the Ministry of Finance (MoF) and the Ministry of Civil Affairs (MoCA) on social protection have been set up and they are active.</p>	
Outputs	Training courses for NDRC's Staff and other stakeholders to improve skills and knowledge in order to implement the reform proposal.

Macro Activity N 1.11	Possible Pilot Application
Detailed Activities	
<p>In order to achieve the expected results (R2, R3, R4 and R5) NDRC could select regions of local levels (maximum three) in order to fit in the policy analysis carried out by the central level.</p> <p>The main aim of the Local Practices is the introduction of new practices and models in China proposed by the Consortium and shared with the NDRC and other Stakeholders, in order to strengthen their institutional capacity for Social Protection policy development also, if requested, at local level. These practices will be carried out in local regions identified by NDRC according to the local context and reforms topics.</p> <p>The specific activities to be undertaken and the way of summarizing each Local Practice will be identified during the development of biannual work plan and approved by NDRC.</p> <p>Furthermore, in order to enlarge influences, trainees of the Local Practices will not be limited into the selected regions but might also be selected from areas that surround them. This approach will ensure the improvement of the capacity building in the selected regions.</p> <p>The EU Best Practice and China's Local Practices will be specified in the development phase of bi-annual work plan. Local Practices will allow the Consortium, the NDRC and the involved stakeholders to point out elements to fine tune the reform proposal, to highlight issues and topics to be reviewed and lessons learned to take into account during future projects that the Government will carry out.</p> <p>Local Practices will contribute to strengthening the dialogue between EU and China on the Social Security reform and the partnership between EU MS and the NDRC. These contributes are useful to establish a mechanism for EU-China high level policy dialogue (Expected Result R1).</p>	
Outputs	<p>Local practices carried out and all plans and outcomes defined. Particularly the following:</p> <ul style="list-style-type: none"> • Dissemination and communication action plan for the Local Practice • Plan of all the activities to carry out during the Local Practice • Training provided to the selected regions and the surrounding areas

Macro Activity N 1.12	Evaluation of follow-up phase and lesson learned
Detailed Activities	
<p>At the end of the three phases all the lessons learned emerged during the previous activities will be collected in a final report. The document will include all the considerations, open issues, and input for the definition of recommendations for follow up activities aimed at continuously improve the Social Protection framework in China and to strengthen the achievement of the expected results (R2, R3, R4 and R5) through the specific topic.</p> <p>All lessons learned and fine tuning needs will be collected in specific reports carried out by the Component 1 EU Resident Expert in China, in collaboration with the Component 1 Chinese Expert as well as the Component 1 Coordinator and will be shared with the NDRC.</p>	
Outputs	Final recommendations Reports.

2.1.1.8 Component 2 Results - Macro-Activities

The Component 2 will support the Ministry of Finance (MoF) to enhance institutional capacity for management and supervision of social security funds. The expected results to be achieved with the implementation of this Component are the following:

- R6. Capacity of MoF in management and supervision of fiscal support to social security is consolidated by the establishment of a unified statistic index system and the development of an appropriate performance assessment model.*
- *R7 National actuarial analysis model of old-age insurance is developed by MoF and the skills and knowledge of provincial administrators in risk control of fiscal support to basic pension fund are upgraded.*
- *R8 Reform efforts of the MoF in the management of social insurance funds, focusing on fiscal support budgeting, accounting system, investment techniques and adjustment mechanisms for pension benefits are strengthened.*

The results of the activities carried out to implement this Component, in particular methodologies and models identified as fit to the Chinese situation, will also be utilized supporting the feasibility of suggestions presented implementing Component 1 and 3.

In particular the cost analysis of urbanization of rural migrants and its impact on fiscal expenditure will be done in support of reform proposals identified with Component 1.

In order to achieve the above mentioned results, the macro-activities listed below will be carried out. For each macro-activity, a **detailed description of the operational activities** is provided.

A. Identification Phase

Macro Activity N 2.1	Situational analysis
Detailed Activities	
<p>The Situational analysis aims at understanding the current situation within MoF and the local financial departments in terms of existing methodologies and models utilized for management of Social Funds, medium-term budgeting, actuarial and statistical analysis, in order to point out elements and information useful to identify measures for improvement. Specifically, the Situational Analysis will be focused on a set of topic that has been identified on the basis of the expected results as well as on MoF’s needs and on the basis of what emerged during the EU MS’ missions in China and during the preparation of the Grant Application form.</p> <p>The scope of these topics, as expressly requested by the MoF, will include also a comprehensive study on the status quo and on major problems on the division of Business and Expenditure responsibilities between central and local government, a gathering of ideas to establish a more sound relationship between central and local government on social security responsibilities and specify the respective business responsibilities of central and local government. The study will take into account the ongoing processes of urbanization of rural migrants and the relative impact in terms of costs. The results of this situational study will allow a better comprehension of the critical issues on each topic to be taken into account during the elaboration of the proposal for introduction of new methodologies and tools (Macro Activity 2.7). In order to assess the current Chinese framework of funds management and supervision, a set of specific tasks has been allocated. All the tasks concerned will be carried out by the Component 2 EU Resident Expert in China, with the support of the Component 2 Chinese Experts and in strong collaboration with the MoF’s officers; the continuous collaboration and the quick response from the Chinese partners will be fundamental for the success of this step and for the achievement of the expected results for Component 2.</p> <p>If pilot application is requested by the MoF, the Situational Analysis will consider peculiarities of pilot sites identified during the Inception Macro Activity (see Macro Activity 0.1 – Inception), according to MoF’s indication. Specific drivers for the selection of the pilot sites will be defined and shared with the Component 2 Chinese Expert and the MoF. If the MoF prefers to identify the pilot sites in a later stage rather than the Inception Macro Activity, the Situational Analysis will be carried out at a general country level.</p> <p>The task preliminary identified to collect information about each topic on the current Chinese context are the following:</p> <ul style="list-style-type: none"> • questionnaire supplied to MoF’s officers (if required by the MoF on specific priority topics) in order to deepen specific aspects of the analyzed topic; • study and desk analysis of available documentation and papers on the current framework of funds management and supervision provided by the MoF or by Component 2 Chinese Experts; all the lessons learned from the EU China Social Protection Reform Project (EUCSSP, from 2006 to 2011) and other relevant on-going projects, focused on the analyzed issue of funds management and supervision, will be take into consideration during the desk analysis; • evaluation of methodologies and tools currently utilized by the MoF and identification of other relevant on-going projects, focused on the issues; • interviews to MoF’s officers (or to other stakeholders suggested by Component 2 Chinese Experts and the MoF) in order to examine relevant issues in depth; 	

<ul style="list-style-type: none"> technical meeting with Component 2 Chinese Experts in order to deeply understand issues emerged from the data collected and, in general, to receive more information and clarification, if needed; <p>All the operational tools for the Situational Analysis tasks (e.g. questionnaires, outline of the interviews, etc.) will be prepared by the EU MS Staff in Europe in close collaboration with the Component 2 EU Resident Expert in China and with the Component 2 Chinese Expert under the coordination of the Component 2 Coordinator.</p> <p>The Component 2 EU Resident Expert in China will collect all the results of the Situational Analysis in an assessment report; for each topic the document will include the following aspects:</p> <ul style="list-style-type: none"> a general description of the current situation; the most relevant statistical data; an overview about ongoing activities and plans aimed at improving the current situation; a list of open problems/issues. 	
Outputs	Assessment reports providing an analysis on the topics analyzed.

Macro Activity N 2.2	Identification and review of possible relevant EU experience
Detailed Activities	
<p>In parallel with the carrying out of the Situational Analysis (Macro Activity 2.1), EU MS will take care of a comprehensive research regarding the EU MS Best Practices related to the topics analyzed.</p> <p>During the carrying out of the first work-stream, each Consortium member will prepare Country Report providing an overall description of the representative systems for management and supervision of social security funds in the EU Member States (the Country reports, related to countries outside of the Consortium, will be distributed among the Consortium members by the Project Leader, in cooperation with the Component Coordinator); moreover, each EU MS will prepare an additional report on the most interesting Best Practices to be proposed to MoF, when available, on different topics about which it has proposed its participation (as described in paragraph “2.1.2.6 Consortium Partners participation”). Each Best Practices will provide the solutions, schemes and framework that fit properly with the Chinese needs and expectations. The panel of the EU Best Practices and experiences to analyze will be selected by each EU MS on the basis of needs expressed by the MoF and shared during the two EU MS’ missions in China (December 2013 and February 2014) and during the drawing up of the Grant Application Form.</p> <p>Furthermore, a basic benchmark study of the EU MS Best Practices, will be carried out by the Component 2 Coordinator and shared with the Consortium in order to allow a compared and more comprehensive analysis of the European experience on the specific analyzed topic.</p> <p>All the operational tools and standards for the Research on EU MS Best Practices will be prepared by the EU MS Staff in Europe in close collaboration with the Component 2 EU Resident Expert in China and with the Component 2 Chinese Experts under the coordination of the Component 2 Coordinator. Standards tools for collecting and formalizing information and data on the different Best Practices identified will ensure a more complete and harmonized data collection, and a more clear and easy comparison of information during the Benchmark study.</p> <p>All project’s topics will be addressed through the Best Practices proposed by EU MS.</p> <p>Research on Best Practices and experiences from other EU countries (not in the Consortium) will require the identification of the terms for regulating the non-Consortium Member States involvement (according to the EU Delegation) and, consequently, a wider-ranging timing according to the availability of experts from the selected countries. In these cases, the contribution from the selected countries to the proposal definition is conditioned by the availability of the experts and it could have an impact on the proposed timing. The Consortium will continue to look for participation from other relevant EU MS and be open to include additional participants in the consortium should there be an interest in that regard.</p> <p>The outcome of the research and the EU Best Practices will be shared and discussed with Chinese partners and Stakeholders during the first workshops (described in Macro Activity 2.3) in order to identify those to be introduced in China and to be considered as models for the reforms.</p>	
Outputs	<p>Country Reports providing an overall description of the management and supervision of social security funds in each EU MS of the Consortium.</p> <p>Best Practices illustrating relevant top experiences on analyzed topics of Consortium Members or, if needed, of other EU countries, to be introduced in China.</p> <p>Basic benchmark studies on the specific analyzed topics.</p>

Macro Activity N 2.3	Workshop with stakeholders on the Identification Phase
Detailed Activities	
<p>The Identification Phase will end with a first workshop in China aimed at sharing with the Chinese stakeholders the main outputs and issues emerged during Macro Activities 2.1 and 2.2. More specifically, the workshop will be held in order to disseminate and debate EU Best Practices identified during Macro Activity 2.2, to define a preliminary selection of models, related to the specific topic, to be introduced in China and to point out EU models to deepen.</p> <p>The workshop will involve the MoF’s Staff and top managers, the Component 2 EU Resident Expert in China, the Component 2 Chinese Expert and other relevant Chinese Stakeholders if needed. If required, the Component 2 Coordinator and EU MS Public Staff can attend this workshop via video conference.</p> <p>International workshops could be carried out (approximately one for each Component) in order to deepen the most relevant topics that the MoF and the Chinese stakeholders will select as priority and it will involve Component 2 Coordinator and the EU MS Public Staff.</p>	

The MoF will be in charge of organizing the logistic aspects of the Workshop, while the contents will be defined by the Component 2 Coordinator, the Component 2 EU Resident Expert in strong collaboration with the Component 2 Chinese Expert and the MoF (the logistics will be funded by Chinese in-kind donations as provided by the project).

The results of the activities carried out implementing this Component will also be utilized for evaluating the feasibility of suggestions presented implementing Component 1 and 3.

This Macro Activity is very important for the achievement of the horizontal expected result **R1 - The mechanism for EU-China high level policy dialogue on social protection reform is established and partnerships with the Specialized Public Bodies of EU Member States and the National Development and Reform Commission (NDRC), the Ministry of Finance (MoF) and the Ministry of Civil Affairs (MoCA) on social protection have been set up and they are active.** In fact, workshops in China are fundamental moments to share ideas, collect feedback and deepen the dialogue between EU and China as partners on the funds management and supervision reform topic.

Outputs	Workshop reports with the evidences and main decision taken during the meetings with a focus on the EU best practices to be deepened.
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B. Analysis Phase

Macro Activity N 2.4	Specific analysis of relevant EU experience
Detailed Activities	
<p>During this Macro Activity working group made up of the Component 2 EU MS Resident Expert in China, the Component 2 Chinese Expert, MoF's staff and other Chinese stakeholders, will analyze the results and the outcome of Macro Activities 2.1 and 2.2 in order to identify EU models (or parts of different EU models) that are properly in line with the China context. This activity will be carried out in collaboration with the EU MS Public Staff. The MoF's Staff and the representatives of the Chinese stakeholders to be involved in the working group will be listed respectively by the MoF and by each Chinese stakeholder involved.</p> <p>The Component 2 EU Resident Expert, in close collaboration with the MoF and with Component 2 Chinese Experts, will define a detailed plan concerning all the meetings to be organized with the working group and other Chinese stakeholders involved. In order to maximize the results within the planned period, the PAC will guarantee the application and the respect of this plan.</p> <p>The working group, coordinated by the Component 2 EU Resident Expert together with the Component 2 Coordinator and other EU MS, will elaborate first proposals/suggestions for the introduction in China of new models/schemes/practices and, more specifically, on the specific topic analyzed.</p> <p>If pilot application will be requested by the MoF, the proposal will take into consideration the peculiarities of the pilot sites and the outcomes and feedback from the workshop with Stakeholders on the Identification Phase; in fact the workshop in China will be crucial opportunities for the MoF, EU MS as well as for other Stakeholders in order to share impressions and to debate on the EU Best Practices proposed and on new models and schemes to be introduced in China in order to achieve the project results.</p> <p>The results of the activities carried out implementing this Component will also be utilized for evaluating the feasibility of suggestions presented implementing Component 1 and 3.</p>	
Outputs	Preliminary proposals on the EU most relevant models to be introduced in the Chinese context related to specific topics analyzed.

Macro Activity No 2.5	Training/Study assignments to EU countries
Detailed Activities	
Not Applicable for this Component.	
Outputs	Not Applicable for this Component

Macro Activity N 2.6	Workshop with stakeholders on the Analysis Phase
Detailed Activities	
<p>A second workshop will be held in China aimed at debating a first draft of reform proposal related to the analyzed topics. The workshop will involve MoF's Staff and top managers, the Component 2 EU Resident Expert in China and the Component 2 Chinese Expert and other relevant Chinese Stakeholders if needed. If required, the Component 2 Coordinator and EU MS Public Staff can attend this workshop via video conference.</p> <p>International workshops could be carried out (approximately one for each Component) in order to deepen the most relevant topics that the MoF and the Chinese stakeholders will select as priority and it will involve Component 2 Coordinator and the EU MS Public Staff.</p> <p>The MoF will be in charge of organizing the logistic aspects of the Workshop, while the contents will be defined by the Component 2 Coordinator, the Component 2 EU Resident Expert in strong collaboration with the Chinese Expert and the MoF (the logistics will be funded by Chinese in-kind donations as provided by the project).</p> <p>The Meetings organized to share the EU Best Practices to be presented during the workshop, and the subsequent preparation of the final summary reports will contribute to achieve the Expected Result R1 allowing the different actors involved to meet.</p>	

Outputs	Workshop reports with the evidences and main decision taken during the meetings with a focus on the first draft of reform proposals related to the relevant topics analyzed.
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Macro Activity N 2.7	Elaboration of reform proposal
Detailed Activities	
<p>According to the outcomes of the previous Macro Activities , the final reform proposals will be set up. The final proposal will be elaborated by the Component 2 EU Resident Expert in China-in close collaboration with the Component 2 Chinese Experts and with all the EU MS of the Consortium coordinated by the Component 2 Coordinator. Within each topic, the proposal will be set up in order to ensure the achievement of the expected results for Component 2 (R6, R7 and R8) and it will be approved by the PAC. Integrated reform proposals could be elaborated for topics that are connected each other.</p> <p>The proposal will illustrate the following:</p> <ul style="list-style-type: none"> the final set of concrete proposals and suggestions of methodologies and tools to be introduced to support the MoF on all aspects previously analyzed. More specifically, through each topic, the concrete proposals will ensure the achievement of all the expected results of Component 2 (R6, R7, R8); further aspects to be eventually analyzed more in-depth; a detailed plan for the following work-stream stages. <p>Moreover, if pilot application is requested by the MoF, the final proposal will also illustrate:</p> <ul style="list-style-type: none"> a detailed proposal of activities related to pilot projects; a comprehensive and detailed plan for the implementation of the pilot projects and for their following stages. <p>Moreover, if pilot application is requested by the MoF, representatives of the pilot units, where the final proposals will be texted, (see Macro Activity 2.11 – Possible pilot application) will closely collaborate during the proposal definition process in order to collect all feedback as well as useful elements in order to customize the proposal to the implementation context.</p> <p>It is very important to notice that the previous Macro Activities are propaedeutic for the final identification of the reform proposal; for this reason, any updates concerning their planning will have an impact on the final identification of the reform proposals' process.</p>	
Outputs	<ul style="list-style-type: none"> Final sets of concrete proposals; Further aspects to be eventually analyzed with more in-depth analysis; Detailed plan for the following work-stream stages.

C. Follow-up Phase

Macro Activity N 2.8	Follow-up and ongoing Technical Assistance and Tools development
Detailed Activities	
<p>In order to implement the proposals shared with the MoF and other Chinese stakeholders, the Consortium will provide technical assistance under the coordination of the Component 2 Coordinator.</p> <p>Short term missions from EU MS experts will be organized in order to provide technical assistance and to develop practical tools for the process of introduction of the new models and methodologies. The plan of the short term mission will be defined according to MoF's indications and according to budget constraints.</p> <p>More detailed follow up and technical assistance activities for the implementation of the actions suggested and for the improvement of day-to-day operations will be identified and included in the yearly plan on the bases of the previous phases (A - Identification Phase and B - Analysis Phase).</p> <p>The Technical Assistance and development of the tools for the implementation of the reform proposals is an activity closely related the encounter and exchange of information between the European partners of the consortium and the main stakeholders in China (R1)</p>	
Outputs	Technical assistance tools and support to the MoF during the implementation of the reform proposals on relevant topics.

Macro Activity N 2.9	Training needs analysis and training definition
Detailed Activities	
<p>Training actions for MoF's Staff will be carried out in order to improve MoF's internal knowledge, competences and skills on the specific topic. This kind of activity is necessary for an effective implementation of the reforms. MoF's Staff to be involved in the training activities will be identified by MoF's top managers with the support of the Component 2 Chinese Expert and of the Component 2 EU Resident Expert in China.</p> <p>The first step of this training action will be a analysis in relation to training needs in order to assess the current skills and knowledge of MoF's Staff to be involved and to define the matters of the training. The training needs will be identified through the following:</p> <ul style="list-style-type: none"> Technical interviews with MoF's top managers in order to prioritize the training matters; Skill assessment questionnaire for selected MoF's Staff in order to attend the training program. <p>The specific operational tools (skill assessment questionnaires, outline of the technical interviews, etc.) to undertake the training needs analysis, will be defined and developed by the Component 2 Coordinator with the contribution of all</p>	

other EU MS and the collaboration of Component 2 EU Resident Expert in China and of the Component 2 Chinese Expert.	
On the basis of the training needs identified, a training plan will be defined and shared with the MoF.	
Outputs	Reports on the training needs identified and training plan.

Macro Activity No 2.10	Training conducted (EU and/or China)
Detailed Activities	
<p>Specialized training courses in Europe and/or in China for MoF's staff will be organized (approximately three in Europe and three in China) during the whole duration of the project.</p> <p>It is important to highlight that the activities related to the Training courses will not be performed for each topic proposed, but they will represent periodical training opportunities. The topics to be discussed will be identified, from time to time, on the basis of the Chinese Stakeholders requests.</p> <p>The training courses will have the average duration of three weeks and will be provided for approximately 12 people. Timing, topics and EU countries where the training activity will be held, as well as other specific details, will be defined in agreement with the MoF according to the proposals made by the EU MS and the Component 2 Coordinator.</p> <p>The detailed structure and the agenda of each training will be defined by the Component 2 Coordinator in collaboration with the Component 2 EU Resident Expert. They will be both approved by the MoF. All the operational tools and materials for the training will be carried out by the EU MS coordinated by the Component 2 Coordinator with the cooperation of the Component 2 EU Resident Expert on the basis of the training needs identified. All the tools and materials for the training activities will be previously shared with the MoF.</p> <p>Besides opportunities for training on technical issues of Component 2, the three training courses planned, are also an opportunity to stimulate the construction and the development of a professional network among participants (Expected Result R1).</p>	
Outputs	Training courses for MoF's staff and other stakeholders to improve skills and knowledge in order to implement the reform proposal.

Macro Activity N 2.11	Possible Pilot Application
Detailed Activities	
<p>If requested by MoF, in order to achieve the expected results (R6, R7 and R8) pilot projects (approximately two pilots within the whole project) could be carried out on specific topics selected by the MoF. The main aim of the Pilot projects is the introduction of new practices and models in China, proposed by the Consortium and shared with the MoF and other Stakeholders.</p> <p>The pilots sites will be identified at the earliest stage of the project (Macro Activity 01. – Inception) in accordance with MoF's instructions and on the basis of the criteria shared with the MoF.</p> <p>The specific activities to be undertaken for each Pilot Projects will be defined after the validation of the final proposals in order to plan and to define all the operational tasks to undertake for implementing new solutions and schemes proposed.</p> <p>All the roll out activities will be defined, planned and shared with the MoF through the definition of a specific plan for each Pilot Project and will be implemented with the coordination of the Component 2 EU Resident Expert in China in close collaboration with the Component 2 Coordinator represented by the EU MS Public Staff.</p> <p>At the beginning of each Pilot Project Kick off meeting will be held in order to launch all the operational activities and to share with the MoF and with other stakeholders and institution involved the step by step activities.</p> <p>In order to properly communicate to citizens and institutions the purposes, the goals and the expected results of the Pilot Projects a specific dissemination and communication plan for each Pilot Project could be defined; moreover, to ensure a full participation of all the institutions that will be involved during the roll out of the each Pilot Projects since the beginning of this Macro Activity, a detailed plan of all the meetings to be held with them will be agreed and shared with MoF.</p> <p>All plans will be defined by the Component 2 EU Resident Expert in China in collaboration with the Component 2 Chinese Expert as well as the Component 2 Coordinator and will be shared with the MoF.</p> <p>The Pilot projects will allow the Consortium, the MoF and the involved stakeholder to point out elements to fine tune the proposal or to highlight issues and topics to be reviewed.</p> <p>The pilot projects will include a public information campaign. The latter will have a double target. The first one will be addressed to the main stakeholders at a decision-making level in order to involve them in the reform-making process and the second one will be based on the information awareness of general officials involved.</p> <p>The roll out of the Pilot Projects will definitely reinforce the dialogue between EU and China and the partnership between EU MS and MoF. This contributes to the achievement of the horizontal result R1.</p>	
Outputs	Pilot Project carried out and all plans and outcomes defined. Particularly the following: <ul style="list-style-type: none"> • kick off meeting documentation and minutes; • dissemination and communication action plan for the Pilot Project; • plans of all the meetings with the institutions involved in the Pilot Project; • plans of all the activities to carry out during the roll out of the Pilot Project.

Macro Activity N 2.12	Evaluation of follow-up phase and lesson learned
Detailed Activities	
<p>At the end of the three phases all the lessons learned emerged during the previous activities will be collected in a final report. The document will include all the considerations, open issues, and input for the definition of recommendations for follow</p>	

up activities aimed at continuously improve the funds management and supervision in China and to strengthen the achievement of the expected results (R6, R7 and R8), through the specific topic. All lessons learned and fine tuning needs will be collected in specific reports carried out by the Component 2 EU Resident Expert in China, in collaboration with the Component 2 Chinese Expert as well as the Component 2 Coordinator and will be shared with the MoF.	
Outputs	Final recommendations reports.

2.1.1.9 Component 3 Results - Macro-Activities

Component 3 will support MoCA in the **improvement of the legal framework and in policy enforcement for Social Assistance**. The expected results to be achieved with the implementation of this Component, according to the Financing Agreement signed between the EU and China are:

- *R9 Capacity of MoCA for promulgating and enforcing the Social Assistance Law and the regulations on rural and urban minimum standards of living are strengthened; the skills of local officials in policy transmission and implementation are upgraded.*
- *R10. The legal frameworks on a) formulation of unified standards for the estimation and calculation of social assistance benefits, b) recognition of social assistance target groups and c) identification of low-income families are consolidated.*
- *R11. Efforts of MoCA in improved care for poor rural people and disabled people are strengthened, and public information and transparency of social assistance policies are raised at provincial level.*

The implementation of this Component will be carried out in close coordination with the implementation of Component 1, when dealing with aspects related to social protection policy development and reforms, and of Component 2 for the analysis of the financial impact of any proposal for reform. For the achievement of the above mentioned results the following Macro Activities will be carried out. For each Macro Activity, a **detailed description of operative activities** is provided below.

A. Identification Phase

Macro Activity N 3.1	Situational Analysis
Detailed Activities	
<p>The situational analysis aims at understanding the current Social Assistance framework in China in order to point out elements and information useful to improve the legal framework and to enforce policies for Social Assistance and, generally, to achieve the expected results. Specifically, the Situational Analysis will be focused on a set of topic on Social Assistance in China that has been identified on the basis of the expected results and MoCA's needs and on the basis of what emerged during EU MS' missions in China and during the preparation of the Grant Application form. The scope of these topics, as expressly requested by the MoCA, will not include the Welfare benefits but only the Social Assistance ones. The results of this situational study will allow a better comprehension of the critical issues on each topic defined within the current Social Assistance framework to be taken into account during the elaboration of the reform proposal (Macro Activity 3.7). In order to assess the current Social Assistance Chinese framework a set of specific tasks has been allocated. All the tasks concerned will be carried out by the Component 3 EU Resident Expert in China, with the support of the Component 3 Chinese Expert and in strong collaboration with MoCA's officers; the continuous collaboration and the quick response from the Chinese partners will be fundamental for the success of this step and for the achievement of the expected results for Component 3. If pilot application is requested by the MoCA, the Situational Analysis will consider peculiarities of pilot sites identified during the Inception Macro Activity (see Macro Activity 0.1 – Inception), according to MoCA's indication. The identified pilot sites should be representative of the main needs related to Social Assistance and should be selected among the provinces where a high concentration of Social Assistance beneficiaries and low income families live; however, more specific drivers for the selection of the pilot sites will be defined and shared with the Component 3 Chinese Expert and the MoCA. If the MoCA prefers to identify the pilot sites in a later stage rather than the Inception Macro Activity, the Situational Analysis will be carried out at a general country level.</p> <p>The task preliminarily identified to collect information about each topic on the current Chinese context are the following:</p> <ul style="list-style-type: none"> • study and desk analysis of available documentation and papers on the current Social Assistance framework provided by the MoCA or by Component 3 Chinese Expert; all the lessons learned from the EUChina Social Security Reform Project (EUCSSP, from 2006 to 2011) and other relevant on-going projects, focused on the analyzed issue, will be taken into consideration during the desk analysis; • questionnaire supplied to MoCA's officers (if required by the MoCA on specific priority topics) in order to deepen specific aspects of the analyzed topic); • technical interviews with the MoCA officers (or with other Stakeholders suggested by the Component 3 Chinese Expert and MoCA) in order to approach the topics related to the Social Assistance framework in China and to examine relevant issues in depth; • technical meeting with the Component 3 Chinese Expert in order to deeply understand issues emerged from the data collected and, in general, to receive more information and clarification, if needed; 	

<ul style="list-style-type: none"> • bilateral technical meetings involving the Component 3 EU Resident Expert in China, the Component 3 Chinese Expert and the representatives of all Chinese Stakeholders with the aim of sharing the collected data and the preliminary findings in order to address the assessment report elaboration. <p>All the operational tools for the situational analysis tasks (e.g. questionnaires, outline of the technical interviews, etc.) will be prepared by the EU MS Staff in Europe in close collaboration with the Component 3 EU Resident Expert in China and with the Component 3 Chinese Expert under the coordination of the Component 3 Coordinator.</p> <p>The Component 3 EU Resident Expert in China will collect all the results of the Situational Analysis in an assessment report that will include, for each topic, the following aspects:</p> <ul style="list-style-type: none"> • a general description of the current situation; • the most relevant statistical data; • an overview about on-going activities and plans aimed at improving the current situation; • a list of problems/issues. 	
Outputs	Assessment reports providing an analysis on the topics analyzed.

Macro Activity N 3.2	Identification and review of possible relevant EU experience
Detailed Activities	
<p>In parallel with the carrying out of the Situational Analysis (Macro Activity 3.1), EU MS will take care of a comprehensive research regarding the EU MS' Social Assistance systems and the Best Practices related to the topic analyzed. During the carrying out of the first work-stream, each Consortium member will prepare Country Report providing an overall description of the representative Social Assistance systems in the EU Member States (the Country reports, related to countries outside of the Consortium, will be distributed among the Consortium members by the Project Leader, in cooperation with the Component Coordinator); moreover, for each topic analyzed, each EU MS will prepare an additional report on the most interesting Best Practices (when available) to be proposed to the MoCA. Each Best Practices Report will provide the solutions, schemes and framework proposed by EU MS to meet the Chinese needs and expectations (the technical feasibility study of the introduction of these Best Practices will be held during the Macro Activity 3.4.). Furthermore, on each topic analyzed, an overall benchmark study of the EU MS Best Practices, will be carried out by the Component 3 Coordinator – with the collaboration of EU MS – and shared with the Consortium in order to allow a compared and more comprehensive analysis of the European experience on Social Assistance and on the specific analyzed topic.</p> <p>According to the needs expressed by the MoCA, this research will help China's policy makers to identify European models and Best Practices to be potentially introduced in China in order to achieve the expected project results.</p> <p>The panel of the EU Best Practices and experiences to analyze will be selected by each EU MS on the basis of the needs expressed by the MoCA and shared during the two EU MS' missions in China (December 2013 and February 2014) and during the drawing up of the Grant Application Form.</p> <p>All the operational tools and standards for the research on EU MS Best Practices on Social Assistance will be prepared by the EU MS Staff in Europe in close collaboration with the Component 3 EU Resident Expert in China and with the Component 3 Chinese Expert under the coordination of the Component 3 Coordinator and with the consultation of the Project Leader. Standards tools for collecting and formalizing information and data on the different Best Practices identified will ensure a more complete and harmonized data collection, and a more clear and easy comparison of information during the Benchmark study.</p> <p>Research on Best Practices and experiences from other EU countries (not in the Consortium) will require the identification of the terms for regulating the non-Consortium Member States involvement (according to the EU Delegation) and, consequently, a wider-ranging timing according to the availability of experts from the selected countries. In these cases, the contribution from the selected countries to the proposal definition is conditioned by the availability of the experts and it could have an impact on the proposed timing. The Consortium will continue to look for participation from other relevant EU MS and be open to include additional participants in the Consortium should there be an interest in that regard.</p> <p>The outcome of the research and the EU Best Practices will be shared and discussed with Chinese partners and Stakeholders during the workshops (described in Macro Activity 3.3) in order to identify those to be introduced in China and to be considered as models for the Social Assistance reforms.</p>	
Outputs	<p>Country Reports providing an overall description of the Social Assistance system in each EU MS of the Consortium.</p> <p>Best Practices Reports illustrating relevant top experiences of Consortium Members, or other EU countries, (on the analyzed topic) that could be introduced in China.</p> <p>Basic benchmark studies on the specific analyzed topics.</p>

Macro Activity N 3.3	Workshop with Stakeholders on the Identification Phase
Detailed Activities	
<p>The Identification Phase will end with a first workshop in China aimed at sharing with the Chinese Stakeholders the main outputs and issues emerged during Macro Activities 3.1 and 3.2. More specifically, the workshop will be held in order to disseminate and debate EU Best Practices identified during Macro Activity 3.2, to define a preliminary selection of models related to the specific topics to be introduced in China and to point out EU models to deepen.</p> <p>The workshop will involve the MoCA's Staff and top managers, the Component 3 EU Resident Expert in China, the Component 3 Chinese Expert and other relevant Chinese Stakeholders if needed. If required, the Component 3 Coordinator and EU MS Public Staff can attend this workshop via video conference.</p> <p>International workshops could be carried out (approximately one for each Component) in order to deepen the most relevant topics that the MoCA and the Chinese Stakeholders will select as priority and it will involve Component 3 Coordinator and the EU MS Public Staff.</p>	

<p>The MoCA will be in charge of organizing the logistic aspects of the workshop, while the contents will be defined by the Component 3 Coordinator, the Component 3 EU Resident Expert in China in strong collaboration with the Component 3 Chinese Expert and the MoCA (the logistics will be funded by Chinese in-kind donations as provided by the project). This Macro Activity is very important for the achievement of the horizontal expected result RI - The mechanism for EU-China high level policy dialogue on social protection reform is established and partnerships with the Specialized Public Bodies of EU Member States and the National Development and Reform Commission (NDRC), the Ministry of Finance (MoF) and the Ministry of Civil Affairs (MoCA) on social protection have been set up and they are active. In fact, workshops in China are fundamental moments to share ideas, collect feedback and deepen the dialogue between EU and China as partners on the Social Assistance reform topic.</p>	
Outputs	<p>Workshop reports with the evidences and main decision taken during the meetings with a focus on the EU Best Practices to be deepened.</p>

B. Analysis Phase

Macro Activity N 3.4	Specific analysis of relevant EU experience
Detailed Activities	
<p>During this Macro Activity a working group made up of the Component 3 EU MS Resident Expert in China, the Component 3 Chinese Expert, MoCA's Staff and other Chinese Stakeholders, will further analyze the results and the outcomes of Macro Activities 3.1, 3.2 and 3.3 in order to identify EU models (or parts of different EU models) that properly fit to the China context, to evaluate the technical feasibility and to draft preliminary reform proposals. This activity will be carried out in collaboration with the EU MS Public Staff.</p> <p>The MoCA's Staff and the representatives of the Chinese Stakeholders to be involved in the working group will be listed respectively by the MoCA and by each Chinese stakeholder involved.</p> <p>The Component 3 EU Resident Expert in China, in close collaboration with the MoCA and with the Component 3 Chinese Expert, will define a detailed plan concerning all the meetings to be organized with the working group and other Chinese Stakeholders involved.</p> <p>In order to maximize the results within the planned period, the PAC will guarantee the application and the respect of this plan.</p> <p>The working group, coordinated by the Component 3 EU Resident Expert in China together with the Component 3 Coordinator and other EU MS, will define a first draft of the reform proposal including preliminary proposals/suggestions for the introduction in China of new Social Assistance models/schemes/practices and, more specifically, on the specific topics analyzed. If pilot application will be requested by the MoCA, the proposal will take into consideration the peculiarities of the pilot sites; the outcomes and feedback from the training/study assignment to Europe (see Macro Activity 3.5) and from the workshop with Stakeholders on the Identification Phase (see Macro Activity 3.3); in fact, both training/ study assignment in Europe and the workshop in China will be crucial opportunities for the MoCA, EU MS as well as for other Stakeholders in order to share impressions and to debate on the EU Best Practices proposed and on new models and schemes to be introduced in China in order to achieve the project results.</p> <p>Concerning this, a final meeting with the working group will be held at the end of the training/ study assignments to EU countries (see Macro Activity 3.5) in order to have timely feedback from the MoCA top managers or other relevant Stakeholders who attend the study assignment.</p>	
Outputs	<p>Preliminary Proposals on the EU most relevant models to be introduced in the Chinese context related to specific topics analyzed.</p>

Macro Activity No 3.5	Training/Study Assignments to EU countries
Detailed Activities	
<p>Training/Study Assignment to EU countries (approximately one within the whole project for the Component 3) will be organized for six MoCA's top managers or other relevant Stakeholders on the EU Best Practices which fits to the China context that will be defined as priority by the MoCA and other relevant Stakeholders.</p> <p>A five days training/ study assignment will be carried out in two selected EU countries.</p> <p>The main goal of this Macro Activity is the introduction of the involved top managers and Stakeholders to the EU Best Practices selected in order to gather relevant information with the aim of evaluating the feasibility of the EU models introduction in China (according to MoCA's needs and expected results).</p> <p>In order to assure a high quality of the training experience, for some specific topics chosen with MoCA, European Universities or other specialized training bodies could be involved during this Macro Activity. The terms for regulating the non-Consortium Member States involvement will be decided and shared with the EU Delegation.</p> <p>The two EU countries to visit will be selected on the basis of MoCA's indication and feedback on the Best Practices proposed and on the basis of EU MS' availability in hosting the training/ study assignment .</p> <p>The training/study assignment in Europe will follow the next scheme:</p> <ul style="list-style-type: none"> • first step (4 days) – training on Best Practices: EU MS Public Staff of the selected country will show and explain their Best Practices by pointing out how they can contribute to the Chinese Social Assistance reform process and to the achievement of the specific results; • second step (1 day) – final debriefing: a one day final debriefing will be held in order to figure out evidences, impressions and feedback regarding Best Practices and regarding the technical feasibility of the introduction in China (see Macro Activity 3.4). During this step a representative from each EU MS will be involved in order to share the first findings with the Consortium as a whole. <p>The hosting EU countries will organize and coordinate the training/study assignment activities in cooperation with the Component 3 Coordinator and the Component 3 EU Resident Experts in China. The presence of the Component 3 EU</p>	

<p>Resident Expert during the training/study assignment in Europe is recommended in order to facilitate the process of sharing information and knowledge between the EU and Chinese partners and to share comments on the already showed Best Practices.</p> <p>A training/ study assignment detailing the experiences shared and the main findings will be prepared and shared with the MoCA.</p> <p>This Macro Activity of the project is fundamental as it gives the opportunity to share concrete experiences useful for the achievement of the expected results for Social Assistance.</p> <p>The training/ study assignment in Europe on the Best Practices of the EU MS directly contributes to the achievement of the horizontal expected result R1 - The mechanism for EU-China high level policy dialogue on social protection reform is established and partnerships with the Specialized Public Bodies of EU Member States and the National Development and Reform Commission (NDRC), the Ministry of Finance (MoF) and the Ministry of Civil Affairs (MoCA) on social protection have been set up and they are active.</p> <p>The training/study assignment in Europe, in fact, gives the opportunity to MoCA's staff and EU MS representatives to share ideas and feedback on the Social Assistance reform and to consolidate their partnership on this important issue.</p>	
Outputs	Training/Study Assignment reports detailing the experiences shared and the main findings.

