

## 1 GENERAL INFORMATION

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 <sup>1</sup>	Italian

## 2 THE ACTION

### 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:



<sup>1</sup> 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.

<b>Social Insurance</b>	
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.	
<b>Pensions</b>	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;
<b>Work Injury</b>	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;
<b>Unemployment</b>	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;
<b>Maternity</b>	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;
<b>Medical</b>	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.

<b>Social Assistance</b>	
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.	
<b>“Zuidi Shenghuo Baozhang”</b>	Cash Transfer Program to ensure a Minimum Subsistence for most indigent people (a.k.a “Dibao”);

<b>Other Forms of Discretionary Assistance</b>	Services of social assistance such as Emergency Relief, Assistance for homeless people and vagabonds, Education, Medical and Housing Aid.
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<b>Welfare Services</b>	
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.	
<b>Senior Citizens Homes:</b>	Services for Elderly People such as Accommodation, In-house services, Emergency aid, Daytime care, Health-care, Rehabilitation and Recreational services, etc.;
<b>Children's Welfare Houses</b>	Services for Orphans or Abandoned Children such as Accommodation, Health-care, Education and Recreational services, Encouraging for Adoption and Foster Care;
<b>Social Services for Disability Certificates Persons</b>	Services for disabled such as Basic Subsistence Guarantee, Special Disability Allowances, Special Education, Rehabilitation, Employment services;
<b>Public Housing</b>	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".

<b>P1</b>	<b>Major disparities between rural and urban areas (between and within regions)</b>
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.	
<b>P2</b>	<b>Steady growth of ageing Society</b>
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.	
<b>P3</b>	<b>Separate social insurance schemes, applied to different social groups</b>
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 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.	

<b>P4</b>	<b>Inappropriate supervision and management of the social security funds</b>
<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>	
<b>P5</b>	<b>Weak and partial legal framework in social assistance system</b>
<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>	
<b>P6</b>	<b>Unbalanced, multi-layer social protection system</b>
<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>	
<b>P7</b>	<b>Difficulty and complexity to the services delivery</b>
<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".

<b>I1</b>	<b>Gender Equality</b>
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).	
<b>I2</b>	<b>Disability</b>
The Chinese social security system should pay more attention in improving social protection benefit for disabled people.	
<b>I3</b>	<b>Good Governance</b>
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.	
<b>I4</b>	<b>Human Rights</b>
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:

<b>Component 1</b>	Consolidation of institutional capacity for social protection policy development and reforms in collaboration with the National Development and Reform Commission (NDRC).
<b>Component 2</b>	Enhancing of institutional capacity for financial management and supervision concerning social security funds in collaboration with the Ministry of Finance (MoF).
<b>Component 3</b>	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.

<b>Horizontal</b>	
<b>R1</b>	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.
<b>Component 1</b>	
<b>R2</b>	Under the leadership of the NDRC, coordination of policy making among government agencies in areas related to social protection reform is strengthened.
<b>R3</b>	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.
<b>R4</b>	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.
<b>R5</b>	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.
<b>Component 2</b>	
<b>R6</b>	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.
<b>R7</b>	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.
<b>R8</b>	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.
<b>Component 3</b>	
<b>R9</b>	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.
<b>R10</b>	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.
<b>R11</b>	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..

<b>Result</b>	<b>Topic</b>
<b>R2</b>	Social insurance administration systems reform
	Coordination of policy making among government agencies in areas related to social protection reform
<b>R3</b>	Relationship of pension benefit with minimum social wage
	National policy evaluation technique in the area of social protection (indicators, methods and programs)
<b>R4</b>	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
NDC (notional defined contribution) pension reform	
<b>R5</b>	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
	Strategy of integrating social security system in urban and rural context also through the portability of social insurances
<b>R6</b>	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
	Models aimed at evaluating Performance and Results of the Social Security Expenditures
<b>R7</b>	Methodologies and actuarial models for the analysis of social and economic sustainability of the social protection system in the long term
	Risk control methodologies
	Methodologies and actuarial models for old-age insurance in short and medium term
<b>R8</b>	Budgeting of social security expenditures and Fund management
	Investment strategies of Social Funds
	Fiscal policies in support to social security, leverage among different financial sources and efficiency of fund usage
<b>R9</b>	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
	Compliance monitoring schemes and disciplinary measures to cope with Social Assistance fraud currently used
<b>R10</b>	Experiences on unified standards for calculation of Social Assistance benefits and services
	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
<b>R11</b>	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**

<b>The National Development and Reform Commission (NDRC)</b>	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.
<b>The Ministry of Finance (MoF)</b>	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.
<b>The Ministry of Civil Affairs (MoCA)</b>	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.
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### **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
<b>Private Sector Workers</b>	Employees who have a regular contract of employment with a private sector entity	X	X	
<b>Commercial Activity Owners</b>	People who own their own business	X	X	
<b>Self-Employed</b>	People who are not formally hired by companies but they are paid for services provided	X	X	
<b>Informal Employees</b>	People who have a temporary, seasonal, part-time or hourly-paid work	X	X	
<b>Foreign Workers</b>	Non-Chinese citizens working in China	X	X	
<b>Private Sector Pensioners</b>	People who have concluded their work in a private sector entity and they are eligible to receive retirement benefits	X	X	
<b>Rural Landless Households</b>	Farmers without landed property	X	X	X
<b>Rural Workers</b>	Farmers with landed property	X	X	X
<b>Public Sector Workers</b>	Employees who have a contract of employment with a public sector entity	X	X	
<b>Public Sector Pensioners</b>	People who have concluded their work in Government entity and they are eligible to receive retirement benefits	X	X	
<b>Unemployed People</b>	People without a job at present moment	X	X	X
<b>Relatives of Workers</b>	Families of every type of workers	X	X	
<b>Women</b>	Adult female Citizens	X	X	
<b>Elderly People</b>	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
<b>Children</b>	People aged less than 16 years		X	X
<b>Disabled People</b>	People who are physically or mentally disabled		X	X
<b>Person afflicted by Occupational Accidents</b>	Workers suffering of occupational injury or disease	X	X	
<b>Enterprise</b>	A company organized for commercial purposes		X	
<b>Minors Workers</b>	Workers between 16 and 18 years old	X	X	
<b>Patients</b>	People who are under medical care or treatment		X	X
<b>Migrant Workers</b>	People who leave their administrative division (Province, County or Municipality) and settle in another administrative division for working reasons	X	X	X
<b>Indigent People</b>	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.**



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 include 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 Secretariats, 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
<b>Detailed Activities</b>	
<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"> <li><b>1. Consortium Experts Selection:</b> the Consortium will carry out the: <ul style="list-style-type: none"> <li>• Selection of Chinese Experts;</li> <li>• 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;</li> <li>• Recruitment of the Office Manager;</li> <li>• Mobilization of the 3 EU Resident Experts;</li> </ul> </li> <li><b>2. Project Office Setup:</b> The Office Manager, hired in the previous activity, will organize the activities in order to: <ul style="list-style-type: none"> <li>• Complete the purchase of furniture and equipment, in order to have the Beijing Office ready to start working;</li> <li>• Hire the Supporting Staff (such as assistants, translators and the accountant)</li> </ul> </li> <li><b>3. Finalization of the Detailed Activity Plan:</b> 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"> <li>• Establish a brief diagnosis of the situation and define the baseline;</li> <li>• Carry out an in-depth analysis regarding the Audience of the Project’s Results;</li> <li>• Fine tune the identification of Chinese counterparts directly involved in the project implementation;</li> <li>• 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)</li> <li>• 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;</li> <li>• 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.</li> </ul> </li> </ol>	

- Define the details of scheduling for the first 6 months (from month 4<sup>th</sup> to month 9<sup>th</sup>) 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.

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.

**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:

- **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;

This initial list will be confirmed and shared during the following Macro-Activities of the Project.

**5. Sharing of the organizational Aspects of the Project:** The Consortium in this activity will:

- Fine tune the coordination mechanisms among the three Components;
- Share the organizational Aspects of the Project with the main Chinese Stakeholders.

**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:

- 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.

During the 2<sup>nd</sup> 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.

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 4<sup>th</sup> month).

The Activities 3, 4, 5, 6 and 7 contribute to achieve the Expected Result 1.

#### Outputs

- Beijing Office Staff Hired
- EU MS public sector staff selected

	<ul style="list-style-type: none"> <li>• Project Office in Beijing set up</li> <li>• Detailed Activity Plan of the first 6 months (from month 4<sup>th</sup> to month 9<sup>th</sup>) prepared</li> <li>• <b>Constitutional PAC Meeting</b> Organized</li> <li>• Aide-Mémoire (common to all three project's components) agreed and signed.</li> </ul>
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Macro Activity N. 0.2	Visibility
<b>Detailed Activities</b>	
<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 SISPI - Project Secretariat will be responsible for technical assistance for all visibility activities. The activity proposed by the Consortium regarding the Project Information Tools are the following:</p> <ol style="list-style-type: none"> <li><b>1. Design and Management of the project Website:</b> 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;</li> <li><b>2. Design and Management of a Project Electronic Directory of Contacts:</b> 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.</li> </ol> <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 EU funding of the Project the Consortium the defined structures, templates and visual guidelines provided from EU will be followed (ref. to paragraph <b>2.1.2.3 “Visibility of the Action and the EU Funding”</b>) . In particular the relating activities to be carried out are the following:</p> <ol style="list-style-type: none"> <li><b>3. Customization of the Communication Strategy for each event:</b> 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.</li> <li><b>4. Implementation of Visibility Actions:</b> After the Customization of Communication Strategy the SISPI - Project Secretariat will deal with designing, printing and dissemination of Brochures, Leaflets and Project Information Reports. Furthermore,</li> </ol>	

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.

<b>Outputs</b>	<ul style="list-style-type: none"> <li>• Dedicated Project Website</li> <li>• Newsletters</li> <li>• Electronic Directory of Contacts</li> <li>• Communication Strategy Customized (for each of the Events planned)</li> <li>• Visibility Materials produced and Event (for each of the Events planned)</li> </ul>
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<b>Macro Activity N. 0.3</b>	<b>High Level Events Management</b>
<b>Detailed Activities</b>	
<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 Secretariats 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"> <li><b>1. Organization of a Press Conference (Opening Event).</b> 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”;</li> <li><b>2. Organization of a High Level International Conference on “Social Assistance”.</b> During this event (approximately within the 4<sup>th</sup> month in China) specific issues focused by Component 3 in close collaboration with the MoCA will be addressed;</li> <li><b>3. Organization of a High Level International Conference on “Social Security”.</b> During this event (approximately within the 14<sup>th</sup> month in Europe), specific issues focused by Component 1 in close collaboration with the NDRC will be addressed;</li> <li><b>4. Organization of a High Level International Conference on “Social Security Funds”.</b> During this event (approximately within the 26<sup>th</sup> month in China) specific issues focused by Component 2 in close collaboration with the MoF will be addressed;</li> <li><b>5. Organization of a Final High Level International Conference.</b> It will be held by the three Chinese Beneficiaries based on the agreement of China and EU side. During this event (approximately within the 42<sup>rd</sup> 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;</li> <li><b>6. Organization of a Closing Ceremony.</b> 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</li> </ol>	

also highlight potential follow-up activities and continued cooperation between EU MS and China.