Macro Activity No 3.6	Workshop with Stakeholders on the Analysis Phase
Detailed Activities	
<p>A second workshop will be held in China aimed at debating a first draft of reform proposals related to the topic analyzed within Social Assistance Chinese framework.</p> <p>The workshop will involve the MoCA's Staff and top managers, the Component 3 EU Resident Expert in China, the Component 3 Chinese Expert and other relevant Chinese Stakeholders if needed. If required, the Component 3 Coordinator and EU MS Public Staff can attend this workshop via video conference.</p> <p>International workshops could be carried out (approximately one for each Component) in order to deepen the most relevant topics that the MoCA and the Chinese Stakeholders will select as priority and it will involve Component 3 Coordinator and the EU MS Public Staff.</p> <p>The MoCA will be in charge of organizing the logistic aspects of the Workshop, while the contents will be defined by the Component 3 Coordinator, the Component 3 EU Resident Expert in China in strong collaboration with the Component 3 Chinese Expert and the MoCA (the logistics will be funded by Chinese in-kind donations as provided by the project).</p> <p>This Macro Activity is very important for the achievement of the horizontal expected result R1 - The mechanism for EU-China high level policy dialogue on social protection reform is established and partnerships with the Specialized Public Bodies of EU Member States and the National Development and Reform Commission (NDRC), the Ministry of Finance (MoF) and the Ministry of Civil Affairs (MoCA) on social protection have been set up and they are active.</p> <p>Workshops in China are fundamental moments to share ideas, collect feedback and deepen the dialogue between EU and China as partners on the Social Assistance reform topic.</p>	
Outputs	A workshop reports with the evidences and main decision taken during the meetings with a focus on the first draft of reform proposals related to the relevant topics analyzed.

Macro Activity N 3.7	Elaboration of reform proposal
Detailed Activities	
<p>According to the outcomes of the previous Macro Activities the final reform proposal will be set up.</p> <p>The final proposal will be elaborated by the EU MS Expert in China in close collaboration with the Component 3 Chinese Experts and, of course, with all the EU MS of the Consortium coordinated by the Component 3 Coordinator. Within each topic, the proposal will be set up in order to ensure the achievement of the expected results for Component 3 (R9, R10 and R11) and it will be approved by the PAC. Integrated reform proposals could be elaborated for topics that are connected each other.</p> <p>The final proposal will illustrate the following:</p> <ul style="list-style-type: none"> • the final set of concrete proposals and suggestions to support the MoCA in the improvement of the legal framework as well as in policy enforcement for Social Assistance. More specifically, through each topic, the concrete proposals will ensure the achievement of all the expected results of Component 3 (R9, R10 and R11); • further aspects to be eventually analyzed with more in-depth analysis; • a detailed plan for the following work-stream stages. <p>Moreover, if pilot application is requested by the MoCA, the final proposal will also illustrate:</p> <ul style="list-style-type: none"> • a detailed proposal of activities on pilot projects; • a comprehensive and detailed plan for the implementation of the pilot projects and for their following stages. <p>Moreover, if pilot application is requested by the MoCA, representatives of the pilot units where the final proposals will be tested (see Macro Activity 3.11 – Possible pilot application) will closely collaborate during the proposal definition process in order to collect all feedback as well as useful elements in order to customize the proposal to the implementation context. It is very important to notice that the previous Macro Activities are propaedeutic for the final identification of the reform proposal; for this reason, any updates concerning their planning will have an impact on the final identification of the reform proposals' process.</p>	
Outputs	<ul style="list-style-type: none"> • Final sets of concrete proposals; • Further aspects to be eventually analyzed with more in-depth analysis; • Detailed plan for the following work-stream stages.

C. Follow-up Phase

Macro Activity N 3.8	Follow-up and ongoing technical assistance and tools development
Detailed Activities	
<p>In order to implement the reform proposal shared with the MoCA and other Chinese Stakeholders, the Consortium will provide technical assistance under the coordination of the Component 3 Coordinator.</p> <p>Short term missions of EU MS Public Staff will be organized to provide technical assistance and develop practical tools for the reform process. The plan of the short term mission will be defined according to MoCA's indications and according to budget constraints.</p> <p>More detailed follow up and technical assistance activities for the implementation of the actions suggested and for the improvement of day-to-day operations will be identified and included in the yearly plan on the bases of the previous phases (A - Identification Phase and B - Analysis Phase).</p> <p>This Macro Activity strongly contributes to the achievement of the horizontal expected result R1 - The mechanism for EU-China high level policy dialogue on social protection reform is established and partnerships with the Specialized Public Bodies of EU Member States and the National Development and Reform Commission (NDRC), the Ministry of Finance (MoF) and the Ministry of Civil Affairs (MoCA) on social protection have been set up and they are active. In fact, the technical assistance and the development of the tools for the implementation of the reform proposals are activities which will be achieved through a strong collaboration among the EU MS, the MoCA and the main Stakeholders in China providing the occasion of strengthening the partnership among EU MS and the MoCA.</p>	
Outputs	Technical assistance tools and support to the MoCA in order to implement the reform proposal on relevant topics.

Macro Activity N 3.9	Training needs analysis and training definition
Detailed Activities	
<p>Training actions for MoCA's Staff will be carried out in order to improve MoCA's internal knowledge, competences and skills on the specific topic to achieve the Social Assistance reform, to improve and enforce the legal framework on Social Assistance and to effectively implement the reform on the pilot projects. MoCA's Staff to be involved in the training activities will be identified by MoCA's top managers with the support of the Component 3 Chinese Expert and of the Component 3 EU Resident Expert in China.</p> <p>The first step of this training action will be an analysis in relation to training needs in order to assess the current skills and knowledge of the MoCA's Staff to be involved and to define the matters of the training. The training needs will be identified through:</p> <ul style="list-style-type: none"> • technical interviews with MoCA's top managers in order to prioritize the training matters; • skill assessment questionnaire for the selected MoCA's Staff in order to attend the training program. <p>The specific operational tools (skill assessment questionnaires, outline of the technical interviews, etc.), to undertake the training needs analysis, will be defined and developed by the Component 3 Coordinator with the contribution of all other EU MS Public Staff and with the collaboration of the Component 3 EU Resident Expert in China and of the Component 3 Chinese Expert.</p> <p>On the basis of the training needs identified, a training plan will be defined and shared with the MoCA.</p>	
Outputs	Reports on the training needs identified and training plan

Macro Activity No 3.10	Training conducted (EU and/or China)
Detailed Activities	
<p>Specialized training courses in Europe and/or in China for MoCA's staff will be organized (approximately three in Europe and three in China) during the whole duration of the project.</p> <p>It is important to highlight that the activities related to the Training courses will not be performed for each topic proposed, but they will represent periodical training opportunities. The topics to be discussed will be identified, from time to time, on the basis of the Chinese Stakeholders requests.</p> <p>Each training course will have the average duration of two or three weeks and will be provided for approximately 15/20 people. Timing, topics and EU countries where the training activity will be held, as well as other specific details, will be defined in agreement with the MoCA, according to the proposals made by the EU MS and the Component 3 Coordinator.</p> <p>The detailed structure and the agenda of each training will be defined by the Component 3 Coordinator in collaboration with the EU MS Public Staff of EU MS where the training will be held and with the Component 3 EU Resident Expert in China and they will be both approved by the MoCA. All the operational tools and materials for the training will be carried out by the EU MS Public Staff (especially with those of EU MS where the training will be held) coordinated by the Component 3 Coordinator with the cooperation of the Component 3 EU Resident Expert in China on the basis of the training needs identified. All the tools and material for the trainings activities will be previously shared with the MoCA.</p> <p>The training in Europe and/or in China will stimulate the setting up and the consolidation of professional networks among participants and it will contribute to the achievement of the horizontal expected result R1 - The mechanism for EU-China high level policy dialogue on social protection reform is established and partnerships with the Specialized Public Bodies of EU Member States and the National Development and Reform Commission (NDRC), the Ministry of Finance (MoF) and the Ministry of Civil Affairs (MoCA) on social protection have been set up and they are active.</p>	
Outputs	Training courses for MoCA's Staff and other Stakeholders to improve skills and knowledge in order to implement the reform proposal.

Macro Activity N 3.11	Possible Pilot Application
Detailed Activities	
<p>If requested by MoCA, in order to achieve the expected results (R9, R10 and R11) pilot projects (approximately three pilots within the whole project) could be carried out on specific topics selected by the MoCA. The main aim of the pilot projects</p>	

is the introduction of new practices and models in China proposed by the Consortium and shared with the MoCA and other Stakeholders in order to improve the legal framework and the policy enforcement for Social Assistance.

The **pilots sites** will be **identified at the earliest stage of the project** (Macro Activity 01. – Inception) in accordance with MoCA’s instructions and on the basis of the criteria shared with the MoCA.

The specific activities to be undertaken during each Pilot Project will be defined after MoCA’s validation of the final proposal in order to plan and to define all the operational tasks to undertake for implementing new solutions and schemes proposed. All the **roll out activities will be defined, planned and shared with the MoCA through the definition of a specific plan for each Pilot Project** and will be implemented with the coordination of the Component 3 EU Resident Expert in China in close collaboration with the Component 3 Coordinator represented by the EU MS Public Staff.

At the beginning of the Pilot Projects, a **Kick off meeting**, will be held in order to launch all the operational activities and to share with the MoCA and with other Stakeholders and Institution involved the step by step activities. According to specific needs, identified during the Inception (Macro Activity N. 0.1) or during the project implementation, Consortium is available to organize other Kick off meetings (maximum three in total).

In order to properly communicate to citizens and institutions the purposes, the goals and the expected results of the Pilot Project a specific **dissemination and communication plan for each Pilot Project** could be designed and organized by the Consortium with a very strong collaboration with MoCA; moreover, to ensure a full participation of all the institutions that will be involved during the roll out of each Pilot Project since the beginning of this Macro Activity, a **detailed plan of all the meetings to be held with them** could be agreed and shared with MoCA.

All plans will be defined by the Component 3 EU Resident Expert in China in collaboration with the Component 3 Chinese Expert as well as the Component 3 Coordinator and **will be shared with the MoCA**.

Pilot Projects will allow the Consortium, the MoCA and the involved Stakeholders to point out elements to fine tune the reform proposal, to highlight issues and topics to be reviewed and lessons learned to take into account during future projects that the Government will carry out.

The roll out of the Pilot Projects will definitely reinforce the dialogue between EU and China on the Social Assistance reform and the partnership between EU MS and the MoCA. This contributes to the achievement of the horizontal result **R1 - The mechanism for EU-China high level policy dialogue on social protection reform is established and partnerships with the Specialized Public Bodies of EU Member States and the National Development and Reform Commission (NDRC), the Ministry of Finance (MoF) and the Ministry of Civil Affairs (MoCA) on social protection have been set up and they are active.**

Outputs	Pilot Project carried out and all plans and outcomes defined. Particularly the following: <ul style="list-style-type: none"> • kick off meeting documentation and minutes; • dissemination and communication action plan for the Pilot Project; • plans of all the meetings with the institutions involved in the Pilot Project; • plans of all the activities to carry out during the roll out of the Pilot Project.
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Macro Activity N 3.12	Evaluation of follow-up phase and lesson learned
Detailed Activities	
At the end of the three phases all the lessons learned emerged during the previous activities will be collected in a final report. The document will include all the considerations, open issues, and input for the definition of recommendations for follow up activities aimed at continuously improve the Social Assistance framework in China and to strengthen the achievement of the expected results (R9, R10 and R11) through the specific topic.	
All lessons learned and fine tuning needs will be collected in specific reports carried out by the Component 3 EU Resident Expert in China , in collaboration with the Component 3 Chinese Expert as well as the Component 3 Coordinator and will be shared with the MoCA .	
Outputs	Final recommendations reports.

2.1.2. Methodology

2.1.2.1 General Approach

The proposed methodological approach, based on the lesson learned from the previous project “EU-China Social Security Reform Cooperation Project” (as deepened in the next paragraph), has been defined with the purpose to ensure the full satisfaction of the needs expressed by the European Commission and China Government, focusing on the key elements to be managed in a such complex project. In particular the Consortium approach is based on:

i. Clear roles and responsibilities definition

The defined organizational structure is based on a clear identification of EU MS roles and relations among them and delimitation of every related responsibility. It has been defined a common organizational structure where for each component has been list actors, related responsibilities, activities and coordination methods (to deeply analyses please refer to the “Organizational Structure” section). The organizational structure perfectly fits with the strong activity plan realized, ensuring the complete satisfaction of the Components requirements.

ii. Flexibility of organizational structure

The clear roles and responsibilities distribution will not affect the flexibility of the organizational structure, ensured by a system of re-aligning activities implementation on the basis of the context changes and new occurred needs. For each Component the Project leader - in agreement with the Component Coordinator – may assigns to the other members of the Consortium specific responsibilities for implementing some of the project activities. The member of the Consortium responsible for specific activities supervises the conduction of this task and agrees with the Component Coordinator upon the specific implementation methods. The responsibilities distribution thus defined can be modified after identifying the European practices that are suitable for China’s context, depending on which specific model of experiences applies to China the most. To ensure the continuous alignment between responsibilities and correct owners, their allocation to partners can be revised every year, according to the project progress.

iii. Information sharing between the involved stakeholders

The proposed information sharing methods guarantee the strong coordination among the EU MS represented in the Consortium and involve:

- knowledge transfer, in terms of relevant data, statistical information, expertise possessed and competences gained from past experiences relating to the current project matter;
- full alignment and strong coordination between project stakeholders about the project evolution and ongoing activities.

In order to better ensure the complete alignment between stakeholders and confirm their commitment, knowledge and information will be shared by specific event arranged by the Project Leader, such as opening and closing conferences, interim workshops, periodical meetings and all the other interaction channels that make stakeholders meet and share results and key topic about the project. The information sharing about the ordinary project updates is also ensured by the provision of a series of technical tools enabling communication between different internal stakeholders, such as periodical video conference organization and other multimedia tools. In addition web sites will collect all the information related to the project both with internal and external stakeholders. This set of instruments dedicated to communication, make easier the information and knowledge transfer, particularly because the stakeholders involved are located in different geographical areas.

iv. Full engagement of the Chinese Final Beneficiaries of the project

The organizational structure has been defined with the specific objective to fully engage Chinese Final Beneficiaries within project activities, providing a complete and continuous alignment between project results and Chinese Final Beneficiaries expectations. It promotes local ownership of Chinese Final Beneficiaries in the design and implementation process of the project, using a demand-driven approach to identify their needs and strengthen the local commitment. Finally it ensures the perception of this project as a win-win opportunity thanks to the continuous sharing of key strategic choices.

v. Training activities

The EU MS have a strong and wide experience on training projects. In particular the SNA (National School of Administration) and French and Spanish training centers are focused on the specific social assistance matter.

The Consortium offers knowledge transfer through classroom training that involves:

- Theoretical learning, analyses issues by providing models, techniques and methodologies;
- Methodologies and skills sharing, to support the stakeholders in the ability to innovate and consolidate knowledge gained;
- Problem Based Learning, is a system of teaching based on practical problems, which aims to learn the correct approach applicable when facing real problems;
- Project work, to acquire or enhance the skills of collaboration and integration between learners, making it easier replication of the activities in the real working life.

All the training delivered is supported by paper and electronic documents, dedicated section in the project web site and other teaching materials. During the project will be created a contact network among project stakeholders (both Chinese Final Beneficiaries and EU MS) that will guarantee to Chinese Final Beneficiaries the access to experiences, competences and knowledge (twinning about specific project matter).

2.1.2.2 Project Environment and Synergies

The proposed approach takes in consideration as guidelines all the main results coming from “*Final Evaluation of the EU-China Social Security Reform Cooperation Project*”, taking advantage in terms of key information about critical issues faced and how to fix or prevent them, and technical experiences and knowledge gained. Starting from this, the Consortium integrates its strategy with all the lessons learned from the past project. In particular the Consortium will:

- Organize its structure with all the most relevant experts in the social security field belonging to the main European countries where the social security system could be considered a model to be followed;
- Plan to integrate and create synergies between the different work-streams;
- Provide EU Resident Expert in China to guarantee the establishment of relationships with Chinese counterparts and a sense of continuity for the entire project;
- Arrange a dedicated office in China to support core activities with dedicated staff resources; in particular the Consortium will provide specialized resources such as translators, interpreters, office manager, assistants, secretaries, etc.

The project will also take advantage of important synergies from other ongoing projects led from the Consortium partners in China, as showed below:

Partner's Name	Formez PA	
Project	Cultural exchange and study visits between Italy and China	
Role in the project	Italian Coordinator	
Objectives	Results	Synergies with the SPRP
The Department of human resources and social security of Anhui Province instructs Formez PA to conduct study visits and short training courses (3 weeks) in Italy for the members of the delegations made up of Chinese experts coming from Anhui Province. The aim of the project is to launch initiatives that will aim to jointly design lines of project between the Italian and Chinese Authorities through a path of knowledge of their respective administrative and social systems.	<ul style="list-style-type: none"> - Realization of study visits for members of the Italian and Chinese delegations for approaching and understanding the two central administrative systems respectively; - Activation of contacts with provincial representatives to better understand administrative and productivity features between different Chinese provinces and regions of Italy; - Creation of the conditions for starting joint activities between Italy and China involving local administrations respectively; - Increasing of the cultural and social exchange between the two countries. 	<ul style="list-style-type: none"> - Implementation of workshops/training activities for Chinese government officials; - Strengthening of bilateral relations between Italy and China; - Improvement of knowledge of the social system between Italy and China; - Improvement of knowledge of the administrative system between the two countries.

2. PROJECT WITH SYNERGIES		
Partner's Name	Ministry of Labour and Social Policy of the Republic of Poland	
Project	Memorandum of Understanding signed by the Ministry of Labour and Social Policy of the Republic of Poland with the Ministry of Civil Affairs of the People's Republic of China	
Role in the project	Applicant	
Objectives	Results	Synergies with the SPRP
On September 24th, 2013 the Ministry of Labour and Social Policy of the Republic of Poland signed the Memorandum of Understanding on the cooperation in the field of social welfare with the Ministry of Civil Affairs of the People's Republic of China (MoCA). The objective of the MoU is to promote, develop and facilitate cooperation between the Parties in the field of social welfare, in particular concerning elderly persons, children and disabled people. Bilateral cooperation between the Ministries, according to the MoU, is to be conducted, in particular, in the following areas: the legislation and policy making on social welfare, the system and working mechanism of social welfare, the development of social welfare facilities and the support and management mechanism of the government to various NGOs in the field of social welfare. The cooperation shall most of all include forms such as exchanging information about policy making in the field of social welfare and the responsibilities of the public authorities, mutual visits of delegations, co-organizing seminars, workshops and training courses.	The cooperation between the Ministries was launched by the meeting of Deputy Minister of Chinese Ministry of Civil Affairs and Deputy Minister of Polish Ministry of Labour and Social Policy as well as their delegations. The meeting was aimed at the mutual presentation and the acknowledgement of Chinese and Polish social welfare systems, with sessions provided for questions and explanations from both sides, in order to widely present and learn about the two systems. Furthermore, a practical experience was also provided for the Chinese delegation. The invitation to visit a Senior Care House, located near Warsaw, created a chance to present and widely discuss the practical aspects of the Polish social welfare system. As a follow-up of the above meeting, a letter was also sent to the Chinese authorities. Polish views and perspectives for the future interministerial cooperation were presented in the letter, on the basis of the MoU.	Component 3 of the Project aims at supporting the MoCA. The same Ministry is a partner of the Ministry of Labour and Social Policy of the Republic of Poland in the Memorandum of Understanding. The aim of the Component 3 is to help the MoCA in the improvement of the legal framework and in policy enforcement for social assistance. The main objectives and expected results of the MoU and the Project, in particular in terms of Component 3, are converged. Focus of the MoU is on elderly persons, children and disabled people who are also the main target groups in the Project. The scope of both the MoU and the Project is broad and includes social welfare and social assistance, in particular in Component 3 of the Project. The Memorandum was one of the motivation for involving the Ministry to the Project.

2.1.2.3 Visibility of the Action and the EU Funding

The project represent an important example of the international cooperation between countries and required high level visibility, both across the countries (international visibility) and within the Chinese Stakeholders (local visibility). In order to guarantee the maximum visibility of Project results and EU Funding, the Consortium has defined a set of actions to highlight the main distinctive characteristics of the Project, such as the following:

- **European Funding of the Project:** the Project will be totally funded by the European Commission according to the EuropeAid. The EuropeAid is responsible for bringing aid relating to policy development throughout the world, ensuring quality and effectiveness of the results;
- **International cooperation:** Public Institutions of most important EU Member States will collaborate together for the achievement of common Results, promoting consolidation and re-usage of the European Best Practice;
- **Ambition and Challenging Results:** the SPRP aims to provide specialist support to local authorities in order to reform the Chinese Social Security System.

In order to guarantee the full visibility of the Project, the Consortium will share information about the Project as well as the achievement of the main results with the widest audience. The visibility actions are more detailed in the description of the Macro-Activity 0.2 “Visibility”.

In particular, all visibility actions will contain all the information in order to raise the awareness among both specific and general audiences of the why the EU is supporting a particular action.

In the following table the visibility tools that may be used during the project’s events are showed. It is important to highlight that this table only include a first hypothesis to be share with the main Chinese stakeholders, in order to choose the tool that they will prefer for each type of event, also according to the project’s budget.

Communication Activities	Events							
	Kick Off Meetings	Opening Conference	High Level Events	Workshops (*)	Visit/ Training	Training Courses	Pilot Kick Off Meetings	Closing Conference
Press Releases	X	X	X					X
Press Conferences		X	X					X
Press Visits	X	X	X		X		X	X
Leaflets, Brochures and Newsletters		X	X	X				X
Display Panels	X	X	X	X	X	X	X	X
Commemorative Plaques								X
Banners	X	X	X	X	X	X	X	X
Photographs	X	X	X	X	X	X	X	X
Audiovisual Productions			X					
Information Campaigns							X	X

(*) the Communication Activities planned for the workshops will be carried out only for the international workshops on the most important to topics.

In addition to the tools listed in the above table, the vehicle used for the project activities will clearly show the EU logo as well as the EU-China program's logo.

Furthermore, as already described in Macro Activity N. 0.2, a Project website, an e-mail Newsletter and an electronic directory of contacts will be implemented, in order to better share the information of the project and create a professional network between the European Member states and the Main Chinese Stakeholders; in order to achieve the same goal, the possibility to use social media accounts will also be evaluated.

It is important to underline that all Communication and Visibility Activities will be carry out in close cooperation with the EU Delegation in China.

In order to guarantee coherence and uniformity of the documentation produced during the Project, the Consortium will follow the guidelines of the templates provided by the EU, according to the “**Communication and Visibility Manual for European Union External Actions**”. The same guideline will also be followed in order to create the administrative reports produced during the monitoring activities of the project (as already described in Macro Activity N. 0.4).

2.1.2.4 Organizational Structure

The Consortium is fully responsible for the implementation of the project to be conducted in close cooperation and advice with the project counterparts and the key stakeholders, in consultation with the relevant European Union (EU) Commission services.

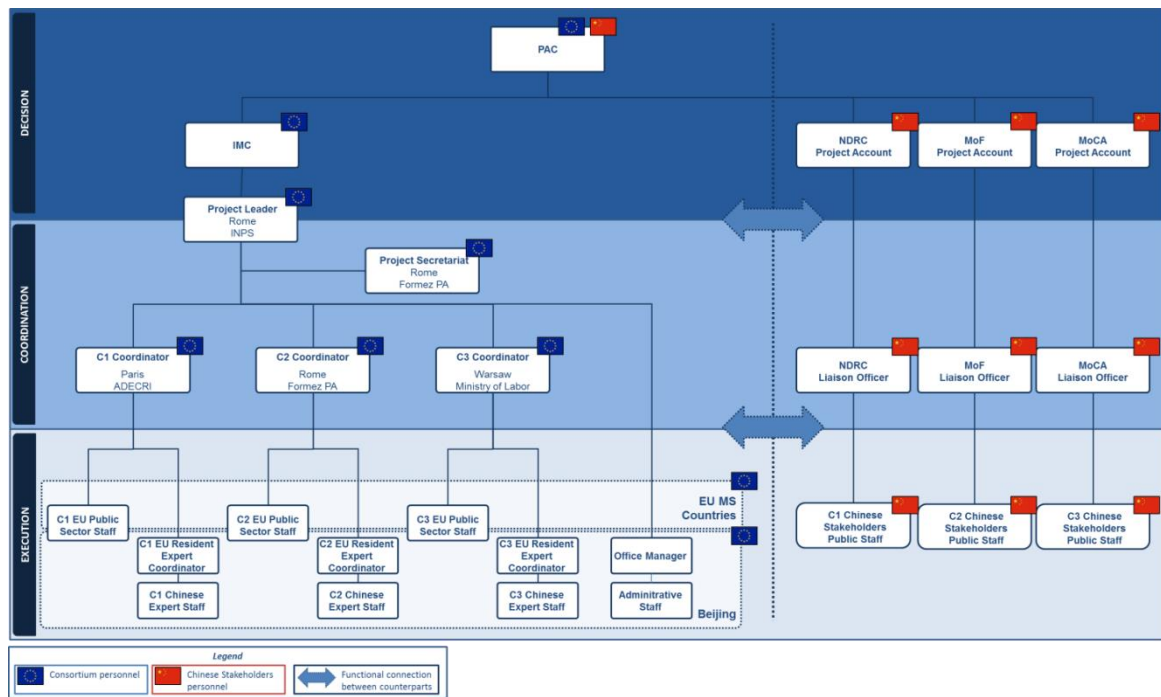
The complexity of the project – proved by the large consortium composition with several beneficiaries – imposes a complex management structure, with well-defined roles and appropriate inter-component coordination mechanisms that guarantees the involved actors management and a consistent quality control on activities, performed to be always compliant with internal and external audit systems.

EU MS have been selected by the EU Commission on the basis of these main key elements (deeply analyzed in paragraph “**2.1.2.6 Consortium Partners participation**”):

- Consolidated experience in social protection matter;
- Good knowledge about Chinese context;
- Wide experience in international projects;
- Reliable capacity in conducting complex project;
- Socio political background comparable to China context;
- Past project experienced related to China;
- Sufficient sources of finance for activities not eligible.

In addition to the reasons listed above, Member States were chosen considering also their availability to have permanent staff that will be useful to carry out the project activities.

The institutional structure of the Consortium is divided in three main levels: Decision, Coordination, Execution, and is reported below for a better understanding of the actions.



i. PAC - Project Advisory Committee

In order to achieve the overall project objectives and to facilitate the coordination of the different components of the project, a functioning inter-component consultation mechanism will be put in place. Accordingly, the overall supervision and support on project implementation and the coordination among key Chinese stakeholders of the three project components, are ensured by a **Project Advisory Committee (PAC)**, in accordance with the implementation modalities described. The PAC will be chaired by a **representative** of the **MoFCOM** (Ministry of Commerce) of the People’s Republic of China and of the **EU Delegation**.

Members of the PAC include at least one representative of each Chinese partner institution (identified in the Organizational Structure as **NDRC Project Account**, **MoF Project Account**, **MoCA Project Account**), representatives of other relevant Chinese Government agencies as well as at least two representatives of the EU institutions and/or EU Member States. The representatives of the implementing Consortium will be invited to participate as observers. The team of EU Resident experts, skilled on technical aspects of the main themes of the project (e.g. Pension System, Statistical and Actuarial Methodology and models, Social Assistance system, etc.), will attend the PAC meeting and act as Secretariat. The exact composition of PAC will be defined during the “Inception” Macro Activity; for the Consortium there will be one representative of the Project Leader, one of each three Component Coordinators and one or two EU MS indicated by IMC. Other stakeholders might be invited as observers to PAC meetings according to the subjects to be discussed.

The PAC will meet on a regular basis every six months, but other meetings might be organized depending on project needs.

PAC’s responsibilities will include the following:

- Delivering policy guidance
- Approving of the general action plan and the six monthly operational activity plan
- Providing council on annual progress report and recommending on review of biannual action plan
- Approving of the deliverables of the different project activities
- Providing full access to all the information regarding the overall project context, necessary for the initiation and the management of the project activities
- Providing council on project work
- Recommending new direction when appropriate
- Assisting on coordination among the three Components
- Assisting in facilitating overall project implementation
- Identifying and suggesting to the project management and IMC potential synergies between its mission and other relevant initiatives.

In particular, the PAC will review and discuss the planned timing and scheduling of the various work-streams (related to the different topics) and review and discuss progress made on ongoing work streams.

In order to ensure a full involvement of local authorities, the PAC is responsible for involving different Chinese stakeholders, if necessary, that may be useful for the implementation of the project. The latter will be invited to participate as members or observers.

The below list is a not-exhaustive list of key stakeholders that could potentially be involved in the project:

- The Ministry of Human Resources and Social Security (MoHRSS), the main beneficiary of the EUCSSP, is responsible for the operation of the social insurance schemes and the development of social insurance policies/regulations;
- The Ministry of Agriculture (MoA) will be involved in project activities related to rural pension scheme and social protection for migrants;
- The National Health and Family Planning Commission (NHFPC): will be involved in project activities related to the impacts on medical insurance;
- The Chinese Insurance Regulatory Commission (CIRC) is a sector supervision body on insurance companies;
- All-China Women's Federation (ACWF) is a semi-government institution which is fully devoted to gender protection;
- Legislative Affairs Office of the State Council (LAO) is an administrative office within the State Council of the People's Republic of China which assists the Premier in providing legal advice and administrative laws to govern the behavior of the different government departments.

An initial PAC meeting will be organized 4 months after effective start of contract to further discuss the initial proposal on the specific topics to be analyzed.

ii. IMC - Internal Management Committee

The activities of project management and coordination among the partners of the Consortium are supported by an Internal Management Committee (IMC), which is composed of all members of the consortium.

The IMC will be composed by one person per EU MS. The Project Leader and the Component Coordinators may have one more person but they will have only one vote.

The Consortium thus formed plays the role of the Internal Management Committee within the project organizational structure in order to approve the project work-plan during the starting phase and afterwards, it meets on a regular basis before every PAC meeting, in order to agree upon the main issues to be outlined during PAC meetings, including the work-plan for the following 6 months. IMC may also meet if particular problems arise during the project implementation, in case a specific request has been submitted by at least 3 members. During its meetings, IMC will:

- | | |
|---|--|
| <ul style="list-style-type: none">• Analyze project implementation• Recommend/propose to the Project Leader changes in the proposed work-plan and, if this is case, in specific aspects of project implementation• Review of work-plan elaborated by the Project Leader, in cooperation with EU Resident Experts and Component Coordinators, before the submission to PAC | <ul style="list-style-type: none">• Approve draft progress reports and work-plans to be presented to PAC• Study the proposals made by the Project Leader and the Component Coordinators on different aspects of the project |
|---|--|

iii. Project Leader

INPS is the **Project Leader** and retains overall responsibility for the management of the project. Furthermore, he coordinates the activities of all the stakeholders. The Project Leader has been selected according to his ability to handle the budget allocated for the action.

The project leader will:

- | | |
|---|--|
| <ul style="list-style-type: none">• Prepare detailed 6-month work-plans in cooperation with the Residents experts and Component Coordinators, to be presented to IMC and PAC meetings | <ul style="list-style-type: none">• Ensure quality control of all output produced, cooperating with the Component Coordinators |
|---|--|

- Supervise the activity of the Project Office Team in China with the local Team Leader, who reports to it on a weekly basis
- Coordinate the preparation of regular project reports
- Inform on a regular basis all EU MS about the development and the implementation of the project
- Supervise the activity of Component Coordinators
- Management of the relationship with the Project Advisory Committee
- Prepares contracts for Local staff or delegates, if possible, the activity to the Project Secretariat
- Ensure the interface between the EU Delegation and the Chinese Final Beneficiaries in order to collect the feedback and verify the project achievement
- Ensure well-balanced involvement of all partners of the Consortium
- Approve, once consulted with the IMC, the budget of the entire Project
- Ensure financial and administrative management of the project
- Organization of meetings, when needed, with the three Component Coordinators, in order to discuss and solve any issues raised from the EU MS involved in the project as a whole; the problem will be directly discussed with the IMC if the meeting requires further investigations

iv. Project Secretariat

The **Project Secretariat**, entrusted to Formez PA, will support the Project Leader and will perform the following activities:

- Collection of data necessary to the project implementation
- Implementation of sector studies (if needed)
- Organization of activities, offices, personnel and general logistics in China
- Support in the preparation of documents and certification that will be required by the Audit of the EU
- Creation and management of conventional and electronic archives of project documents
- Support in the monitoring of statistical and financial data
- Support to the Project Leader for the preparation of administrative documents relating to financial and programming issues
- Preparation of the welcome kits, for all Europeans that will go to China, containing a set of practical information (telephone, logistics, orientation, emergencies, etc.)
- Support in the management of relations between the EU and the Consortium
- Organization of institutional meetings (PAC and IMC meetings and visibility events)
- Support in the Collection of the financial reporting of the various Partners
- Creation and management of a project website including translation and publication of relevant documents
- Definition, in agreement with the project leader of tools and methodologies for collaboration
- Technical support for the activities of the three Components
- Preparation of the contract arrangements for the European public staff as mandated body, if delegated by the Project Leader

The Project Secretariat will use its competencies in order to support the EU MS in their activities.

v. The 3 Component Coordinators

In the coordination of the activities of the three Components, the Project Leader is supported by **three Component Coordinators**. These are appointed by the IMC upon proposal of the Project Leader. In case two or more partners involved in the activities regarding the Component are not satisfied about the coordination activities, they may ask the Project Leader to re-discuss this point during an IMC meeting. At first, the Project Leader prepares a meeting between a Component Coordinator and the other partners involved in the Component, in order to solve existing problems. Subsequently, it brings the issue under discussion with the IMC, when needed.

The activities will be assigned to EU MS only after prior discussion and approval of the concerned EU MS.

At the present stage, the Partners have decided to designate ADECRI for the coordination of the work related to Component 1 (identified in the Organizational Structure as **C1 Coordinator**); Formez PA on Component 2 (identified in the Organizational Structure as **C2 Coordinator**); and Poland's Ministry of Labour and Social Policy on Component 3 (identified in the Organizational Structure as **C3 Coordinator**). Each Component Coordinator will provide a representative person responsible for the operational activities. As far as single Components are concerned, the Component Coordinators in accordance with EU Resident experts, will:

- Regularly liaise with the Resident expert in charge of Component
- Propose methods for activity implementation to the Project leader

- Propose work-plans to the Project Leader
- Coordinate and monitor implementation of project activities in Europe on the basis of the yearly planning received by the Project Leader, as resulting from IMC decisions, and as described in the Component-Macro-Activities sections
- Support Component's requests expressed by the consortium partners

vi. EU MS Public Sector Staff

The EU MS (identified in the Organizational Structure as **C1 EU Public Sector Staff, C2 EU Public Sector Staff, C3 EU Public Sector Staff**) will send their experts in China and in Europe in order to participate in project activities (e.g. technical assistance, etc.).

These experts will be identified by a selection process that involves the following steps:

- The Project leader - after discussing and agreeing with the Consortium Members - will publish the required profile through a web call (the time foreseen is about 15 days for EU Resident Experts and 7 days for Short-Term Experts);
- The EU MS will submit their applications through channels and tools defined and agreed within the Consortium members;
- The Component Coordinators and the Project Leader will assess the fulfillment of criteria of selection on the basis of the profiles of experts required for each single mission.

The selection rules are proposed by the Project Leader, according with the Component Coordinators, and approved by the IMC; the profiles chosen will comply with the provisions guidelines and will consider the competences and skills offered by each EU MS, keeping in mind the principle of having a balance between EU MS who expressed their wish to be involved in component's activities. All the tenders and the roles assigned will be published on the project web site.

The CVs of the proposed candidates of Resident Experts will be previously shared with the EU Delegation in China. The EU Delegation has the possibility to express advices and suggestions on the selected profiles.

vii. Project office in China

Upon request of the Beneficiaries, the Project Office in China shall have a good degree of autonomy and will be made up of three EU Resident experts (identified in the Organizational Structure as **C1 EU Resident Expert Coordinator, C2 EU Resident Expert Coordinator, C3 EU Resident Expert Coordinator**), each of whom, during the project implementation, coordinates the field activities for one of the three Components. The EU Resident Experts are responsible for the daily activities related to implementation of the project in China according to the agreed work-plans; they will be also responsible in ensuring that any potential issue that may arise will be solved. They will report to the Component Coordinator of the reception of any necessary back office support for the Component.

One of the three EU Resident Experts will play the role of the Team Leader. The Project Leader, once consulted with the IMC, will appoint the team leader, based on the following selection criteria:

- Previous experience in coordinating tasks in other international projects;
- Professional profile, especially in dealing with different issues at the same time;
- Communication and interpersonal skills;
- Additional time to be devoted to the activity of coordination;
- Cross knowledge of the three components matters;
- Proven good coordination and leadership abilities.

He/she will directly report to the Project Leader, whilst the other two EU Resident Experts will liaise with him/her for day-to-day operations in China. Moreover, he/she will be responsible for the drafting of ToRs (Terms of References) for short-term missions, with the contribution of the other EU Resident Experts and Component Coordinators. Please refer to the Project activities plan for further details about the tasks of each component coordinator.

The EU Resident Experts will closely work with the Chinese Stakeholders Public staff (identified in the Organizational Structure as **C1 Chinese Stakeholders Public staff, C2 Chinese Stakeholders Public staff, C3 Chinese Stakeholders Public staff**) who will be involved in operational activities, as explained in paragraph 2.1.2.5 “**Involvement and role of Chinese stakeholders**”. The local office will also be staffed with full or part-time Chinese Expert Staff (identified in the Organizational Structure as **C1 Chinese Expert Staff, C2 Chinese Expert Staff, C3 Chinese Expert Staff**), in order to contribute with their deep knowledge of the project context and fully meet Chinese priorities; they will involve the team as a whole to work together on final proposals, according to Chinese needs; furthermore, their knowledge of the Chinese culture will facilitate the day-by-day activities and the relations among other local institutions. The contribution of the Chinese Expert Staff will also ensure local support to the EU Public Sector Staff, according to undertaken assumptions in the budget. The selection of the Chinese Expert Staff will be shared by the Consortium with the Main Chinese Stakeholders.

In order to allow the EU Resident Experts to be only focused on technical issues, free from administrative and logistic tasks, the Consortium will also hire an **Office Manager** who will mainly deal with administrative and logistic matters. He/she will have full knowledge of the Italian accounting and legal systems used by the Project Leader and the Project Secretariat. He/she should have previous work experience in dealing with the management of EU international cooperation projects, and, in coordination with the Team Leader, he/she will be responsible for the following activities:

- Organizing the Project Office during the “Inception” Macro Activity, including hiring of local staff members
- Ensuring the correct functioning of the office
- Managing local petty cash
- Supervising the logistic organization of the project events in China
- Coordinating financial reporting and accountability together with the administrative staff of the Project Leader in Rome
- Supervising the activities of the local support staff
- Dealing with all needed local purchases
- Ensuring the correct management of local costs
- Supporting any logistical needs of the experts

Full-time support staff members in China will also include **Administrative staff**, such as the following:

- One Financial Assistant;
- Two translators/interpreters Chinese/English;
- One secretary staff member;
- One activity operation Assistant

All staff members, listed above, will be fluent in English.

The project office located in China will be furnished with all the necessary materials and equipment (the details will be listed in the budget paragraph 2.1.6 “**Budget, amount requested from the Contracting Authority and other expected sources of funding**”) and its staff will use their own competencies in order to support the EU MS in their activities.

2.1.2.5 Involvement and role of Chinese stakeholders

The involvement of Chinese Stakeholders in the project is represented in the following table, showing a first assumption of their participation within the three different Components. It is relevant to highlight that this represents only a first assumption that will be shared and approved by the PAC, as well as the Activity Plan and the main Chinese interlocutors identified to be involved during the project implementation.

CHINESE STAKEHOLDERS		COMPONENT 1	COMPONENT 2	COMPONENT 3
MAIN STAKEHOLDERS	NDRC <i>National Development and Reform Commission</i>	MSR	MSI	MSI
	MoF <i>Ministry of Finance</i>	MSI	MSR	MSI
	MoCA <i>Ministry of Civil Affairs</i>	MSI	MSI	MSR
OTHER GOVERNMENT STAKEHOLDERS	MoHRSS <i>Ministry of Human Resources and Social Security</i>	OGI	OGI	OGI
	MoA <i>Ministry of Agriculture</i>	OGI		OGI
	NHFPC <i>National Health and Family Planning Commission</i>	OGI	OGI	OGI
	CIRC <i>Chinese Insurance Regulatory Commission</i>			OGI
	ACWF <i>All-China Women's Federation</i>	OGI		OGI
	LAO <i>Legislative Affairs Office of the State Council</i>		OGI	OGI

MSR	Main Stakeholders Responsible	MSI	Main Stakeholders Involved	OGI	Other Government Stakeholders Involved
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On the basis of the above table, it is possible to identify, for each Component, three main groups of stakeholders:

- Main Stakeholders Responsible (MSR): these are the main stakeholders involved during the project and as they are responsible for each activity related to its Component;
- Main Stakeholders Involved (MSI): these are the main stakeholders involved during the project they are participant to the activities performed within components that are not under their direct responsibility;
- Other Government Stakeholders Involved (OGI): these are other relevant stakeholders, from Government sector, that are involved in specific theme of the project, in relation to their competences and peculiarities.

The NDRC, the MoF and the MoCA will each nominate a Liaison Officer, who will be the regular point of contact for the project and in charge of coordinating intra-agency management and implementation for each of the three project components (identified in the Organizational Structure as **NDRC Liaison Officer**, **MoF Liaison Officer**, **MoCA Liaison Officer**). A full-time overall Coordinator shall be nominated, who could be one of the Liaison Officer.

For each project activity, all the Chinese Stakeholders (MSR, MSI, OGI) will be involved in operational activities through their Chinese Stakeholders Public Staff, as showed from the organizational structure.

Full participation from all stakeholders involved is expected, at different level, during the whole process of the project realization. With the aim to clarify the functional relations between counterparts (ref. to the Organizational Structure, functional relations have been identified with the double arrows ⇔) the next figure the involvement of different Chinese Stakeholders during the process phases will be further explained:

- *Planning* – attributable to the Coordination level;
- *Sharing and Approval* - attributable to the Decision level;
- *Developing* – attributable to the Executing level;
- *Closing* – attributable to the Decision level;
- *Coordinating and Monitoring* - attributable to the Coordination level.

This structure is represented and detailed in the following figure:

- *Stakeholder involved* – this level shows the group of stakeholders involved in the specific project phase;
- *Type of involvement* – this level shows the main typology of the involvement of the above mentioned stakeholders during the above mentioned activities;
- *Description of the involvement* – this level fully describes the participation of the related stakeholders during the different phases.

Each activity included in the Activity Plan will be developed, for each Component, following the process represented in the table below.

		DEGS. Sharing and Approval			Closing								
		COORD. Planning			Coordinating and Monitoring								
		EXEC. Developing											
Stakeholder involved		MSR	MSI	OGI	MSR	MSI	OGI	MSR	MSI	OGI	MSR	MSI	OGI
Type of involvement	<ul style="list-style-type: none"> ▪ Activity plan definition ▪ Chinese Stakeholders Public Staff identification 	<ul style="list-style-type: none"> ▪ The PAC approves activity plan and Chinese Stakeholders Public Staff list 			<ul style="list-style-type: none"> ▪ MSR, MSI and OGI are part of the project in executing 			<ul style="list-style-type: none"> ▪ MSR reviews final output and the PAC approve them 			<ul style="list-style-type: none"> ▪ MSR monitor and verify the whole project process 		
Description of involvement	<ul style="list-style-type: none"> ▪ The Consortium, together with the MSR Liaison Officer, define the activities to be developed during the project realization and identify the Chinese Stakeholders Public Staff with whom communicate and collaborate during the whole project implementation 	<ul style="list-style-type: none"> ▪ During this phase, MSR and MSI as member of the PAC, share with the Consortium and approve : <ul style="list-style-type: none"> • The Activity plan realized during the previous phase • The List of Chinese Stakeholders Public Staff to be involved in the project ▪ OGI will take part of this activity as observers and involved if needed 			<ul style="list-style-type: none"> ▪ The MSR, MSI and OGI (if needed) take part to the project realization through the identified Chinese interlocutors; in particular: <ul style="list-style-type: none"> • Chinese Liaison Officer verifies and approves the project progresses and the deliverables • Chinese Stakeholders public staff concretely participate in performing the planned activities 			<ul style="list-style-type: none"> ▪ MSR through its Liaison Officer, reviews final outputs, project results and deliverable produced, before the final sharing with PAC and all the other relevant stakeholders ▪ MSR and MSI as member of the PAC, evaluate and approve the whole project outcomes and the final proposals identified to reach their objectives 			<ul style="list-style-type: none"> ▪ MSR through its Chinese Liaison Officer also monitors and coordinates the whole project. It performs periodical inspections of the state of the progresses achieved 		
		MSR	Main Stakeholders Responsible		MSI	Main Stakeholder Involved		OGI	Other Government Stakeholder Involved				

2.1.2.6 Consortium Partners participation

The Project involves 10 Partners and 7 Countries of European Commission; a brief description of each EU MS is listed below.

Italy - INPS (Partner 1) is one of the greatest and most complex social security organizations in Europe. It manages almost the entire Italian social security system, assuming the role of pillar of the national welfare system. The wide knowledge that the Institute has acquired on pension system is a necessary requirement to perform activities such as researches on European best practices and analysis of the current Chinese system. In addition, becoming the single interlocutor for assistance and social security services as result of integration of Inpdap and Enpals, it's an expert subject on harmonization and integration of different pension systems that could help to identify best practices that can be at the base of proposals for the introduction of a new system in China.

Italy – Formez PA (Partner 2) supports all Italian central and local governments and authorities in implementing public sector reforms and the spread of administrative innovation. The competences acquired with the fieldwork are useful when going on to introduce new models in the field of social security, in particular in a country that until then used to follow different and simple schemes. Moreover, the agency supports regional and local administrations' institutional needs and contributes to fostering the use of the

resources deriving from National and European Funds by designing and implementing models and by training and informing civil servants. That is the reason why it is a perfect partner in organizing and implementing trainings, seminars and workshops.

Italy - National School of Administration (NSA) (Partner 3) aims to improve the efficiency and quality of the Italian Public Administration by selecting, recruiting and training civil servants and public managers. The NSA contributes to the development of research programs on public administration, public policy and public economy, and provides expert advice and technical assistance to public administrations for the implementation of reform and innovation programs. The NSA supports the Italian commitment in the international arena by investing heavily in the mutual exchange of good practices among international institutions for the development of good governance measures around the world. Through bilateral and multilateral agreements, focuses its activity on the design and delivery of international training courses for civil servants, managers and foreign diplomats, and on partnerships with network of international schools and international institutions working in the field of public administration. Its participation to the project's activities is focused on training assessment and in all those activities that require research and training skills (identified by T in the tables below), as in line with the NSA mission. Finally, since the NSA has important partnership with Chinese stakeholders and institutions, its involvement will also provide researchers and Chinese academy professors, among which the MOHRSS.

Belgium - The Federal Public Services Social Security (FPS Social Security) (Partner 4) can contribute to the project by providing knowledge and expertise on different topics, such as: financing of the pension schemes, future challenges, communication, information dissemination via a multi-channel approach, elements of government governance (managements contracts, management plans, data-quality control, management of irregularities, internal control, internal audit, prudential regulations). Thanks to these expertise, this agency is an important partner in the analysis of the current Chinese pension system and in the identification of the EU MS Best Practices on Pension that can be applied to the Chinese context. The competences in government governance are important in organization of trainings, workshops and seminars.

Poland - The Ministry of Labour and Social Policy (MPiPS) (Partner 5) is responsible for social security, employment, work and family affairs. The scope of its activities is very broad and includes social assistance, social insurance, employment and labour market, active and healthy ageing policy, labour law, public benefits, working conditions and European Social Fund. The Ministry is an entity with a comprehensive knowledge of the various fields that contribute to a social security assistance, so it could add more competences to improvement of the legal framework and in policy enforcement for social assistance and care services for elderly people.. Furthermore, its experience, acquired through the Memorandum of Understanding with the Ministry of Civil Affairs of the People's Republic of China, on Chinese social welfare could help to identify the EU MS Best Practices on social welfare, in particular concerning elderly persons, children and disabled people.

Romania - The Romanian Ministry of Labor, Family, Social Protection and Elderly (MoLFSPE) (Partner 6) is a specialized public institution that coordinates the application of the strategy and policies in the fields of labor, family, social protection and elderly. Its purpose includes the definition and implementation of the legal framework necessary for ensuring a positive and dynamic interaction of the social and employment policies, in order to guarantee a qualitative social assistance system, equitable and accessible for all citizens. This specialized knowledge makes the Ministry the most suitable entity to face the analysis of the current system for coordination of policy making in order to identify how this is implemented among Chinese government agencies and to stress the relevant points of improvement. In addition, this Ministry can make available its expertise in case studies on social pension models and on relationship of pension benefit with minimum social wage, unemployment insurance and social assistance benefit.

Spain - The Ministry of Employment and Social Security (MEySS) (Partner 7) has relevant experience in social security international relations, due to the wide number of bilateral Social Security Conventions.

Thanks to this enhanced competence the Ministry is the ideal subject for a better management of the organization of seminars, trainings and workshops. It can also gather the information necessary to perform case studies and analysis, establishing at the same time important relationships with the counterparties.

Spain has recently reformed its pension system in line with the recommendations of the EU by introducing a Sustainability Factor and Pension Revaluation Index, all in the context of good practice. Likewise has developed statistical methods for monitoring the reforms. Therefore, Spain has experience in the implementation of reforms in the security systems.

Spain offers a workshop about how to face the aging population and also about the reforms of pension systems in the EU and in Spain and Portugal in particular.

Spain – The International and Iberoamerican Foundation for Administration and Public Policies (FIIAP) (Partner 8) is specialized in international cooperation, in the field of strengthening public administrations in developing and transition countries. The added value of Fiiapp's intervention in development projects is based on its comparative advantages such as the management ability, its top methodology and its institutional support. It raises funds and implements technical cooperation projects in any sector level where public action exist, mobilizing the necessary experts from the different public administrations.

France – Agency for the Development and Coordination of International Relations (ADECRI) (Partner 9) offers a diverse and complementary range of skills and expertise. It has a wide scope of professional resources and technical support. It can provide a comprehensive analysis of the problems encountered in foreign countries and bring together teams of high-qualified experts from all sectors of the French Social Protection System. Every year, Adecrici sends around the world an average of 80 experts, mainly working in the French Social Security institutions, to participate to the development or reform of Social Security systems.

Czech Republic - The Ministry of Labour and Social Affairs (Partner 10) makes available to the project its experience in the field of labour and social affairs. These competences allow to carry out in the best possible way the analysis of the current Chinese context, the identification of best practices and the definition of how these can be implemented in China, and the organization of seminars, workshops and trainings.

Each MS US will contribute for the achievement of each expected results of the Project, according to their competencies and areas of interests; in particular, each area of investigation pointed out for each Component will be in depth analyzed by the EU MS according to the following tables. These tables has been filled up according to the EU MS' expertise in the several topics identified for each Component.

During the whole project, on each chosen topic, each EU MS through its Public Staff, will be responsible for ensuring the fulfillment of the analysis, the complete illustration of the Best Practices, and the most detailed considerations and proposals. All the topics included in the following tables have been identified on the basis of the Chinese Stakeholders needs and requests; they could be changed/ integrated/ prioritized in different biannual operative plans in relation to the Chinese Stakeholders priorities and in compliance with budget constraints and EU MS Capabilities. Biannual operative plans will be approved by the PAC.

EU MEMBER STATES									
ITALY			BELGIUM	POLAND	ROMANIA	SPAIN		FRANCE	CZECH REPUBLIC
Partner 1	Partner 2	Partner 3	Partner 4	Partner 5	Partner 6	Partner 7	Partner 8	Partner 9	Partner 10
Lead Applicant	Co-Applicant	Associate	Applicant	Applicant	Applicant	Applicant	Co-Applicant	Co-Applicant	Associate
Component 1 - Strengthening institutional capacity for for social protection policy development and reforms									
Result 2: Under the leadership of NDRC, coordination of policy making among government agencies in areas related to social protection reform is strengthened									
Social insurance administration systems reform			T				X	X	X
Coordination of policy making among government agencies in areas related to social protection reform			T	X			X	X	X
Result 3: Capacity of NDRC in policy development and implementation, notably establishing and enforcing a national policy evaluation technique in the area of social protection, is enhanced									
Relationship of pension benefit with minimum social wage			T	X			X	X	X
National policy evaluation technique in the area of social protection (indicators, methods and programs)	X	X	T	X			X	X	X
Result 4: National policy framework for a full coverage of old-age insurance system throughout China is consolidated by strengthening the interface of various schemes, pension funding pooling, old-age insurance scheme for civil servants/the employee of public agencies and the existing multi-layer pension system									
Pension reform for public sectors	X	X	T	X					X
Social pooling of the basic pension component			T	X			X	X	X
Universal social pension models			T	X			X	X	
Multi-tiered design of pension systems (public pension, enterprise annuity and individual pension)	X	X	T	X			X	X	
Occupational pension plans for public sectors and private pension plans	X	X	T	X			X	X	
Vesting, indexation and adjustment mechanisms of pension benefit	X	X	T	X			X	X	X
Ageing population and possible strategy of dealing with this situation	X	X	T	X			X	X	X
Issue related to the informal sector integration in social security schemes	X	X	T	X			X	X	X
NDC (notional defined contribution) pension reform	X	X	T	X					
Result 5: Reform efforts in response to urbanization trends, in particular the harmonization/integration of the various basic social protection systems for different groups of beneficiary, the portability of social insurances and better suited assistance schemes									
Improvement of the individual account component in public pension system for urban workers	X	X	T	X					X
Relationship between social-economic development and the redistribution function of social security			T	X			X	X	X
Strategy of integrating social security system in urban and rural context also through the portability of social insurances			T	X			X	X	X

EU MEMBER STATES									
ITALY			BELGIUM	POLAND	ROMANIA	SPAIN		FRANCE	CZECH REPUBLIC
Partner 1	Partner 2	Partner 3	Partner 4	Partner 5	Partner 6	Partner 7	Partner 8	Partner 9	Partner 10
Lead Applicant	Co-Applicant	Associate	Applicant	Applicant	Applicant	Applicant	Co-Applicant	Co-Applicant	Associate

Component 2 - Enhance institutional capacity for financial management and supervision concerning social security funds									
Result 6: The capacity of the MoF in management and supervision of fiscal support to social security is consolidated by the establishment of a unified statistic index system and the development of an appropriate performance assessment model.									
Share of power decision and expenditure responsibilities on Social Security between central and local government		X	T	X			X	X	
Mid-term budgeting of Social Security expenditure	X	X	X	X			X	X	
System of Statistical Indicators for the analysis and Management of the Social Security Funds	X	X	T						
Models aimed at evaluating Performance and Results of the Social Security Expenditures	X	X	T						
Result 7: The national actuarial analysis model of old-age insurance is developed by the MoF and the skills and knowledge of provincial administrators in risk control of fiscal support to basic pension fund are upgraded.									
Methodologies and actuarial models for the analysis of social and economic sustainability of the social protection system in the long term	X	X	T	X			X	X	
Risk control methodologies	X	X	T						
Methodologies and actuarial models for old-age insurance in short and medium term	X	X	T				X	X	
Result 8: Reform efforts of the MoF in the management of social insurance funds, focusing on fiscal support budgeting, accounting system, investment techniques and adjustment mechanisms for pension benefits are strengthened.									
Budgeting of social security expenditures and Fund management	X	X	T	X			X	X	
Investment strategies of Social Funds	X	X	T						
Fiscal policies in support to social security, leverage among different financial sources and efficiency of fund usage	X	X	T	X					

	EU MEMBER STATES									
	ITALY			BELGIUM	POLAND	ROMANIA	SPAIN		FRANCE	CZECH REPUBLIC
	Partner 1	Partner 2	Partner 3	Partner 4	Partner 5	Partner 6	Partner 7	Partner 8	Partner 9	Partner 10
	Lead Applicant	Co-Applicant	Associate	Applicant	Applicant	Applicant	Applicant	Co-Applicant	Co-Applicant	Associate
Component 3 - Improvement of legal framework and policy enforcement for social assistance.										
Result 9: The capacity of MoCA for promulgating and enforcing the Social Assistance Law and the regulations on rural and urban minimum standards of living are strengthened; the skills of local officials in policy transmission and implementation are upgraded.										
Legal framework on Social Assistance (laws, regulations, policies, etc.) and mechanisms of simplification and homogenization of the legal framework	x		T	x	x	x				
Governance and accountability framework for the Social Assistance promulgation and enforcement at central, local, rural and urban level			T	x	x	x				x
Regulation on urban and rural minimum standards of living			T	x	x	x				x
Processes and activities of policy transmission and implementation carried out at central and local level	x		T	x	x	x			x	x
Social Assistance financing and resource management and monitoring			T	x	x	x				x
ICT frameworks supporting the Social Assistance benefit delivery and management	x		T	x	x	x				
Compliance monitoring schemes and disciplinary measures to cope with Social Assistance fraud currently used	x		T	x	x	x			x	x
Result 10: The legal frameworks on a) formulation of unified standards for the estimation and calculation of social assistance benefits, b) recognition of social assistance target groups and c) identification of low-income families are consolidated.										
Experiences on unified standards for calculation of Social Assistance benefits and services	x		T	x	x	x			x	x
Technique and methods currently used for target group definition, beneficiaries clustering and low income families/people identification	x		T	x	x	x				x
Overlapping and "cliff" effect management and policy framework to cope with it	x		T	x	x	x				
Procedures and methods for requirement verification at central, local, urban and rural level	x		T	x	x	x			x	x
Result 11: Efforts of MoCA in improved care for poor rural people and disabled people are strengthened, and public information and transparency of social assistance policies are raised at provincial level.										
Social Assistance services for poor people and families (social assistance, social services, social security and medical assistance including those carried out by family and community networks of Social Assistance and social charity organizations/NGOs)	x		T	x	x	x				
Social Assistance service and care for the elderly, children, poor rural people and disabled at both urban and rural levels	x		T	x	x	x				
Communication techniques and channels of public information and transparency			T	x	x	x				

2.1.3. Duration and indicative action plan for implementing the action

The Consortium EU MS proposed for the project activities based both in China and Europe will participate through the support from Europe as well as by sending their Public Staff on mission to China.

The proposed Activity table, has been inserted in the present document, as attachment.

2.1.4. Sustainability of the action

2.1.4.1 General impact of the action

According to the activities that will be implemented along the project and in each Component described, the socio-economic impact of the EU-China Social Protection Reform is significant in the medium-long term. The proposed activities will identify the social protection actions that China should implement in its country with the support of the three organizations identified and in charge of the three complemented area of interest.

The selection of the EU MS and the identification of the project activities have been carried out in order to help China in addressing its major problems (ref. to paragraph **2.1.1.1. “Chinese Social Security context”**).

The combined experience of such a large Consortium of specialized institutions (10 institutions, representing 7 EU member States, with proved previous experience in dealing with international projects, including projects on China) has been utilized for defining a methodology for implementing the project and for designing the activities that could better guarantee the achievement of the main objectives, taking into consideration the expectations of the Chinese Final Beneficiaries. This multifaceted experience will be the main asset to be utilized during the project implementation. The means identified for implementing the project are the following: 1 China-based office with both European and Chinese experts, experts missions for an amount of 1700 days, annual training programs and workshops for the three different components both in China and in Europe, 4 high-profile international conferences both in China and in Europe. Other means and details are described in paragraph **2.1.5 “Logical Framework”**.

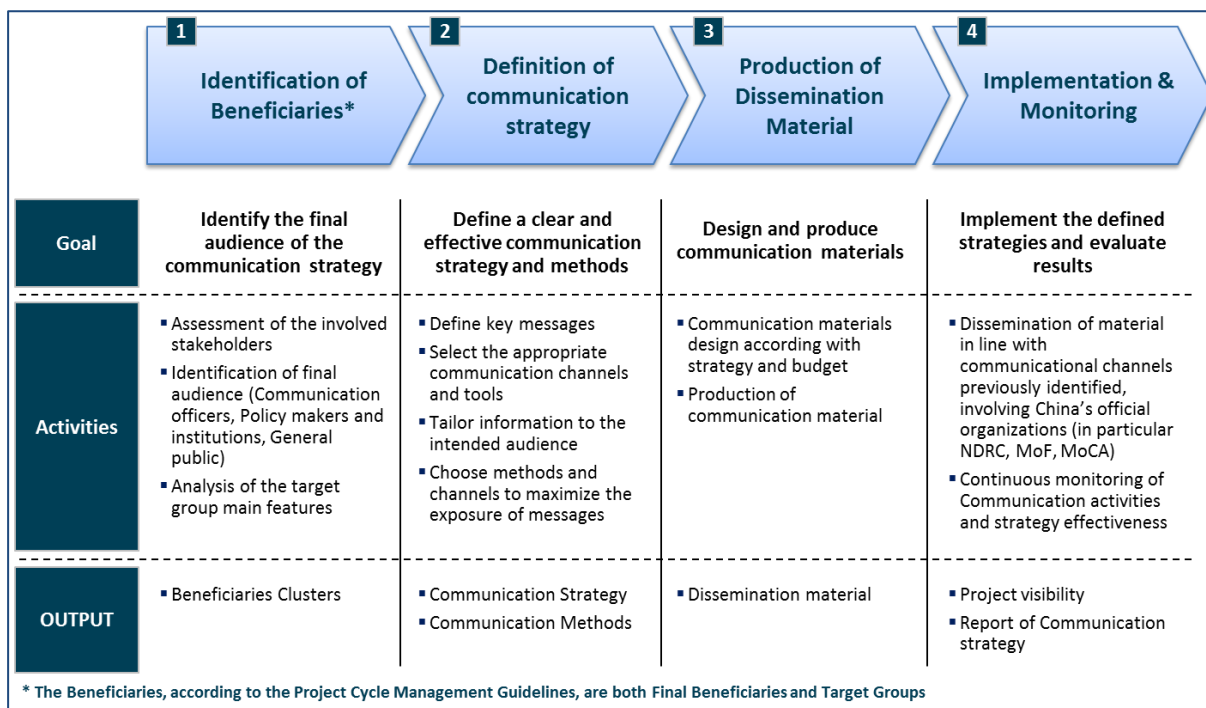
2.1.4.2 Dissemination Plan and Dissemination Channels

The EU-China SPRP dissemination activities will target an international audience. The EU MS have considerable experience in promoting such events and projects at international level, in terms of dissemination of information to targeted audiences, using specific channels.

During the whole Project, the dissemination activities, addressed to the Main Chinese Stakeholders, are crucial in order to:

- Constantly guarantee the alignment of activities to the needs of the Main Chinese Stakeholders;
- Facilitate the achieving of the results that require the involvement of actors not directly involved in the project activities.

In order to identify a solid Dissemination Plan and adequate Dissemination Tools, the Consortium does propose the following approach, which is based on 4 main phases, as shown below:



The first two phases will be carried out during the initial months of the project (as described in “Inception” Macro Activity) in order to:

- Define an adequate Communication Strategy according to the different Beneficiaries identified;
- Plan the Communication and Dissemination Strategy to be undertaken during the project progress and Official Events (High Level Conferences). This strategy will be fit according to the different activities of the project ad described in Macro Activity 0.2 named “Visibility”.

In the section called "**Definition of Communication Strategy**", the Consortium will pay particular attention to the identification of the Clusters of the Beneficiaries involved in the different activities across the Project Component; the Cluster will be analyzed and classified according to their characteristics in terms of:

- Geographical distribution;
- Main information of interest;
- Preferential communication and information channels;
- Level of digitalization.

On the basis of this classification, specific actions will be taken in order to better focus the dissemination activities aimed to the Beneficiaries involved.

The last two phases are based on ongoing activities that will be held during the duration of the entire project.

The dissemination activities in question will be performed throughout the project, but with a specific focus on the Local Practices Units, formalizing a specific dissemination strategy that will be set up in order to ensure awareness in relation to the importance of the Project as well as the full commitment and the involvement during the project activities.

For these reasons, dedicated campaigns will be planned at the beginning of each Local Practices planned during the Project.

According to the lesson learned from the “EU-China Social Security Reform Cooperation Project”, the Consortium aims at assuring the widest dissemination of the Project Results by also considering the following features:

- **Translation in Chinese of the final documents**, in order to guarantee the full understanding of the Main Chinese Stakeholders (NDRC, MoF and MoCA);

- **Highest Visibility of the Project** with the possible collaboration with Experts with specific skills in Communications and Media Relations, in order to define a focused and effective Communication Strategy;
- **Interaction and collaboration with local Universities** will be evaluated in order to reach a greater number of Final Beneficiaries guaranteeing the involvement and the dissemination at the local level.

After the end of the project, final reports on communication issues will be sent to all the stakeholders involved. The final report will gather: the lessons learned about the three Components, the objectives achieved as well as a set of recommendations and strategies for future actions.

2.1.4.3 Risk Analysis and contingency plan

Risk	Prob.	Prevention/Mitigation
Changes in economic parameters for China affecting the proposed policy design are accounted for	Low	<p>A Project Advisory Committee (PAC) chaired by a representative of the MoFCOM (Ministry of Commerce) of the People’s Republic of China and of the EU Delegation is the main important board in the project.</p> <p>The PAC together with the Chinese experts, ensure the alignment of the project to potential relevant changes of economic parameter during policy design phase. In addition, as described in the Methodology section 2.1.2, one of the main strengths of the proposed methodology is the ability to adapt activities to context changes.</p>
Lack of requisite coordination between project partners among three components	Low/ Medium	<p>The role of the Project Leader and IMC ensures coordination of all the components, organizing periodic meetings aimed to verify the integration of the three components, in particular of the common parts, in order to stimulate synergies and opportunities for collaboration.</p>
Difficulty in accessing necessary information by project experts for conducting the activities	Medium	<p>The PAC ensures accessibility to the information needed to conduct the project to all stakeholders, including the Chinese institutions. The Chinese Liaison Officers (that collaborate in the Project Office in China) ensure the full involvement of Chinese institutions, sure of their knowledge of the project and common language.</p> <p>In addition, the Consortium proposes an advanced Knowledge Management Tools, as described in paragraph 2.1.2 “Methodology”, aimed at sharing all the information and documentation of the project, ensuring the full update of all the stakeholders. Since the “Inception” (Macro Activity N. 0.1), these tools guarantee the complete update of all information regarding the project.</p>
Delay in planning due to external factors that might compromise the correct conduction of the activities	Medium	<p>The preparatory activities for the start of tasks, are crucial. , For this reason these activities will be closely monitored by each Component Coordinator and by each responsible of the action; this will ensure the risk minimization in delaying the following activities.</p> <p>The proximity of the Project Office in China to the institutions involved is of fundamental importance for the success of the project as it does facilitate the communication among parties. For this reason, the Project Office in China will be identified as a strategic and central position, in order to facilitate information access and the organization of meetings.</p>
Low commitment of Chinese Institution	Low	<p>In order to assure the full involvement of local authorities, at least one representative of each Chinese partner (NDRC, MoF, MoCA) will be present within the Project Advisory Committee (PAC). The PAC is responsible for the involvement of different Chinese authorities that may be useful for the implementation of the project (e.g. Ministry of Human Resources and Social Security (MoHRSS), Ministry of Agriculture (MoA), Chinese Insurance Regulatory Commission (CIRC) and All-China Women's Federation (ACWF))</p> <p>In addition, as described in paragraph 2.1.2 “Methodology”, there are 3 Chinese Liaison Officers within the organization – they are all familiar with the Chinese context.</p>
Language barriers or cultural differences due to multi-national entities involved	High	<p>only people fluent in English will be involved in the project in order to reduce the use of interpreters and translators.</p> <p>To facilitate the understanding of Chinese stakeholders, Chinese-English translations are provided for final documents. In addition, the EU Resident Expert will be supported by interpreters (already identified and engaged) and Chinese experts.</p> <p>The cultural differences may make it difficult for European experts to understand local context and situation and people’s mentality, but the risk has been addressed by the fact that EU MS have previous experience on projects of various types of cooperation with China</p>

Failure of proposed actions	Medium	The organization of the Pilot by the Consortium, allows to make a concrete proposal to immediately check the impacts and to identify any area for improvement. Furthermore, the proposed actions coming from past and consolidated experiences by EU MS, help to minimize the risk of the action failure.
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2.1.4.4 Preconditions and assumptions

In recent years, China has initiated a process of socio-economic change; in particular, China, has been implementing the 12th Five Year Economic and Development Plan (FYEDP) during these five years, 2011-2015. This Plan supports the development of its social protection systems and a comprehensive social welfare insurance. FYEDP includes projects for a major expansion of health and pension coverage among urban and rural residents. Since these plans are coherent and linked with the SPRP, the Consortium does believe that the Chinese government will show a strong commitment for the achievement of these objectives, even to capitalize the previous partial result.