For each of the Events described above the following tasks will be carried out:

- 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.

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 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.

<b>Outputs</b>	<ul style="list-style-type: none"> <li>• 1 Press Conference</li> <li>• 4 High Profile International Conferences both in China and in Europe</li> <li>• 1 Closing event</li> </ul>
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<b>Macro Activity N. 0.4</b>	<b>Coordination and Monitoring</b>
<b>Detailed Activities</b>	
<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 <b>Coordination</b> 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 Secretariats:</p> <ol style="list-style-type: none"> <li><b>1. Project Work Plan Management</b>, that includes both the <b>Definition, Supervision and Updating of the detailed plan of the Project</b> and the <b>Definition and Distribution of the Activities</b> between the partners, according to their competencies and skills (“<b>Project Work Plan updated</b>”). 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</li> <li><b>2. Missions Management: Organization and Management of the Chinese Mission</b>, including the selection of the EU Public Sector Staff;</li> <li><b>3. Project Management and Knowledge Sharing Tools</b>: Management and Direction of the Project;</li> </ol>	

**4. Issues & Risk Management:** Prevention and Management of the Project Criticalities.

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:

**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:

- 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.

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.

**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”)**:

- 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.

Periodically (every six months) the Project Leader, in collaboration with the Project Secretariats 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.

**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:

- Comparing the timing between planned and performed;
- Comparing the budget allocated and spent;
- Gap Analysis between expected and achieved results;

<ul style="list-style-type: none"> <li>• Measurement of the "Objectively Verifiable Indicators" (described in paragraph 2.1.5 "<b>Logical Framework</b>") in order to share with Chinese Stakeholders first results of the Project.</li> </ul> <p>Every six months a meeting among the Project Leader, the Project Secretariats and the Component Coordinators will take place in order to discuss the "<b>Ex-Post Monitoring Report</b>"; 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. 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>	
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• "<b>Project Work Plan updated</b>" (every six months);</li> <li>• "<b>Component Status</b>" Reports (every three months);</li> <li>• "<b>Project Status</b>" Reports (every six months);</li> <li>• "<b>Ex-Post Monitoring</b>" Reports (every six months);</li> <li>• <b>Interim</b> Reports (once a year);</li> <li>• <b>Final</b> Report (once, at the end of the Project).</li> </ul>

#### 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
<b>Detailed Activities</b>	
<p>The Situational Analysis aims at <b>understanding the current Social Protection framework in China</b> 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 <b>identified on the basis of the expected results and NDRC’s needs</b> 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 <b>Component 1 EU Resident Expert in China</b>, with the <b>support of the Component 1 Chinese Expert</b> and in <b>strong collaboration with NDRC’s officers</b>; the availability and the cooperation from Chinese 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 <b>the Component 1 Chinese Expert</b> will help to reduce the time in understanding the China’s current situation providing support to EU Experts.</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"> <li>• <b>questionnaire supplied to NDRC’s officers</b> (if required by the NDRC on specific priority topics) in order to deepen specific aspects of the analyzed topic;</li> <li>• <b>study and desk analysis</b> 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 take into consideration during the desk analysis;</li> <li>• <b>technical interviews to NDRC officers</b> (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;</li> <li>• <b>technical meeting with the Component 1 Chinese Expert</b> in order to deeply understand issues emerged from the data collected and, in general, to receive more information and clarification, if needed.</li> </ul> <p>All the operational <b>tools</b> for the Situational Analysis tasks (e.g. questionnaires, outline of the technical interviews, etc.) will be conform to the regulation of the Chinese Government, and will be <b>prepared by the EU MS Staff in Europe</b> 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.</p>	

<p>The <b>Component 1 EU Resident Expert in China</b> will collect all the results of the Situational Analysis in an <b>assessment report</b> that will include, for each topic, the following aspects:</p> <ul style="list-style-type: none"> <li>• a general description of the current situation;</li> <li>• the most relevant statistical data;</li> <li>• an overview about ongoing activities and plans aimed at improving the current situation, including current reform; efforts, proposals and possible pilot projects;</li> <li>• a list of open problems/issues.</li> </ul>	
<b>Outputs</b>	<b>Assessment reports</b> providing an analysis on the topics analyzed.

<b>Macro Activity N 1.2</b>	<b>Identification and review of possible relevant EU experience</b>
<b>Detailed Activities</b>	
<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 <b>will prepare Country Report</b> providing an <b>overall description of the representative Social Protection systems in the EU Member States</b> (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 <b>most interesting Best Practices to be proposed to NDRC, when available</b>, on different topics about which it has proposed its participation (as described in paragraph <b>"2.1.2.6 Consortium Partners participation"</b>). Furthermore, a <b>basic benchmark study of the EU MS Best Practices, will be carried out by the Component 1 Coordinator</b> 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 <b>Best Practices Report</b> will provide the <b>solutions, schemes and framework that fit properly with the Chinese needs and expectations</b>. 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 <b>operational tools and standards</b> for the Research on EU MS Best Practices on Social Protection will be <b>prepared by the EU MS Staff in Europe</b> in close collaboration with the <b>Component 1 EU Resident Expert</b> in China and with the <b>Component 1 Chinese Expert</b> under the coordination of the <b>Component 1 Coordinator</b>. 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 <b>more clear and easy comparison of information during the Benchmark study</b>.</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> <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.</p>	
<b>Outputs</b>	<p><b>Country Reports</b> providing an overall description of the Social Protection system in each EU MS of the Consortium.</p> <p><b>Best Practices</b> illustrating relevant top experiences on analyzed topics of Consortium Members or, if needed, of other EU countries, to be introduced in China.</p> <p><b>Basic benchmark studies</b> on the specific analyzed topics.</p>

<b>Macro Activity N 1.3</b>	<b>Workshop with stakeholders on the Identification Phase</b>
<b>Detailed Activities</b>	
<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 <b>in order to disseminate and debate EU Best Practices identified</b> during Macro Activity 1.2, <b>to define a preliminary selection of models</b>, related to the specific topic, <b>to be introduced in China</b> and to point out EU models to deepen.</p> <p>The workshop will involve the <b>NDRC's Staff and top managers</b>, the <b>Component 1 EU Resident Expert in China</b>, the <b>Component 1 Chinese Expert</b> 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 <b>topics that the NDRC and the Chinese stakeholders will select as priority</b> and it will involve <b>Component 1 Coordinator and the EU MS Public Staff</b>.</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 <b>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.</b></p>	

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.	
<b>Outputs</b>	<b>Workshop reports</b> with the evidences and main decisions taken during the meetings with a focus on the EU best practices to be deepened.

## **B. Analysis Phase**

<b>Macro Activity N 1.4</b>	<b>Specific analysis of relevant EU experience</b>
<b>Detailed Activities</b>	
<p>During this Macro Activity <b>working group</b> made up of the <b>Component 1 EU Resident Expert in China</b>, the <b>Component 1 Chinese Expert</b>, <b>NDRC's Staff</b> and <b>other Chinese stakeholders</b>, 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 <b>Component 1 EU Resident Expert</b>, in close collaboration with the NDRC and with the Component 1 Chinese Expert, will define a <b>detailed plan</b> 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 <b>working group coordinated by the Component 1 EU Resident Expert</b> together with the <b>Component 1 Coordinator</b> and <b>other EU MS</b>, will define a <b>first draft of the reform proposal</b> including <b>preliminary proposals/suggestions for the introduction in China of new Social Protection models/schemes/practices and, more specifically, on the specific topic analyzed.</b></p>	
<b>Outputs</b>	Preliminary Proposals on the EU most relevant models to be introduced in the Chinese context related to specific topics analyzed.

<b>Macro Activity No 1.5</b>	<b>Training/Study Assignments to EU countries</b>
<b>Detailed Activities</b>	
<p>A <b>training/Study Assignment to EU countries</b> will be organized for <b>fifteen NDRC's top managers or other relevant stakeholders</b> 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> <p>A <b>two weeks</b> training/Study Assignment will be carried out in two <b>selected EU countries (Belgium and another one to be selected)</b>, during month 6<sup>th</sup>.</p> <p>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</p>	

better fit to China context and which are useful for the 13<sup>th</sup> 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.

<b>Outputs</b>	<b>Training/Study Assignment reports</b> detailing the experiences shared and the main findings.
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<b>Macro Activity No 1.6</b>	<b>Workshop with stakeholders on the Analysis Phase</b>
<b>Detailed Activities</b>	
<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 <b>NDRC's Staff and top managers</b>, the <b>Component 1 EU Resident Expert in China</b>, the <b>Component 1 Chinese Expert</b> 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 <b>topics that the NDRC and the Chinese stakeholders will select as priority</b> and will involve <b>Component 1 Coordinator and the EU MS Public Staff</b>.</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 <b>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.</b></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 protection reform topic.</p>	
<b>Outputs</b>	<b>Workshop reports</b> 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.

<b>Macro Activity N 1.7</b>	<b>Elaboration of reform proposal</b>
<b>Detailed Activities</b>	
<p>According to the outcomes of the previous Macro-Activities the <b>final reform proposal will be set up</b>.</p> <p>The final proposal will be elaborated by the <b>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</b>. 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 <b>will be approved by the PAC</b>, 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"> <li>• the final set of <b>concrete proposals</b> and suggestions to support the NDRC in the improvement of the Social Protection framework and, more specifically, through each</li> </ul>	

<p>topic, the concrete proposals will ensure the achievement of all the expected results of Component 1;</p> <ul style="list-style-type: none"> <li>• further aspects to be eventually analyzed with more in-depth analysis;</li> <li>• 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;</li> <li>• A detailed plan for the following work-stream stages.</li> </ul> <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>	
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• final sets of <b>concrete proposals</b>;</li> <li>• further aspects to be eventually analyzed with more in-depth analysis;</li> <li>• a detailed plan for the following work-stream stages.</li> </ul>

### C. Follow-up Phase

<b>Macro Activity N 1.8</b>	<b>Follow-up and ongoing Technical Assistance and Tools development</b>
<b>Detailed Activities</b>	
<p>In order to implement the reform proposal shared with the NDRC and other Chinese stakeholders, the Consortium will provide <b>technical assistance</b> under the coordination of the Component 1 Coordinator. Regular <b>short term missions from EU MS Public Staff, expert on specific topic</b>, will be organised to provide technical assistance and develop <b>practical tools</b> 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.</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>	
<b>Outputs</b>	Technical assistance tools and support to the NDRC during the implementation of the reform proposals on relevant topics.

<b>Macro Activity N 1.9</b>	<b>Training needs analysis and training definition</b>
<b>Detailed Activities</b>	
<p><b>Training actions for NDRC's Staff</b> 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 <b>effective implementation of the reforms</b>. <b>NDRC's Staff to be involved</b> in the training activities will be <b>identified by NDRC's top managers</b> with the support of the Component 1 Chinese Expert and of the Component 1 EU Resident Expert in China.</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:

- 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.

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**.

On the basis of the training needs identified, a training plan will be defined and shared with the NDRC.