All the stakeholders involved demonstrate a strong commitment in conducting this important international project that links Europe and China. They are motivated to share proven methodologies and best practices. This will allow the capitalization of past experiences and the definition of a new sustainable Model for China. Furthermore, China, with the commitment of the three Chinese organizations responsible for the action (NDRC, MoF and MoCA) does intend to learn as much as possible from this experience with the aim of transferring all the European best practices, that will be included in the social protection reform agenda, into its system.

2.1.4.5 Sustainability Assurance

The Project sustainability is ensured from different points of view:

- **Financial sustainability:** all the actions that will be implemented in China will be coordinated and assessed by taking into account China's future Five Year Economic and Development Plan (FYEDP) (2015-2020). This will establish the conditions and the financial basis which are essential to implement the Social Protection Reform in the country. European case studies will be shared with Chinese organizations in order to analyze their feasibility in the Chinese context. The reuse of successful and consolidated practices already implemented and achieved by EU MS allows the optimization of all costs regarding the design, the development and the implementation of the project in question.
- **Institutional sustainability:** an “Institutional Capacity Building” approach will be setup with the aim of transferring the fundamental know-how on the services provided by the new system to the local institutions. This approach ensures the ability of Chinese organizations to carry out the actions defined, even when the project will end. In addition, a pilot demonstration phase will be setup with the aim to transfer knowledge at different levels: the Chinese institutions will receive not only “theoretical” information but also practical and tangible information. Furthermore, Twinning formal and informal that will come during the project and possible bilateral agreements between Consortium Members and China Stakeholder, after the project ends, could also be created in order to better ensure the international sustainability of the project.
- **Policy level sustainability:** The improvement actions identified by this project, will be included in the next FYEDP (2015-2020) and will be considered as the basis to define the next legislative reforms (e.g. Chinese government's social protection reform agenda). This will guarantee a legislative support during the implementation of the defined activities and projects.

2.1.5. Logical Framework

The logic framework needs to be refined during the inception phase, including the definition of Objectively Verifiable Indicators.

	INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES AND MEANS OF VERIFICATION	ASSUMPTIONS
Overall Objective	Furthering social equity and inclusiveness of economic development throughout Chinese society	<ul style="list-style-type: none"> - At least two-thirds of the project's considered by the PAC eligible to be included in the next national development plans (e.g. 13th FYEDP on protection of people's livelihood); - At least two-thirds of guests participating to the Closing Event in China demonstrate a high level of approval of the Project results. 	<ul style="list-style-type: none"> -PAC meeting minutes. -Approval surveys at the end of the Closing Event. 	<ul style="list-style-type: none"> - Guidelines and priorities of the Chinese government regarding the reform do not change - The EU and Chinese institutions remain interested in the project activities
Specific Objectives	C1. Greater effectiveness and inclusiveness of China's social security system through strengthening the institutional capacity for developing policies	<ul style="list-style-type: none"> - 80% of Component 1 project outputs (deliverables) approved by the PAC; - 80% of project's milestones met for Component 1 work-streams. 	-PAC meeting minutes.	<ul style="list-style-type: none"> - NDRC, MoF, MoCA and other Stakeholders remain fully committed to share the experience, the Best Practices and the proposals suggested by the Consortium; - NDRC, MoF, MoCA, Chinese Expert, and other Stakeholders ensure their availability for operational meeting, interviews etc, according to the plan shared in order to contribute actively to the project; - The EU and Chinese institutions remain interests in long-term cooperation/partnership.
	C2. Implementation of appropriate legal and regulatory frameworks and for enhanced and sustainable financial management of the social security system	<ul style="list-style-type: none"> - 80% of Component 2 project outputs (deliverables) approved by the PAC; - 80% of project's milestones met for Component 2 work-streams. 		
	C3. Improvement of the policy and legal framework and policy enforcement of social assistance.	<ul style="list-style-type: none"> - 80% of Component 3 project outputs (deliverables) approved by the PAC; - 80% of project's milestones met for Component 3 work-streams. 		

	INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES AND MEANS OF VERIFICATION	ASSUMPTIONS
Results	<p>R1. Mechanisms for EU-China high level policy dialogue on social protection reform is established and partnerships between Specialized Public Bodies of EU Member States and the National Development and Reform Commission (NDRC), the Ministry of Finance (MoF) and the Ministry of Civil Affairs (MoCA) on social protection are developed</p>	<ul style="list-style-type: none"> - At least 1 formal cooperation/partnership agreement and exchange established between the MS Specialized Public Sector Bodies and NDRC, MoF, MoCA, other Chinese Government Bodies and relevant Stakeholders - Mechanisms for further high level dialogue on social protection policy development, financial management and social assistance after the end of the project agreed; - At least 1 Representative of the Chinese Stakeholders attending the Constitutional PAC meeting; - Dedicated Project Website updated every month; - 2 Electronic Newsletters a year; - List of users registered to the Electronic Directory of Contacts is widespread among the participants each quarter; - At least 1 Representative the Chinese Stakeholders participants attending the Press Conference (Opening Event); - At least 1 Representative of the Chinese Stakeholders participants attending the 4 High Level International Conferences; - At least 1 Representative of the Chinese Stakeholders participants attending the Closing Ceremony. 	<ul style="list-style-type: none"> - External project evaluation reports; - NDRC, MoF, MoCA and local government publications, documents and reports; - National and ministerial statistics; - National audit reports; - Media & news report; - Project Website; - Electronic Newsletters; - Directory of Contacts; - Constitutional PAC meeting, Press Conference, High Level International Conferences and Closing Conference minutes. 	<ul style="list-style-type: none"> - NDRC, MoF, MoCA and other Stakeholders remain fully committed to share the experience, the Best Practices and the proposals suggested by the Consortium; - NDRC, MoF, MoCA, Chinese Expert, and other Stakeholders ensure their availability for operational meeting, interviews etc, according to the plan shared in order to contribute actively to the project; - The EU and Chinese institutions remain interests in long-term cooperation/partnership; - The main Chinese stakeholders promptly satisfy operational requests of the Consortium.

	INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES AND MEANS OF VERIFICATION	ASSUMPTIONS
Results	R2. Under the leadership of NDRC, coordination of policy making among government agencies in areas related to social protection reform is strengthened.	<ul style="list-style-type: none"> - At least two-thirds of the first set of proposals and suggestions on each topic analysed for the Result 2, are included in the final reform proposal document and approved by the PAC; - At least two-thirds of local officers involved in the training in China and in Europe demonstrate a high level of approval of the training activities; - 80% of guests participating to the Workshops in China demonstrate a high level of approval of the workshop activities. 	<ul style="list-style-type: none"> - PAC meeting minutes; - Approval surveys at the end of the Training in China and in Europe; - Minutes and reports of the Workshops in China ; - Approval surveys at the end of the Workshops in China. 	<ul style="list-style-type: none"> - NDRC and other Component 1 Stakeholders remain fully committed to share the experience, the Best Practices and the proposals suggested by the Consortium ; - NDRC, Component 1 Chinese Expert, and other Component 1 Stakeholder ensure their availability for operational meeting, interviews etc, according to the plan shared in order to contribute actively to the project; - The EU and Chinese institutions remain interests in long-term cooperation/partnership.
	R3. Capacity of NDRC in policy development and implementation, notably establishing and enforcing a national policy evaluation technique in the area of social protection, is enhanced.	<ul style="list-style-type: none"> - At least two-thirds of the first set of proposals and suggestions on each topic analysed for the Result 3, are included in the final reform proposal document and approved by the PAC; - At least two-thirds of local officers involved in the training in China and in Europe demonstrate a high level of approval of the training activities; - 80% of guests participating to the Workshops in China demonstrate a high level of approval of the workshop activities. 		
	R4. National policy framework for a full coverage of old-age insurance system throughout China is consolidated by strengthening the interface of various schemes, permission funding pooling, old-age insurance scheme for civil servants/the employee of public agencies and the existing	<ul style="list-style-type: none"> - At least two-thirds of the first set of proposals and suggestions on each topic analysed for the Result 4, are included in the final reform proposal document and approved by the PAC; - At least two-thirds of local officers involved in the training in China and in Europe demonstrate a high level of approval of the training activities; - 80% of guests participating to the Workshops in China demonstrate a high level of approval of the workshop activities. 		

	multi-lawyer pension system			
	<p>R5. Reform efforts in response to urbanization trends, in particular the harmonization/integration of the various basic social protection systems for different groups of beneficiary, the portability of social insurances and better suited assistance schemes are supported</p>	<ul style="list-style-type: none"> - At least two-thirds of the first set of proposals and suggestions on each topic analysed for the Result 5, are included in the final reform proposal document and approved by the PAC; - At least two-thirds of local officers involved in the training in China and in Europe demonstrate a high level of approval of the training activities; - 80% of guests participating to the Workshops in China demonstrate a high level of approval of the workshop activities. 		

	INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES AND MEANS OF VERIFICATION	ASSUMPTIONS
Results	R6. Capacity of MoF in management and supervision of fiscal support to social security is consolidated by the establishment of a unified statistic index and the development of an appropriate performance assessment model.	<ul style="list-style-type: none"> - At least two-thirds of the first set of proposals and suggestions on each topic analysed for the Result 6, are included in the final reform proposal document and approved by the PAC; - At least two-thirds of local officers involved in the training in China and in Europe demonstrate a high level of approval of the training activities; - 80% of guests participating to the Workshops in China demonstrate a high level of approval of the workshop activities. 	<ul style="list-style-type: none"> - PAC meeting minutes; - Approval surveys at the end of the Training in China and in Europe; - Minutes and reports of the Workshops in China ; - Approval surveys at the end of the Workshops in China. 	<ul style="list-style-type: none"> - MoF and other Component 2 stakeholders remain fully committed to share the experience, the Best Practices and the proposals suggested by the Consortium; - MoF, Component 2 Chinese Expert, and other Component 2 stakeholder ensure their availability for operational meeting, interviews etc, according to the plan shared in order to contribute actively to the project; - The EU and Chinese institutions remain interests in long-term cooperation/partnership.
	R7. National actuarial analysis model of old-age insurance is developed by MoF and the skills and knowledge of provincial administrators in risk control of fiscal support to basic pension fund are upgraded.	<ul style="list-style-type: none"> - At least two-thirds of the first set of proposals and suggestions on each topic analysed for the Result 7, are included in the final reform proposal document and approved by the PAC; - At least two-thirds of local officers involved in the training in China and in Europe demonstrate a high level of approval of the training activities; - 80% of guests participating to the Workshops in China demonstrate a high level of approval of the workshop activities. 		
	R8. Reform efforts of the MoF in the management of social insurance funds, focusing on fiscal support budgeting,	<ul style="list-style-type: none"> - At least two-thirds of the first set of proposals and suggestions on each topic analysed for the Result 8, are included in the final reform proposal document and approved by the PAC; 		

	<p>accounting system, investment techniques and adjustment mechanisms for pension benefits are strengthened.</p>	<ul style="list-style-type: none"> - At least two-thirds of local officers involved in the training in China and in Europe demonstrate a high level of approval of the training activities; - 80% of guests participating to the Workshops in China demonstrate a high level of approval of the workshop activities. 		
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	INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES AND MEANS OF VERIFICATION	ASSUMPTIONS
Results	R9. Capacity of MoCA for promulgating and enforcing the Social Assistance Law and the regulations on rural and urban minimum standards of living are strengthened; the skills of local officials in policy transmissions and implementation are upgraded.	<ul style="list-style-type: none"> - At least two-thirds of the first set of proposals and suggestions on each topic analysed for the Result 9, are included in the final reform proposal document and approved by the PAC; - At least two-thirds of local officers involved in the training in China and in Europe demonstrate a high level of approval of the training activities; - 80% of guests participating to the Workshops in China demonstrate a high level of approval of the workshop activities. 	<ul style="list-style-type: none"> - PAC meeting minutes; - Approval surveys at the end of the Training in China and in Europe; - Minutes and reports of the Workshops in China ; - Approval surveys at the end of the Workshops in China. 	<ul style="list-style-type: none"> - MoCA and other Component 3 stakeholders remain fully committed to share the experience, the Best Practices and the proposals suggested by the Consortium; - MoCA, Component 3 Chinese Expert, and other Component 3 stakeholder ensure their availability for operational meeting, interviews etc, according to the plan shared in order to contribute actively to the project; - The EU and Chinese institutions remain interests in long-term cooperation/partnership.
	R10. The legal frameworks on a) formulation of unified standards for the estimation and calculation of social assistance benefits, b) recognition of social assistance target groups and c) identification of low-income families are consolidated.	<ul style="list-style-type: none"> - At least two-thirds of the first set of proposals and suggestions on each topic analysed for the Result 10, are included in the final reform proposal document and approved by the PAC; - At least two-thirds of local officers involved in the training in China and in Europe demonstrate a high level of approval of the training activities; - 80% of guests participating to the Workshops in China demonstrate a high level of approval of the workshop activities. 		
	R11. Efforts of MoCA in improved care for poor rural people and disabled people are strengthened, and public information and transparency of social assistance policies are raised at provincial level.	<ul style="list-style-type: none"> - At least two-thirds of the first set of proposals and suggestions on each topic analysed for the Result 11, are included in the final reform proposal document and approved by the PAC; - At least two-thirds of local officers involved in the training in China and in Europe demonstrate a high level of approval of the training activities; - 80% of guests participating to the Workshops in China demonstrate a high level of approval of the workshop activities. 		

Activities	<p><u>Component 1</u></p> <p><u>A. Identification Phase</u></p> <p>1.1.Situation analysis. 1.2.Identification and review of possible relevant EU experience 1.3.Workshop with stakeholders on the Identification Phase</p> <p><u>B. Analysis Phase</u></p> <p>1.4.Specific analysis of relevant EU experience 1.5.Training/study assignments to EU countries 1.6.Workshop with stakeholders on the Analysis Phase 1.7.Elaboration of reform proposal</p> <p><u>C Follow-up Phase</u></p> <p>1.8.Follow-up and ongoing technical assistance and tool development 1.9.Training needs analysis and training definition 1.10.Training conducted (EU and/or China) 1.11.Possible pilot application 1.12.Evaluation of follow-up phase and lesson learned. -</p>	<p>Means:</p> <p>Staff:</p> <ul style="list-style-type: none"> - 1 Office Manager (Resident) full time - 3 Resident EU Experts full time (<i>One Project manager for each Component</i>) - 5 full time local support staff (<i>1 Financial Assistant; 2 translators/interpreters Chinese/English; 1 Secretary staff member; 1 Activity Operation Assistant</i>) - 1.700 working days of EU Public sector experts (<i>900 w/d Comp 1, 380 w/d Comp 2, 420 w/d Comp 3</i>) - More than 300 working days Consortium representatives (<i>184 w/d Comp 1, 60 w/d Comp 2, 101 w/d Comp 3</i>) - 3.200 working days of local experts (<i>about 1.700 w/d Comp 1, 700 w/d Comp 2, 800 W/d Comp 3</i>) - 200 days of subcontracted experts - 2,5 full time administrative staff and support staff in Europe (3 half time people to the 3 Component Coordinators 	<p>Sources of information on action progress:</p> <p>Financial and Technical reports, Monitoring reports.</p> <p>14Costs for : Human Resources: 4.617.536,00€</p> <p>Travels and Flights: 523.450,00 €</p> <p>Equipment and supplies: 102.000,00 €</p> <p>Local office: 365.200,00 € (134.400,00 € office rent, 58.000,00 € Office supplies, 134.400,00 € other services, 38.400,00 € Vehicle Cost)</p> <p>Action costs (Studies, Publications, Training, Translation, Conferences, Visibility, Expenditure Verifications, Subcontracting and Financial Services) 1.059.100,00 €</p> <p>Insurance Costs for EU Public Sector Staff: 28.500,00 €</p>	<ul style="list-style-type: none"> - NDRC, MoF, MoCA, Chinese Expert, and other Stakeholders ensure their availability for operational meeting, interviews etc, according to the plan shared in order to contribute actively to the project; - The Target Groups identified are highly committed on the project activities through attendance at training courses and different events planned; - The contributions in kind from the Chinese stakeholders are available for the project activity throughout the project duration.
	<p><u>Component 2</u></p> <p><u>A. Identification Phase</u></p> <p>2.1.Situation analysis. 2.2.Identification and review of possible relevant EU experience 2.3.Workshop with stakeholders on the Identification Phase</p>			

	<p><u>B. Analysis Phase</u></p> <p>2.4. Specific analysis of relevant EU experience 2.5. Training/study assignments to EU countries 2.6. Workshop with stakeholders on the Analysis Phase 2.7. Elaboration of reform proposal</p> <p><u>C Follow-up Phase</u></p> <p>2.8. Follow-up and ongoing technical assistance and tool development 2.9. Training needs analysis and training definition 2.10. Training conducted (EU and/or China) 2.11. Possible pilot application 2.12. Evaluation of follow-up phase and lesson learned.</p>	<p>and 1 full time person for the Project Secretariat).</p> <p>Per Diem:</p> <ul style="list-style-type: none"> - 3.342 per diem for staff assigned to the action (900 w/d Resident Expert and local staff, 1287 w/d Comp 1, 529 w/d Comp 2, 626 w/d Comp 3) - 2.914 per diem for Chinese participants to training activities and events in Europe (1300 w/d Comp 1, 684 w/d Comp 2, 930 w/d Comp 3) 	<p>Contingency reserve: 4.214,00</p>	
	<p><u>Component 3</u></p> <p><u>A. Identification Phase</u></p> <p>3.1. Situation analysis. 3.2. Identification and review of possible relevant EU experience 3.3. Workshop with stakeholders on the Identification Phase</p> <p><u>B. Analysis Phase</u></p> <p>3.4. Specific analysis of relevant EU experience 3.5. Training/study assignments to EU countries 3.6. Workshop with stakeholders on the Analysis Phase 3.7. Elaboration of reform proposal</p>	<p>Travel:</p> <ul style="list-style-type: none"> - 298 international flights - 546 local travel <p>Local Office: 1 Office Fully Equipped</p> <p>Vehicle: 1 Car Rented</p> <p>Studies and Researches: 10 Researches Planned</p> <p>Translation and interpretation services</p> <p>Training Courses, Workshops, High Level conferences</p>		

	<u>C Follow-up Phase</u> 3.8. Follow-up and ongoing technical assistance and tool development 3.9. Training needs analysis and training definition 3.10. Training conducted (EU and/or China) 3.11. Possible pilot application 3.12. Evaluation of follow-up phase and lesson learned.	Publications and Visibility Material		
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2.1.6. Budget, amount requested from the Contracting Authority and other expected sources of funding

Please see also the file xls attached to the mail

Budget

Costs	All Years				First Year			
	Unit	# of units	Unit rate €	Costs €	Unit	# of units	Unit rate €	Costs €
1. Human Resources								
1.1 Salaries (gross salaries including social security charges and other related costs, local staff)⁴								
1.1.1 Technical								
1.1.1.1 Short term Experts C1/C2/C3 (CN Expert)	Per day	3.200	140,00	448.000,00	Per day	1.100	140,00	154.000,00
1.1.2 Support Staff (2 persons)	Per month	96	1.900,00	182.400,00	Per month	24	1.900,00	45.600,00
1.1.3 Financial/Administrative Assistant	Per month	48	1.900,00	91.200,00	Per month	12	1.900,00	22.800,00
1.1.4 Interpreter/Translator	Per month	96	2.000,00	192.000,00	Per month	24	2.000,00	48.000,00
1.2 Salaries (gross salaries including social security Expat /Intal Staff charges and other related costs, expat/int. staff)								
1.2.1 Project Manager Component 1 (Resident)	Per month	48	9.000,00	432.000,00	Per month	12	9.000,00	108.000,00
1.2.2 Project Manager Component 2 (Resident)	Per month	48	9.000,00	432.000,00	Per month	12	9.000,00	108.000,00
1.2.3 Project Manager Component 3 (Resident)	Per month	48	9.000,00	432.000,00	Per month	12	9.000,00	108.000,00
1.2.4 Office Manager (Resident)	Per month	48	5.100,00	244.800,00	Per month	12	5.100,00	61.200,00
1.2.5 Secretariat Staff (2,5 persons in EU)	Per month	120	3.150,00	378.000,00	Per month	30	3.150,00	94.500,00
1.3 Per diems for missions/travel⁵								
1.3.1 Abroad (staff assigned to the Action) EXPAT STAFF IN CHINA								
1.3.1.1 Per diem for Project Manager C1C2C3								
1.3.1.1.1 per Diem in China	Per diem	300	213,00	63.900,00	Per diem	100	213,00	21.300,00
1.3.1.1.2 Per Diem in Europe	Per diem	150	220,00	33.000,00	Per diem	25	220,00	5.500,00
1.3.2 Local (staff assigned to the Action)								
1.3.2.1 Per diem in Europe	Per diem	150	220,00	33.000,00	Per diem	25	220,00	5.500,00
1.3.2.2 Per diem In China	Per diem	300	213,00	63.900,00	Per diem	100	213,00	21.300,00
subtotal Human Resources				3.026.200,00				803.700,00

2. Travel⁶								
2.1. International travel								
2.1.1 International Travel for Project staff								
2.1.1.1 International travel for Resident Experts C1C2C3 and Office Manager	Per flight	58	1.200,00	69.600,00	Per flight	20	1.200,00	24.000,00
2.1.1.2 International Travel for CN experts C1C2C3	Per flight	10	1.200,00	12.000,00	Per flight	3	1.200,00	3.600,00
2.2 Local transportation (travel within CN)								
2.2.1 Local transportation for local team	Per travel	100	200,00	20.000,00	Per travel	25	200,00	5.000,00
2.2.2 Local transportation for expat resident team	Per travel	100	200,00	20.000,00	Per travel	25	200,00	5.000,00
subtotal travel				121.600,00				37.600,00
3. Equipment and supplies⁷								
3.1 Purchase or rent of vehicles	Per month	48	1.500,00	72.000,00	Per month	12	1.500,00	18.000,00
3.2 Furniture, computer equipment	Per Working Position	12	2.500,00	30.000,00	Per Working Position	12	2.500,00	30.000,00
subtotal equipment and supplies				102.000,00				48.000,00
4. Local office								
4.1 Vehicle costs	Per month	48	800,00	38.400,00	Per month	12	800,00	9.600,00
4.2 Office rent in China	Per month	48	2.800,00	134.400,00	Per month	12	2.800,00	33.600,00
4.3 Consumables - office supplies								
4.3.1 Stationaries	Per month	48	1.000,00	48.000,00	Per month	12	1.000,00	12.000,00
4.3.2 Small equipment for local team (laptops, small printer, ect)	Per person	10	1.000,00	10.000,00	Per person	10	1.000,00	10.000,00
4.4 Other services (tel/fax, electricity/heating, maintenance)								
4.4.1 Communications costs	Per month	48	1.000,00	48.000,00	Per month	12	1.000,00	12.000,00
4.4.2 Reproduction costs	Per month	48	1.000,00	48.000,00	Per month	12	1.000,00	12.000,00
4.4.3 Maintenance and electricity/heating	Per month	48	800,00	38.400,00	Per month	12	800,00	9.600,00
Subtotal Local office				365.200,00				98.800,00

5. ACTIVITIES PER COMPONENT								
Component 1								
5.1 EU Public Sector staff Component 1 Fees C1	LUMP SUM/ FEES per day	900	250,00	225.000,00	LUMP SUM/ FEES per day	300	250,00	75.000,00
5.2 Per Diems per Component 1 EU Public Sector Staff C1	LUMP SUM /per diem	1.050	213,00	223.650,00	LUMP SUM /per diem	350	213,00	74.550,00
5.3 Participation of Consortium Representatives in EU Component 1								
5.3.1 Flate rate for Consortium Representtives Europe	LUMP SUM/ FEES	48	250,00	12.000,00	LUMP SUM/ FEES	16	250,00	4.000,00
5.3.2 Per Diem for Consortium Representatives Europe	LUMP SUM /per diem	86	220,00	18.920,00	LUMP SUM /per diem	28	220,00	6.160,00
5.4 Participation for Consortium Representatives in China Component 1								
5.4.1 Flate rate for Consortium Representatives in China	LUMP SUM/ FEES	68	250,00	17.000,00	LUMP SUM/ FEES	22	250,00	5.500,00
5.4.2 Per Diem for Consortium Representatives in China	LUMP SUM /per diem	151	213,00	32.163,00	LUMP SUM /per diem	50	213,00	10.650,00
5.5 Travel								
5.5.1 International travel for EU MS experts for C1	Per flight	75	1.200,00	90.000,00	Per flight	25	1.200,00	30.000,00
5.5.2 International travel for Consortium representatives C1	Per flight	48	1.200,00	57.600,00	Per flight	16	1.200,00	19.200,00
5.5.3 Travel /Local transportation for participants to activities in EU (Chinese participants) C1	Per travel	64	350,00	22.400,00	Per travel	15	350,00	5.250,00
5.5.4 Travel / Local transportation for participants to activities in EU (EU representatives) C1	Per travel	37	350,00	12.950,00	Per travel	12	350,00	4.200,00
5.5.5 Travel/ Local Transportation for participants to activities in CHINA (EU participants) C1	Per travel	50	200,00	10.000,00	Per travel	16	200,00	3.200,00
5.5.6 Visa Cost for EU Participants to China	Per travel	100	100,00	10.000,00	Per travel	33	100,00	3.300,00
5.5.7 Insurance cost for EU Public Sector Staff	Per travel	100	150,00	15.000,00	Per travel	33	150,00	4.950,00
5.6 Costs of conferences/seminars⁹								
5.6.1 Per Diem for CN participants in EU	Per diem	1.300	203,00	263.900,00	Per diem	350	203,00	71.050,00
5.6.2 Cost of Event in Europe (workshop Seminar)								
5.6.2.1 Cost of venue	Per day	40	500,00	20.000,00	Per day	10	500,00	5.000,00
5.6.2.2 cost of Interpretation	Per day	40	800,00	32.000,00	Per day	10	800,00	8.000,00
5.7 Translation								
5.7.1 Translation documents for C1	Per page	5.000	15,00	75.000,00	Per page	1.750	15,00	26.250,00
5.8 Training kit	Per kit	300	20,00	6.000,00	Per kit	50	20,00	1.000,00
subtotal component 1				1.143.583,00				357.260,00

component 2								
5.1 EU Public Sector staff Component 2 Fees C2	LUMP SUM/ FEES	380	250,00	95.000,00	LUMP SUM/ FEES	130	250,00	32.500,00
5.2 Per Diems per Component 2 EU Public Sector Staff C2	LUMP SUM /per diem	443	213,00	94.359,00	LUMP SUM /per diem	151	213,00	32.163,00
5.3 Participation of Consortium Representatives in EU Component 2								
5.3.1 Flate rate for Consortium Representtives Europe	LUMP SUM/ FEES	14	250,00	3.500,00	LUMP SUM/ FEES	4	250,00	1.000,00
5.3.2 Per Diem for Consortium Representtives Europe	LUMP SUM /per diem	28	220,00	6.160,00	LUMP SUM /per diem	9	220,00	1.980,00
5.4 Participation for Consortium Representatives in China Component 2								
5.4.1 Flate rate for Consortium Representtives Europe	LUMP SUM/ FEES	21	250,00	5.250,00	LUMP SUM/ FEES	7	250,00	1.750,00
5.4.2 Per Diem for Consortium Representatives in China	LUMP SUM /per diem	58	213,00	12.354,00	LUMP SUM /per diem	19	213,00	4.047,00
5.5 Travel								
5.5.1 International travel for EU MS experts for C2	Per flight	31	1.200,00	37.200,00	Per flight	11	1.200,00	13.200,00
5.5.2 International travel for Consortium representatives C2	Per flight	16	1.200,00	19.200,00	Per flight	5	1.200,00	6.000,00
5.5.3 Travel /Local transportation for participants to activities in EU (Chinese participants) C2	Per travel	51	350,00	17.850,00	Per travel	6	350,00	2.100,00
5.5.4 Travel / Local transportation for participants to activities in EU (EU representatives) C2	Per travel	15	350,00	5.250,00	Per travel	5	350,00	1.750,00
5.5.5 Travel/ Local Transportation for participants to activities in CHINA (EU participants) C2	Per travel	22	200,00	4.400,00	Per travel	7	200,00	1.400,00
5.5.6 Visa Cost for EU Participants to China	Per travel	43	100,00	4.300,00	Per travel	14	100,00	1.400,00
5.5.7 Insurance cost for EU Public Sector Staff	Per travel	43	150,00	6.450,00	Per travel	14	150,00	2.100,00
5.6 Costs of conferences/seminars⁹								
5.6.1 Per Diem for CN participants in EU	Per diem	684	203,00	138.852,00	Per diem	228	203,00	46.284,00
5.6.2 Cost of Event in Europe (workshop Seminar)								
5.6.2.1 Cost of venue	Per day	45	500,00	22.500,00	Per day	15	500,00	7.500,00
5.6.2.2 cost of Interpretation	Per day	45	800,00	36.000,00	Per day	15	800,00	12.000,00
5.7 Translation								
5.7.1 Translation documents for C2	Per page	2.000	15,00	30.000,00	Per page	700	15,00	10.500,00
5.8 Training kit	Per kit	200	20,00	4.000,00	Per kit	20	20,00	400,00
subtotal component 2				542.625,00	178.074,00			

Component 3								
5.1 EU Public Sector staff Component 3 Fees C3	LUMP SUM/ FEES	420	250,00	105.000,00	LUMP SUM/ FEES	140	250,00	35.000,00
5.2 Per Diems per Component 3 EU Public Sector Staff C3	LUMP SUM /per diem	490	213,00	104.370,00	LUMP SUM /per diem	163	213,00	34.719,00
5.3 Participation of Consortium Representatives in EU Component 3								
5.3.1 Flate rate for Consortium Representtives Europe	LUMP SUM/ FEES	28	250,00	7.000,00	LUMP SUM/ FEES	9	250,00	2.250,00
5.3.2 Per Diem for Consortium Representtives Europe	LUMP SUM /per diem	50	220,00	11.000,00	LUMP SUM /per diem	16	220,00	3.520,00
5.4 Participation for Consortium Representatives in China Component 3								
5.4.1 Flate rate for Consortium Representtives Europe	LUMP SUM/ FEES	35	250,00	8.750,00	LUMP SUM/ FEES	11	250,00	2.750,00
5.4.2 Per Diem for Consortium Representatives in China	LUMP SUM /per diem	86	213,00	18.318,00	LUMP SUM /per diem	28	213,00	5.964,00
5.5 Travel								
5.5.1 International travel for EU MS experts for C3	Per flight	35	1.200,00	42.000,00	Per flight	11	1.200,00	13.200,00
5.5.2 International travel for Consortium representatives C3	Per flight	25	1.200,00	30.000,00	Per flight	8	1.200,00	9.600,00
5.5.3 Travel /Local transportation for participants to activities in EU (Chinese participants) C3	Per travel	66	350,00	23.100,00	Per travel	6	350,00	2.100,00
5.5.4 Travel / Local transportation for participants to activities in EU (EU representatives) C3	Per travel	18	350,00	6.300,00	Per travel	6	350,00	2.100,00
5.5.5 Travel/ Local Transportation for participants to activities in CHINA (EU participants) C3	Per travel	23	200,00	4.600,00	Per travel	7	200,00	1.400,00
5.5.6 Visa Cost for EU Participants to China	Per travel	47	100,00	4.700,00	Per travel	14	100,00	1.400,00
5.5.7 Insurance cost for EU Public Sector Staff	Per travel	47	150,00	7.050,00	Per travel	14	150,00	2.100,00
5.6 Costs of conferences/seminars⁹								
5.6.1 Per Diem for CN participants in EU	Per diem	930	203,00	188.790,00	Per diem	30	203,00	6.090,00
5.6.2 Cost of Event in Europe (workshop Seminar)								
5.6.2.1 Cost of venue	Per day	30	500,00	15.000,00	Per day	5	500,00	2.500,00
5.6.2.2 cost of Interpretation	Per day	30	800,00	24.000,00	Per day	5	800,00	4.000,00
5.7 Translation								
5.7.1 Translation documents for C3	Per page	3.000	15,00	45.000,00	Per page	1.000	15,00	15.000,00
5.8 Training kit								
5.8 Training kit	Per kit	200	20,00	4.000,00	Per kit	20	20,00	400,00
Subtotal Component 3				648.978,00				144.093,00

6. Other costs, services⁸								
6.1 Publications⁹	Per page	200.000	0,30	60.000,00	Per page	70.000	0,30	21.000,00
6.2 Studies, research⁹	Per study	10	18.000,00	180.000,00	Per study	3	18.000,00	54.000,00
6.3 Expenditure verification	Per year	4	12.500,00	50.000,00	Per year	1	12.500,00	12.500,00
6.4 Financial services (bank guarantee costs etc.)								
6.4.1 Costs for bank transfer	Per month	48	400,00	19.200,00	Per month	12	400,00	4.800,00
6.5. Visibility Actions¹⁰								
6.5.1 Projects Brochures and Leaflet	Per action	25	1.000,00	25.000,00	Per action	10	1.000,00	10.000,00
6.5.2 Website Management	Per month	48	300,00	14.400,00	Per month	12	300,00	3.600,00
6.6. Expert Subcontracting	Per day	200	450,00	90.000,00	Per day	70	450,00	31.500,00
6.7 Organization and Logistics costs for Training (UE and China)	Per event	30	4.500,00	135.000,00	Per event	4	4.500,00	18.000,00
6.8 Cost of High Level round table in China and Europe								
6.8.1 cost of Venue	Per event	4	40.000,00	160.000,00	Per event	1	40.000,00	40.000,00
6.8.2 cost of interpretation	Per day	8	1.500,00	12.000,00	Per day	1	1.500,00	1.500,00
Subtotal Other costs, services				745.600,00				196.900,00
7. Subtotal direct eligible costs of the Action (1-6)				6.695.786,00				1.864.427,00
8. Provision for contingency reserve (maximum 5% of 7, subtotal of direct eligible costs of the Action) : réduits à 3% des couts éligibles				4.214,00				1.053,50
9. Total direct eligible costs of the Action (7+ 8)				6.700.000,00				1.865.480,50
10. Administrative costs (maximum 7% of 9, total direct eligible costs of the Action): réduits à 4,75 % des Couts directs								
11. Total eligible costs (9+10)				6.700.000,00				1.865.480,50
12. Taxes¹¹								
13. Total accepted¹¹ costs of the Action (11+12)								
TOTAL LUMP SUM				999.794,00				

Footnotes (do not delete)									
1. The description of items must be sufficiently detailed and all items broken down into their main components. The number of units and the unit value must be specified for each item depending on the indications									
2. This section must be completed if the Action is to be implemented over more than one reporting period (usually 12 months).									
3. If the Contracting Authority is not the European Commission, the budget may be established in euro or in the currency of the country of the Contracting Authority. Costs and unit values are rounded to the nearest									
4. If staff are not working full time on the Action, the percentage should be indicated alongside the description of the item and reflected in the number of units (not the unit value).									
5. Indicate the country where the per diems are incurred and the applicable rates (in any case the final eligible cost may not exceed the scales published by the E.C. at the time of such mission). If information is									
6. Costs for CO2 offsetting of air travel may be included. CO2 offsetting shall in that case be achieved by supporting CDM/Gold Standard projects (evidence must be included as part of the supporting documents) or									
7. Please separate cost for purchase or rental.									
8. Specify the typology of costs or services. Global amounts will not be accepted.									
9. Only indicate here when fully subcontracted.									
10. Communication and visibility activities should be properly planned and budgeted at each stage of the project implementation.									
11. Only to be filled in when provided for in the Call for Proposal (i.e. taxes are not eligible and the beneficiary(ies) can show they cannot reclaim them). Please see glossary of terms (Annex A 1) of the Practical									
12. Only to be filled in when contributions in kind as may be accepted as co-financing. The amount indicated must be identical to the one indicated in worksheet 3 "expected sources of funding"									
13. Use "UNIT COST per flight/month/kit etc..." or "LUMPSUM" or "FLAT RATE" in case of simplified cost options. Use different lines for each type of simplified cost options and per beneficiary. In worksheet 2, the									
NB: The Beneficiary(ies) alone are responsible for the correctness of the financial information provided in these tables.									
Contribution in kind for information please remove before submission									
The Chinese Government will provide an in-kind contribution, with a counter value estimated at EUR 1 million to cover the costs of participation of their officials and staff in the different project activities and normal operation cost in China.. The contribution will cover:									
(a) All costs related to the participation of Chinese government officials, civil servants and staff employed in government administrations and national agencies assigned to tasks relevant to the scope of this project from Beijing and Chinese provinces (all administrative levels as relevant) in meetings, seminars, workshops, trainings and other project events in China;									
(b) All costs of office rent, including furniture, equipment, utilities, daily operation cost, office and equipment maintenance costs for Chinese nationals participating in the project.									
(c) All salaries related to the participation of Chinese nationals in the project;									
(d) All costs related to the participation of Chinese nationals in PAC meetings;									
(e) All costs of venues * (including necessary equipment, interpretation, transportation, accommodation and catering costs) inside Chinese government offices, as well as inside of hotels and training centres run by the beneficiary agencies, for workshops, meetings, seminars, training sessions and other project events (except the annual high level round tables) in China;									
(f) The costs of English – Chinese (and vice versa) translation (except the regulations, legislations and highly specialized documents in related to the project framework, option papers and study reports produced by international experts);									
(g) For activities in the EU: expenses of all Chinese participants before arriving in Europe, national/international air tickets for China-EU round trip, cost of visa and insurance abroad and costs of English interpretation in Europe.									