<b>Outputs</b>	Reports on the training needs identified and training plan
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<b>Macro Activity No</b>	<b>Training conducted (EU and/or China)</b>
<b>1.10</b>	
<b>Detailed Activities</b>	
<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. 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 <b>average duration of two or three weeks</b> 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 <b>operational tools and materials</b> for the training will be prepared by the <b>EU MS coordinated by the Component 1 Coordinator</b> 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 <b>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.</b></p>	
<b>Outputs</b>	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
<b>Detailed Activities</b>	
<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.</p> <p>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>	
<b>Outputs</b>	<p>Local practices carried out and all plans and outcomes defined. Particularly the following:</p> <ul style="list-style-type: none"> <li>• Dissemination and communication action plan for the Local Practice</li> <li>• Plan of all the activities to carry out during the Local Practice</li> <li>• Training provided to the selected regions and the surrounding areas</li> </ul>

Macro Activity N 1.12	Evaluation of follow-up phase and lesson learned
<b>Detailed Activities</b>	
<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 <b>Component 1 EU Resident Expert in China</b>, in collaboration with the <b>Component 1 Chinese Expert</b> as well as the <b>Component 1 Coordinator</b> and <b>will be shared with the NDRC</b>.</p>	
<b>Outputs</b>	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
<b>Detailed Activities</b>	
<p>The Situational analysis aims at <b>understanding the current situation within MoF and the local financial departments</b> 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 <b>Component 2 EU Resident Expert in China</b>, with the support of the <b>Component 2 Chinese Experts</b> and in strong collaboration with the <b>MoF's officers</b>; the continuous collaboration and the quick response from the Chinese partners will be</p>	

fundamental for the success of this step and for the achievement of the expected results for Component 2.

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.

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

- **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;
- 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;

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.

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:

- 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.

<b>Outputs</b>	<b>Assessment reports</b> providing an analysis on the topics analyzed.
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<b>Macro Activity N 2.2</b>	<b>Identification and review of possible relevant EU experience</b>
<b>Detailed Activities</b>	
<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 <b>will prepare Country Report</b> providing an <b>overall description of the representative systems for management and supervision of social security funds in the EU Member States</b> (the Country reports, related to countries outside of the Consortium, will be distributed among the</p>	

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.

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.

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**.

All project’s topics will be addressed through the Best Practices proposed by EU MS.

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. 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.

<b>Outputs</b>	<p><b>Country Reports</b> providing an overall description of the management and supervision of social security funds in each EU MS of the Consortium.</p> <p><b>Best Practices</b> illustrating relevant top experiences on analyzed topics of Consortium Members or, if needed, of other EU countries, to be introduced in China.</p> <p><b>Basic benchmark studies</b> on the specific analyzed topics.</p>
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<b>Macro Activity N 2.3</b>	<b>Workshop with stakeholders on the Identification Phase</b>
<b>Detailed Activities</b>	
<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 <b>in order to disseminate and debate EU Best Practices identified</b> during Macro Activity 2.2, <b>to define a preliminary selection of</b></p>	

**models**, related to the specific topic, **to be introduced in China** and to point out EU models to deepen.

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.

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**.

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.

<b>Outputs</b>	<b>Workshop reports</b> 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**

<b>Macro Activity N 2.4</b>	<b>Specific analysis of relevant EU experience</b>
<b>Detailed Activities</b>	
<p>During this Macro Activity <b>working group</b> made up of the <b>Component 2 EU MS Resident Expert in China</b>, the <b>Component 2 Chinese Expert</b>, <b>MoF's staff</b> and <b>other Chinese stakeholders</b>, 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 <b>Component 2 EU Resident Expert</b>, in close collaboration with the MoF and with Component 2 Chinese Experts, will define a <b>detailed plan</b> 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, <b>coordinated by the Component 2 EU Resident Expert together with the Component 2 Coordinator</b> and other EU MS, will elaborate <b>first proposals/suggestions for the introduction in China of new models/schemes/practices and, more specifically, on the specific topic analyzed.</b></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>	
<b>Outputs</b>	<b>Preliminary proposals</b> on the EU most relevant models to be introduced in the Chinese context related to specific topics analyzed.

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

<b>Macro Activity N 2.6</b>	<b>Workshop with stakeholders on the Analysis Phase</b>
<b>Detailed Activities</b>	
<p>A second workshop will be held in China aimed at debating a first draft of reform proposal related to the analyzed topics.</p> <p>The workshop will involve <b>MoF's Staff and top managers</b>, the <b>Component 2 EU Resident Expert in China</b> and the <b>Component 2 Chinese Expert</b> 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 <b>topics that the MoF and the Chinese stakeholders will select as priority</b> and it will involve <b>Component 2 Coordinator and the EU MS Public Staff.</b></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>	
<b>Outputs</b>	<b>Workshop reports</b> 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.

<b>Macro Activity N 2.7</b>	<b>Elaboration of reform proposal</b>
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<b>Detailed Activities</b>	
<p>According to the outcomes of the previous Macro Activities , the <b>final reform proposals will be set up</b>.</p> <p>The final proposal will be elaborated by the <b>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</b>. Within each topic, the proposal will be set up in order to ensure the achievement of the expected results for Component 2 (<b>R6, R7 and R8</b>) and it <b>will be approved by the PAC</b>. 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"> <li>• the final set of <b>concrete proposals</b> 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);</li> <li>• further aspects to be eventually analyzed more in-depth;</li> <li>• a detailed plan for the following work-stream stages.</li> </ul> <p>Moreover, if pilot application is requested by the MoF, the final proposal will also illustrate:</p> <ul style="list-style-type: none"> <li>• a detailed proposal of activities related to pilot projects;</li> <li>• a comprehensive and detailed plan for the implementation of the pilot projects and for their following stages.</li> </ul> <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>	
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• Final sets of <b>concrete proposals</b>;</li> <li>• Further aspects to be eventually analyzed with more in-depth analysis;</li> <li>• Detailed plan for the following work-stream stages.</li> </ul>

### **C. Follow-up Phase**

<b>Macro Activity N 2.8</b>	<b>Follow-up and ongoing Technical Assistance and Tools development</b>
<b>Detailed Activities</b>	
<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><b>Short term missions from EU MS experts</b> will be organized in order to provide technical assistance and to develop <b>practical tools</b> 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</p>	

included in the yearly plan on the bases of the previous phases (A - Identification Phase and B - Analysis Phase).	
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 ( <b>R1</b> )	
<b>Outputs</b>	Technical assistance tools and support to the MoF during the implementation of the reform proposals on relevant topics.

<b>Macro Activity N 2.9</b>	<b>Training needs analysis and training definition</b>
<b>Detailed Activities</b>	
<p><b>Training actions for MoF's Staff</b> 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 <b>effective implementation of the reforms. MoF's Staff to be involved</b> in the training activities will be <b>identified by MoF's top managers</b> 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"> <li>• Technical interviews with MoF's top managers in order to prioritize the training matters;</li> <li>• Skill assessment questionnaire for selected MoF's Staff in order to attend the training program.</li> </ul> <p>The <b>specific operational tools</b> (skill assessment questionnaires, outline of the technical interviews, etc.) to undertake the training needs analysis, <b>will be defined and developed by the Component 2 Coordinator</b> with the <b>contribution of all other EU MS</b> and the <b>collaboration of Component 2 EU Resident Expert in China</b> and of the Component 2 <b>Chinese Expert</b>.</p> <p>On the basis of the training needs identified, a training plan will be defined and shared with the MoF.</p>	
<b>Outputs</b>	Reports on the training needs identified and training plan.

<b>Macro Activity No 2.10</b>	<b>Training conducted (EU and/or China)</b>
<b>Detailed Activities</b>	
<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. 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 <b>average duration of three weeks</b> 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 <b>tools and materials</b> for the training will be carried out by the <b>EU MS coordinated by the Component 2 Coordinator</b> 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>	

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**).

<b>Outputs</b>	Training courses for MoF's staff and other stakeholders to improve skills and knowledge in order to implement the reform proposal.
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Macro Activity N 2.11	Possible Pilot Application
<b>Detailed Activities</b>	
<p>If requested by MoF, in order to achieve the expected results (<b>R6, R7 and R8</b>) 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 <b>at the earliest stage of the project</b> (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 <b>roll out activities will be defined, planned and shared with the MoF through the definition of a specific plan for each Pilot Project</b> 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 <b>Kick off meeting</b> 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 <b>dissemination and communication plan for each Pilot Project</b> 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 <b>detailed plan of all the meetings to be held with them</b> will be agreed and shared with MoF.</p> <p><b>All plans</b> 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 <b>will be shared with the MoF</b>.</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>	

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 <b>result R1</b> .	
<b>Outputs</b>	Pilot Project carried out and all plans and outcomes defined. Particularly the following: <ul style="list-style-type: none"> <li>• kick off meeting documentation and minutes;</li> <li>• dissemination and communication action plan for the Pilot Project;</li> <li>• plans of all the meetings with the institutions involved in the Pilot Project;</li> <li>• plans of all the activities to carry out during the roll out of the Pilot Project.</li> </ul>

<b>Macro Activity N 2.12</b>	<b>Evaluation of follow-up phase and lesson learned</b>
<b>Detailed Activities</b>	
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 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.	
<b>Outputs</b>	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
<b>Detailed Activities</b>	
<p>The situational analysis aims at <b>understanding the current Social Assistance framework in China</b> 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 <b>set of topic</b> on Social Assistance in China that has been <b>identified on the basis of the expected results and MoCA's needs</b> 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 <b>topics</b>, 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).</p> <p>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 <b>Component 3 EU Resident Expert in China</b>, with the <b>support of the Component 3 Chinese Expert</b> and in <b>strong collaboration with MoCA's officers</b>; 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 <b>will consider peculiarities of pilot sites</b> 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"> <li>• <b>study and desk analysis</b> 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 take into consideration during the desk analysis;</li> <li>• <b>questionnaire supplied to MoCA's officers</b> (if required by the MoCA on specific priority topics) in order to deepen specific aspects of the analyzed topic);</li> <li>• <b>technical interviews with the MoCA officers</b> (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;</li> <li>• <b>technical meeting with the Component 3 Chinese Expert</b> in order to deeply understand issues emerged from the data collected and, in general, to receive more information and clarification, if needed;</li> <li>• <b>bilateral technical meetings</b> involving the Component 3 EU Resident Expert in China, the Component 3 Chinese Expert and the representatives of all Chinese Stakeholders</li> </ul>	

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

<b>Macro Activity N 3.2</b>	<b>Identification and review of possible relevant EU experience</b>
<b>Detailed Activities</b>	
<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 <b>will prepare Country Report</b> providing an <b>overall description of the representative Social Assistance systems in the EU Member States</b> (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 <b>additional report on the most interesting Best Practices</b> (when available) to be proposed to the MoCA. Each <b>Best Practices Report</b> will provide the <b>solutions, schemes and framework proposed by EU MS to meet the Chinese needs and expectations</b> (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, <b>an overall benchmark study of the EU MS Best Practices, will be carried out by the Component 3 Coordinator</b> – 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 <b>operational tools and standards</b> for the research on EU MS Best Practices on Social Assistance will be <b>prepared by the EU MS Staff in Europe</b> 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 <b>more clear and easy comparison of information during the Benchmark study</b>.</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</p>	