Justification

Costs	All Years	
	Clarification of budget items	Justification of estimated costs
1. Human Resources		
1.1 Salaries (gross salaries including social security charges and other related costs, local staff)⁴		
1.1.1 Technical		
1.1.1.1 Short term Experts C1/C2/C3 (CN Expert)	Total days estimated for the 3 different components: C1 1600 days, C2 750days, C3 850 days	Rate based on previous projects implemented in China
1.1.2 Support Staff (2 persons)	1 full-time Secretary and 1 full-time Activity operation Assistant	Rate based on previous projects implemented in China
1.1.3 Financial/Administrative Assistant	1 full-time Support Staff Member	Rate based on previous projects implemented in China
1.1.4 Interpreter/Translator	2 full time Interpreters/Translators	Rate based on previous projects implemented in China
1.2 Salaries (gross salaries including social security Expat /Intal Staff charges and other related costs, expat/int. staff)		
1.2.1 Project Manager Component 1 (Resident)	1 full-time Project Manager	Monthly rate including reallocation, fees, allowances, insurance and visa
1.2.2 Project Manager Component 2 (Resident)	1 full-time Project Manager	Monthly rate including reallocation, fees, allowances, insurance and visa
1.2.3 Project Manager Component 3 (Resident)	1 full-time Project Manager	Monthly rate including reallocation, fees, allowances, insurance and visa
1.2.4 Office Manager (Resident)	1 full-time Office Manager	Monthly rate including reallocation, fees, allowances, insurance and visa
1.2.5 Secretariat Staff (2,5 persons in EU)	1 full-time for the Project Secretariat and 3 half time Secretariat to the 3 Components Coordinators	Monthly rate based on average salaries for similar positions
1.3 Per diems for missions/travel⁵		
1.3.1 Abroad (staff assigned to the Action) EXPAT STAFF IN CHINA		
1.3.1.1 Per diem for Project Manager C1C2C3		
1.3.1.1.1 per Diem in China	Resident Experts missions/travels outside Beijing	Estimated approx. 2 trips per month, 3 nights each
1.3.1.1.2 Per Diem in Europe	Resident Experts missions/travels in Europe	1 expert for each of the 10 training in Europe for 15 nights
1.3.2 Local (staff assigned to the Action)		
1.3.2.1 Per diem in Europe	Per diem required by the Local (Chinese) Experts missions to Europe in order to support the Training Courses activities	1 Local (Chinese) Expert for 10 Training Courses to be held in Europe for an average duration of 15 nights
1.3.2.2 Per diem In China	Local Experts missions/travels Expert outside Beijing	Estimated approx. 2 trips per month, 3 nights each
subtotal Human Resources		

2. Travel⁶		
2.1. International travel		
2.1.1 International Travel for Project staff		
2.1.1.1 International travel for Resident Experts C1C2C3 and Office Manager	3 travels for 4 persons per year and 10 trips for participation to study tours in Europe	1.200 €/travel (RT) based on average flight costs from Epe to China
2.1.1.2 International Travel for CN experts C1C2C3	10 International Travels (RT) for the participation of the Local (Chinese) Experts to the Training Courses to be held in Europe in order to support the Courses activities	1.200 €/travel (RT) based on average flight costs from and to China
2.2 Local transportation (travel within CN)		
2.2.1 Local transportation for local team	Local travel to provinces for CN expert and local support staff	approx 100 trips estimated (see above per diem). Unit cost 200 € based on average travel costs (train and airplane tickets)
2.2.2 Local transportation for expat resident team	Local travel to provinces of resident team	approx 100 trips estimated (see above per diem). Unit cost 200 € based on average travel costs (train and airplane tickets)
subtotal travel		
3. Equipment and supplies⁷		
3.1 Purchase or rent of vehicles	Rent of a car and expenditure for 1 driver for 4 years	Average expenditure considered of 1500€/month
3.2 Furniture, computer equipment	Rent of Furniture, Desktops, Printers for office and other computer equipments (for 12 working positions)	Average expenditure considered of 2500€/Working Position
subtotal equipment and supplies		
4. Local office		
4.1 Vehicle costs	Services for 4 years	Gasoline and other expenditures
4.2 Office rent in China	Service for 4 years	20€/m2 per month for a 140m2 (10 working position of 10m2 and a conference room)
4.3 Consumables - office supplies		
4.3.1 Stationaries	Services for 4 years	General project office needs
4.3.2 Small equipment for local team (laptops, small printer, ect)	Laptops and small printers for local team members	Average expenditure considered : 1000€/person
4.4 Other services (tel/fax, electricity/heating, maintenance)		
4.4.1 Communications costs	Services for 4 years	Rate based on previous project implemented in China
4.4.2 Reproduction costs	Services for 4 years	Rate based on previous project implemented
4.4.3 Maintenance and electricity/heating	Services for 4 years	500€/month for special maintenance services and 300€/month for electricity and heating
Subtotal Local office		

5. ACTIVITIES PER COMPONENT		
Component 1		
5.1 EU Public Sector staff Component 1 Fees C1	Total days estimated on the bases of Component 1 activities(Saturday in China considered a working day)	FLAT Daily rate considered
5.2 Per Diems per Component 1 EU Public Sector Staff C1	7 per diems every 6 working days	Officail EU per diem in China
5.3 Participation of Consortium Representatives in EU Component 1		
5.3.1 Flate rate for Consortium Representatives Europe	Allocation among the 3 components of Consortium Representative Participation in EU (Days)	FLAT Daily rate considered
5.3.2 Per Diem for Consortium Representatives Europe	Allocation among the 3 components of Consortium Representative Participation in EU (Perdiem)	Average EU per diem in European countries
5.4 Participation for Consortium Representatives in China Component 1		
5.4.1 Flate rate for Consortium Representatives in China	Allocation among the 3 components of Consortium Representative Participation in China (Days)	Daily rate considered as reported in EU Documentation
5.4.2 Per Diem for Consortium Representatives in China	Allocation among the 3 components of Consortium Representative Participation in China (Perdiem)	Officail EU per diem in China
5.5 Travel		
5.5.1 International travel for EU MS experts for C1	Average stay for each travel: 12 working days	1.200 €/travel (RT) based on average flight costs from Epe to China
5.5.2 International travel for Consortium representatives C1	Allocation among the 3 components of Consortium Representative International Travels	1.200 €/travel (RT) based on average flight costs from Epe to China
5.5.3 Travel/Local transportation for participants to activities in EU (Chinese participants) C1	1 Travel between two European countries for each trip to EUROPE	Average cost of traveling in Europe
5.5.4 Travel / Local transportation for participants to activities in EU (EU representatives) C1	Allocation among the 3 components of Consortium Representative Local Travels	Average cost of traveling in Europe
5.5.5 Travel/ Local Transportation for participants to activities in CHINA (EU participants) C1	Approx half of the travels to China include a trip outside Beijing	Average cost of traveling in Europe
5.5.6 Visa Cost for EU Participants to China	One Visa each international travel	Current cost
5.5.7 Insurance cost for EU Public Sector Staff	One insurance for each international travel	Current cost
5.6 Costs of conferences/seminars ⁹		
5.6.1 Per Diem for CN participants in EU	4 visits to Europe with an average of 15 participants for 15 days	Average EU per diem in European countries (excluding lunches that will be offered during the training courses)
5.6.2 Cost of Event in Europe (workshop Seminar)		
5.6.2.1 Cost of venue	4 Events organised in Europe	Average unit cost in Europe
5.6.2.2 cost of Interpretation	1 additional interpreter	Average unit cost in Europe
5.7 Translation		
5.7.1 Translation documents for C1	Estimated number of pages based on the documents to be translated	Market rate
5.8 Training kit	Average of 20 participants to 15 training courses	Typical cost for such kits
subtotal component 1		

component 2		
5.1 EU Public Sector staff Component 2 Fees C2	Total days estimated on the bases of Component 2 activities(Saturday in China considered a working day)	FLAT Daily rate considered
5.2 Per Diems per Component 2 EU Public Sector Staff C2	7 per diems every 6 working days	Officail EU per diem in China
5.3 Participation of Consortium Representatives in EU Component 2		
5.3.1 Flate rate for Consortium Representatives Europe	Allocation among the 3 components of Consortium Representative Participation in EU (Days)	FLAT Daily rate considered
5.3.2 Per Diem for Consortium Representatives Europe	Allocation among the 3 components of Consortium Representative Participation in EU (Perdiem)	Average EU per diem in European countries
5.4 Participation for Consortium Representatives in China Component 2		
5.4.1 Flate rate for Consortium Representatives in China	Allocation among the 3 components of Consortium Representative Participation in China (Days)	Daily rate considered as reported in EU Documentation
5.4.2 Per Diem for Consortium Representatives in China	Allocation among the 3 components of Consortium Representative Participation in China (Perdiem)	Officail EU per diem in China
5.5 Travel		
5.5.1 International travel for EU MS experts for C2	Average stay for each travel: 12 working days	1.200 €/travel (RT) based on average flight costs from Epe to China
5.5.2 International travel for Consortium representatives C2	Allocation among the 3 components of Consortium Representative International Travels	1.200 €/travel (RT) based on average flight costs from Epe to China
5.5.3 Travel /Local transportation for participants to activities in EU (Chinese participants) C2	1 Travel between two european countries for each trip to EUROPE	Average cost of traveling in Europe
5.5.4 Travel / Local transportation for participants to activities in EU (EU representatives) C2	Allocation among the 3 components of Consortium Representative Local Travels	Average cost of traveling in Europe
5.5.5 Travel/ Local Transportation for participants to activities in CHINA (EU participants) C2	Approx half of the travels to China include a trip outside Beijin	Average cost of traveling in Europe
5.5.6 Visa Cost for EU Participants to China	One Visa each international travel	Current cost
5.5.7 Insurance cost for EU Public Sector Staff	One insurance for each interntionl travel	Current cost
5.6 Costs of conferences/seminars ⁹		
5.6.1 Per Diem for CN participants in EU	3 visits to Europe with an average of 12 participants for 21 days	Average EU per diem in European countries (excluding lunches that will be offered during the training courses)
5.6.2 Cost of Event in Europe (workshop Seminar)		
5.6.2.1 Cost of venue	3 Events organised in Europe	Average unit cost in Europe
5.6.2.2 cost of Interpretation	1 additionl inetpreter	Average unit cost in Europe
5.7 Translation		
5.7.1 Translation documents for C2	Estimted number of pages based on the documents to be translated	Market rate
5.8 Training kit	Average of 20 participants to 10 trining courses	Typicl cost for such kits
subtotal component 2		

Component 3		
5.1 EU Public Sector staff Component 3 Fees C3	Total days estimated on the bases of Component 3 activities(Saturday in China considered a working day)	FLAT Daily rate considered
5.2 Per Diems per Component 3 EU Public Sector Staff C3	7 per diems every 6 working days	Officail EU per diem in China
5.3 Participation of Consortium Representatives in EU Component 3		
5.3.1 Flate rate for Consortium Representatives Europe	Allocation among the 3 components of Consortium Representative Participation in EU (Days)	FLAT Daily rate considered
5.3.2 Per Diem for Consortium Representatives Europe	Allocation among the 3 components of Consortium Representative Participation in EU (Perdiem)	Average EU per diem in European countries
5.4 Participation for Consortium Representatives in China Component 3		
5.4.1 Flate rate for Consortium Representatives in China	Allocation among the 3 components of Consortium Representative Participation in China (Days)	Daily rate considered as reported in EU Documentation
5.4.2 Per Diem for Consortium Representatives in China	Allocation among the 3 components of Consortium Representative Participation in China (Perdiem)	Officail EU per diem in China
5.5 Travel		
5.5.1 International travel for EU MS experts for C3	Average stay for each travel: 12 working days	1.200 €/travel (RT) based on avarage flight costs from Epe to China
5.5.2 International travel for Consortium representatives C3	Allocation among the 3 components of Consortium Representative International Travels	1.200 €/travel (RT) based on avarage flight costs from Epe to China
5.5.3 Travel /Local transportation for participants to activities in EU (Chinese participants) C3	1 Travel between two european countries for each trip to EUROPE	Average cost of traveling in Europe
5.5.4 Travel / Local transportation for participants to activities in EU (EU representatives) C3	Allocation among the 3 components of Consortium Representative Local Travels	Average cost of traveling in Europe
5.5.5 Travel/ Local Transportation for participants to activities in CHINA (EU participants) C3	Approx half of the travels to China include a trip outside Beijin	Average cost of traveling in Europe
5.5.6 Visa Cost for EU Participants to China	One Visa each international travel	Current cost
5.5.7 Insurance cost for EU Public Sector Staff	Oine insurance for each interntionl travel	Current cost
5.6 Costs of conferences/seminars⁹		
5.6.1 Per Diem for CN participants in EU	3 visits to Europe with an average of 20 participants for 15 days and 1visit 6 persons one week	Average EU per diem in European countries (excluding lunches that will be offered during the training courses)
5.6.2 Cost of Event in Europe (workshop Seminar)		
5.6.2.1 Cost of venue	4 Events organised in Europe	Average unit cost in Europe
5.6.2.2 cost of Interpretation	1 additional interpreter	Average unit cost in Europe
5.7 Translation		
5.7.1 Translation documents for C3	Estimted number of pages based on the documents to be translated	Market rate
5.8 Training kit	Average of 20 participants to 10 trining courses	Typicl cost for such kits
Subtotal Component 3		

6. Other costs, services⁸		
6.1 Publications⁹	Publications and printing of outputs estimated (documents and studies as required by the Project Fiche)	Rate based on previous project implemented
6.2 Studies, research⁹	Comparative study of EU MS, specific insights and detailed studies (starting from the second year of the project) to investigate on issues related to the options selected in the first year (both for proposals and pilot projects)	The amount, based on previous projects implemented, is for a single study/research on specific matters requested
6.3 Expenditure verification	Service for 4 years	Audit costs as for similar previous projects
6.4 Financial services (bank guarantee costs etc.)		
6.4.1 Costs for bank transfer	Services for 4 years	Average of 400€/month
6.5. Visibility Actions¹⁰		
6.5.1 Projects Brochures and Leaflet	Approx. 25 Visibility Actions	Based on experiences in similar project
6.5.2 Website Management	Website management (including upload and updating of project materials)	Based on experiences in similar project
6.6. Expert Subcontracting	Total days of experts for specific requirements of the project that can not be covered by the figures of the EU public sector staff	Daily rate based on previous projects implemented
6.7 Organization and Logistics costs for Training (UE and China)	Training courses and meetings in Europe and in China	Based on experiences in similar project
6.8 Cost of High Level round table in China and Europe		
6.8.1 cost of Venue	4 Round tables orgnized	Based on experiences in similar project
6.8.2 cost of interpretation	2 interpreters per event	curent daily rate for simultaneous interprettion
Subtotal Other costs, services		
7. Subtotal direct eligible costs of the Action (1-6)		
8. Provision for contingency reserve (maximum 5% of 7, subtotal of direct eligible costs of the Action) : réduits à 3% des couts éligibles		About 0,22% of the 7. Subtotal direct eligible costs of the Action (1 to 6)
9. Total direct eligible costs of the Action (7+ 8)		
10. Administrative costs (maximum 7% of 9, total direct eligible costs of the Action): réduits à 4,75 % des Coutts directs		
11. Total eligible costs (9+10)		
12. Taxes¹¹		
13. Total accepted¹¹ costs of the Action (11+12)		

2.1.7. Lead Applicant's experience

i) For similar actions.

Name of the Lead Applicant: Italian Institute of Social Security - INPS					
Project title:		Benefit European Social Teller (BEST)			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name) ⁸	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Italy	444,015.80€	Lead Applicant	EC – DG employment and social affairs and inclusion	149,000€	From 03/12/2012 To 02/03/2014
Objectives and results of the action		<p>Objectives:</p> <ul style="list-style-type: none"> - Analyze the existing business processes used to assess and respond to requests for support from EU Social Security Agencies - Review the “as is” process models against International best practice, both within the EU and globally - Produce a new optimized model for a paperless process and highlight additional areas for future incorporation - Define an advanced technology prototype to support the new process model and deliver a lower cost and faster solution to use EU social security data for benefit eligibility determination. <p>Results:</p> <ul style="list-style-type: none"> - Reduction of paper based processes through automatic data processing tools. The prototype supports optimized processes with the highest rates of on-line and automatic process and flow in order to reduce paper need to zero. - Improvements in Data quality, The automatic data acquisition and elaboration allows data transversal check, master data and individual information duplication analysis and improper management. - Service Delivery Time optimization. The current paper based process management is high cost consuming and the time for service deliver needs significant improvement. The new application will allow the optimization of all process and phases. - Automated Business Rules management. Administrative Rules of SED's and Paper SED are externalized in order to realize flexibility and reuse without code analysis and modification. - All the project results have been disseminated in the International Forum, held in Rome on September the 27 2013, with the presence of different EU Agencies and The European Commission. 			

⁸ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

ii) Other actions

Name of the Lead Applicant: Italian Institute of Social Security - INPS					
Project title:		IMproving PROcedures for collecting information on MOBILE workers (IMPROMOBIL)			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name) ⁹	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Italy	253,878.90€	Lead Applicant	EC – DG employment and social affairs and inclusion	203,094 €	From 01/10/2012 To 31/01/2014
Objectives and results of the action		<p>Objectives:</p> <ul style="list-style-type: none"> - Exchange information among the Social Security Institutes about the methodologies they implement to collect and record information regarding mobile and migrant workers (both emigrant and Immigrant). - Exchange information on workers' characteristics collected in administrative record gathered by Social Security Institutes. - Compare characteristics of the flows of immigrants and emigrant in the selected countries, analyzing the main features of these flows (e.g. age, education, country of origin and destination, duration of the periods spent in the different countries). - Provide detailed micro-econometric analyses on the characteristics of migrant and mobile workers in the Country partners, also in order to provide the main evidences for simulating immigrant workers entitlement of welfare benefits. - Provide the partners with updated analysis, guidelines and suggestions on how to improve administrative procedures for collecting information about migrant workers (both emigrant from and immigrant). <p>Results:</p> <ul style="list-style-type: none"> - Dataset recording both information about periods spent abroad in the past by migrant and mobile workers and detailed individual characteristics. - Detailed crosscountry comparison among native and foreign citizens' conditions in four EU countries conducted using Labour Force Survey micro-data. - Distribution analysis of the foreign populations in Italy, Poland, Romania and the United Kingdom by area of origin, age, education, occupation, sector of activity and contractual arrangement. - Analysis about the position in the wage distribution of native and foreign workers in the four countries. The existence of wage gaps among natives and foreigners is further assessed by using multivariate econometric techniques. 			

⁹ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Lead Applicant: Italian Institute of Social Security - INPS					
Project title:		Social Security on the MOVE (SSE MOVE)			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name) ¹⁰	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Italy	333,937€	Lead Applicant	EC – DG employment and social affairs and inclusion	267,149.90 €	From 30/10/2011 To 31/01/2013
Objectives and results of the action		<p>Objectives:</p> <ul style="list-style-type: none"> - Identify the main obstacles to the implementation of the Regulations (CE) 883/2004 and 987/2009 which could actually hinder the free movement of workers among partner countries. - Identify the limitations to the free movement of workers stemming from the diversity of national social security systems. - Foster a mutual learning process among project partners. - Promote the coordination among social security institutions involved in the action, aimed at the improvement and simplification of administrative procedures. - Raise general awareness, stimulate debate and promote information on social security coordination. <p>Results:</p> <ul style="list-style-type: none"> - Although the SSE-MOVE project has come to an end, partners are committed to continue the mutual exchange of information that has been spurred by project activities and to building new partnerships and undertaking new initiatives, shall the opportunity arise. 			

¹⁰ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

2.1.8. Consortium Members (Applicant and Co-Applicant) experience

i) For similar actions.

Name of the Consortium Member (Applicant): Federal Public Service Social Security - Belgium					
Project title:		Simulating the adequacy of pensions in Belgium using administrative data - SIPEBE			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)¹¹	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Belgium	333,309€	Coordinator	DG EMPL/E/4	266,647€	From 01/12/2009 to 31/11/2011
Objectives and results of the action		<p>The SIPEBE project was set up for three main reasons:</p> <ol style="list-style-type: none"> 1.the improvement of MIDAS in a number of directions, 2.gaining experience in the work with administrative data, in particular in the context of a dynamic microsimulation model and 3.the provision of simulation results, relevant for the evaluation of possible Belgian pension reforms. <p>Resulting in :</p> <ul style="list-style-type: none"> - Developing specific software for micro simulation (Midas-Maltese) - Multiple angel approach on data collecting is recommendable for this kind of exercise - Creation of a large data warehouse - Creating optimal surrounding for effective policy assessment 			

¹¹ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Applicant): Ministry of Labour and Social Policy -Poland					
Project title:		Strategy for development of long term care services for older people			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)¹²	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Poland	250,000 €	Coordinator	EMPL D-Europe 2020: Social policies Social Protection and Activation Systems, VP/2013/013	200,000 €	From 03/2014 to 12/2015 (estimated time, if project is selected)
Objectives and results of the action		The objective is to promote, develop and facilitate cooperation in the field of social welfare, in particular concerning long term care services addressed to older people. The Ministry of Labour and Social Policy submitted a project under calls for proposals in the field of design of cost-effective social protection systems in October 2013. The evaluation process is ongoing. The project involves exchange of information on solutions implemented in other countries – Germany and Sweden via study visits and conferences arranged in cooperation with The Diaconia of the Evangelical Augsburg Church in Poland (Polish Diaconia) as well as its German branch. The project is focused on development of non-institutional long term care services for older people. This project will be performed in co-operation with the Ministry of Health in Poland. The main aim is to promote so called “white jobs”.			

¹² If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Co-Applicant): Formez PA - Italy					
Project title:		Linea Amica			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name) ¹³	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Italy	15,134,200 €	Applicant	Italian Department for Public Administration	15,134,200 €	From 10/12/2008 to 31/01/2014
Objectives and results of the action		<p>Linea Amica is an initiative of the Italian Ministry of Public Administration and Innovation implemented by Formez PA, in cooperation with all institutes and authorities in charge for social protections implementation: INPS (Italian Social Protections Institute), INAIL (Italian Institute for occupational accidents and diseases), INPDAP (Italian Social Security Institute or civil servants), Minister of Labour and Income Revenue Agency, from Minister of Finance. The programme started in January 2009, and operates in two ways:</p> <ul style="list-style-type: none"> - on one side it provides citizens with information and assistance regarding all problems related to social protection and deals with the Public Administration (more than 60% concerning social protections measures and needs); it focuses on citizen's requests and on attending to their needs during the problem solving process until their request is fulfilled. - on the other side, analysing the huge number of problems (over 60 million requests yearly received by Linea Amica network) and their solutions, it provides Minister of Public Administrations and governments with suggestions to improve policies in the sectors. <p>The service is provided by a hub of 180 operators specialized on issues concerning the Public Administration system, who are connected to 6.000 operators working in the central authorities (INPS, INAIL, Inpdap, Minister of Finance Agencies, Minister of Labour) , but also in local governments; in order to be more efficient, all major Regions and municipalities governments are in the network . The multi-channel structure works via internet (mail, chat, www.lineaamica.gov.it) or via sms or telephone (the first Italian toll free number 001). Linea Amica team and programme is composed of different groups, front office and back office. The first is responsible for answering phone calls and providing immediate feedbacks (whereas possible). The Back Office experts solve complex issues by interacting directly with all the Public Administrations. In particular, not less than 60% of the requests and issues dealt with the overall service Linea Amica concerns social protections and security. Linea Amica is the largest European customer relations network, where more than 1100 institutions and facilities daily team up with Linea Amica experts, so as to help citizens solve their problems. Such a network has collected over 160 million contacts, of which 120 million via the operators. About 90 million contacts were related to social protections measures and needs. Customer satisfaction, for the back office actions, reaches 92.7%.</p>			
Name of the Consortium Member (Co-Applicant): Formez PA- Italy					

¹³ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Project title:		Inter sectorial experiences of Local Communities for “Guadagnare Salute” (gaining health)			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)¹⁴	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Italy	3,000,000€	Applicant	CCM,Ministry of Health	3,000,000€	From 13/06/2007 to 31/12/2009
Objectives and results of the action		<p>The project originated from an agreement between the Ministry of Labour, Health and Social Policies and Formez and aims at implementing the strategy of the Programme “Guadagnare Salute, Rendere facili le Scelte Salutari” (gaining health, rendering health choices easy) by searching for and enhancing the best experiences in prevention realised by Local Communities as regards four key risk factors (insufficient physical activity, poor diet, smoking and drinking). The project is carried out in close synergy with other CCM projects (Italian Centre for preventing and controlling diseases) and is to be seen in a transversal perspective among the various channels/networks already operating on single risk factors, to liaise and integrate perspectives in a common and not fragmented approach to the territory and to ensure stable actions. The project “guadagnare Salute” (“GS”) intends to support local communities in carrying out an active role in promotion, programming and realisation of “health pathways” by identifying, selecting, reinforcing and disseminating the best practices aiming at: encouraging physical activity for people of all age bands; encouraging a correct and balanced diet, preventing and curbing smoking; preventing and fighting against alcohol abuse. The practices must apply an inter sectorial approach involving more institutions (Regions, Healthcare Agencies, local authorities) performing in various welfare fields.</p> <p>Specific goals: 1.Governance - building governance, on the basis of the analysis of institutional bodies involved in the initiative (stakeholders). 2.Communications – to Healthcare Agencies, local authorities and potentially interested organizations in the “GS” strategy for selecting and enhancing local experiences. 3.Detection – identifying local experiences of inter sectorial approach to health, in compliance with the logic and strategy of “Guadagnare Salute” implemented across the country with a focus on the south of Italy. 4.Enhancement/online Training, Selection of best practices in the logic of the strategy “GS” ,thus ensuring the representation by all Italian regions and to make validated experiences visible. Creation of the online Community of Practice. 5.Consolidation/Training, Financial and operational support to the validated best practices, in compliance with the strategy “GS”, through the realisation of a need analysis aimed at consolidating experiences, responding to the needs identified by target activities. 6.Follow-up, Evaluation of training activities and technical assistance on the field. Verification of the progress of the activities and utilisation of the resources, in order to avoid episodic and fragmented interventions.</p> <p>Extension, diffusion of the validated Good Practices and their implementation in other territorial contexts</p>			

¹⁴ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Co-Applicant): Formez PA- Italy					
Project title:		System Action and Technical Assistance for Pursuing the Targets related to Integrated House Assistance Services for the Elderly” – Ministry of Labour, Health and Social Policies			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)¹⁵	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Italy	3,000,000 €	Applicant	Italian Fund for underused areas (FAS)	3,000,000€	From 12/03/2009 to 31/10/2010
Objectives and results of the action		<p>The Ministry of Labour, Health and Social Policies, in relation with the Ministry of Economic Development, fostered an integrated whole of measures (system actions and technical assistance) aimed at assuring that the strategy of intervention for enhancing healthcare services in the southern Italian regions was consistent and unitary, in accordance with territorial and sectoral specific features. The project objective is to reinforce the cooperation strategy at all levels to ensure an harmonized healthcare and assistance performance approach to lacking self-reliance across the territory, and assure the necessary actions in terms of developing guidance, monitoring and process evaluation capacities, creating standards and common devices, which are linked to the processes in progress in the European countries.</p> <p>The general goal of the project is to support the regional southern Italian administrations in the implementation of socio-sanitary services of integrated house assistance, which are monitored and evaluated according to uniform criteria; to encourage sharing among regions also by identifying and utilising, in an optimal manner, experimentations and available advanced experiences; to converge all easy-to-retrieve resources.</p> <p>One of the relevant effects emerging from the project concerns the establishment of the collaboration both among the various administrative levels of the regions, and the central level among employing administrations, thus channelling - in a unitary manner - human and economic resources to the pursuit of the long-term common goal, namely the target 3.5% of the assisted elderly under integrated house assistance by 2013. The sharing of a common culture and language among the various interlocutors committed to the workgroups (healthcare interlocutors from ASL - local healthcare agencies, and social interlocutors from municipalities) followed the realisation of the activities, and led to the elaboration of terminological “glossaries” on integrated house assistance in 5 regions.</p> <p>Aided by the project, all involved regions completed the necessary regulatory guide-lines for the homogeneous development of integrated house assistance services, in line with the internal organizational needs and with the national standards.</p>			

¹⁵ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Co-Applicant): Formez PA- Italy					
Project title:		Twinning: EG 07/AA/SO/07- “Organizational Modernization of the Occupational Health and Safety (OHS) Management System ”			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name) ¹⁶	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Egypt	1,000,000 €	Co-applicant	European Commission ENPI Funds	1,000,000€	From 11/2008 to 09/2010
Objectives and results of the action		<p>The objective of this Twinning project is to contribute to the improvement of the Occupational Health and Safety policies, procedures and services, hence reducing the number of work-related accidents and incidents in Egypt. The project aims to support the Egyptian Ministry of Manpower in undertaking the relevant legislative and institutional reforms regarding Occupational Health and Safety services to ensure an effective implementation of its mandate and improve and promote labour safety through enhancing a culture of prevention, health and welfare of employees, as well as to safeguard the public from being exposed to the entailed risks work activities.</p> <p>Components:</p> <ul style="list-style-type: none"> - Assessment of legal compliance, legislation approximation, and secondary law enforcement - Institutional Capacity Building at Central and Local level - Development of a Comprehensive National Strategy and Action Plan including investment plan for equipment. <p>Actions:</p> <ul style="list-style-type: none"> - Improving the legislative framework of OHS, and enforcing the relevant secondary laws/directives with respect to implementation aspects of occupational health and safety; - Strengthening the institutional capacity of the Occupational Health and Safety Agency (OHS) at the central (national) and at the local (governorate) levels in a pilot project; - Contributing to the implementation of reform changes at all governorates through a Comprehensive National Strategy and Action Plan including investment plan for equipment for OHS Development; - Strengthening the institutional capacity at the central and local levels will include, but not limited to, organizational structure, work process, system and communication flows, internal monitoring, control and evaluation, inspection process reengineering, human capacity building and infrastructure upgrading as well as awareness raising campaigns to be developed in association with social partners to improve enforcement in companies and public sector. 			

¹⁶ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Co-Applicant): Formez PA- Italy					
Project title:		SILLA – Servizi di Intermediazione Locale per il Lavoro (Local Labour Intermediation Services)			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name) ¹⁷	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Italy	2,500,000 €	Applicant	ESF NOP	2,500,000€	From 01/07/2010 to 30/09/2012
Objectives and results of the action		<p>The project aimed at undertaking and/or enhancing – to the municipal administrations and the Chambers of Commerce of the Calabria, Campania, Puglia and Sicily regions – service performance of intermediation between work supply and demand, according to article 6, paragraph 2, of the Legislative Decree N°276 of 10 September 2003, as well as in relation to job placement as regards the disabled, disadvantaged groups and outplaced workers after the economic crisis. The intention was to involve – in a subsidiary perspective – the closest government level to citizens, businesses and territories’ needs, through an integrated action together with the other “government levels” in the labour market, and the network of contingent bodies operating in the field of intermediation between work supply and demand, such as universities, upper secondary schools, Chambers of Commerce and private structures.</p> <p>The project was conducted on the basis of three fields of intervention in the beneficiary regions:</p> <p>Field A – Acknowledgement and analysis of labour intermediation services at national and regional level</p> <p>Field B – Start-up and development of local labour intermediation centres in Ob. Convergence regions</p> <p>Field C – Network of local labour intermediation centres with other bodies performing in the market .</p> <p>The specific goals were the following:</p> <ul style="list-style-type: none"> - Integrating the intermediation systems between work supply and demand, and extending the supply chain to a further level (to the municipal administrations) which is more intrinsically incorporated in the socio-productive texture; - Developing specific skills for service management to municipal administrations; - Fostering innovative institutes and tools: apprenticeship, training and guidance, ancillary casual labour, micro-credit; - Boosting communication and sharing with other territorial bodies involved in matching work supply and demand, and among institutional levels. 			

¹⁷ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Co-Applicant): International and Iberoamerican Foundation for Administration and Public Policy (FIAPP) - Spain					
Project title:		EU fund for social protection / SOCIEUX			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)¹⁸	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
MULTICOUNTRY	3,994,500 €	Co-Applicant	European Commission (Investing in people program)	3,395,325€	From 02/04/2013 to 02/04/2016
Objectives and results of the action		<p>This project is a technical assistance instrument established by the European Commission's Directorate General for Development and Cooperation - EuropeAid- to support the efforts of partner countries to better design and manage social protection systems by means of short-term peer-to-peer inputs to be delivered by experts drawn primarily from the European Union Member States' public administrations and mandated bodies.</p> <ul style="list-style-type: none"> - recognises the impact of social protection in reducing poverty and vulnerability; - supports the efforts of partner governments in promoting inclusive and sustainable social protection systems; - complements the efforts made through other European Union initiatives. <p>The overall objective of this project is to contribute to the development and expansion of inclusive social protection systems in partner countries. The specific objective is to enhance the capacities of partner countries to better design, manage and monitor inclusive, efficient and sustainable social protection systems through peer-to-peer short-term technical assistance.</p> <p>The purpose of this contract is to set up and run a demand-driven mechanism for the mobilization of social protection experts/practitioners drawn primarily from the public administrations or mandated bodies of EU Member States in order to strengthen the capacity of their peer organizations in partner countries.</p> <p>Areas covered :</p> <ul style="list-style-type: none"> - Social Insurance: contributory pensions, health, accident, unemployment protection; - Social Assistance: cash transfer programmes, income guarantee schemes, social pensions and other old age benefits, child and the disabled support grants, public works, employment guarantee schemes, together with the issues of targeting and conditionalities; - Access to basic social services: education, health and employment; - Financing of social protection systems; - Monitoring and Evaluations systems, statistics and registration systems. 			