<p>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. 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>	
<b>Outputs</b>	<p><b>Country Reports</b> providing an overall description of the Social Assistance system in each EU MS of the Consortium.</p> <p><b>Best Practices Reports</b> illustrating relevant top experiences of Consortium Members, or other EU countries, (on the analyzed topic) that could be introduced in China.</p> <p><b>Basic benchmark studies</b> on the specific analyzed topics.</p>

<b>Macro Activity N 3.3</b>	<b>Workshop with Stakeholders on the Identification Phase</b>
<b>Detailed Activities</b>	
<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 <b>in order to disseminate and debate EU Best Practices identified</b> during Macro Activity 3.2, <b>to define a preliminary selection of models</b> related to the specific topics <b>to be introduced in China</b> and to point out EU models to deepen.</p> <p>The workshop will involve the <b>MoCA's Staff and top managers</b>, the <b>Component 3 EU Resident Expert in China</b>, the <b>Component 3 Chinese Expert</b> 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 <b>topics that the MoCA and the Chinese Stakeholders will select as priority</b> and it will involve <b>Component 3 Coordinator and the EU MS Public Staff</b>.</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 <b>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.</b></p> <p>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>	
<b>Outputs</b>	<p><b>Workshop reports</b> 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**

<b>Macro Activity N 3.4</b>	<b>Specific analysis of relevant EU experience</b>
<b>Detailed Activities</b>	
<p>During this Macro Activity a <b>working group</b> made up of the <b>Component 3 EU MS Resident Expert in China</b>, the <b>Component 3 Chinese Expert</b>, <b>MoCA's Staff</b> and <b>other Chinese Stakeholders</b>, 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 <b>to draft preliminary reform proposals</b>. This activity will be carried out in collaboration with the EU MS Public Staff. 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 <b>Component 3 EU Resident Expert in China</b>, in close collaboration with the MoCA and with the Component 3 Chinese Expert, will define a <b>detailed plan</b> 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, <b>coordinated by the Component 3 EU Resident Expert in China together with the Component 3 Coordinator</b> and other EU MS, will define a <b>first draft of the reform proposal</b> including <b>preliminary proposals/suggestions for the introduction in China of new Social Assistance models/schemes/practices and, more specifically, on the specific topics analyzed</b>. 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, <b>a final meeting with the working group will be held at the end of the training/ study assignments to EU countries</b> (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>	
<b>Outputs</b>	Preliminary Proposals on the EU most relevant models to be introduced in the Chinese context related to specific topics analyzed.

<b>Macro Activity No 3.5</b>	<b>Training/Study Assignments to EU countries</b>
<b>Detailed Activities</b>	
<p><b>Training/Study Assignment to EU countries</b> (approximately one within the whole project for the Component 3) will be organized for <b>six MoCA's top managers or other relevant Stakeholders</b> 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 <b>five days</b> training/ study assignment will be carried out in <b>two selected EU countries</b>. 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 <b>gather relevant information with the aim of evaluating the feasibility of the EU models introduction</b> 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, <b>European Universities or other specialized training bodies</b> could be involved</p>	

during this Macro Activity. The terms for regulating the non-Consortium Member States involvement will be decided and shared with the EU Delegation.

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 .

The training/study assignment in Europe will follow the next scheme:

- **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.

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 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.

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

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.

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.**

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.

<b>Outputs</b>	<b>Training/Study Assignment reports</b> detailing the experiences shared and the main findings.
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<b>Macro Activity No 3.6</b>	<b>Workshop with Stakeholders on the Analysis Phase</b>
<b>Detailed Activities</b>	
<p>A second workshop will be held in China aimed at <b>debating a first draft of reform proposals related to the topic analyzed within Social Assistance Chinese framework.</b> The workshop will involve the <b>MoCA's Staff and top managers, the Component 3 EU Resident Expert in China, the Component 3 Chinese Expert</b> 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 <b>topics that the MoCA and the Chinese Stakeholders will select as priority</b> and it will involve <b>Component 3 Coordinator and the EU MS Public Staff.</b></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 **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.**

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.

<b>Outputs</b>	<b>A workshop reports</b> 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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<b>Macro Activity N 3.7</b>	<b>Elaboration of reform proposal</b>
<b>Detailed Activities</b>	
<p>According to the outcomes of the previous Macro Activities the <b>final reform proposal will be set up.</b></p> <p>The final proposal will be elaborated by the <b>EU MS Expert in China in close collaboration with the Component 3 Chinese Experts</b> and, of course, with <b>all the EU MS of the Consortium coordinated by the Component 3 Coordinator.</b> 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 <b>will be approved by the PAC.</b> 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"> <li>• the final set of <b>concrete proposals</b> 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);</li> <li>• <b>further aspects</b> to be eventually analyzed with more in-depth analysis;</li> <li>• a <b>detailed plan</b> for the following work-stream stages.</li> </ul> <p>Moreover, if pilot application is requested by the MoCA, the final proposal will also illustrate:</p> <ul style="list-style-type: none"> <li>• a detailed proposal of activities on pilot projects;</li> <li>• a comprehensive and detailed plan for the implementation of the pilot projects and for their following stages.</li> </ul> <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>	
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• Final sets of <b>concrete proposals</b>;</li> <li>• <b>Further aspects to be eventually analyzed</b> with more in-depth analysis;</li> <li>• <b>Detailed plan</b> for the following work-stream stages.</li> </ul>

**C. Follow-up Phase**

<b>Macro Activity N 3.8</b>	<b>Follow-up and ongoing technical assistance and tools development</b>
<b>Detailed Activities</b>	
<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><b>Short term missions of EU MS Public Staff</b> will be organized to provide technical assistance and develop <b>practical tools</b> 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 <b>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.</b> 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 <b>strong collaboration among the EU MS, the MoCA and the main Stakeholders</b> in China providing the occasion of strengthening the partnership among EU MS and the MoCA.</p>	
<b>Outputs</b>	<b>Technical assistance tools and support</b> to the MoCA in order to implement the reform proposal on relevant topics.

<b>Macro Activity N 3.9</b>	<b>Training needs analysis and training definition</b>
<b>Detailed Activities</b>	
<p><b>Training actions for MoCA's Staff</b> 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 <b>effectively implement the reform</b> on the pilot projects. <b>MoCA's Staff to be involved</b> in the training activities will be <b>identified by MoCA's top managers</b> 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"> <li>• technical interviews with MoCA's top managers in order to prioritize the training matters;</li> <li>• skill assessment questionnaire for the selected MoCA's Staff in order to attend the training program.</li> </ul> <p>The <b>specific operational tools</b> (skill assessment questionnaires, outline of the technical interviews, etc.), to undertake the training needs analysis, <b>will be defined and developed by the Component 3 Coordinator</b> with the <b>contribution of all other EU MS Public Staff</b> and with the <b>collaboration of the Component 3 EU Resident Expert in China</b> and of the <b>Component 3 Chinese Expert</b>.</p>	

On the basis of the training needs identified, a <b>training plan</b> will be defined and shared with the MoCA.	
<b>Outputs</b>	Reports on the training needs identified and training plan

<b>Macro Activity No</b> <b>3.10</b>	<b>Training conducted (EU and/or China)</b>
<b>Detailed Activities</b>	
<p>Specialized <b>training courses</b> in Europe and/or in China for MoCA's staff will be organized (approximately three in Europe and three in China) <b>during the whole duration of the project.</b></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, <b>from time to time</b>, on the basis of the Chinese Stakeholders requests.</p> <p>Each training course will have the <b>average duration of two or three weeks</b> 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 <b>operational tools and materials</b> for the training will be carried out by the <b>EU MS Public Staff</b> (especially with those of EU MS where the training will be held) <b>coordinated by the Component 3 Coordinator</b> 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 <b>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.</b></p>	
<b>Outputs</b>	<b>Training courses</b> for MoCA's Staff and other Stakeholders to improve skills and knowledge in order to implement the reform proposal.

<b>Macro Activity</b> <b>N 3.11</b>	<b>Possible Pilot Application</b>
<b>Detailed Activities</b>	
<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 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.</p> <p>The <b>pilots sites</b> will be <b>identified at the earliest stage of the project</b> (Macro Activity 01. – Inception) in accordance with MoCA's instructions and on the basis of the criteria shared with the MoCA.</p>	

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.**

<b>Outputs</b>	<p>Pilot Project carried out and all plans and outcomes defined. Particularly the following:</p> <ul style="list-style-type: none"> <li>• kick off meeting documentation and minutes;</li> <li>• dissemination and communication action plan for the Pilot Project;</li> <li>• plans of all the meetings with the institutions involved in the Pilot Project;</li> <li>• plans of all the activities to carry out during the roll out of the Pilot Project.</li> </ul>
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<b>Macro Activity N 3.12</b>	<b>Evaluation of follow-up phase and lesson learned</b>
<b>Detailed Activities</b>	
<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 <b>considerations, open issues, and input</b> for the definition of <b>recommendations</b> 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.</p>	

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**.

<b>Outputs</b>	Final recommendations reports.
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## 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, assistants, secretaries, etc.

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

<b>1. PROJECT WITH SYNERGIES</b>		
<b>Partner's Name</b>	<b>Ministry of Family, Labour and Social Policy of the Republic of Poland</b>	
<b>Project</b>	Memorandum of Understanding signed by the Ministry of Family, Labour and Social Policy of the Republic of Poland with the Ministry of Civil Affairs of the People's Republic of China	
<b>Role in the project</b>	Applicant	
<b>Objectives</b>	<b>Results</b>	<b>Synergies with the SPRP</b>
<p>On September 24th, 2013 the Ministry of Family, 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.</p>	<p>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 Family, 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.</p>	<p>Component 3 of the Project aims at supporting the MoCA. The same Ministry is a partner of the Ministry of Family, 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.</p>

### 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

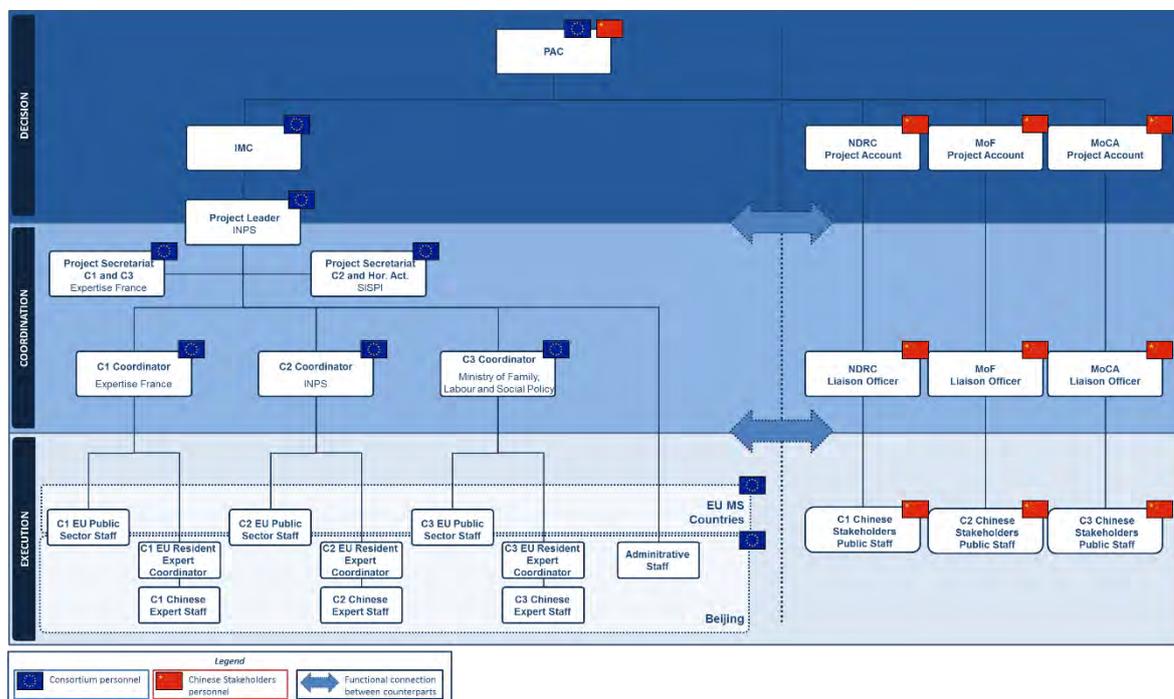
consistent quality control on activities, performed to be always compliant with internal and external audit systems.

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  | • Providing council on project work  |
| • Approving of the general action plan and the six monthly operational activity plan  | • Recommending new direction when appropriate  |
| • Providing council on annual progress report and recommending on review of biannual action plan  | • Assisting on coordination among the three Components   |
| • Approving of the deliverables of the different project activities   | • Assisting in facilitating overall project implementation   |
| • Providing full access to all the information regarding the overall project context, necessary for the initiation and the management of the project activities | • 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:

- 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
- 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:

- Prepare detailed 6-month work-plans in cooperation with the Residents experts and Component Coordinators, to be presented to IMC and PAC meetings
- 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
- Ensure quality control of all output produced, cooperating with the Component Coordinators
- 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

- Management of the relationship with the Project Advisory Committee
- 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 SISPI SPA for activities related to Component 2 and Horizontal Activities and to Expertise France for activities related to Component 1 and Component 3, 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)
- Prepares contracts for Local staff
- Support in the management of relations between the EU and the Consortium
- Organization of institutional meetings (PAC and IMC meetings and visibility events)
- Organization of visibility activities
- Support in the Collection of the financial reporting of the various Partners
- 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 a project website including translation and publication of relevant documents
- Creation and management of conventional and electronic archives of project documents
- Definition, in agreement with the project leader of tools and methodologies for collaboration
- Support in the monitoring of statistical and financial data
- Technical support for the activities of the three Components
- Support to the Project Leader for the preparation of administrative documents relating to financial and programming issues
- Preparation of the contract arrangements for the European public staff as mandated body
- Preparation of the welcome kits, for all Europeans that will go to China, containing a set of practical information (telephone, logistics, orientation, emergencies, etc.)

The Project Secretariats will use their 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 Expertise France for the coordination of the work related to Component 1 (identified in the Organizational Structure as **C1 Coordinator**); INPS on Component 2 (identified in the Organizational Structure as **C2 Coordinator**) and Poland's Ministry of Family, 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 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
- Propose methods for activity implementation to the Project leader
- 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 a **Financial/Administrative assistant** who will mainly deal with administrative and logistic matters. He/she will have full knowledge of the Chinese context and bureaucracy and fluent Chinese and English language. He/she should have previous work experience in dealing with the management of 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 (in charge to
- Supervising the activities of the local support staff

the Office Manager involved only during the first year)

- 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
- 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 **support staff**, such as the following:

- Two translators/interpreters Chinese/English;
- Three assistants, one for each Resident Expert.

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:

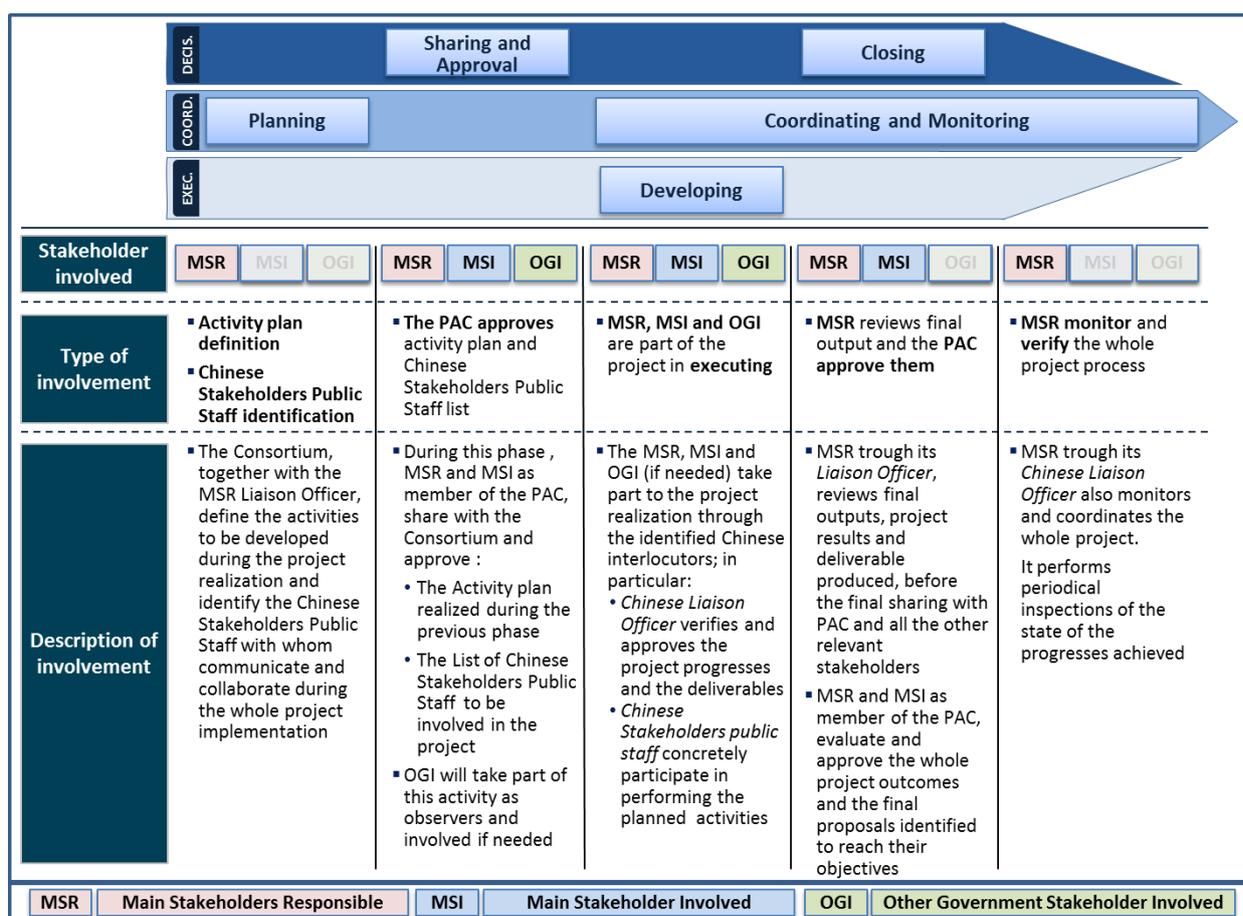
- *Planning* – attributable to the Coordination level;
- *Sharing and Approval* - attributable to the Decision level;
- *Developing* – attributable to the Executing level;

- *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.



### 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 – SISPI SPA (Partner 2)** The mission of the Company, according to the art. 3 of the corporate's Statute, is to carry out the business of providing administrative and accounting products \ services, including tax, in the area of social Security in general, and in particular for the collection of contributions and payment of benefits of supplementary pension funds. In addition, S.I.S.P.I. may carry out these products \ services specious and related activities to social security public and private Institutions \ Funds, as well as the types of services related to the institutional tasks of INPS or other possible partners.

The Company carries out, for the “Gestione Commissariale Fondo Buonuscita Poste”, the settlement service of severance working relationship for employees of Poste Italiane S.p.a. with reference to periods before February 1998, date of processing Postal Administration into a limited company.

Moreover, SISPI. supports INPS in the management of some services directly commissioned on the basis of formal act: administrative and accounting services for FONDINPS members – supplementary and residual pension Fund managed by INPS - and administrative service, in the area of supplementary pensions, for some important Institutions \ Funds that provide additional benefits to those of law, in favor of employees of companies that apply collective agreements in the different economic sectors.

**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 Family, Labour and Social Policy (MRPiPS) (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 – Agence Française d'Expertise Technique Internationale (Expertise France ) (Partner 9)** The aim of the agency is to increase the mobilization capacities of the various areas of public technical expertise in the international arena, in order to better respond to the growing needs of developing or emergent countries in terms of assistance to public policies. Under the joint tutelage of the Ministries of Foreign Affairs and Economy, the new agency fully bases its action within the framework of French foreign policy in the areas of development, solidarity, and influence. The agency intervenes in over 80 countries in this regard. The new agency will rely on strong assets:

- the quality of services offered, by developing pools of experts, particularly public experts;
- broad geographic coverage, by being active in the field and close to international organisations;

by developing existing upstream monitoring work concerning public policies financed by multilateral donors, foundations and partners;

- an innovative legal and financial capability through a set of coordinated skills: project ownership, delegated management, project management, response to calls for tender, bilateral activity, twinning projects, advice on public-private partnerships;
- compliance with growing requirements for implementation of development assistance.