¹⁸ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Co-Applicant): International and Iberoamerican Foundation for Administration and Public Policy (FIAPP) - Spain					
Project title:		EUROsocial II			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)¹⁹	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
LATIN AMERICA	40,000,000€	Coordinator	EU Commission-Grant	26,000,000 €	From 01/01/2011 to 31/12/2014
Objectives and results of the action		<p>This project is a continuation of EUROsocial I, an 11.000.000€ project where FIAPP participated with 64% in the Justice and Coordination areas. EUROsocial 1 was carried out between July 2005 and June 2010, mobilizing close to 12.000 experts in the five year period.</p> <p>General Objective: To contribute to the increase of the social cohesion in Latin America.</p> <p>Specific Objective: To support national public policies attempting to increase the level of social cohesion and to strengthen the institutions responsible of their implementation</p> <p>Expected results and main activities will be the following:</p> <ol style="list-style-type: none"> 1. Public institutions responsible for the policies which contribute to improve the degree of social cohesion in Latin American countries are strengthened through the following indicative activities: - Dissemination of methods, best practices and procedures related to public policies of social cohesion; - Development and reinforcement of networks of public institutions between Europe and Latin America as well as within the Latin American continent in order to deepen conceptual achievements, disseminate the social cohesion perspective and the social policies integrated in the Latin American public policies as well as facilitate cooperation among the Latin American countries; - Awareness-raising and capacity-building for the policy makers in charge of public policies seeking to generate social cohesion and civil servants in charge of the implementation of those policies. 2. Public policies and reforms attempting to increase the level of social cohesion in Latin America are consolidated through the following indicative activities: - Specific support to national policies through exchanges of good practices, projects, technical assistance and advice; - Analysis and assessment studies of sector and inter sector public policies as in input to the formulation and reformulation of the national plans from the perspective of social cohesion; - Incorporation of the "social cohesion" objective and the "integrated social policies" into the public agenda of the Latin American governments participating in the programme. 3. Latin American policy makers and social actors have a better awareness of the importance of social cohesion and the possibilities to integrate the social cohesion perspective into public policies through the following indicative activities: - Regional and sub-regional seminars/workshops with the participation of the European actors of the Programme on the issues related to social cohesion; - Development and reinforcement of mechanisms of dialogue and coordination on issues related to social cohesion between public administration and social actors. 			
Name of the Consortium Member (Co-Applicant): International and Iberoamerican Foundation for Administration and Public Policy (FIAPP) - Spain					

Project title:		Cooperation Programme on Drug Policies between Latin America and the EU (COPOLAD)			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)²⁰	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
EU AND LATIN AMERICA	6,579,786.74€	Coordinator	European Commission Grant	6,579,786.74€	From 31/01/2011 to 31/07/2014
Objectives and results of the action		<p>Amount implemented by 14th of February 2013: 2.280.000 €</p> <p>Overall Objective: Contribute to an increased coherence, stability and impact on drug policies in Latin America.</p> <p>Specific Objective: Strengthen the capacities and encourage the elaboration process of drug policies, in their different faces through an increased dialogue and a strengthening of the cooperation between national agencies and other stakeholders responsible for the global and sectoral drug policies in Latin American and EU countries.</p> <p>Component 1: Strengthen the MCC, reinforcing the agencies' capacities. Establishment of a sustainable management system for dialogue and cooperation, carrying out cooperation projects at medium and long term and promote programs that facilitate the dialogue between Latin America and EU countries. Create a frame of dialogue, exchange and capacity building between the agencies in charge of designing drug policies.</p> <p>Component 2: Strengthen the capacities of the national drug observatories by increasing the knowledge obtained about the on field situation in each of the Latin American countries and in the region as a whole. The observatories are also strengthened with the use of information spreading and comparison methods.</p> <p>Component 3 and 4: Strengthen the authorities' and other stakeholders' capacities in the field of demand and supply reduction.</p> <p>The beneficiary groups, at a political, management and technical level are: National Coordination Agencies and National Drug Commissions specialized Public Organisms responsible of the global and regional drug policies. National Drug Observatories and the Ministries responsible of drug policies.</p> <p>Other beneficiary groups are: local organizations, educational centers, NGOs and any other legally authorized entity that works with drug dependency</p>			

¹⁹ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

²⁰ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Co-Applicant): International and Iberoamerican Foundation for Administration and Public Policy (FIAPP) - Spain					
Project title:		Support and Advice to the Africans public administrations in charge of M&D initiatives along the West Africa migratory route			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)²¹	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
CAPE VERDE, IVORY COAST, MOROCCO AND SENEGAL	1,500,000 €	Coordinator	European Commission and AECID (Spanish Cooperation)	1,200,000 € by EU Commission 300,000€ by AECID	From 17/01/2011 to 17/07/2013
Objectives and results of the action		<p>The present project aims at promoting the links between migration and development along the migratory route of West Africa, including Maghreb. In particular it envisages to enhance the impact and positive effects of existing M&D initiatives run by Cape Verde, Ivory Coast, Morocco and Senegal by improving and strengthening the capacities of institutional actors, mainly institutions dealing with diaspora, to develop and implement work plans in the following thematic areas :</p> <ol style="list-style-type: none"> 1. Developing VET systems linked with employment 2. Social protection and the setting up of safety nets 3. Supporting mechanisms to maximize the development impact of migration 4. Promoting the link between diaspora and their countries of origin <p>The expected results are as follows:</p> <ol style="list-style-type: none"> 1. Improved knowledge on M&D strategies and best practices via the carrying out of a study, assessing needs, capacities, ongoing initiatives and good practices and the building up of «thematic networks» 2. Enhanced operational capacities of the targeted African institutions through trainings, a handbook on sectorial programmes, the development and implementation of M&D work plans for each country 3. M&D initiatives supported in each country via trainings, the implementation of the work plans and their evaluation. <p>Fields: (3) regional integration; (4) millennium development goals (7) migration, mobility and employment</p>			

²¹ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Co-Applicant): ADECRI -France					
Project title:		EU – China Social Security Reform Co-operation Project			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name) ²²	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
China	9,604,050 €	Member of the Consortium	EU - EuropeAid	9,604,050€	From 04/2006 to 07/2011
Objectives and results of the action		<p>Detailed description of project: Overall objective: To support the transition to a sustainable social security system in China which guarantees accessible, adequate and affordable social security benefits to all Chinese citizens Specific objectives: - Strengthen institutional capacity for social security policy development and administration on issues of coverage and access, financial sustainability, management and administration (in particular for pension, health & unemployment insurance) Type of services provided: - Develop guidelines and Terms of Reference for the elaboration and support of PROMISS-Plans under the systems / administration development component - Organisation of yearly EU – China High Level Round Table on Social Security Policy - Organisation of High Level Policy Advisory Group and Dialogue - Develop capacity for establishment and functioning national training centre - Organisation of study tours in EU member states - Raise the awareness and implementation of gender balance in Human resources within China Social Security Organisations - Organization of training course on the management and administration of social insurance provision for work injuries and occupational diseases to those responsible in social security agencies in Chinese provinces - Development of a HR strategy for the management of staff working in Chinese social security organization - Supported the definition of a strategic plan for education and vocational training in the field of social security: - Capacity building of the staff from the Social Security Capacity Building Center (management, teaching, financing) Provision of the following experts: - 1 Key expert in capacity building - 6 experts in HR management and training - 1 expert in Gender balance - 3 experts in pension reform - 3 experts in health insurance - 1 expert in social security financing - 3 experts in insurance against labour accident - 2 experts in monitoring</p>			

²² If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU

Member State.

Name of the Consortium Member (Applicant): Ministry of labour, family, social protection and elderly - Romania					
Project title:		Strategy to Modernise the Romanian Social Assistance System			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)²³	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Romania / UK	500,000,000€	Coordinator	IBRD / World Bank	500,000,000€	From 05/2012 to 06/2016
Objectives and results of the action		<p>The development objective is the improvement the overall performance of the social assistance system in Romania. The specific objectives are: a. Improve equity; b. Improve the activation of beneficiaries who receive social services and social benefits; c. Use funds more efficiently inside the social assistance system; d. Improve the functional efficiency of the social assistance system; e. Increase the analysis, forecast, strategic planning, monitoring and evaluation capacity; f. Improve the quality of the HR working inside this system. The main adjustment measures that are specified in the strategy include: a. focus on programs devoted to low income families in the first quintile; b. harmonize the eligibility criteria for the programs devoted to them; c. consolidate these programs into one single programme, whose indicative title should be "Minimum Insertion Income (MII)", for 2014; d. raising the co-accountability of those who get MII, by conditioning the payments on school participation of children and on the active search for a job - in the case of parents; e. consolidating payments to disabled persons into one single social security benefit and the introduction of income testing for all beneficiaries who are part of wealthy families; f. perform checks (inspections) in all social assistance programmes that are exposed to a high risk of error or fraud; g. increase the effectiveness of the social inspection activities, by introducing client profiling, a system whereby irregularities can be reported, and an efficient sanctions policy; h. develop an integrated management information system, that should be used for paying social assistance benefits, for detecting suspect fraud or error cases by cross-checking the information in the public databases, as well as for supporting a result-based management model; i. interconnecting the databases that refer to the social rights beneficiaries with other relevant data sources (databases of the National Public Pensions House, the National Employment Agency, the Births and Deaths Register, NATA); l. increase the analysis, forecast, strategic planning, monitoring and evaluation capacity of MoLFSPE. The main beneficiaries are low-income households, specific vulnerable groups, and taxpayers in general. The project is results-based, with a number of 20 Disbursement Linked Indicators, linked to the disbursement of 25 million euro in value up to now. 8 DLIs were already fulfilled and the 200 mil euro amount had been drawn. MoLFSPE, through the subordinated departments and institutions, leads the development of the reforms and makes sure that the DLIs are reached during the Project. MoLFPSE's Social Assistance Reform Strategy has been considered and given as an example of good practice in the area by the World Bank. Thus, MoLFSPE has been invited by the World Bank to attend the 4th Social Protection and Labor South-South Learning Forum, 2012, in India.</p>			
Name of the Consortium Member (Applicant): Ministry of labour, family, social protection and elderly - Romania					

Project title:		„Increasing the degree of implementing the social services legislation at local level, in the decentralisation process framework”(SMIS 10845)			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name) ²⁴	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Romania	3,426,266.89€	Coordinator	EC- ESF funding from OPHRD	2,867,583.77€	From 02/2010 to 12/08/2012
Objectives and results of the action		<p>Its objective is to develop a decentralized social services system, adapted to the needs and realities in Romania.</p> <p>The project has 4 components:</p> <p>Component 1 – the analysis of the degree of social services legislation’s implementation</p> <p>Component 2 – the institutional construction of social services</p> <p>Component 3 – increasing the professional competencies of the persons responsible of planning and developing the social services at local level</p> <p>Component 4 – developing national and European networks in this area</p> <p>Results:</p> <ul style="list-style-type: none"> - Study regarding the social services development level - Study regarding the social inclusion legislation - Evaluation and implementation methodology for the new social services - Integrated financing methodology - Social inclusion services monitoring and evaluation methodology - Proposal to reform the legislative framework - Professional profile of social services providers - Professions system harmonized with the requirements of the labour market - Newly identified professions proposed to be included in the Occupation Classification in RO - Analyzed curriculum in educational institutions, - Maps with the professional training needs in each county - Approx. 125 trainers trained at county level - Approx.248 working groups organized in order to implement the project - Social inclusion training courses and materials for the professionals working in this sector - Approx.924 employees from local authorities trained in basic notions of social services - Approx.3150 professionals in social services trained - Approx.140 people from the county institutions trained - Conferences on social services for mairs and local counsellors - Partnership models developed - Social inclusion national network - European Forum of Social Services organized with approx.200 participants 			

²³ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

²⁴ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU

Member State.

Name of the Consortium Member (Applicant): Ministry of labour, family, social protection and elderly - Romania					
Project title:		“Social economy: an innovating model for promoting the active social inclusion of disadvantaged / vulnerable people” (POSDRU/14/6.1/S/2).			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)²⁵	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Romania	3,709,890.04€	Coordinator	EC- ESF funding from OPHRD	30,606,592.82 €	From 01/11/2008 to 30/10/2011
Objectives and results of the action		<p>Its main objective is to develop an efficient, modern and unitary system of social economy in order to increase the life quality of Romanian citizens. The project has 7 components:</p> <p>Component 1 – analysis and research on social economy Component 2 – developing the legislative framework on social economy Component 3 – establishing a Resource Center to support the social economy initiatives Component 4 - education and training on social economy Component 5 – establishing national / transnational partnerships to enhance the exchange of best practices and initiatives in social economy, including annual national fairs to promote and present the social economy projects Component 6- information and awareness raising campaigns Component 7 – developing pilot social economy enterprises, supporting local communities in starting and developing social economy initiatives and entities</p> <p>Results:</p> <ul style="list-style-type: none"> - Analysis and research on social economy (including study visits in MS with relevant experience) - Legislative framework in social economy developed - A National Center for Resources was established - Training and education in social economy provided (for 700 representatives of public institutions and civil society, min.300 people from vulnerable groups were trained in social economy, - A gala for social economy awards was organized - 5 prizes consisting in scholarships or study visits - 3 EU MS universities identified and involved in social economy training course drafting - 10 university lectors trained in social economy teaching - Informal transnational communication network was established - 2 national conferences in social economy were organized, with approx.300 participants - 2 national fairs for social economy activities - 1 study visit organized - Transnational partnerships were closed - Min.3 organisations from Romania had become part of the European Network of Social Enterprises <p>12 social enterprises were created</p>			

ii) Other actions

Name of the Consortium Member (Applicant): Federal Public Service Social Security -Belgium					
Project title:		Implementing Cooperation in a European Network against Undeclared Work – ICENUW			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)²⁶	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Belgium, France, Spain	238,857€	Lead applicant	EC-Progress	172,573€	From 03/03/2010 to 02/03/2011
Objectives and results of the action		<p>A partnership between France, Italy, Spain and Belgium developed a project for cooperation against undeclared work amongst inspection services. 12 member States participated in this project, which resulted in building :</p> <ul style="list-style-type: none"> - a catalogue on MS documents used for inspection audits; - an alpha version of an electronic communication platform - a report on deterring measures in combating fraud - a report on legal obstacles in international cooperation and exchange of data - a common charter on cooperation between 11 MS 			

²⁵ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

²⁶ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Applicant): Federal Public Service Social Security -Belgium					
Project title:		Social Security Coordination: Activating Local Actors – SSCALA			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)²⁷	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Belgium, France, Luxemburg and Germany	348,274€	Lead applicant	EC Progress	268,212€	From 16/08/2010 to 15/08/2012
Objectives and results of the action		<p>This project between Belgium, France, Luxembourg and Germany aimed to improve the access to information for cross-border workers. Obtained results were :</p> <ul style="list-style-type: none"> - realisation of an electronic communication platform between competent institutions – test version - distribution of leaflets on social security rights for cross border workers <p>radio spot and flash game for awareness raising</p>			

Name of the Consortium Member (Applicant): Federal Public Service Social Security -Belgium					
Project title:		Activating National Contact Points in the framework of Decision H5-H5NCP			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)²⁸	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Belgium, Netherlands, Spain, Lithuania	312,485.80€	Lead applicant	EC Progress	237,843€	From 15/12/2012 to 14/01/2014
Objectives and results of the action		<p>For this project, Belgium partnered with the Netherlands to improve the functioning of a network of national contact points on fraud and error within Europe. All Member States participated in establishing an electronic communication environment and guidelines for a better functioning of the network. Results :</p> <ul style="list-style-type: none"> - redaction of Guidelines for the M.S. National Contact Points (validated by the Administrative Commission of the EC) - implementation of an E-platform common to 32 M.S. on fraud and error issues within the framework of the Reg. (EG)883/04 (platform reconducted for 2 more years 2014 and 2015 – mandate of the AC) 			

²⁷ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

²⁸ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU

Name of the Consortium Member (Applicant): Ministry of Labour and Social Policy -Poland					
Project title:		Latvia: Developing a Comprehensive Active Ageing Strategy for Longer and Better Working Lives			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)²⁹	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Latvia	29,024.90 €	Partner	EMPL D-Europe 2020: Social policies Social Protection and Activation Systems, VP/2013/009	23,2163. 92 €	From 04/2014 to 04/2015
Objectives and results of the action		<p>Main objectives:</p> <ul style="list-style-type: none"> - to identify main obstacles, incentives and disincentives for the 50+ population to stay in the labour market; - to assess the existing measures and identify applicable best practice examples for active and healthy ageing; - to outline the challenges for healthy ageing and the policy measures needed to support improved healthoutcomes for 50+; - to evaluate the steps needed to improve provision (both public and private), participation and effectiveness of lifelong learning activities; - to make evidence-based recommendations for developing a comprehensive active ageing strategy. - Ministry of Labour and Social Policy will contribute to 5 seminars organized in Riga and a study visit in Warsaw. 			

Member State.

²⁹ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Applicant): Ministry of Labour and Social Policy -Poland					
Project title:		Government Program for Social Participation of Senior Citizens 2014-2020.			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)³⁰	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Poland (local level throughout the country)	9,500,000€	Partner	Public budget	9,500,000€	From 03/2014 to 12/2014 (projects performed in edition 2014)
Objectives and results of the action		<p>Ministry of Labour and Social Policy is responsible for implementation and coordination of the Government Program for Social Participation of Senior Citizens 2014-2020. The main objective of the Program is to improve the quality of life of older people for dignified ageing through social activity. The Program is based on 4 priorities:</p> <ul style="list-style-type: none"> I. Education of older people II. Social intergeneration activities III. Social participation of older people IV. Social services on the basis of self-organization and volunteering of older people. <p>The Program is based on the open tender for co-financing projects for seniors conducted by organizations operating in the area of public benefit. Two editions showed the enormous potential of local organizations acting in the field of active and healthy ageing. The Program in its current form is based on experiences gained in 2012-2013 when two calls for project were announced. About 700 projects were co-financed with a total budget of 14 million EUR. The current edition 2014 budget is 9,5 million EUR. About 500 projects is estimated to be co-financed.</p>			

³⁰ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Applicant): Ministry of Labour and Social Policy -Poland					
Project title:		Georgia: The legal, financial and administrative framework of support system for people with disabilities - examples of good practice			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)³¹	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Georgia	ca. 55,625 € (233.625,29 zł)	co-applicant	Ministry of Foreign Affairs - Polish Multi-annual Development Co-operation Program for 2012-2016	ca. 4,884 € (196.912,00 zł)	From 1/06/2013 to 31/12/2013
Objectives and results of the action		<p>Project activities include primarily social and vocational rehabilitation of people with disabilities. Main objective was to transfer knowledge and best practices in the area of supporting people with disabilities. Direct result of the project was to raise awareness of the partners from Georgia (logistical and financial issues).</p> <p>The project was held by the Ministry of Labour and Social Policy of Poland in cooperation with the Ministry of Labour, Health and Social Affairs of the Republic of Georgia, UNDP Georgia and State Fund for Rehabilitation of Disabled Persons in Poland. The project was carried out in the framework of the Polish Multi-annual Development Co-operation Program for 2012-2016 (Eastern Partnership). Further cooperation will be continued in the framework of the project aid in 2014.</p>			

³¹ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Co-Applicant): Formez PA -Italy					
Project title:		Twinning TR 08 IB FI 02 "Improving Data Quality in Public Accounts"			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)³²	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Turkey	1,074,736.37€	Co-applicant	European Commission IPA Funds	1,074,736.37€	From 09/03/2011 to 09/09/2012
Objectives and results of the action		<p>The main objective of the Twinning Project is to enhance transparency and accountability of Turkish government and financial management by means of improving data quality in public accounts. The project purpose is to develop public accounting system and to improve the quality of the government financial statistics.</p> <p>The expected results of the project are:</p> <ul style="list-style-type: none"> - Public accounting system developed and quality of GFS improved. - Activities, seminars, trainings for more than 300 participants. - Design and development of a new software in order to manage data quality within the framework of the Say2000i. <p>The Twinning Project is focused on six Components:</p> <ul style="list-style-type: none"> - Improving the quality of Public Accounts and GFS data - Evaluation of Data analysis software - Enhancing implementation capacity of IPSAS (International Public Sector Accounting Standards) in all GG institutions - Developing capacity of accounting control system and assurance for government accounts - Conducting pilot studies related to the data quality and accounting standards in 5 Pilot Institutions - E-learning activity 			

³² If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Co-Applicant): Formez PA-Italy					
Project title:		State Administration of Foreign Experts Affairs (SAFEA) Training Program			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name) ³³	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
China - Italy	24,600€	Coordinator	State Admin. of Foreign Experts Affairs of P. R. China	24,600€	From 2009 to 2011
Objectives and results of the action		<p>The State Administration of Foreign Experts Affairs (SAFEA), the Chinese governmental agency responsible for organizing overseas training for Chinese technical and managerial professionals working in government agencies, has accredited FORMEZ PA as Institution of higher education in charge of overseas training for Chinese civil servants and public managers. Italy is the first European country identified by the Beijing Government to carry out structured training for Chinese public employees. In this regard, Formez PA, as partner of SAFEA, has implemented training programs through which Italian and Chinese public employees carry out training cycles in their respective countries for the purpose of reinforcing their professional skills. Activities: Training sessions have been implemented, in particular: Feb 2011: implementation of a training course for a delegation of 6 leaders from Shanghai Administration Institute. Theme: Disaster Management, Italian model of civil protection. Jan 2011: implementation of a training course for a delegation of 6 leaders of SAFEA from the Yunnan Province. Theme: training capacity, teaching and training resources, training projects of overseas training organizations, training course design, arrangement of meetings for study visits by overseas training organizations and visits to the departments and organizations of merit. Dec 2010: implementation of a training course for a delegation of 22 leaders and officials of the China Council for the Promotion of International Trade. Theme: Training, Procurement Italian enterprises, purchasing department setting and functions, strategies of material purchasing. Oct 2010: implementation of a training course for a delegation of 17 leaders and officials of the Training School of Nankin. Theme: Training, Enhancement and Evaluation of the Public Administration Personnel. Sept 2010: implementation of a training course for a delegation of 20 leaders and officials of the Ministry of Finance, Department of Agriculture of the People's Republic of China. Theme: Development of agricultural cooperatives in Italy. December 2009: implementation of a training course for a delegation of 20 leaders and officials of the Ministry of Human Resources and Social Security of the People's Republic of China (in Rome) and of Chinese Academy of Agricultural Engineering (in Naples). Theme: Training capacity, teaching and training resources, analysis of a case study, innovative training systems, e-learning and Knowledge Management. Remote Sensing, Geographic Information Systems (RS-GIS) and their applications. Beneficiaries: Chinese civil servants and public managers.</p>			
Name of the Consortium Member (Co-Applicant): Formez PA-Italy					

³³ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU

Project title:		Training course on Academic Culture, Cultural Leadership and Human Resources training and development			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)³⁴	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Italy (Rome, Naples, Firenze)	59,913€	Coordinator	Anhui Province Science Technology Exchange with Foreign Countries Human Resources and Social Security Department of Anhui Province	59,913€	From 03/03/2013 to 22/03/2013
Objectives and results of the action		<p>The Project The Project originated from an Agreement between the Human Resources and Social Security Department of Anhui Province Science Technology Exchange with Foreign Countries and Formez PA on the implementation of a training program for Civil servants of the Anhui Province.</p> <p>Objectives Training focused on the development of cultural reforms through the strengthening of the system to train qualified personnel and the improvement of the level of leadership of the Anhui Province in the field of academic culture and cultural innovation. Moreover, it aimed to analyze the Italian managerial experience and the state-of-the-art tools and techniques in the field of cultural innovation, thus improving the level of training for qualified experts.</p> <p>Specific Objectives:</p> <ul style="list-style-type: none"> - Analyzing the Italian current policies and future trends of cultural development; - Examining the commercial aspect of the different cultural spheres and features, the patterns of governmental management, providing the Anhui academic culture leaders with training on how to accelerate the development of the sector, thus enhancing the participants expertise on the promotion and development of cultural innovations. - Analyzing the Italian popular culture and strengthening the expertise of the members of the Chinese delegation to promote and develop popular culture in the Anhui Province. <p>Beneficiaries: Civil servants of Chinese Anhui Province</p>			

Member State.

³⁴ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Co-Applicant): Formez PA-Italy					
Project title:		NUVAL, Network of Public Investment Evaluation Unit“ (NUVAL, Rete dei Nuclei di valutazione e verifica degli investimenti pubblici)			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name) ³⁵	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Italy	5,600,387 €	Applicant	NOP technical Assistance and System Actions(PON ATAS) + national funds	5,600,387€	From 07/06/2000 to 03/2007 and then postponed up to 31/12/2010
Objectives and results of the action		<p>NUVAL originates from an Agreement between the P.A. Department of the Council Presidency and the Department of Development Policies of the Ministry of Economy and Finance which entrusted FormezPA with the operational responsibility for training and reorganization of the Public Investment Evaluation Units to be set up both in central and regional public administrations in compliance with national law No. 144/1999, thus representing the main concrete example of inter-institutional cooperation regarding different administrative levels. These Technical Units supporting Public Investments programming, evaluation and monitoring on one hand respond to the need of gap plugging in terms of specific competences in the field, on the other hand they represent the first tangible result of the modernisation process affecting the administrative bodies and of decentralisation of investments policies. NUVAl pursues the following objectives: 1. foster the set-up and start-up of Public Investments Evaluation Units in all Public Administrations, through an integrated intervention based on assistance, training, counselling and higher training; 2. empower public administrations with high level competences thus encouraging and promoting development as well as spreading technical competences and transferring know how; 3. contribute to building up a national system supporting decision making and steering activities for public investments; 4. design Evaluation Units network, provide technical assistance and training to create a shared system of information flows.</p> <p>This is divided by the following activity lines:</p> <p>a. Training-assistance to central and regional administrations in the phase of establishment and start-up of the units</p> <p>b. Study and research aiming at defining core and methodological aspects instrumental to the activation of the units and their “network” performance by elaborating methodological instruments</p> <p>c. Specific training mainly aimed at the personnel performing to units, instrumental to the implementation of the network according to criteria and methodologies which should be as uniform as possible. Period 2003/2007 Planning and realization of a higher training programme in order to encourage the integration of units in administrative structures where their performance is requested and the dissemination of shared methods and techniques useful for their network operations.</p>			

³⁵ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU

Name of the Consortium Member (Co-Applicant): Formez PA-Italy					
Project title:		Twinning: BG/2005/IB/SPP/01 - "Preparing for future management of Human Resources Operational Programme"			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name) ³⁶	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Bulgaria	1,300,000 €	Co-applicant	European Commission PHARE	1,300,000€	From 11/2006 to 07/2008
Objectives and results of the action		<p>The project aimed at preparing the Bulgarian Ministry of Labour and Social Policy (MLSP), namely EFIPP Directorate (EFIPPD) to function as Managing Authority with increased effectiveness in organizing, implementing, monitoring and controlling the HRD OP as well as preparing the Bulgarian Ministry of Labour (MLSP) to delegate responsibilities to its Intermediate Bodies, namely Employment Agency (EA), Social Assistance Agency (SAA), the Ministry of Education and Science (MES) to manage and implement the HRD OP. Specifically, in order to provide the Managing Authority and the Intermediate Bodies with the organizational capacity and skills necessary to manage the future HRD OP, the project has been structured into the following Components:</p> <p>1. Finalisation of Institutional set-up</p> <p>2. Monitoring and evaluation</p> <p>3. Financial management and control systems in public administration</p> <p>4. Tendering, selection, and contracting procedures</p> <p>5. Supporting visibility (Enhancing the effectiveness of the Communication AP; Information event and seminars for final beneficiaries).</p> <p>The following mandatory results have been achieved:</p> <ul style="list-style-type: none"> - Fine-tuning of operational institutional structures for managing ESF type measures, definition of job description, organisational charts, job profile, and documents describing structures and responsibilities within the MA and IBs; - Supporting the MA and the IBs to establish their ESF monitoring systems and to ensure the links to the Management Information; - System which will be set-up at the level of the Ministry of Finance; - Supporting the MA to manage ESF evaluation activities during the overall OP management; - Developing/consolidating the structures and procedures of the financial management and control system for assistance granted under the ESF in Bulgaria; - Carrying out fully recognizable procedures relative to tender, selection and contracts, providing all necessary documentation and training activities for each and all relevant procedure, aiming at ensuring the selection of projects of the highest standards; - Definition and acquisition of information and publicity competences by beneficiaries to ensure effective communication about the OP HRD, support in drafting of the Communication Action Plan. 			

Member State.

³⁶ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Co-Applicant): Formez PA-Italy					
Project title:		SPRINT – Support to Integrated Territorial Planning			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name) ³⁷	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Italy	14,892,874€	Applicant	EU Structural Funds / Agreement with Italian Department of Public Administration	14,892,874€	From 07/2002 to 12/2007
Objectives and results of the action		<p>Within the context of Structural Funds programming for the 2000/2006 period, the Managing Authority of the Italian Community Support Framework gave considerable importance to the integrated use of different funds, and this principle held a central place within Regional Development Strategies “Support to the Integrated Territorial Planning” – project Formez provided concrete support to Italian Regions and Local Bodies in the process of integrated programming, and in planning and project implementation. This was accomplished through the staff training and the overall strengthening of the Institutional System within the six “Objective 1” Regions.</p> <p>SPRINT was divided into a) preparatory activities, b) dialogue and interaction among Objective 1 Regions and c) the analysis of the actual needs of Local and Regional Public Administrations.</p> <p>a) The preparatory activities aimed to develop and strengthen capacity among the administrations involved. Civil Servants learnt to contribute to the processes of Integrated Planning, and efficient organizational and administrative models were designed in order to support Local Development policies. b) The phase of dialogue and interaction among Objective 1 Regions began with a Needs Assessment, summarized in a document that focused on specific local needs, in relation to: Local development programming and strategy, Management of complex inter-sectoral projects, Institutional and administrative innovation, Identification of best practices, experience transfer, inter-institutional cooperation, promotion of partnerships. c) The third part aimed to provide specific answers to the requests and needs of the Local and Regional Public Administrations and of all stakeholders in the process of integrated planning. It supported the coordination and monitoring of the project, and the application of information-management systems for Integrated Territorial Planning.</p>			

³⁷ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Co-Applicant): Formez PA-Italy					
Project title:		Italian Regional Cooperation Support Programme to Southern-Mediterranean countries and Balkan countries			
Southern-Mediterranean countries and Balkan countries	5,000,000 €	Applicant	Italian Ministry of Foreign Affairs	5,000,000€	From 12/2004 to 02/2009
Objectives and results of the action		<p>The Regional Cooperation Support Programme aimed to enhance competencies, organizational, management and institutional cooperation capacities of the Italian regions especially in the South of Italy, in the ambit of international cooperation. For this purpose, the programme financed initiatives and projects of international cooperation which were promoted by the Italian regions and which intended to establish territorial partnerships with sub-governmental entities located in the Mediterranean and Balkan countries according to the principles and methods of Decentralized Cooperation.</p> <p>The integrated projects focused on the realization of two objectives: to provide a spin-off for development in the Southern Italian regions as well as to ensure consistency with those development programmes which have been already implemented by other partners, above all the European Union.</p> <p>The Programme primarily aimed to strengthen the inter-institutional cooperation know-how and capacities of the Ministry of Foreign Affairs and the regions, for the international opening processes in these territories. This has been consistently realized using innovative European methods to promote proximity and pre-accession cooperation with the Mediterranean and Balkan areas, which are two important areas for national and regional cooperation.</p> <p>Specific Objectives</p> <ul style="list-style-type: none"> - Strengthening of regional competencies to support the processes for decentralised cooperation between Italian Regions and Southern-Mediterranean countries through institutional and operational partnerships - Assistance to the Ministry of Foreign Affairs (DGMM and DGEU) for coordinating Regional Administrations in order to integrate the above-mentioned activities into national policies - Planning and activation of a web environment for permanent communications and exchange of information between regions 			

Name of the Consortium Member (Co-Applicant): Formez PA -Italy					
Project title:		Enhancement and Development of Knowledge Systems and Networking among Mediterranean Cities – Hub&Spoke System			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name) ³⁸	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Italy	2,000,000 € (finally reported 1.970.477 €)	Applicant	National Operational Programme Governance and System Actions	1,970,477 €	From 02/2009 to 7/2011
Objectives and results of the action		<p>The Italian Public Administration Department through Priority E – Institutional Capacity of NOP Governance and System Actions, intends The Italian Public Administration Department through Priority E – Institutional Capacity of NOP Governance and System Actions intended to support local administrations engaged in the pursuit of 2007-2013 NSF goals by activating systematized actions. The latter aim at producing long term results and core administrative and institutional capacity building through the definition and the sharing of methods, standard approaches, operational tools. The key goal of the Project “Hub&Spoke System” is realized by means of a “systematized action” specifically aimed at Cities and urban areas of the Mediterranean basin for the purposes of the growth of competence, institutional capacity building and the development of processes, methodologies, tools and relational systems. This concerns the involvement, in a structured and aware manner, of local administrations and authorities beneficiary of international cooperation interventions, in consistency with the respective strategy of territorial development by using the financial and technical resources provided by the territory. As far as human resources management is concerned, three specific labs were organized for each local administration involved in the project:</p> <p>1.Motivational and strategic aspects of the international activity: how to design a Long Term Strategy for the International Opening: tools, methodology and approach to link the internationalization process to territorial development. 2.Analysis of knowledge and (internal and external) competences system and the necessary work tools, namely what we need to learn and what tools we need to be expert in to do cooperation. 3.Institutional capacity, internal and external organisational models and relational processes.</p> <p>This cycle incorporated "target" organisational models of international offices (analysis of the models of the EU regional infodesks and the Office of regional representation in Bruxelles, so as to extract useful elements to define an organisational unit dedicated to the promotion of international activities) as well as self-analysis of the organisational set-up by the beneficiary administrations to foster international activities, through the identification of weaknesses and suggestions for improvement to allow for the implementation of the Strategic Plan of internationalisation</p>			

³⁸ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU

Name of the Consortium Member (Co-Applicant): Formez PA-Italy					
Project title:		Balkans 2 Project – Development and Strengthening of Local and Central Public Administrations in the Balkan Area			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)³⁹	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Albania, Bosnia-Herzegovina Croatia, FYROM Serbia, Montenegro	1,878,616 €	Co-applicant	Italian Ministry of Foreign Affairs plus 7% co-financed by beneficiary countries	1,878,616€	From 12/ 2006 To 07/2008
Objectives and results of the action		<p>The “Balkans 2 Project” is the continuation of the activities already started and partially developed with the Balkans 1 project which was carried out from November 3rd to December 2004. The overall amount of the two phases of the project is € 4,311,710. The project aims at contributing to the modernisation and strengthening of the partner countries' central and local administrations as active organisations at their citizens' service. It's concept builds up on the EU experience that shows a significant relationship between improving public services' quality and growing public trust in the country's institutions, thus in turn facilitating economic and social development.</p> <p>Specifically, this initiative is an integrated "Institution and Capacity Building" project addressed to central and local administration's officers and managers, combining assistance, training and communication activities. Project activities focus on specific themes selected and agreed upon with partner institutions of the involved countries. One of the strengths of the project is the participation planning approach, as a valorisation of the exchange of experiences and knowledge between the involved stakeholders.</p> <p>The selected themes are:</p> <ul style="list-style-type: none"> - WEB communication for public administration - Protection and enhancement of the cultural heritage - Civil Protection - Management of protected areas and natural parks. <p>Further, specific training sessions as well as information seminars were held in order to improve the beneficiaries' knowledge on EU funds management, including IPA, in the above mentioned thematic areas</p> <p>Activities of long-distance support and virtual communities are realized through the project website: www.balcani.formez.it</p>			

Member State.