**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 3	Partner 4	Partner 5	Partner 6	Partner 7	Partner 8	Partner 9	Partner 10	
Lead Applicant	Associate	Applicant	Applicant	Applicant	Applicant	Co-Applicant	Co-Applicant	Associate	
<b>Component 1 - Strengthening institutional capacity for for social protection policy development and reforms</b>									
<b>Result 2: Under the leadership of NDRC, coordination of policy making among government agencies in areas related to social protection reform is strengthened</b>									
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	
<b>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</b>									
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	T	X			X	X	X	X
<b>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</b>									
Pension reform for public sectors	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	T	X			X	X		
Occupational pension plans for public sectors and private pension plans	X	T	X			X	X		
Vesting, indexation and adjustment mechanisms of pension benefit	X	T	X			X	X	X	X
Ageing population and possible strategy of dealing with this situation	X	T	X			X	X	X	
Issue related to the informal sector integration in social security schemes	X	T	X			X	X	X	
NDC (notional defined contribution) pension reform	X	T	X						
<b>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</b>									
Improvement of the individual account component in public pension system for urban workers	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	X

EU MEMBER STATES									
ITALY		BELGIUM	POLAND	ROMANIA	SPAIN		FRANCE	CZECH REPUBLIC	
Partner 1	Partner 3	Partner 4	Partner 5	Partner 6	Partner 7	Partner 8	Partner 9	Partner 10	
Lead Applicant	Associate	Applicant	Applicant	Applicant	Applicant	Co-Applicant	Co-Applicant	Associate	
<b>Component 2 - Enhance institutional capacity for financial management and supervision concerning social security funds</b>									
<b>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.</b>									
Share of power decision and expenditure responsibilities on Social Security between central and local government		T	X			X	X		
Mid-term budgeting of Social Security expenditure	X	T	X			X	X		
System of Statistical Indicators for the analysis and Management of the Social Security Funds	X	T							
Models aimed at evaluating Performance and Results of the Social Security Expenditures	X	T							
<b>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.</b>									
Methodologies and actuarial models for the analysis of social and economic sustainability of the social protection system in the long term	X	T	X			X	X		
Risk control methodologies	X	T							
Methodologies and actuarial models for old-age insurance in short and medium term	X	T				X	X		
<b>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.</b>									
Budgeting of social security expenditures and Fund management	X	T	X			X	X		
Investment strategies of Social Funds	X	T							
Fiscal policies in support to social security, leverage among different financial sources and efficiency of fund usage	X	T	X						

	EU MEMBER STATES								
	ITALY		BELGIUM	POLAND	ROMANIA	SPAIN		FRANCE	CZECH REPUBLIC
	Partner 1	Partner 3	Partner 4	Partner 5	Partner 6	Partner 7	Partner 8	Partner 9	Partner 11
Lead Applicant	Associate	Applicant	Applicant	Applicant	Applicant	Co-Applicant	Co-Applicant	Associate	
<b>Component 3 - Improvement of legal framework and policy enforcement for social assistance</b>									
<b>Result 9: 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.</b>									
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
<b>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.</b>									
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
<b>Result 11: 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.</b>									
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**”.

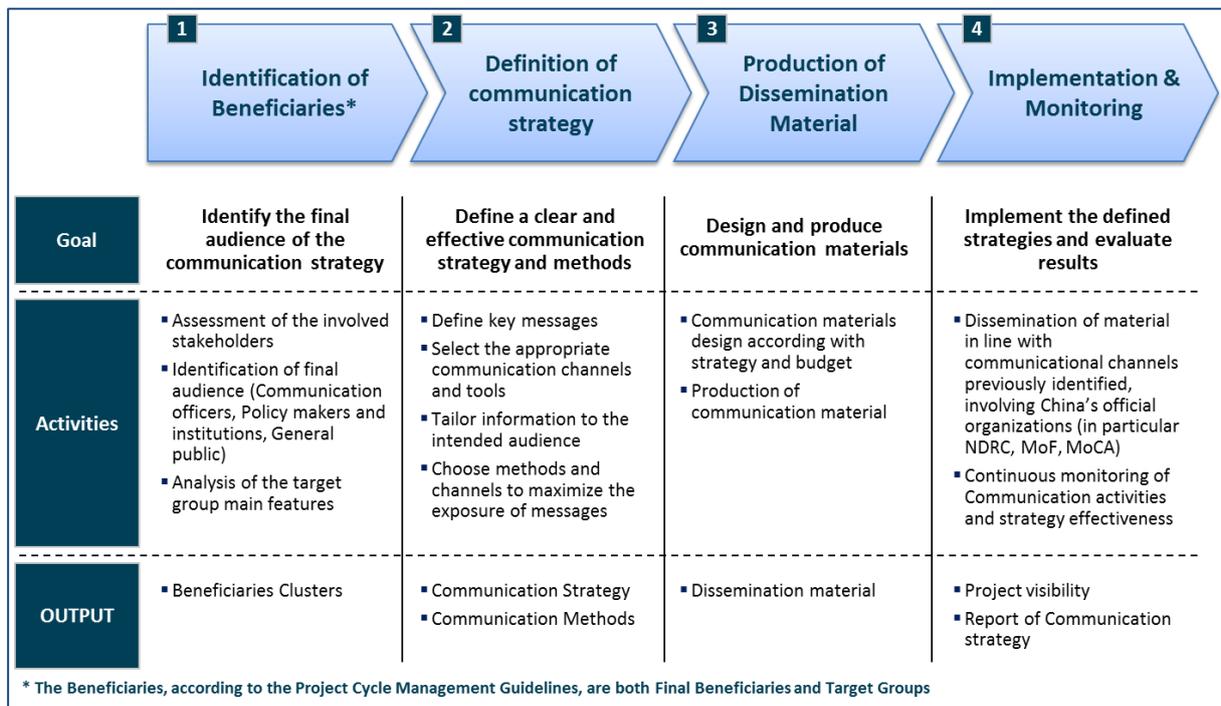
#### 2.1.4.2 Dissemination Plan and Dissemination Channels

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	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. 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.
Lack of requisite coordination between project partners among three components	Low/ Medium	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.
Difficulty in accessing necessary information by project experts for conducting the activities	Medium	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. 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.
Delay in planning due to external factors that might compromise the correct conduction of the activities	Medium	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. 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.

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 <b>2.1.2 “Methodology”</b>, 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	<p>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.</p> <p>Furthermore, the proposed actions coming from past and consolidated experiences by EU MS, help to minimize the risk of the action failure.</p>

#### 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.

	<b>INTERVENTION LOGIC</b>	<b>OBJECTIVELY VERIFIABLE INDICATORS</b>	<b>SOURCES AND MEANS OF VERIFICATION</b>	<b>ASSUMPTIONS</b>
<b>Overall Objective</b>	Furthering social equity and inclusiveness of economic development throughout Chinese society	<ul style="list-style-type: none"> <li>- 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);</li> <li>- At least two-thirds of guests participating to the Closing Event in China demonstrate a high level of approval of the Project results.</li> </ul>	<ul style="list-style-type: none"> <li>-PAC meeting minutes.</li> <li>-Approval surveys at the end of the Closing Event.</li> </ul>	<ul style="list-style-type: none"> <li>- Guidelines and priorities of the Chinese government regarding the reform do not change</li> <li>- The EU and Chinese institutions remain interested in the project activities</li> </ul>
<b>Specific Objectives</b>	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"> <li>- 80% of Component 1 project outputs (deliverables) approved by the PAC;</li> <li>- 80% of project's milestones met for Component 1 work-streams.</li> </ul>	-PAC meeting minutes.	<ul style="list-style-type: none"> <li>- NDRC, MoF, MoCA and other Stakeholders remain fully committed to share the experience, the Best Practices and the proposals suggested by the Consortium;</li> <li>- 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;</li> <li>- The EU and Chinese institutions remain</li> </ul>
	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"> <li>- 80% of Component 2 project outputs (deliverables) approved by the PAC;</li> <li>- 80% of project's milestones met for Component 2 work-streams.</li> </ul>		
	C3. Improvement of the policy and legal framework and policy	<ul style="list-style-type: none"> <li>- 80% of Component 3 project outputs (deliverables) approved by the PAC;</li> </ul>		

	enforcement of social assistance.	- 80% of project's milestones met for Component 3 work-streams.		interests in long-term cooperation/partnership.
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	<b>INTERVENTION LOGIC</b>	<b>OBJECTIVELY VERIFIABLE INDICATORS</b>	<b>SOURCES AND MEANS OF VERIFICATION</b>	<b>ASSUMPTIONS</b>
<b>Results</b>	<p><b>R1.</b> 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"> <li>- 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</li> <li>- Mechanisms for further high level dialogue on social protection policy development, financial management and social assistance after the end of the project agreed;</li> <li>- At least 1 Representative of the Chinese Stakeholders attending the Constitutional PAC meeting;</li> <li>- Dedicated Project Website updated every month;</li> <li>- 2 Electronic Newsletters a year;</li> <li>- List of users registered to the Electronic Directory of Contacts is widespread among the participants each quarter;</li> <li>- At least 1 Representative the Chinese Stakeholders participants attending the Press Conference (Opening Event);</li> <li>- At least 1 Representative of the Chinese Stakeholders participants attending the 4 High Level International Conferences;</li> <li>- At least 1 Representative of the Chinese Stakeholders participants attending the Closing Ceremony.</li> </ul>	<ul style="list-style-type: none"> <li>- External project evaluation reports;</li> <li>- NDRC, MoF, MoCA and local government publications, documents and reports;</li> <li>- National and ministerial statistics;</li> <li>- National audit reports;</li> <li>- Media &amp; news report;</li> <li>- Project Website;</li> <li>- Electronic Newsletters;</li> <li>- Directory of Contacts;</li> <li>- Constitutional PAC meeting, Press Conference, High Level International Conferences and Closing Conference minutes.</li> </ul>	<ul style="list-style-type: none"> <li>- NDRC, MoF, MoCA and other Stakeholders remain fully committed to share the experience, the Best Practices and the proposals suggested by the Consortium;</li> <li>- 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;</li> <li>- The EU and Chinese institutions remain interests in long-term cooperation/partnership;</li> <li>- The main Chinese stakeholders promptly satisfy operational requests of the Consortium.</li> </ul>

	<b>INTERVENTION LOGIC</b>	<b>OBJECTIVELY VERIFIABLE INDICATORS</b>	<b>SOURCES AND MEANS OF VERIFICATION</b>	<b>ASSUMPTIONS</b>
Results	<b>R2.</b> 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"> <li>- 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;</li> <li>- 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;</li> <li>- 80% of guests participating to the Workshops in China demonstrate a high level of approval of the workshop activities.</li> </ul>	<ul style="list-style-type: none"> <li>- PAC meeting minutes;</li> <li>- Approval surveys at the end of the Training in China and in Europe;</li> <li>- Minutes and reports of the Workshops in China ;</li> <li>- Approval surveys at the end of the Workshops in China.</li> </ul>	<ul style="list-style-type: none"> <li>- NDRC and other Component 1 Stakeholders remain fully committed to share the experience, the Best Practices and the proposals suggested by the Consortium ;</li> <li>- 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;</li> <li>- The EU and Chinese institutions remain interests in long-term cooperation/partnership.</li> </ul>
	<b>R3.</b> 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"> <li>- 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;</li> <li>- 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;</li> <li>- 80% of guests participating to the Workshops in China demonstrate a high level of approval of the workshop activities.</li> </ul>		
	<b>R4.</b> 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	<ul style="list-style-type: none"> <li>- 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;</li> <li>- 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;</li> <li>- 80% of guests participating to the Workshops in China demonstrate a high level of approval of the workshop activities.</li> </ul>		

	civil servants/the employee of public agencies and the existing multi-lawyer pension system			
	<b>R5.</b> 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	<ul style="list-style-type: none"> <li>- 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;</li> <li>- 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;</li> <li>- 80% of guests participating to the Workshops in China demonstrate a high level of approval of the workshop activities.</li> </ul>		

	<b>INTERVENTION LOGIC</b>	<b>OBJECTIVELY VERIFIABLE INDICATORS</b>	<b>SOURCES AND MEANS OF VERIFICATION</b>	<b>ASSUMPTIONS</b>
<b>Results</b>	<b>R6.</b> 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"> <li>- 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;</li> <li>- 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;</li> <li>- 80% of guests participating to the Workshops in China demonstrate a high level of approval of the workshop activities.</li> </ul>	<ul style="list-style-type: none"> <li>- PAC meeting minutes;</li> <li>- Approval surveys at the end of the Training in China and in Europe;</li> <li>- Minutes and reports of the Workshops in China ;</li> <li>- Approval surveys at the end of the Workshops in China.</li> </ul>	<ul style="list-style-type: none"> <li>- MoF and other Component 2 stakeholders remain fully committed to share the experience, the Best Practices and the proposals suggested by the Consortium;</li> <li>- 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;</li> <li>- The EU and Chinese institutions remain interests in long-term cooperation/partnership.</li> </ul>
	<b>R7.</b> 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"> <li>- 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;</li> <li>- 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;</li> <li>- 80% of guests participating to the Workshops in China demonstrate a high level of approval of the workshop activities.</li> </ul>		
	<b>R8.</b> Reform efforts of the MoF in the management of social	<ul style="list-style-type: none"> <li>- At least two-thirds of the first set of proposals and suggestions on each topic analysed for the Result</li> </ul>		

	insurance funds, focusing on fiscal support budgeting, accounting system, investment techniques and adjustment mechanisms for pension benefits are strengthened.	8, 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.		
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	<b>INTERVENTION LOGIC</b>	<b>OBJECTIVELY VERIFIABLE INDICATORS</b>	<b>SOURCES AND MEANS OF VERIFICATION</b>	<b>ASSUMPTIONS</b>
<b>Results</b>	<b>R9.</b> 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.	- 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.	- 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.	- 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
	<b>R10.</b> 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	- 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;		

	and c) identification of low-income families are consolidated.	- 80% of guests participating to the Workshops in China demonstrate a high level of approval of the workshop activities.		interests in long-term cooperation/partnership.
	<b>R11.</b> 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"> <li>- 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;</li> <li>- 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;</li> <li>- 80% of guests participating to the Workshops in China demonstrate a high level of approval of the workshop activities.</li> </ul>		

<b>Activities</b>	<b><u>Component 1</u></b>	<b>Means:</b>	<b>Sources of information on action progress:</b>	<ul style="list-style-type: none"> <li>- 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;</li> <li>- The Target Groups identified are highly committed on the project activities through attendance at training courses and different events planned;</li> <li>- The contributions in kind from the Chinese stakeholders are available for the project activity throughout the project duration.</li> </ul>
	<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><b>Staff:</b></p> <ul style="list-style-type: none"> <li>- 3 Resident EU Experts full time (<i>One Project manager for each Component</i>)</li> <li>- 5 full time local support staff (<i>1 Financial Assistant; 2 translators/interpreters Chinese/English; 3 Assistants, one for each Resident Expert</i>)</li> <li>- 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>)</li> <li>- More than 300 working days Consortium representatives (<i>184 w/d Comp 1, 60 w/d Comp 2, 101 w/d Comp 3</i>)</li> <li>- 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>)</li> <li>- 200 days of subcontracted experts</li> <li>- 2,5 full time administrative staff and</li> </ul>	<p>Financial and Technical reports, Monitoring reports.</p> <p><b>14Costs for :</b> <b>Human Resources:</b> 4.617.536,00€</p> <p><b>Travels and Flights:</b> 523.450,00 €</p> <p><b>Equipment and supplies:</b> 102.000,00 €</p> <p><b>Local office:</b> 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><b>Action costs (Studies, Publications, Training, Translation, Conferences, Visibility, Expenditure Verifications, Subcontracting and Financial Services)</b> 1.059.100,00 €</p>	
	<b><u>Component 2</u></b>			
	<p><u>A. Identification Phase</u></p> <p>2.1.Situation analysis.</p>			

	<p>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>support staff in Europe (3 half time people to the 3 Component Coordinators and 1 full time person for the Project Secretariat).</p> <p><b>Per Diem:</b></p> <ul style="list-style-type: none"> <li>- 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)</li> <li>- 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)</li> </ul> <p><b>Travel:</b></p> <ul style="list-style-type: none"> <li>- 298 international flights</li> <li>- 546 local travel</li> </ul>	<p><b>Insurance Costs for EU Public Sector Staff:</b> 28.500,00 €</p> <p><b>Contingency reserve:</b> 4.214,00 €</p>	
	<p><b><u>Component 3</u></b></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><b>Local Office:</b> 1 Office Fully Equipped</p> <p><b>Vehicle:</b> 1 Car Rented</p> <p><b>Studies and Researches:</b> 10 Researches Planned</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><u>C Follow-up Phase</u></p> <p>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.</p>	<p><b>Translation and interpretation services</b></p> <p><b>Training Courses, Workshops, High Level conferences</b></p> <p><b>Publications and Visibility Material</b></p>		
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### **2.1.6. SPRP Project extension**

The EU-China Social Protection Reform Project has achieved important scientific results during the 4 years of project and many relevant activities have been carried out, with many events organized both in China and in Europe. In order to keep providing a contribution to the debate on the Chinese Welfare System, strengthening the ability of this project to properly support the three main Chinese Beneficiaries involved, the Consortium unanimously decided to continue with the project activities for a further period of time defined in consideration of the residual budget funds.

In particular, the purpose of the project during the extension period is to fully achieve the objectives set by the Project Components, in agreement with the respective Beneficiaries. With the extension, in fact, there would be more time available for the activities to be implemented to deepen the topics analyzed and deepened during these years.

In the following paragraph are represented the work plans for each Component and the Task Force, which is a sort of entity established within the project office in Beijing in order to assure the technical coherence and synergies among the three Components.

#### **2.1.6.1 Component 1 Work Plan**

##### Overview

At the inception of the EU-China Social protection reform project, some 18 topics contributing to 4 expected results had been assigned to Component One. Now when the initial scheduled termination date for the project is approaching, the Component is proud to report that, thanks to exemplary collaborating and working conditions among the various parties involved, practically all expected results could be achieved, and the technical fields covered through project activities indeed went beyond the anticipated topics.

The wealth of knowledge and proposals thus accumulated could however carry an even more sustainable contribution to the reform of social protection in China – in all of its social security, income distribution and employment components – through a reasoned retrospective and prospective appreciation of the situation, and of the role NDRC is called upon to continue playing, in collaboration with its European partners from the Consortium.

It is therefore proposed, pursuant to Result R.2 assigned to our Component , to extend by up to twelve months the duration of Component One project activities, to carry out the tasks hereafter described, intended at the consolidation of past work results and collaborative spirit, to exert a lasting influence on the realm of social protection reform in China.

##### Topics

While the main contribution of Component One at the start of the project was to help NRC carry out its role of coordinator and source of proposition for the National Economic and Social Development Plan at a time when the contents of the 13th Five-year plan was under country-wide discussion, project activities have since then accompanied the implementation of the orientations retained by the Plan in the area of social security, income distribution and employment.

The achievements of the 13th Five-years plan, covering the period 2016-2020, can already be summarily evaluated, since it will have passed already its mid-term point and would enter into its final year when a project extended by one year would come to an end. Similarly, the year 2019 would be a key period to start envisaging the contents to be covered under the forthcoming 14th five-year plan (2021-2025) to be finalized in 2020, for which NDRC overall responsibility was just confirmed by the National People's Congress.

It is therefore proposed to devote a substantial proportion of remaining resources available for C1 activities to both the evaluation of known results in the implementation of the 13th Five-year plan, and the anticipation on the contents to be covered under the 14th five-year plan, as far as social security, income distribution and employment promotion are concerned.

The corresponding activities would take place under existing topic 1.1.1, which currently reads “Social insurance administration systems reform – Contribution to the XIII Five-Years Plan” but could be reformulated into “Social insurance administration systems reform – Contribution to the Social and Economic development 5-year plans” with, as attached indicators under the project logical framework the addition of the following (result R.2) “NDRC preliminary evaluation of implementation of the XIII Five-years Plan in the realm of social protection, as well as its tentative proposals for inclusion in the XIV Five-years Plan are shared and discussed with other stakeholders”.

The continuation, over the project extension period, of works initiated in 2018 with Guangdong province as pilot activities (statistics, and awareness-raising) would take place under the same topic. Follow-up action on the memoranda of understanding and other longer-term cooperation instruments to be finalised and agreed upon in 2018, would take place under the joint pursuance of project results R.1 (Mechanisms for EU-China high level policy dialogue on social protection reform) and R.3 (Capacity of NDRC in policy development and implementation).

### Reserches

Chinese experts will deliver assessment reports on the preliminary evaluation of results achieved under the implementation of the 13th five-years Plan and tentative contents to be proposed for inclusion under the 14th five-year Plan for, respectively, social security reform, income distribution and employment promotion.

As was the case in previous years, a Panel discussion meeting allowing for a peer review to take place will be organised in China at the beginning of the Spring period, with participation of European specialists previously selected to take part as experts in the International workshop referred to below.

### Overseas activities

Proposals that follow are based on the pattern used over the past four years for Component 1 overseas activities, namely a Dialogue and Study Visit of 6 to 10 days in 2 to 3 Countries; a high level Training course of two weeks for both central level and provincial level officials; and, an International Workshop with participation of Chinese and European decision makers and experts. Themes for overseas activities are linked to the topics otherwise retained for

research works, which allows for peer reviews and ad hoc briefings/debriefings to accompany all such activities.

Overseas activities proposed for the year 2019 will be centred on the issues of planning for social security reform, income distribution and employment promotion, since planning is considered a key for sustainability in of social protection – which requires predictability and delivery in promises to efficiently play its role of social and economic stabilisation factor in modern societies.

Among the overseas activities are foreseen:

#### *International workshop, dialogue and study visit*

It is proposed to hold, possibly during the first half of 2019, an international workshop in Europe followed by a dialogue and study visit to another 2 countries for a total duration of 10 calendar days (six people) around the topic of Planning for Sustainable social development.

Chinese national experts producing the above-mentioned assessment reports will submit their findings to the workshop, where European specialists from countries with most significant experience in planning for social and economic development will present their respective national findings. High-level contributions from the European Union as well as from specialised international agencies such as the World Bank, the OECD or the ILO will also be solicited.

Host countries for the international workshop and the subsequent study visit would include those having established mechanisms for mid to long term planning in social protection, including relationship between central and decentralised action for social protection development.

#### *High-level training*

It is proposed to hold, during the Spring of 2019, a two-weeks high-level training for NDRC central and provincial officials on the topic of Planning for social protection reform – design, implementation, monitoring.

The course would be held in one country member of the Consortium with significant experience in social protection planning and monitoring. Specialists from different European countries and competent international organisations will deliver technical contents.

#### *Longer-term collaboration*

The Component technical team will monitor progress made towards the implementation of collaborative instruments between NDRC and its European partners. It is expected that, by the end of 2018, memoranda of understanding or other collaborative instruments will exist or be under advanced negotiations between NDRC and, at least, the European Commission, Spain and France.

#### Pilot sites

Activities starting being conducted in Guangdong Province in 2018 on respectively the Enhancement of Statistics Management, as a tool for decision-making in the field of Social Security (at provincial level) and the Preparation of teaching material, to raise awareness on the importance of solidarity in social protection schemes and entrepreneurship (at municipality level) will be continued in Guangdong or other Pilot sites – aiming notably at ensuring their replicability and possible use in other locations.