³⁹ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Applicant): MINISTRY OF EMPLOYMENT AND SOCIAL SECURITY- SPAIN					
Project title:		Programme for the Extension of Social Protection in Countries of the Andean Region, Bolivia, Ecuador and Peru			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)⁴⁰	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Bolivia , Ecuador , Peru and Colombia	1,428,631 €	Applicant	ILO and Ministry of Employment and Social Security	852,369€	From 2009 to 2012
Objectives and results of the action		<p>Main Objective:</p> <p>Contribution to increasing the coverage of social protection systems in Bolivia , Ecuador , Peru and Colombia , with emphasis on workers in the informal economy and in gender perspective .</p> <p>Specific Objectives:</p> <ol style="list-style-type: none"> 1. Generating useful information for the design of social protection policies through national, institutional and specific diagnostic information. 2. Proposal of changes to existing social protection programs in order to enhance their capacity to cover the populations for which they were created. 3. .Strengthening the institutional management of Social Security in Bolivia ,Ecuador, Peru and Colombia , with emphasis in the areas of increased coverage and improved quality of services. 4. .Proposals and defined strategies, including legal reforms, according to national needs and priorities, in order to increase coverage levels of social protection systems. 5. .Reduction or elimination of gender inequities presents in social protection programs 6. .Extension of consensus on national assessments, proposals and strategies for social protection to cover a larger segment of the population. 			

⁴⁰ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Applicant): MINISTRY OF EMPLOYMENT AND SOCIAL SECURITY- SPAIN					
Project title:		Strengthening the training in social security agents trade in Latin America, in particular regarding the feasibility of social protection systems			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)⁴¹	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Argentina , Brazil, Colombia , Costa Rica , Chile, Honduras , Paraguay , Peru , Dominican Republic and Uruguay Mexico , Bolivia El Salvador Nicaragua	2,950.000 €	Applicant	ILO and Ministry of Employment and Social Security	900,000€	From 06/2010 to 11/2015
Objectives and results of the action		To contribute to the strengthening of trade unions as democratic socio-political entities involved in the promotion of development and the Decent Work Agenda of ILO, in particular, the dimensions related to Social Security and Health and Safety at Work, with gender perspective and sustainable development .			

⁴¹ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Applicant): MINISTRY OF EMPLOYMENT AND SOCIAL SECURITY- SPAIN					
Project title:		Training in social security for employers' organizations in Latin America			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)⁴²	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Argentina Bolivia Brazil,Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Dominican Republic, Uruguay Venezuela	1,500,000 €	Applicant	ILO and Ministry of Employment and Social Security	500,000€	From 09/2010 to 03/2015
Objectives and results of the action		To contribute to the strengthening of business organizations , as socio-political entities involved in promoting development and decent work agenda of ILO, in particular the dimension related to social security			

⁴² If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Applicant): MINISTRY OF EMPLOYMENT AND SOCIAL SECURITY- SPAIN					
Project title:		Technical assistances in Latin America on social protection issues			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)⁴³	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Costa Rica, Colombia, Mexico, Honduras, Paraguay, Perú, Brasil, Bolivia, Ecuador	144,000€	Applicant	Ministry of Employment and Social Security	144,000€	From 2009 to 2013
Objectives and results of the action		<p>General objectives: a. Contribute to the institutional strengthening of labour and social security administrations; b. Identify and disseminate the concept of Social Security, trends and possible transformations; c. Improve policy development in social protection; d. Optimize management and operating procedures related to social protection and benefits inherent in these; e. Training of managers and employees of the government counterparts in their respective countries; f. Enable the exchange of information and good practices between labour and social security administrations; g. Contribute to the development of specific actions aimed at improving the living and working conditions of vulnerable groups; h. Analyse systems Protection and Social Security in force in Ibero-America.</p> <p>The results of the technical assistances are:</p> <p>a. The provision of sufficient tools for the participants of analysis on different pension systems, and the consequent benefits for all sectors of the population; b. Provide capacity building to local administration to start the reform process towards generating social security system. Implementation of conceptual, policy and technical and methodological framework of the social security system; c. Show the distinction between communicative processes in social security, as an object of study, as an institution, socio-political actor and management tool and distributing information to generate a holistic and positive view of matter; d. Provide sufficient tools for the participants of analysis on different pension systems, and the benefits for all sectors of the population; e. Provide sufficient tools for the participants of analysis on different pension systems, and the benefits for all sectors of the population; f. Exchange and identify both legal aspects and benefits which institutions have faced trends and compare the changes made in the laws; g. Optimize the implementation of Multilateral Ibero-American Social Security Convention, through the knowledge of both the Spanish pension system as Bolivian, by Bolivians' technical experts as well as the Spanish expert required; h. Support and enhance the actuarial developed in the framework of the Reform of Social Security Ecuador models and financial analysis and financing unemployment and health; i. Develop labour oriented activities for disable persons; l. Reduce gender discriminatory practises in public employment services; m. Detect, guide and prevent crisis situations in vulnerable groups; n. Reduce the access to work for vulnerable groups.</p>			
Name of the Consortium Member (Co-Applicant): International and Iberoamerican Foundation for Administration and Public Policy (FIAPP) - Spain					

Project title:		Development and implementation of an medical and economic information system of the health facilities in a pilot hospital			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)⁴⁴	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Tunisia	1,300,000 €	Coordinator	European Commission-Twinning	1,300,000 €	From 09/01/2012 to 09/04/2014
Objectives and results of the action		<p>The overall objective of this project is to enhance the institutional capacities of the Tunisian public health system and contribute to the improvement of the quality and efficiency of medical and hospital services.</p> <p>In order to reach that general objective, this project aims at developing a model for medical and economic evaluation of hospital services by clinical stay and implement it in 5 pilot hospitals identified:</p> <p>The project's main objective is to strengthen the capacities of public health and improve the quality and efficiency of services provided by health institutions. The specific objective of this twinning is to develop a model of economic evaluation-stay medical clinic and its implementation in several pilot hospitals.</p> <p>To achieve this broad specific objective, the project aims to:</p> <ul style="list-style-type: none"> - Designing a model of doctor-economic assessment. - Update and implement references and methods of classification and coding of medical data. - Implement a national accounting system, focusing on the costs of clinical stays. - Gathering economic information relevant to medical-over process of the patient. - Create a functional device data processing in the pilot hospitals and the Tunisian Ministry of Health. 			

⁴³ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

⁴⁴ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Co-Applicant): International and Iberoamerican Foundation for Administration and Public Policy (FIAPP) - Spain					
Project title:		Support for the socio-economic inclusion of people with disabilities			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)⁴⁵	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Tunisia	1,099,864 €	Coordinator	European Commission-Twinning	1,099,864€	From 19/01/2012 to 18/04/2014
Objectives and results of the action		<p>The general objective of the present Twinning project is to contribute to the social and economic insertion of disabled people, the purpose being to improve the educational level and the access to employment of people with disabilities through the implementation of a strategy for improving the quality of training and special education centres.</p> <p>In order to reach the objective and purpose, this project aims at contributing to the insertion of disabled people both in schools and jobs through the adoption of a National Strategy that foresees:</p> <ul style="list-style-type: none"> - The Development of cognitive and professional abilities of staff working in special education centres; - The improvement of supervision of disabled people in their search for a job; - Evaluation of training, organisation and management systems; - Elaboration of a training plan and development of a plan for training of trainers; - Improving scholar integration of people with disabilities by working in networks and adopting internationally recognised norms that aim at making the schools more inclusive and improving the possibilities of people with disabilities to find employment; - Escorting in special education centres; - Improving labour insertion of people with disabilities through the promotion of companies in the monitoring of the special education centres and the development of training for employment; - Training in support with labour insertion of people with disabilities; - Implementation of a monitoring system and surveillance of socio-economic insertion of people with disabilities. 			

⁴⁵ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Co-Applicant): International and Iberoamerican Foundation for Administration and Public Policy (FIAPP) - Spain					
Project title:		Technical Assistance to the EC-Mexico Social Cohesion Policy Dialogues			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)⁴⁶	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Mexico	746,962 €	Co-applicant (Partner of the Consortium)	European Commission- (EuropeAid)	746,962 €	From 09/2009 to 09/2011
Objectives and results of the action		<p>The fundamental objective of the project is to assist in the preparation, implementation and follow-up to specific policy dialogue events between Mexico and the EU that will contribute to establish conditions that facilitate the formulation and implementation of policies that improve social cohesion, as well as to foster awareness of social cohesion related issues and a culture of social cohesion within the Mexican public sector. Ultimately, the project aims at providing the Government of Mexico (GoMex) and other major stakeholders in socio-economic matters in Mexico with a set of propositions for policy-making in the overarching social cohesion agenda. It will do so through a parallel approach in three main areas, that represents key sectors to achieve the overall objective. They are :</p> <ul style="list-style-type: none"> - access to basic health care services - access to social security systems - social cohesion related fiscal matters <p>The project will organize and stimulate policy dialogue in social cohesion and integration, as well as further assistance and exchanges between parties involved.</p> <p>The project is centered around three key sectors : public health (access to basic health care), social security (access to social security systems), taxation (social cohesion related fiscal matters).</p> <p>Public Health Sector (access to basic health care) :</p> <ol style="list-style-type: none"> 1.Creation and financing of a single (universal) health system; 2.Systems for planning, quality control standards, evaluation, transparency; 3.Management and rationalisation of health services and infrastructure ("master plans"); 4.Normalisation, storage and coordinated purchase of medicines, medical supplies and equipment; 5.Capacity building, staff training; <p>Social Security Sector (access to social security) :</p> <ol style="list-style-type: none"> 1.Reform and extension of coverage of pension schemes; 2.Integrated social security systems; <p>Models of social security financing (in particular, of pension systems);Taxation (tax administration and collection system) :</p> <ol style="list-style-type: none"> 1.Efficiency of tax collection systems; 2.Organisational and institutional aspects of tax administration; 			

⁴⁶ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU

Name of the Consortium Member (Co-Applicant): International and Iberoamerican Foundation for Administration and Public Policy (FIAPP) - Spain					
Project title:		Program URB-AL III			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)⁴⁷	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
EU and Latin America	9,000,000 €	Co-applicant	European Commission- (EuropeAid)	4,500,000€	From 01/11/2008 to 01/11/2012
Objectives and results of the action		<p>The overall objective of this third phase of the URB-AL Program is to contribute to increasing the degree of social and territorial cohesion within the local and regional collectivities in Latin America. For this purpose, the Program seeks to consolidate and promote the social and territorial processes and policies which can become reference models that can generate discussion and possible paths for policy actions for local governments in the region.</p> <p>The Program acts as a set of actions directed to one unique aim: Social cohesion. It is essential that all players participating in the program assume that their actions, while remaining autonomous, are not an end in itself but an indispensable instrument for achieving the ultimate goal, namely, social cohesion. This assumption is translated into an effective collaboration with the authorities responsible for shaping and guiding the program.</p> <p>In order to facilitate this process an entity has to take over the organization of the program: on the one hand, external support and co-ordination of Lot 1 activities (projects), and on the other carrying out activities such as studies, co-ordination and technical support, training and animation of networks, dissemination of results. This specific part of the program has been awarded to a consortium headed by the province of Barcelona and the FIAPP Foundation, which established the Bureau de Coordination and Orientation (OCO).</p> <p>This Office is a useful and efficient instrument to ensure a better implementation of the 21 projects selected in the call of Lot 1 and provides technical support and monitoring of the projects as a whole, contributing to a better coordination and coherence of the program. The Board also provides a strategic direction and a discussion on the social and territorial cohesion policies, while articulating mechanisms to promote and facilitate the dialogue and communication between different actors involved in the Program.</p>			

Member State.

⁴⁷ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Co-Applicant): International and Iberoamerican Foundation for Administration and Public Policy (FIAPP) - Spain					
Project title:		Support for EU-Brazil Sector Dialogues, phase II			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)⁴⁸	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
BRAZIL	3,024,000 €	Co-applicant (Partner of the Consortium)	European Commission- (EuropeAid)	3,024,000 €	From 18/02/2011 to 18/09/2013
Objectives and results of the action		<p>The project aims at improving the strategic relationship between the EU and Brazil in their bilateral relations by supporting the development of sectorial dialogues on issues of mutual interest , developing related to the creation , promotion and consolidation of activities in public institutions the area of Democratic Governance, State Reform and Modernization of Public Administration . The project aims to facilitate the exchange of knowledge and experiences and stimulate joint actions between European partners and relevant Brazilians involved in specific sectorial dialogues.</p> <p>In order to meet the objective of the project, out they must bring services and sectorial dialogues, thematic studies, consulting services and technical assistance from high-level organization of a set of events (conferences, seminars, meetings, missions, visits techniques and other exchange activities between Brazilian and European participants relevant to the dialogue).</p> <p>The dialogues are being established to meet the needs of the Brazilian counterpart, since the beginning of the project has carried out different dialogues and actions: water management, decentralized cooperation, cultural politics, post-graduate training, new technologies for delivery of public services, defense of human rights promotion and protection of museums, water floods prevention and monitoring, civil aviation, renewable energy, industry, combating trafficking, promotion of entrepreneurship and urban mobility.</p>			

⁴⁸ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Co-Applicant): International and Iberoamerican Foundation for Administration and Public Policy (FIAPP) - Spain					
Project title:		Euromed Migration II			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)⁴⁹	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
MAGHREB AND MIDDLE EAST	4,994,000 €	Co-applicant	European Commission (EUROMED)	4,494,600 €	From 04/02/2008 to 04/05/2011
Objectives and results of the action		<p>Within European Neighbourhood Policy framework, the EUROMED Migration II project was mainly aimed at fostering cooperation on migratory issues between the ENPI South partner countries and EU countries and among ENPI South partner countries themselves. The purpose of Euro-Med Migration II was to strengthen co-operation in the management of migration so as to build up the Meda partners' institutional capacity to provide an effective, targeted and comprehensive solution for the various forms of migration. Its three main dimensions were:</p> <ul style="list-style-type: none"> - Promote schemes of legal migration. - Strengthen border management, reduction of irregular migration, and fight against illegal immigration. - Foster the links between migration and development. <p>The beneficiaries of the project were 9 MEDA countries: Algeria, Egypt, Jordan, Israel, Lebanon, Syria, Morocco, Tunis, and Palestinian Territories.</p> <p>In the frame of the project, a Euro-Mediterranean network has been established, as well as mechanisms of dialogue and political collaboration in order to reinforce institutional capacity of MEDA countries related to migration issues. The organization of conferences are foreseen, as well as training sessions, and the consolidation of working groups in several areas (labor market; legal framework of migration; national strategies to combat illegal migration; remittances).</p> <p>FIAPP is currently leading the Migration and Development Component of Euromed Migration III (1.1.12-31.12.14), This project has a total budget of 4.998.800 €).</p>			

⁴⁹ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Co-Applicant): International and Iberoamerican Foundation for Administration and Public Policy (FIAPP) - Spain					
Project title:		EUROMED MIGRATION III			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)⁵⁰	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Maghreb and Middle East	4,994,000 €	Co-applicant	European Commission (EUROMED)	4,994,000 €	From 01/01/2012 to 01/01/2015
Objectives and results of the action		<p>The project is a continuation of EUROMED II, where FIIAPP participated as junior.</p> <p>In the framework of the EU Neighbourhood Policy, this project aims to reinforce the cooperation on migration management in the Euro-Mediterranean area, maintaining a south-south cooperation strategy. The objective is to improve the capacities of the MEDA countries in three main aspects:</p> <ul style="list-style-type: none"> - Promote schemes of legal migration (North-South and South-South) - Strengthening of border management, reduction of irregular migration, and fight against illegal immigration - Foster the links between migration and development. (North-South and South-South) <p>The beneficiaries of the project are 9 MEDA countries: Algeria, Egypt, Jordan, Israel, Lebanon, Syria, Morocco, Tunis, and Palestinian Territories.</p> <p>More specifically, the project intends to foster the cooperation in terms of exchange of information and good practices. For this purpose, a Euro-Mediterranean network has been established, as well as mechanisms of dialogue and political collaboration. The organization of conferences are foreseen, as well as training sessions, and the consolidation of working groups in several areas (labour market; legal framework of migration; national strategies to combat illegal migration; remittances).</p> <p>Fields: (3) trade, regional integration and infrastructure; (7) migration, mobility and employment</p>			

⁵⁰ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Co-Applicant): International and Iberoamerican Foundation for Administration and Public Policy (FIAPP) - Spain					
Project title:		“Strengthening the dialogue and cooperation between the EU and LAC to establish management models on migration and development”			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)⁵¹	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
LATIN AMERICAN AND CARIBBEAN	3,000,000 €	Co-Applicant	European Commission (DIC)	3,000,000 €	From 10/01/2011 to 10/01/2014
Objectives and results of the action		<p>In the framework of the bi-regional dialogue EU-LAC, the project has an overall objective which is to contribute to the process of cooperation between EU and LAC and to strengthen regional capacity within the LAC. We have also 3 specific objectives which are: (1) to promote better knowledge of migration flows, (2) to promote sound migration and (3) to create the necessary conditions to promote a productive investment of remittances.</p> <p>The project itself is split into 3 parts: (1) Data collection, processing and sharing information on migration for countries with significant migration towards the EU; (2) Building capacity for promoting sound migration management; (3) The promotion of the investment of remittances.</p> <p>The estimated results are:</p> <ol style="list-style-type: none"> 1. Acquired detailed knowledge on the migration situation of the LAC in relation to intra-regional and inter-continental flows. 2. Improved capacity within national and regional structures for production and updating of data collection on migration 3. Designed strategies to capitalize on the expertise acquired by migrants during the migratory process in the countries of origin 4. Enhanced institutional capacity in origin countries to ensure potential returned migrants are better informed of local employment and investment opportunities. 5. Designed tools in order to more effectively link remittances to development of local communities, facilitating the Diaspora involvement. <p>Fields: (3) trade, regional integration and infrastructure; (7) migration, mobility and employment</p>			

⁵¹ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Co-Applicant): ADECRI -France					
Project title:		Technical Assistance to the Support Programme for Strengthening the Basic Health Care Coverage (CMBII)			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)⁵²	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Morocco	1,534,000 €	Coordinator/Consortium Leader	European Union EuropeAid	1,534,000€	From 12/2009 to 06/2014
Objectives and results of the action		<p>Detailed description of project:</p> <p>Overall objective: To contribute to a sustainable improvement of access to quality basic health care services for poor and vulnerable populations through an extension of the basic health care coverage</p> <p>Specific objectives:</p> <ul style="list-style-type: none"> - To assist the local authorities in the implementation of the medical assistance system focused on vulnerable groups (RAMED) and to provide a permanent technical assistance to the National Agency for Health Insurance - To support to the government in finalization of the setting-up of the system in order to cover the vulnerable population and to improve access to quality basic health care services for the covered population - To strengthen local authorities capacities in terms of defining, monitoring, and implementing basic health care coverage reform <p>Type of services provided:</p> <ul style="list-style-type: none"> - Elaboration of procedures and management rules for the implementation of the RAMED and monitoring of the system - Permanent assistance to the local authorities in the definition of health care policy through the elaboration of strategic documents, participation in meetings at high level - Proposal for efficient financial management of the system in accordance with the law - Monitoring of pilot experimentation of the RAMED and draft of recommendation for the extension of the system to the whole country - Elaboration of studies in order to assess the sustainability of the system and elaboration of recommendation its future development - Elaboration of terms of reference for short-term missions, identification of short-term experts, supervision of the implementation of the missions in close collaboration with EUD and local authorities - Elaboration and implementation of a national public information campaign on the RAMED - Assistance in the implementation of training activities for local staff in charge of the management of the system <p>Provision of the following experts:</p> <ul style="list-style-type: none"> - 1 resident expert in health insurance - 1 pool of short-term experts 			

⁵² If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Co-Applicant): ADECRI -France					
Project title:		Support to the development of State Social Service for Family, Children and Youth			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)⁵³	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Ukraine	1,500,000	Senior twining partner	EU- Twining programme	1,500,000	From 09/2012 to 09/2014
Objectives and results of the action		<p>Detailed description of project:</p> <p>Overall objective:</p> <ul style="list-style-type: none"> - To contribute to the reform of the system of Social Service Provision in accordance with the European standards and Best Practices <p>Specific objective:</p> <ul style="list-style-type: none"> - Strengthening the institutional capacity of the Ministry of Social Policy for assuring effective policy formulation and implementation of Social Service for vulnerable groups of population in compliance with European standards <p>Type of services provided:</p> <ul style="list-style-type: none"> - Legal Framework: 1.Assessment of legal environment of social services for Family, Children and Youth 2.Elaborating proposals for systematisation of legislation - Organisational strengthening: 1.Analysis of existing organisational structure 2.Elaboration and testing of suggestions on institutional strengthening - Monitoring & Evaluation: 1.Assessing the current State Social Services for Family, Children and Youth monitoring system and suggestions for improvement - Capacity building: 1.Analysis of the training needs and elaboration of a training programme 2.Implementation of training activities / Implementation of Study tours <p>Provision of the following experts:</p> <ul style="list-style-type: none"> - 1 pool of social services experts 			

⁵³ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Co-Applicant): ADECRI -France					
Project title:		Enhancing effectiveness and efficiency of social protection policy through improvement of the analytical and forecasting capacities of the MLSPP of the Republic of Azerbaijan			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)⁵⁴	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Azerbaijan	700,000€	Senior twining partner	EU- Twining programme	700,000€	From 09/2010 to 02/2011
Objectives and results of the action		<p>Detailed description of project:</p> <p>Overall objective:</p> <ul style="list-style-type: none"> - Enhanced efficiency and poverty reduction impact of policies of the MLSPP <p>Specific objective:</p> <ul style="list-style-type: none"> - Enhanced capacity of the MLSPP for actuarial calculations, data analysis, forecasting, monitoring, evaluation, social budgeting and strategic planning <p>Type of services provided:</p> <ul style="list-style-type: none"> - Strategic Planning: Analysing the use of actuarial principles in relation with the long term needs of the MLSPP / Building a draft Strategic Plan for MLSPP - Capacity building: Mapping the relationship between the unit and other structures / Defining the reporting obligations / Developing job descriptions and human resources for the new unit / Revising the workflows / Presenting the new structure of Information - Operational procedures and methodologies : Developing customized methods to social budgeting / Developing evaluation and monitoring methods / Providing the MLSPP with methods to develop actuarial models / Developing of strategic policy Introduction of strategic policy planning - Implementation of training activities : Training on the social budgeting model / Training on monitoring and evaluation methods / Training on the selected actuarial model / Training on strategic social policy planning / Organizing of four internships in France - Information system : Reviewing the software programmes used by the MLSPP / Setting-up an appraisal of new software or evolutions working group / Assess the possibilities to purchase and install a specific actuarial software model in the unit / Preparing and holding a workshop to conclude on software need <p>Provision of the following experts:</p> <ul style="list-style-type: none"> - 1 team leader - 1 training expert - 1 fraud prevention expert 			

⁵⁴ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

Name of the Consortium Member (Applicant): Ministry of labour, family, social protection and elderly - Romania					
Project title:		Social Inclusion Project- 3rd part: Social Assistance Programs			
Location of the action	Cost of the action (EUR)	Role in the action: Coordinator, co-applicant, affiliated entity	Donors to the action (name)⁵⁵	Amount contributed (by donor)	Dates (from dd/mm/yyyy to dd/mm/yyyy)
Bucharest-RO	27,200,000€	Coordinator	IBRD / World Bank*s loan	27,200,000€	From 2006 to 07/2014
<u>OTHER PROJECTS AND ACTIONS</u>		<p>Objectives:</p> <ul style="list-style-type: none"> - Sustaining programs for improving living conditions and social inclusion of the most vulnerable people - includes programs to improve the infrastructure for the services provided to disabled, youth at risk and family violence victims - “Program money transfer for social assistance”, through which technical support is ensured for the indicators of reform in social assistance <p>Results for the 3rd part of the project:</p> <ul style="list-style-type: none"> - 32 sub-projects for improving infrastructure for disadvantaged people, for which there were 18,39 mil. Euro contracts signed, from which 15,64 mil. Euro from the loan; - 15 sub-projects are finalized and other 17 are under construction - 4 contracts for consultancy services are in implementation and also for IT equipments. Total value 1,01 mil. Euro from which 0,86 from the loan - Until 31.12.2013 there were payments and reimbursement of 16,73 mil. Euro from which 13,75 mil. Euro from the loan. Reimbursement for sub-projects account for 10,12 mil. Euro from which 8,60 mil. Euro from the loan. 			

⁵⁵ If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State.

3 THE LEAD APPLICANT

EuropeAid ID number ⁵⁶	IT-2013-BHW-1610581223
Name of the organisation	INPS (Italian Institute of Social Security)

3.1. Identity

The Lead Applicant's contact details for the purpose of this action	Gabriele Uselli Maria Grazia Rocchi
Legal Entity File number ⁵⁷	80078750587
Abbreviation	INPS
Registration number (or equivalent)	IT-2013-BHW-1610581223
Date of registration	30/09/2013
Place of registration	Rome
Official address of registration	Via Ciro il Grande, 21 Rome
Country of registration/ Nationality	Italy
Website and E-mail address of the organisation	www.inps.it Gabriele.Uselli@inps.it MariaGrazia.Rocchi@inps.it
Telephone number: Country code + city code + number	Gabriele Uselli Landline: +39 06 5905 4480 Mobile: +39 335 8773264 Maria Grazia Rocchi Landline: +39 06 5905 4608 Mobile: +39 335 1912461
Fax number: Country code + city code + number	+39 06 5964 7063

⁵⁶ This number is available to an organisation which registers its data in PADOR. For more information and to register, please visit http://ec.europa.eu/europeaid/work/onlineservices/pador/index_en.htm. This information does not need to be provided in case of calls where the European Commission is not the Contracting Authority.

⁵⁷ If the applicant has already signed a contract with the European Commission.

4 THE CONSORTIUM MEMBERS (APPLICANT AND CO-APPLICANT)

This section must be completed for each co-applicant within the meaning of the Guidelines for Applicants. You must make as many copies of this table as necessary to create entries for each additional co-applicant.

Please notice that, according to the Consortium Members and the EU Delegation guidelines, will be considered:

- INPS (Italy) as Lead Applicant;
- Ministry of Labour and Social Affairs (Czech Republic) and National School of Administration (Italy) as Associate;
- All the other EU Members participating in the Consortium as Consortium Members.

	Consortium Member no.1
EuropeAid ID number⁵⁸	IT-2010-CGK-1506023833
Name of the organisation	FORMEZ PA.- Centro servizi, assistenza, studi e formazione per l'ammmodernamento delle P.A.
All co-applicant(s) must encode the information below under their PADOR registration. See also Section 2.2 of the Guidelines for Applicants.	
The co-applicant's contact details for the purpose of this action	Carlo Flamment
Legal Entity File number⁵⁹	06416011002
Abbreviation	FORMEZ PA
Registration number (or equivalent)	IT-2010-CGK-1506023833
Date of registration	26/03/2010
Place of registration	Rome
Official address of registration	Viale Marx 15, 00137 Rome
Country of registration/ Nationality	Italy
Website and E-mail address of the organisation	www.formez.it ; presidenza@formez.it

⁵⁸ This number is available to an organisation which registers its data in PADOR. For more information and to register, please visit http://ec.europa.eu/work/europeaid/onlineservices/pador/index_en.htm. This information does not need to be provided in case of calls where the European Commission is not the Contracting Authority.

⁵⁹ If the coapplicant has already signed a contract with the European Commission.

Telephone number: Country code + city code + number	+39.06.84893209
Fax number: Country code + city code + number	+39.06.84893222
Legal status	Profit-Making <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No. NGO <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No. <input type="checkbox"/> Yes <input type="checkbox"/> No
Value based	<input type="checkbox"/> Political <input type="checkbox"/> Religious <input type="checkbox"/> Humanistic <input checked="" type="checkbox"/> Neutral
Is your organisation linked with another entity?	<input checked="" type="checkbox"/> Yes, parent entity: Prime Minister Department (please specify its EuropeAid ID:.....) <input type="checkbox"/> Yes, controlled entity(ies) <input type="checkbox"/> Yes, family organisation / network entity ⁶⁰ <input type="checkbox"/> No, independent
Other relevant resources	Not applicable
History of cooperation with the Lead Applicant	Not applicable

	Consortium Member no.2
EuropeAid ID number⁶¹	BE-2009-EGO-1111325338
Name of the organisation	Federal Public Service Social Security <i>In the official languages of Belgium:</i> <i>Dutch: Federale Overheidsdienst Sociale Zekerheid</i> <i>French: Service public fédéral Sécurité sociale</i> <i>German : Föderaler öffentlicher Dienst Soziale Sicherheit</i>
All co-applicant(s) must encode the information below under their PADOR registration. See also Section 2.2 of the Guidelines for Applicants.	
The co-applicant's contact details for the purpose of this action	*Contact preferably by email to <u>didier.verbeke@minsoc.fed.be</u> (if possible, please CC <u>sophie.loquet@minsoc.fed.be</u>) *By phone on +3225286078 *Letters should be addressed to Didier Verbeke, Advisor-General DG Beleidsondersteuning Federale Overheidsdienst Sociale Zekerheid Finance Tower Kruidtuinlaan 50, box. 135 1000 Brussel

⁶¹ This number is available to an organisation which registers its data in PADOR. For more information and to register, please visit http://ec.europa.eu/work/europeaid/onlineservices/pador/index_en.htm. This information does not need to be provided in case of calls where the European Commission is not the Contracting Authority.

Legal Entity File number⁶²	6000005166
Abbreviation	FPS Social Security
Registration number (or equivalent)	0367.303.366
Date of registration	29 May 2001
Place of registration	Brussels, Belgium
Official address of registration	Kruidtuinlaan 50 bus 100 1000 Brussel <i>(Since 1 January 2009)</i>
Country of registration/ Nationality	Belgium
Website and E-mail address of the organisation	http://www.socialsecurity.fgov.be
Telephone number: Country code + city code + number	<i>No general phone number, please use the one of our contactperson: Didier Verbeke: +3225286078</i>
Fax number: Country code + city code + number	<i>No general fax number, please use the one of our department mentioning Didier Verbeke as intended recipient: +3225286967</i>
Legal status	Profit-Making: <input type="checkbox"/> No. NGO: <input type="checkbox"/> No. <input type="checkbox"/> Yes <input type="checkbox"/> No
Value based	<input type="checkbox"/> Neutral
Is your organisation linked with another entity?	<input type="checkbox"/> Yes, controlled entity(ies): the FPS Social Security supervises 15 public institutions for social security
Other relevant resources	The FPS is integral part of the Belgian government
History of cooperation with the Lead Applicant	None

	Consortium Member no.3
EuropeAid ID number⁶³	PL-2009-ELX-1111339219
Name of the organisation	Ministry of Labour and Social Policy

⁶² If the coapplicant has already signed a contract with the European Commission.

⁶³ This number is available to an organisation which registers its data in PADOR. For more information and to register, please visit http://ec.europa.eu/work/europeaid/onlineservices/pador/index_en.htm. This information does not need to be provided in case of calls where the European Commission is not the Contracting Authority.

All co-applicant(s) must encode the information below under their PADOR registration. See also Section 2.2 of the Guidelines for Applicants.	
The co-applicant's contact details for the purpose of this action	Agata Tomasiak, a.tomasiak@mpips.gov.pl
Legal Entity File number⁶⁴	6000005164
Abbreviation	MPiPS
Registration number (or equivalent)	Not applicable
Date of registration	Not applicable
Place of registration	Not applicable
Official address of registration	ul. Nowogrodzka 1/3/5 00-513 Warszawa
Country of registration/ Nationality	Poland
Website and E-mail address of the organisation	www.mpips.gov.pl; Sekretariat.DWM@mpips.gov.pl
Telephone number: Country code + city code + number	+48 22 529 07 10
Fax number: Country code + city code + number	+48 22 529 07 11
Legal status	State-budget unit Profit-Making <input type="checkbox"/> Yes <input type="checkbox"/> No. NGO <input type="checkbox"/> Yes <input type="checkbox"/> No. <input type="checkbox"/> Yes <input type="checkbox"/> No
Value based	<input type="checkbox"/> Political <input type="checkbox"/> Religious <input type="checkbox"/> Humanistic <input checked="" type="checkbox"/> Neutral
Is your organisation linked with another entity?	<input type="checkbox"/> Yes, parent entity: (please specify its EuropeAid ID:.....) <input type="checkbox"/> Yes, controlled entity(ies) <input type="checkbox"/> Yes, family organisation / network entity ⁶⁵ <input checked="" type="checkbox"/> No, independent
Other relevant resources	n.a.
History of cooperation with the Lead Applicant	n.a.

⁶⁴ If the coapplicant has already signed a contract with the European Commission.

	Consortium Member no. 4
EuropeAid ID number	RO-2009-EMD-1111340013
Name of the organisation	MINISTRY OF LABOUR, FAMILY, SOCIAL PROTECTION AND ELDERLY - ROMANIA
All co-applicant(s) must encode the information below under their PADOR registration. See also Section 2.2 of the Guidelines for Applicants.	
The co-applicant's contact details for the purpose of this action	2-4, Dem.I.Dobrescu, district 1, Bucharest, Romania, email: olivia.rusandu@mmuncii.ro , phone: 004-021.3100965 mobile: +40 745438074
Legal Entity File number	6000005175
Abbreviation	MoLFSPE
Registration number (or equivalent)	4266669
Place of registration	Bucharest, Romania
Official address of registration	2-4, Dem.I.Dobrescu, district 1, Bucharest, Romania
Country of registration/ Nationality	Romania/ Romanian
Website and E-mail address of the organisation	www.mmuncii.ro , olivia.rusandu@mmuncii.ro
Telephone number: Country code + city code + number	004-021-3100965
Fax number: Country code + city code + number	004-021-3100965
Legal status	Ministry
Public authority or mandated body of the EU MS specialised in Social Protection	National central public authority specialised in social protection
Is your organisation linked with another entity?	<input checked="" type="checkbox"/> Yes, parent entity: (please specify its EuropeAid ID:.....) - Its subordinate institutions are: Labour Inspection, National Agency for Payments and Social Inspection, Romanian Adoptions Office - Institutions which are under the authority of the ministry: National House of Public Pensions, National Agency for Laborforce Employment

	<p>- Institutions which are coordinated by the ministry: National Scientific Research Institute for Work and Social Protection (INCSMPS Bucuresti), National Research-Development Institute for Work Protection (INCDPM „Alexandru Darabont”, Bucuresti).</p> <p><input type="checkbox"/> Yes, controlled entity(ies) <input type="checkbox"/> Yes, family organisation / network entity⁶⁶ <input type="checkbox"/> No, independent</p>
Other relevant resources	Not applicable
History of cooperation with the Lead Applicant	Not applicable

	Consortium Member no.5
EuropeAid ID number⁶⁷	Not applicable
Name of the organisation	MINISTRY OF EMPLOYMENT AND SOCIAL SECURITY
The co-applicant's contact details for the purpose of this action	<p>Ms.Lucía Ortiz Sanz Deputy Director of International Social and Labour Relations Ministry of Employment and Social Security C/María de Guzmán 52, 5ª planta Madrid 28071- Spain Tel (34) 91 3633707 Fax (34) 91 363 38 85 e-mail: lucia.ortiz@meyss.es sgrsi@meyss.es</p>
Legal Entity File number⁶⁸	NOT APPLICABLE
Abbreviation	MEySS
Registration number (or equivalent)	S2819001E
Date of registration	September 26 th 2013

⁶⁷ This number is available to an organisation which registers its data in PADOR. For more information and to register, please visit http://ec.europa.eu/work/europeaid/onlineservices/pador/index_en.htm. This information does not need to be provided in case of calls where the European Commission is not the Contracting Authority.

⁶⁸ If the applicant has already signed a contract with the European Commission.

Place of registration	Madrid, Spain
Official address of registration	
Country of registration⁶⁹/ Nationality⁷⁰	SPAIN/SPANISH
Website and E-mail address of the organisation	www.meyss.es sgrsi@meyss.es
Telephone number: Country code + city code + number	Tel (34) 91 3633707
Fax number: Country code + city code + number	Fax (34) 91 363 38 85
Legal status	Public Body/ Ministry
Value based	<input type="checkbox"/> Political <input type="checkbox"/> Religious <input type="checkbox"/> Humanistic <input checked="" type="checkbox"/> Neutral
Is your organisation linked with another entity?	<input type="checkbox"/> Yes, parent entity: (please specify its EuropeAid ID:.....) <input type="checkbox"/> Yes, controlled entity(ies) <input type="checkbox"/> Yes, family organisation / network entity ⁷¹ <input checked="" type="checkbox"/> No, independent
Other relevant resources	MEySS is entitled of the Social Security competences within the Spanish public administration, as well as all related issues concerning: Public Employment Services, Inspection of Labour and Social Security, and Migrations. This Ministry is the government department responsible for devising and implementing labour and social policy. It has a relevant role in regulatory tasks, planning social and employment policy, managing the social security system and co-ordinating the various bodies responsible for labour administration. Management of the Social Security System is assigned, among others:

⁶⁹ For organisations. [If not in one of the countries listed in Section 2.1.1 of the Guidelines, please justify its location].

⁷⁰ For individuals. [If not in one of the countries listed in Section 2.1.1 of the Guidelines, please justify its location].

⁷¹ E.g. confederation / federation / alliance.

	<p>-The Secretariat of State of Employment. It deals with the issues related to employment policy, job creation, developing and monitoring.</p> <p>-The Secretary General of Emigration and Immigration. It is responsible for the migration policy which includes integration of immigrant's policy, and Spanish citizenship abroad.</p> <p>-The Undersecretariat. This unit is in charge of coordinating the entire department, as well as preparing documentation for Cabinet debates, it has a horizontal approach of the Department policies and regulations.</p> <p>It may be stressed the relevant experience in social security international relations, as for example, the wide number of bilateral Social Security Conventions.</p> <p>Since 2012, this Ministry has a fluent relation with the Chinese Ministry of Human Resources and Social Security and is negotiating the Agreement on Social Security between the Kingdom of Spain and the People's Republic of China.</p>
History of cooperation with the applicant	Not applicable

	Consortium Member no.6
EuropeAid ID number⁷²	ES-2007-DPT-2711258139
Name of the organisation	Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas (FIIAPP)
All co-applicant(s) must encode the information below under their PADOR registration. See also Section 2.2 of the Guidelines for Applicants.	
The co-applicant's contact details for the purpose of this action	afernandez@fiiapp.org
Legal Entity File number⁷³	DCI-ALA/19.09.01/2010/245-979
Abbreviation	FIIAPP
Registration number (or equivalent)	Foundation number N°MAD-398 CIF G-82053851

⁷² This number is available to an organisation which registers its data in PADOR. For more information and to register, please visit http://ec.europa.eu/work/europeaid/onlineservices/pador/index_en.htm. This information does not need to be provided in case of calls where the European Commission is not the Contracting Authority.

⁷³ If the coapplicant has already signed a contract with the European Commission.

Date of registration	9.07.1988
Place of registration	Madrid
Official address of registration	C/ Beatriz de Bobadilla, 18 – 28040 Madrid
Country of registration/ Nationality	Spain/Spanish
Website and E-mail address of the organisation	www.fiiapp.org fiiapp@fiiapp.org
Telephone number: Country code + city code + number	0034 91 5914594
Fax number: Country code + city code + number	0034 91 533 52 36
Legal status	Non profit Foundation Profit-Making <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No. NGO <input type="checkbox"/> Yes <input type="checkbox"/> No. <input type="checkbox"/> Yes <input type="checkbox"/> No
Value based	<input type="checkbox"/> Political <input type="checkbox"/> Religious <input type="checkbox"/> Humanistic <input checked="" type="checkbox"/> Neutral
Is your organisation linked with another entity?	<input type="checkbox"/> Yes, parent entity: (please specify its EuropeAid ID:.....) <input type="checkbox"/> Yes, controlled entity(ies) <input type="checkbox"/> Yes, family organisation / network entity ⁷⁴ <input checked="" type="checkbox"/> No, independent
Other relevant resources	FIIAPP is a public organisation, working in the sphere of international co-operation, in the field of strengthening public administrations in developing and transition countries. FIIAPP is chaired by the Vice-President of the Government of Spain. The Minister of Foreign Affairs and the Minister of Justice make part of its Board of Directors. FIIAPP's mission is to promote governance processes: fostering administrations and public institutions that are democratic, efficient, and serve the public. Thus, FIIAPP contributes to the enhancement of democratic values and respect for human rights, as well as to the capacity building for formulation and implementation of policies that are effective in reducing poverty and discrimination, provided that they are fair and that they respect plurality and cultural diversity. According to this, FIIAPP is one of the few accredited institutions authorised to execute cooperation projects directly delegated by the European Commission.

In addition, FIIAPP is the only institution of all EU Member States that is mandated body of the whole Spanish National Public Administration for the international project activities, managing over 1.000 projects and programmes in 122 different Countries. In this framework and with 150 professionals, FIIAPP mobilized last year 1500 experts around the world, managing an annual budget of nearly 30 million Euros. The added value of FIIAPP's intervention in development projects in respect to donors (which provide resources), specialized sectors (which provide the expertise) or beneficiaries (development partners) is based on its comparative advantages such as the ability to manage, its contribution to methodology and its institutional support. Aligned with the objectives of the major donors (mainly Spain and Europe), it raises funds and implements technical cooperation projects in any sector level where public action exists, **mobilizing the necessary experts of the different public administrations (central, regional and local).**

The number, size and scope of the projects awarded by the European Commission to FIIAPP reflect a degree of institutional trust which culminated in **FIIAPP obtaining an accreditation to execute delegated cooperation of the European Commission in 2011.**

1.- Mr Agustín FERNÁNDEZ, Project Director.

15 years of experience related to International Cooperation focused on Institutional Building cooperation programmes as Director of Unit at FIIAPP: Head of Unit of Coordination; Head of Unit of Environment and Economic Development; Head of Unit for Europe and the Mediterranean (EU-Twinning Programme and EuropeAid). Solid experience in management of EU and other donors funded projects, especially as Director of Unit at FIIAPP in the fields of Public Administration, Social Affairs and Migration & Development. He possesses a sound knowledge of Project Cycle Management and Logical Framework approach, Monitoring and Evaluation (M&E) of Programmes and Projects according to EU procedures.

2.-Mr Alejandro BUENO DE LA FUENTE, Team Leader

14 Years in consultancy, financial services and international projects, with more than 8 years working experience in the management of public administration reform and capacity building projects. He is a specialist in project cycle management, logical framework approach and financial management of development projects. In-depth knowledge of project coordination and management process, leading teams of experts, monitoring and executing projects.

3.-Ms Sara BAYES, Team Leader

12 years of professional experience in development cooperation: project conception and project coordination.

Migration and the development expert related to Expertise sur la migration et le développement within the framework of

	<p>international cooperation actions. Mission in more than 20 countries regarding migration and development.</p> <p>5 years of teaching experience in postgraduate courses on development cooperation.</p> <p>More than 4 years in FIIAPP performing the coordination of FIIAPP issues related to migration and development.</p> <p>4.-Ms Sara RUIZ RODRÍGUEZ, Project Officer</p> <p>10 years of professional experience in management of institutional building and reform projects in developing and transition countries,</p> <p>Project Officer at FIIAPP, at the Unit for Public Administration, Social Affairs and Migration & Development,</p> <p>Experience in tender preparation and project management of EU (Twinning and EuropeAid) as well as and other international institutions funded Projects (BID,WB, AECID)</p> <p>5.- Ms Silvia PRADA LUENGO, Project Officer</p> <p>More than 6 years of professional experience in management of institutional building and reform projects, financed by the European Commission, Spanish Agency for International Development Cooperation and Regional Development Banks, in developing and transition countries.</p> <p>4 years working as Project Officer at FIIAPP, at the Unit for Public Administration, Social Affairs and Migration & Development; Unit for Sub-Saharan Africa and the Mediterranean.</p> <p>Experience in tender preparation and project management of EU (Twinning and EuropeAid) as well as and other international institutions funded Projects (BID,WB, AECID)</p> <p>6.- Ms Shedy PLAZA, Support Officer</p> <p>More than 20 years professional experience, half of them working in Logistics and more than 5 years experience related to International Cooperation in FIIAPP</p> <p>7.- Mr Javier MOLINA SOENGAS</p> <p>11 years professional experience and more than 5 years experience related to international cooperation in FIIAPP</p> <p>8.-Ms Raquel POZO, Financial Project Officer</p> <p>11 years of professional experience in economic management of institutional reinforcement, institutional building and reform projects in developing and transition countries,</p> <p>Financial Project Officer at FIIAPP, at the Unit for Public Administration, Social Affairs and Migration & Development,</p> <p>Experience in tender preparation and project management of EU (Twinning and EuropeAid) as well as and other international institutions funded Projects (BID,WB, AECID)</p> <p>9.- Ms Virginia DEL POZO, Financial Project Officer</p> <p>More than 10 years of professional experience in economic management in Twinning and technical assistance services projects from European funds.</p>
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	CFO for public administration area in charge of: Accounting control, financial reporting and tax management.
History of cooperation with the Lead Applicant	Not applicable

	Consortium Member no. 7
EuropeAid ID number⁷⁵	FR-2010-GLH-2403287878
Name of the organisation	Agence pour le développement et la coordination des relations internationales
All co-applicant(s) must encode the information below under their PADOR registration. See also Section 2.2 of the Guidelines for Applicants.	
The co-applicant's contact details for the purpose of this action	Yannick D'haene, General Delegate : dhaene@adecri.org
Legal Entity File number⁷⁶	6000242165
Abbreviation	ADECRI
Registration number (or equivalent)	00122439P
Date of registration	05 October 1995
Place of registration	Paris, France
Official address of registration	19, rue du Pot de Fer 75005 Paris, France
Country of registration/ Nationality	France
Website and E-mail address of the organisation	http://www.adecri.org contact@adecri.org
Telephone number: Country code + city code + number	+33 1 47 42 15 40
Fax number: Country code + city code + number	+33 1 47 42 15 43
Legal status	Profit-Making <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No.

⁷⁵ This number is available to an organisation which registers its data in PADOR. For more information and to register, please visit http://ec.europa.eu/work/europeaid/onlineservices/pador/index_en.htm. This information does not need to be provided in case of calls where the European Commission is not the Contracting Authority.

⁷⁶ If the coapplicant has already signed a contract with the European Commission.

	NGO <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No.
	<input type="checkbox"/> Yes <input type="checkbox"/> No
Value based	<input type="checkbox"/> Political <input type="checkbox"/> Religious <input type="checkbox"/> Humanistic <input checked="" type="checkbox"/> Neutral
Is your organisation linked with another entity?	<input checked="" type="checkbox"/> Yes, ADECRI's board of directors is composed of representatives of the French public national social security organisations: ACOSS – Central Office for Social Security Organisations; CANSSM – Independent National Social Security Fund for the Mines CCMSA – Central Agricultural Mutual Insurance Fund CNAMTS – National Health Insurance Fund for Employees CNAVTS – National Old-age Pension Fund for Employees CNAF – National Family Allowance Fund CRPCEN – Pension and Contingency Fund for Notary's Clerks and Employees EN3S – National School of Advanced Social Security Studies RSI – Social Scheme for Self-employed Workers UCANSS – Union of National Social Security Funds GIE Sesam Vitale French Ministry of Social Affairs
Other relevant resources	Not applicable
History of cooperation with the Lead Applicant	Not applicable

Mandate (for Consortium Member)

The Applicant or Co-applicant or Associate authorise the Lead Applicant ISTITUTO NAZIONALE PREVIDENZA SOCIALE (INPS), having its registered office in via Ciro il Grande no 21,00144 Rome, Italy, represented by Vittorio CONTI to submit on their behalf the present application form for applicant and to sign the standard grant contract (Annex A of the Guidelines for Applicants, "grant contract") with European Union represented by the Delegation of the European Union to China and Mongolia, Official address in 15, Dongzhimenwai Dajie 100600 Beijing - China ("Contracting Authority"), as well as, to be represented by the Lead Applicant in all matters concerning this grant contract.

I have read and approved the contents of the proposal submitted to the Contracting Authority. I undertake to comply with the principles of good partnership practice.

Name:	
Organisation:	
Position:	
Signature:	
Date and place:	

The original mandates are attached to this document.

5 ASSOCIATES OF THE APPLICANT PARTICIPATING IN THE ACTION

	Associate no.1
Full legal name	Scuola Nazionale dell'Amministrazione (National School of Administration)
EuropeAid ID number ⁷⁷	Not applicable
Country of Registration	Italy - Presidential Decree n.3, 3 January 1957
Legal status ⁷⁸	Public Institution Profit-Making: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No NGO <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Official address	Via dei Robilant, 11 00135 Rome Italy
Contact person	Aurelio La Torre a.latorre@sna.gov.it 1. Daniela Skendaj 2. d.skendaj@sna.gov.it Renzo Turatto r.turatto@sna.gov.it
Telephone number: country code + city code + number	+39 06 33565300
Fax number: country code + city code + number	+39 06 3331416
E-mail address	Website: www.sna.gov.it ; E-mail: segreteriapresidente@sna.gov.it
Number of employees	200 approx.
Other relevant resources	12.517.286,00 Euro – Budget (year 2012)
Experience of similar actions, in relation to role in the implementation of the proposed action	The SNA is the main selection and training gateway for civil servants and public managers. It was established in 1957 as a part of the Prime Minister's Office. Its main objective is to support and promote the innovation and reform of public administration in a view to make it a competitive factor of Italy's economic and productive system. It achieves this objective by selecting and training civil servants throughout

⁷⁷ This number is available to an organisation which registers its data in PADOR. For more information and to register, please visit http://ec.europa.eu/europeaid/work/online-services/pador/index_en.htm.

⁷⁸ E.g. non-profit, governmental body, or international organisation.

their career cycle and by providing assistance to central, regional and local public administrations.

SNA is at the heart of the unified recruitment and training system for civil service and has the mission to improve the efficiency and the quality of training provided to Italian civil servants.

SNA is a major actor in debate on strategic issues related to PAR and to the challenges and goals of Public Administration. By encompassing research, training and knowledge sharing, SNA has become a centre of excellence recognised both at national and international level.

The main activities of SNA could be described as following:

- Selecting and recruiting central Government managers,
- Delivering training for all civil servants on ongoing innovations and reforms,
- Developing research programs on public administration, public policy and public economics,
- Providing consultancy and technical assistance to Public Administrations in the implementation of reform and innovation programmes.

SNA's areas of expertise covers a wide range of issues such as the reform of civil service and public management, anticorruption and risk management, technological innovation and e-government, public procurement, evaluation of public expenditures, European affairs, etc. For each area of expertise, training programmes, research and dissemination programmes are developed. Professors and expert practitioners from the Public Administration deliver the trainings.

Furthermore, SNA has a long experience in the development and management of international projects and operates within bilateral and multilateral contexts. For instance, SNA provides training activities for foreign civil servants.

SNA has organized and conducted successfully training programmes and activities for top civil servants, diplomats, and parliament executives from Afghanistan, Burma and China.

Within the framework of supporting the capacity building of the public administrations in the area of public sector governance, SNA has established a solid working partnership with the Organisation for Economic Co-operation and Development (OECD) to share its experience and to deliver tailor made training courses to civil servants coming from the Mediterranean Region. To that aim, it has established a MENA-OECD Governance Program Training Centre based in Caserta. The mission of this Centre is to develop training courses to support the public administrations of the upmentioned area and to promote

initiatives for capacity building in these countries.

Based on its international training experience, SNA has recently reviewed its standard training offer and particularly focuses on the promotion of integrity in civil service, PAR, public procurement and e-procurement and e-government and codes of digital administration.

The training activities offer blends Italian and International best practices in an interactive learning environment centred on the participants. With the use of e-learning, blended learning and case studies SNA aims at developing leadership, analysis and problem solving competencies to sustain the reforms and change programs undertaken by partner Countries.

The SNA is a member of the International Association of Schools and Administration Institutes (IASIA), of the European Group for Public Administration (EGPA), and of the current network of directors of schools and institutes of the public administration of the European Union (DISPA).

The SNA also takes part in EU initiatives and United Nations and OSCE programmes on the subjects within its competence. Through its network of alumni, SNA fosters a precious source of know-how and experiences that contributes to the quality of training and research.

SNA has also recently signed a Memorandum of Understanding with the World Bank concerning a strategic partnership on Anti-Corruption and Public Sector Governance with the aim to fostering knowledge sharing and dissemination and to contributing to the capacity building in the areas of corruption prevention.

The Italian law 190/2012 creates the National Anti-Corruption Authority (Commissione Nazionale per la Valutazione, la Trasparenza e l'Integrità delle Amministrazioni Pubbliche – CIVIT). Together with the Department of Public Sector Management (Dipartimento della Funzione Pubblica) and with the support of the SNA, CIVIT is tasked with performing activities to control, prevent and combat corruption and illegality in public administration, in such a way as to ensure a coordinated action, whereas SNA is tasked with preparing of the training for all the Italian public administrations on issues of ethics and legality. The School should intervene also periodically and in agreement with the administrations in areas with higher risk of corruption offenses.

SNA - Chinese institutions:

In the last years SNA has intensified bilateral and multilateral relations with Chinese Institutions realizing different activities and programmes:

Since 2010, MoUs has been signed between SNA and:

1. Shanghai Administration Institute (SAI)
2. Chinese Academy of Governance (CAG)
3. Tsinghua University,
4. Zhejiang Administration School (due to be signed in the first days of March 2014)

SNA- SAI:

joint bilateral seminars take place in Italy (spring time) and in Shanghai (autumn time) on annual basis. Among the last seminars:

On 18 June 2013, was held in Rome the forth joint seminar SNA-SAI: “The role of Public Administrations in facilitating Foreign Direct Investments. The case of China and Italy” at the venue of the Italian Ministry of Economy and Finance. A working group in the SNA is currently working on a policy document to be shared with the Chinese colleague and to be then submitted to the respective Governments.

In December 2013, was held in Shanghai the fifth joint seminar that will focus on “Social Policy Innovation and Social System Reform” and a particular attention on the health care system and policy.

SNA - CAG : In the framework of the collaboration between the two institutions foreseen by the MoU (signed on August 2010 with a duration of 5 years) the following activities:

- joint seminars to be held on annual basis (one in Beijing, one in Italy)
- A study tour for top ranking managers (general directors) of the Italian public administration took place in Beijing at the beginning of December 2013.

SNA- CEPA Project II

Since 2011 a good partnership has been established between SNA and the China Europe Public Administration Project CEPA II, a programme financed by the EU to support the Chinese Government in its transition towards an efficient service oriented government based on the rule of law.

On September 18, 19, 2013, Italy hosted the first “EU China Round Table dialogue on public Administration” on themes of open government, anticorruption, transparency and integrity in Public Administration. The event was organized by SNA and cofinanced by China Europe Public Administration (CEPA) Project II. The Chinese delegation was composed by high officials from the Ministry of Human Resources and Social Security (MoHRSS) and from the Chinese Academy of Governance (CAG).

History of cooperation with the applicants	Not applicable
Role and involvement in preparing the proposed action	Not applicable
Role and involvement in implementing the proposed action	<p>Through the network of long term scientific relations developed in Europe and China with the most important institutions focused on public governance and training public managers, the SNA can contribute to the project starting from the preparatory phase.</p> <p>For example by calling on our Chinese colleagues we could develop some of the studies aimed to assess the existing practices, the recent progress and the major hindering factors characterizing the China social protection system. Similarly, taking advantage of the constant contact with other European public administration schools we could easily - and effectively - operate in the benchmarking analysis of the European pensions schemes, financial practices, legal frameworks.</p> <p>The SNA can also contribute in organizing seminars, workshops and training courses both in Europe and in China, on various aspects of the proposal, with the support of Chinese Institutions such as: Chinese Academy of Governance; Chinese Ministry of Human Resources and Social Security - Training Center for Senior Civil Servants, Chinese Academy of Personnel Sciences and so on.</p>

	Associate no.2
Full legal name	Ministry of Labour and Social Affairs of the Czech Republic
EuropeAid ID number ⁷⁹	CZ-2009-EHV-1111328640
Country of Registration	Czech Republic
Legal status ⁸⁰	Governmental body
Official address	Na Poříčním právu 376/1 128 01 Praha 2 Czech Republic
Contact person	Mr Pavel Janeček
Telephone number: country code + city code + number	00420-221 922 389
Fax number: country code + city code + number	00420-221 922 223

⁷⁹ This number is available to an organisation which registers its data in PADOR. For more information and to register, please visit http://ec.europa.eu/europeaid/work/online-services/pador/index_en.htm.

⁸⁰ E.g. non-profit, governmental body, or international organisation.

E-mail address	pavel.janecek@mpsv.cz
Number of employees	ca 700
Other relevant resources	Experience with creation and reforms of new pension and social benefit schemes and the transition from planned to market economy
Experience of similar actions, in relation to role in the implementation of the proposed action	MoLSA has participated in the EU-China Social Security Reform Co-operation Project (2006-2011). In December 2009, a delegation led by Mr Zhang Lixin visited the MoLSA during a study visit in Europe. In May 2011, the last High-Level Roundtable on Social Security which was carried out within the project took place in Prague under the auspices of the Czech Minister of Labour and Social Affairs. The Roundtable was followed by a 3-day study visit of a Chinese delegation to the MoLSA.
History of cooperation with the applicants	Cooperation within the EU (with some on the coordination of social security benefits as stipulated in <i>acquis</i>), and bilateral cooperation with some of the members of the consortium (most notably the Ministry of Labour and Social Policy of the Republic of Poland)
Role and involvement in preparing the proposed action	Participation in some of the preparatory meetings related to Components 1 and 3
Role and involvement in implementing the proposed action	Participation of experts in conferences and seminars within Components 1 and 3, hosting of study visits of Chinese delegations related to those Components, cooperation with preparation of documents.

6 CHECKLIST FOR THE FULL APPLICATION FORM

SOCIAL PROTECTION REFORM PROJECT

ADMINISTRATIVE DATA	To be filled in by the lead applicant
Name of the Lead Applicant	INPS (Italian Institute of Social Security)
EuropeAid ID number	IT-2013-BHW-1610581223
Country and date of registration	Italy, 31.10.2013
Legal Entity File number⁸¹	80078750587
Legal status⁸²	Public Administration (Self-governing public entity with legal personality)
Consortium Member ⁸³ (Co-Applicant)	Name/EuropeAid ID number: Formez PA / IT-2010-CGK-1506023833 Nationality/Country of registration: Italy Legal status: Association of Public Administration
Consortium Member (Applicant)	Name/EuropeAid ID number: Federal Public Services Social Security / BE-2009-EGO-1111325338 Nationality/Country of registration: Belgium Legal status: Legal person governed by public law
Consortium Member (Applicant)	Name/EuropeAid ID number: Ministry of Labor and Social Policy / PL-2009-ELX-1111339219 Nationality/Country of registration: Poland Legal status: State budget unit
Consortium Member (Applicant)	Name/EuropeAid ID number: Ministry of Labor, Family, Social Protection and Elderly / RO-2009-EMD-1111340013 Nationality/Country of registration: Romania

⁸¹ If the applicant has already signed a contract with the European Commission.

⁸² E.g. non-profit, governmental body, or international organisation.

⁸³ Use one row for each co-applicant.

	Legal status: Ministry
Consortium Member (Applicant)	Name/EuropeAid ID number: Ministry of Employment and Social Security / not applicable Nationality/Country of registration: Spain Legal status: Public body/ Ministry
Consortium Member (Co-Applicant)	Name/EuropeAid ID number: International and Iberoamerican Foundation for Administration and Public Policies / ES-2007-DPT-2711258139 Nationality/Country of registration: Spain Legal status: No profit Foundation
Consortium Member (Co-Applicant)	Name/EuropeAid ID number: Agency for the Development and Coordination of International Relations / FR-2010-GLH-2403287878 Nationality/Country of registration: France Legal status: No profit semi-public organization

BEFORE SENDING YOUR PROPOSAL, PLEASE CHECK THAT EACH OF THE FOLLOWING CRITERIA HAVE BEEN MET IN FULL AND TICK THEM OFF	Tick the items off below	
Title of the Proposal: <i>EU – China Social Protection Reform Project</i>	Yes	No
PART 1 (ADMINISTRATIVE)	X	
1. The correct grant application form has been used.	X	
2. The Declaration by the Lead Applicant has been filled in and signed.	X	
3. The proposal is typed and is in < English, French, Portuguese or Spanish> Where more than one language is allowed, the proposal is drafted in the language most commonly used by the target population in the country in which the action takes place.	X	
4. One original and 3 copies are included	X	
5. An electronic version of the proposal (CD-Rom) is enclosed	X	
6. Each co-applicant has completed and signed the mandate and the mandate is included.	X	
7. The budget is enclosed, presented in the format requested, and stated in EUR.	X	
8. The logical framework has been completed and is enclosed.	X	
PART 2 (ELIGIBILITY)	X	
9. The duration of the action is 48 months	X	
10. The requested contribution is not more than 6 700 000 EURO (the maximum allowed).	X	
11. The total amount of financing requested on the basis of simplified cost options does not exceed EUR 1 000 000 threshold in 1.4.6 of Guidelines.	X	

7 DECLARATION BY THE LEAD APPLICANT

The Lead applicant, represented by the undersigned, being the authorised signatory of the applicant, in the context of the present call for proposals, representing any Consortium Members (Applicants and Co-Applicants) and Associates in the proposed action, hereby declares that

- the Lead applicant has the sources of financing specified in Section 1 of the Guidelines for Applicants;
- the Lead applicant has sufficient financial capacity to carry out the proposed action or work programme;
- the Lead applicant certifies the legal status of the Lead applicant, of the Consortium Members (Applicants and Co-Applicants) and of the Associates as reported in part 3, 4, and 5 of this application;
- the Lead applicant and the Consortium Members (Applicants and Co-Applicants) have the professional competences and qualifications specified in the Guidelines for Applicants;
- the Lead applicant undertakes to comply with the obligations foreseen in the Associate's statement of the grant application form and with the principles of good partnership practice;
- the Lead applicant is directly responsible for the preparation, management and implementation of the action with the Consortium Members (Applicants and Co-Applicants), and the Associates, and is not acting as an intermediary;
- the Lead applicant and Consortium Members (Applicants and Co-Applicants) are not in any of the situations excluding them from participating in contracts which are listed in Section 2.3.3 of the Practical Guide to contract procedures for EU external actions (available from the following Internet address: http://ec.europa.eu/europeaid/work/procedures/implementation/index_en.htm). Furthermore, it is recognised and accepted that if we participate in spite of being in any of these situations, we may be excluded from other procedures in accordance with Section 2.3.4 of the Practical Guide;
- the Lead applicant, the Consortium Members (Applicants and Co-Applicants) and the Associates are in a position to deliver immediately, upon request, the supporting documents stipulated under Section 2.4 of the Guidelines for Applicants.
- the Lead applicant, the Consortium Members (Applicants and Co-Applicants) and the Associates are eligible in accordance with the criteria set out under the Guidelines for Applicants;
- if recommended to be awarded a grant, the Lead applicant accepts the contractual conditions as laid down in the Standard Contract annexed to the Guidelines for Applicants (annex G);
- the Lead applicant, the Consortium Members (Applicants and Co-Applicants) and the Associates are aware that, for the purposes of safeguarding the financial interests of the EU, their personal data may be transferred to internal audit services, to the European Court of Auditors, to the Financial Irregularities Panel or to the European Anti-Fraud Office.

These are the sources and amounts of Union funding received or applied for the action or part of the action or for its functioning during the same financial year. No other funding were received or applied for the same action.

The Lead applicant is fully aware of the obligation to inform without delay the Contracting Authority to which this application is submitted if the same application for funding made to other European Commission departments or European Union institutions has been approved by them after the submission of this grant application.

Signed on behalf of the Lead applicant

Name	Vittorio Conti
Signature	
Position	Legal Representative
Date	

8 ASSESSMENT GRID FOR THE FULL APPLICATION FORM

(TO BE USED BY THE CONTRACTING AUTHORITY)

	YES	NO
OPENING & ADMINISTRATIVE CHECK		
1. The submission deadline has been met.		
2. The checklist for the application form has been duly completed.		
<u>DECISION:</u> The Committee has decided to evaluate the full application form, which passed the administrative checks.		
Administrative compliance has been checked by: Date:]		
EVALUATION OF THE FULL APPLICATION FORM		
<u>DECISION:</u> A. The proposal has been provisionally selected as one of the top ranked proposals within the available financial envelope and the Committee has recommended eligibility checking.		
B. The proposal has been put on the reserve list as one of the top ranked proposals and the Committee has recommended eligibility checking		
The proposal has been evaluated by: Date:		

9 ANNEX I: Acronyms List

Acronym	Description
ACOSS	Agence Centrale des Organismes de Sécurité sociale (Central Office for Social Security Organizations)
ACWF	All-China Women's Federation
ADECRI	Agence pour le DEveloppement et la Coordination des Relations Internationals (Agency for the Development and Coordination of International Relations)
AECID	Agencia Española para la Cooperación Internacional y el Desarrollo (Agency for International Development Cooperation)
ANAPEC	Agence Nationale pour la Promotion de l'Emploi et des Compétences (National Agency for the Promotion of Employment)
ASL	Azienda Sanitaria Locale (Local Healthcare Agency)
BEST	Benefit European Social Teller
CAG	Chinese Academy of Governance
CANSSM	Caisse Autonome Nationale del la Sécurité Sociale dans le Mines (Independent National Social Security Fund for the Mines)
CASS	China Academy of Social Science
CCM	Centro nazionale per la prevenzione e il Controllo delle Malattie (National centre for Preventing and Controlling Diseases)
CCMSA	Caisse Centrale de la Mutualité Sociale Agricole (National Central Agricultural Mutual Insurance Fund)
CEPA	China Europe Public Administration
CFO	Chief Financial Officer
CIRC	Chinese Insurance Regulatory Commission
CIVIT	Commissione per la Valutazione, la Trasparenza e l'Integrità delle amministrazioni pubbliche (National Anti-Corruption Authority)
CMBII	Programme for Strengthening the Basic Health Care Coverage
CNAF	Caisse Nationale des Allocations Familiales (National Family Allowance Fund)
CNAMTS	Caisse Nationale de l'Assurance Maladie des Travailleurs Salariés (National Health Insurance Fund for Employees)
CNAVTS	Caisse Nationale de l'Assurance Vieillesse des Travailleurs Salariés (National Old-age Pension Fund for Employees)
COPOLAD	Cooperation Programme on Drug Policies between Latin America and the EU

CPC	Communist Party of China
CRPCEN	Caisse de Retraite et de Prévoyance des Clercs et Employés de Notaires (Pension and Contingency Fund for Notary's Clerks and Employees)
DB	Data Base
DG EMPL	Directorate General for Employment, Social Affairs and Inclusion of the European Commission
DGEU	Direzione Generale Paesi dell'Europa del Ministero degli Affari Esteri (General Directorate for European Country - Ministry of Foreign Affairs)
DGMM	Direzione Generale Mediterraneo e Medio oriente del Ministero degli Affari Esteri (General Directorate for Mediterranean and the Middle East Country - Ministry of Foreign Affairs)
DISPA	Directors of European Union Schools for Public Administration
DPRC	Disabled People Rehabilitation Centres
DSPPDP	Department of Social Protection Policy for Disabled People
EA	Employment Agency
EDF	European Development Fund
EEA	European Economic Area
EFIPP	European Funds International Programs and Projects
EFTA	European Free Trade Association
EGPA	European Group for Public Administration
EN3S	Ecole Nationale Supérieure de Sécurité Sociale (National School of Advanced Social Security Studies)
ENPI	European Neighbourhood & Partnership Instrument
ESF	European Social Fund
EU	European Union
EU MS	European Member State
EUD	European Union Delegation
FAS	Fondo Aree Sotto-utilizzate (Fund for underused areas)
FIIAPP	International and Ibero-american Foundation for Administration and Public Policies
FPS Social Security	Federal Public Service Social Security

FYEDP	Five Year Economic and Development Plan
FYROM	Former Yugoslav Republic Of Macedonia
GFS	Government Finance Statistics
GG	General Government
GIS	Geographic Information Systems
GoMex	Government of Mexico
GS	Guadagnare Salute (Gaining Health)
H5NCP	H5 National Contact Points
HRD OP	Human Resources Development Operational Programme
IASIA	International Association of Schools and Administration Institutes
IBRD	International Bank of Reconstruction and Development
ICENUW	Implementing Cooperation in a European Network against Undeclared Work
ICT	Information and Communication Technology
ILO	International Labour Organization
IMC	Internal Management Committee
IMPROMOBIL	Improving Procedures for Collecting Information on Mobile Workers
INAIL	Istituto Nazionale per l'Assicurazione contro gli Infortuni sul Lavoro (National Institute for Occupational Accidents and Diseases)
INCDPM	Institutul Național de Cercetare-Dezvoltare pentru Protecția Mediului (National Research Development Institute for Work Protection)
INCSMPS	Institutul Național de Cercetare Științifică în Domeniul Muncii și Protecției Sociale (National Research Institute for Labour and Social Protection)
INPDAP	Istituto Nazionale di Previdenza e assistenza per i Dipendenti dell'Amministrazione Pubblica (National Social Security Institute or civil servants)
INPS	Istituto Nazionale della Previdenza Sociale (National Institute of Social Security)
IPA	Instrument for the Pre-Accession Assistance
IPSAS	International Public Sector Accounting Standards
LAC	Latin America & the Caribbean

M&E	Monitoring and Evaluation
MES	Ministry of Education and Science
MEySS	Ministry of Employment and Social Security
MIDAS	Micro-simulation for the Development of Adequacy and Sustainability
MII	Minimum Insertion Income
MIS	Management Information System
MLSP	Ministry of Labour and Social Policy
MLSPP	Ministry of Labour and Social Protection of Population
MoA	Ministry of Agriculture
MoCA	Ministry of Civil Affairs
MoF	Ministry of Finance
MOFCOM	Ministry of Commerce
NHFPC	National Health and Family Planning Commission;
MoHRSS	Ministry of Human Resources and Social Security
MoLFSPE	Ministry of Labour Family Social Protection and Elderly
MoLSA	Ministry of Labour and Social Affairs
MoU	Memoranda of Understanding
MPiPS	Ministerstwo Pracy i Polityki Społecznej (Ministry of Labour and Social Policy)
NDC	Notional Defined Contribution
NDRC	National Development and Reform Commission
NGO	Non-Governmental Organization
NOP	National Operating Programmes
NRP	National Reform Programmes
NSR	National Strategy Reports

NUVAL	Nucleo per il supporto tecnico alla valutazione e al monitoraggio degli investimenti pubblici del ministero dell'Interno (Public Investments Evaluation Unit)
OCO	Orientation and Coordination Office
OECD	Organization for Economic Co-operation and Development
OHS	Occupational Health & Safety
OMC	Open Method of Coordination
OPHRD	Operational Programme Human Resources Development
OSCE	Organization for Security and Co-operation in Europe
PAC	Project Advisory Committee
PADOR	Potential Applicant Data On-Line Registration
RAMED	Régime d'Assistance Médicale (Medical Assistance Regime)
RSI	Régime Social des Indépendants (Social Scheme for Self-employed Workers)
SAA	Social Assistance Agency
SAFEA	State Administration of Foreign Experts Affairs
SAI	Shanghai Administration Institute
SAWS	State Administration for Work Safety
SILLA	Servizi di Intermediazione Locale per il Lavoro (Local Labour Intermediation Services)
SIPEBE	Simulating the adequacy of Pensions in Belgium using administrative data
SNA	Scuola Nazionale dell'Amministrazione (National School of Administration)
SOCIEUX	Social Protection European Union Expertise in development cooperation
SSCALA	Social Security Coordination Activating Local Actors
SSE MOVE	Social Security on the Move
SSPF	State Social Protection Fund
ToRs	Terms of References
UCANSS	Union des Caisses Nationales de Sécurité Sociale (Union of National Social Security Funds)

UNDP	United Nations Development Programme
WB	World Bank