#### 2.1.6.2 Component 2 Work Plan

##### Overview

The activities carried out by the component 2 up to now have met the results that were originally expected. It is however true that the stakeholders and beneficiaries of the project, would greatly benefit by supplementary activities allowing them to gain an integrated vision of the outcomes of the training and research activities carried out during the four years of the project by C2 and to appreciate its impact on MoF capacity of financial management and supervision, policy design ability, and management of social insurance funds, and more generally on the direction taken by the Chinese policy in the areas of social security.

The continuation of C2 project activities, including high level policy dialogue, technical visits and elaboration of scientific documentation will allow to continue to contribute to Result 6 *The capacity of MoF financial management and supervision of central and local model of social security system and the extension of social security system coverage are enhanced, in particular in the fields of division of expenditure responsibilities, mid -terms budgeting of fund, and performance assessment model*, and Result 7 *Enhance the top-level design ability in the basic pension insurance; establish actuarial analysis models for basic pension insurance reform*. The Dissemination of the results obtained during the project will also constitute a characterizing aspect of the extension phase.

##### Topics

In China the design of policies heavily relies on experiments and tests conducted at the provincial levels. Up to now the activities of C2 have been directed mainly to the central level. By now, MoF has indicated its interest in local study visits that could represent an occasion to understand how local governments interpret the directives coming from the Central government, to analyze the difficult problem of division of power between central and local governments, and the parallel needs of integrating central and local activities, to compare different approaches to face similar problems.

A basic feature of the project is to provide MoF officials not only with case studies of EU practices, but also with opportunities to discuss face-to-face with European policymakers on topics and themes related to the scope of the project.

For the end of the project, C2 will have completed three training sessions for a total of almost 50 high level officials of MoF, coming from all Chinese provinces and municipalities. Up to now the training activities have been judged in a very positive way by the trainees. However, for the moment the project did not try to assess the outcomes of the training. This could be done by organizing in Beijing a meeting of all the trainees.

The research activities carried out by the component and the following seminars have been based on the 10 topics listed in the 2018 Aide Memoire and on four research topics jointly chosen by the project team and MoF (also listed in the same Aide memoire). In order to take advantage of all the relations and synergies among the topics analyzed in the previous years, they will be better deepened in order to provide relevant value added for the Chinese beneficiaries and the EU stakeholders and interesting suggestions for the 14th five-year plan (2021-2025). Even more important, it would be the production of a comparative and integrated analysis of the policy suggestions elaborated for each topic. Finally, a “guide” to the relevant statistical information relevant for the topics addressed by C2 could provide a much needed support for the design of evidence based policy measures.

### Specific activities

#### *Provincial study visit*

The C2 will carry out one provincial study visit in the province of Guanxi. The general objective of the activity is to deepen the dialogue at the local level on issues relevant to the MoF. It is suggested that the local study visits should not focus on a single topic, but on an integrated set of problems and will involve EU and Chinese experts. In particular, the study visit in Guanxi will focus on the development of a methodology to coordinate social assistance system and the issue of the division of power and expenditure responsibility between central and local government.

The MoF will be responsible of the organization of such pilot studies and the related cost of venues and interpretation, while the project should cover travel and accommodation costs of the EU participants (up to two EU experts, depending on budget availability, for a mission of maximum 6 days). The pilot study can take place in the period April 2019.

#### *Study assignment to Europe for MoF high level officials*

Four high level MoF officials of the central government will visit two EU countries, the Czech Republic and Spain or Belgium for ten days. The general objective is to exchange practices and experiences with policy makers, officials of Ministries and representatives of social protection institutions in order to better deepen the Component 2 topics that will be identified as priority by the Chinese Government social security policy agenda.

#### *C2 Final Event*

After the completion of the above activities the MoF will organize and host a special closing event dedicated to the C2, that will gather central and provincial MoF officials (mainly those that took part to the C2 training courses in Europe); EUD representatives; high-level Chinese scholars and EU experts and Consortium representatives. The goals of this event are: to share the C2 achievements and disseminate the scientific results, as well as sum up the outcomes and impact of the project activities both at the central and local level. The event will represent the official closing ceremony of the C2 activities.

The MoF will host and will be responsible of the organization of such activity, venue, interpretation services and related costs and invitation of Chinese speakers.

### 2.1.6.3 Component 3 Work Plan

#### Overview

The EU-China SPRP project aims overall at further development of social equity and inclusiveness of economic growth throughout Chinese society. Within the project, Component 3 deals with the improving of legal framework and policy for social assistance in collaboration with the Ministry of Civil Affairs (MoCA) – which is the national agency responsible for the social assistance policy in China.

For the government policy in China the main driving act for policy makers are the Interim Measures on Social Assistance and the XIIIth Five-Years Plan. The Project activity related to Component 3 could be seen as a part of the social policy goals which refer to:

- Poverty alleviation – Chinese government wants to eliminate poverty by 2020 (10 mln every year);
- Better access to social services for most vulnerable children, women and elderly;
- Encourage the participation of social force on antipoverty actions.

In 2015-2018 Component 3 has explored 11 topics within research activities based on the cooperation with Chinese and EU experts. The research topics has been developed through close cooperation with the Ministry of Civil Affairs (MoCA) and the priority for specific issues to be address within EU-China SPRP.

Research outputs consist of Chinese assessment of the current situation considering also some disparities between different regions/provinces. Trough involvement of EU experts (mainly public staff) a number of EU practices have been shared with MoCA.

Final result of research activities was provided in a form of policy recommendation packages separate for each of the topics investigated. The overall research action gave a solid foundation for a new approach to policy design which is more tailored to the current challenges for social assistance in China.

Currently Component 3 is in a process of implementing pilot activities which will enable to get some practical experience in initiate new methods in social assistance in China.

Having a high assessment of the research provided and successful several high level policy dialog, technical visits and training it is proposed to continue to contribute 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* and Result 11: *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.*

#### Topics

Component 3 is continuously supporting MoCA in knowledge and information sharing on the legal framework on social assistance which mainly relates to Result 9: The capacity of MoCA for promulgating and enforcing the Social Assistance Law, it is therefore proposed to closely

work with MoCA and to deepen the topic 1.1.1 Legal framework on Social Assistance by giving more focus to social services provisions (since the cash benefits scheme has been elaborated in the early stage of the Project) and involving social organization in the social service delivery.

As a part of lessons learned within SPRP Project and increasing priorities of MoCA, Component 3 is giving more attention to operational – practical arrangements of social services and activities of social organization as key stakeholders of social assistance actions. To intensify working on Result 11: *Efforts of the MoCA in improved care for poor rural people and disabled people are strengthened*, it is suggested to continue developing pilot exercises.

Extension of the Project would therefore on one side will enable to deepen key issues which arise during implementation of the Project and on the other had will ensure receiving appropriate practical experience in pilots which implement lessons learned from the Project.

### Specific activities

#### *Research activities*

Following the experience of previous years, the project in 2019 will be implemented in close cooperation with MoCA, two topics assessment to be provided through cooperation with Chinese experts.

The Project (as in previous years) will ensure EU experts knowledge sharing with the main outputs – EU best practices reports. Project will contribute to the Panel discussion and Workshop meetings to be organized for both new topics. Final result of research outputs will be submitting policy recommendation reports to MoCA.

Coherence among the various situational analysis will be provided by mid-term peer review and quality control conducted by Chinese short-term experts working under the supervision of the C3 EU Resident expert and MoCA.

#### *Policy dialog / Study assignment to EU countries*

For 2019 one EU activity, possibly study visit could be planned, to enable policy dialog meeting between MoCA and European Commission and Component Coordinator - Poland. This activity should ensure follow up actions to be undertaken after the Project is being completed.

#### *Pilot sites*

The first pilot implementation started in late March 2018. Component 3 throughout the Project was executing 11 topics and MoCA expressed (already during the PAC meeting held on February 6, 2018) that the successful pilot implementation requires longer ‘Project life’. EUD (at the same meeting) also stressed the issue of limited time for Component 3 pilot implementation as a possible obstacle to achieve appropriate results.

Therefore the main task of all Component 3 activities in the extended period of Project implementation will be dedicated to pilot exercise. Extended Component 3 pilot implementation will also ensure to exchange the lessons learned between four different pilots’ locations in four provinces in China.

The key output of the Component 3 pilot will be a package of policy recommendations proposals for MoCA based on the preliminary policy recommendations shared with MoCA on annual basis (2015-2018) and the experiences, knowledge and suggestions coming out from the practical exercise – pilots.

#### 2.1.6.4 Task Force Work Plan

In the fourth year of Project it was decided to establish within the project office in Beijing a Task force on technical coherence and synergies, that directly report to the Project leader, composed by the 3 Resident Experts and their assistants.

Owing to the pivotal role played by Component 1 and its main Chinese stakeholder, the National Development and Reform Commission NDRC in promoting integrated approaches to social protection notably through their contribution to the national economic and social development Planning process, the Task force is placed under the responsibility of the EU Resident Expert for Component One, acting as its convener.

The action plan of the Task Force identifies areas of integration and coordination to be pursued during 2018 and 2019. Its objectives foresee:

- To ensure that the project provides appropriate responses to the main problems and needs of the Chinese social protection system identified in the Grant application form (annex I);
- To ensure that the project addresses the cross-cutting issues identified in the Grant application form (annex II);
- To ensure that activities conducted under one Component benefit to and from inputs by other interested components (cross-fertilization);
- To review respective findings and recommendations of the project components on similar or connected issues, with a view to ensure their internal coherence;
- To produce its own analytical works and publications on issues it considers of relevance for project coherence and quest for synergies;
- To look after the compilation, analysis and publication of statistical and other data and materials supporting project coherence and synergies;
- Within the limits inherent to the project objectives, procedures and means of action, to propose and implement appropriate action and activities to promote its overall coherence and synergies.
- To ensure that compatible formats are used for similar outputs from the various components (including Technical notes).

Therefore, all components during the period of extension will take part in the activities of the Task Force to achieve the results set. Such activities include the production of specialized thematic bibliographies, the review of policy recommendations, the assessment of progress made towards achieving project results, the production in electronic format of project memorabilia.

### 3 THE LEAD APPLICANT

<b>EuropeAid ID number<sup>2</sup></b>	IT-2013-BHW-1610581223
<b>Name of the organisation</b>	INPS (Italian Institute of Social Security)

#### 3.1. Identity

<b>The Lead Applicant's contact details for the purpose of this action</b>	Giuseppe Conte Maria Grazia Rocchi
<b>Legal Entity File number<sup>3</sup></b>	6000065688
<b>Abbreviation</b>	INPS
<b>Registration number (or equivalent)</b>	CF80078750587
<b>Date of registration</b>	30/09/2013
<b>Place of registration</b>	Rome
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<b>Country of registration/ Nationality</b>	Italy
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<sup>2</sup> 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](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.

<sup>3</sup> 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;
- SISPI Italia Previdenza (Italy) as Affiliate;
- All the other EU Members participating in the Consortium as Consortium Members.

	Consortium Member no.1
<b>EuropeAid ID number</b>	<b>BE-2009-EGO-1111325338</b>
<b>Name of the organisation</b>	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.	
<b>The co-applicant's contact details for the purpose of this action</b>	*Contact preferably by email to <b><u>Koen.Vleminckx@minsoc.fed.be</u></b> *By phone on +32 473 63.61.24 *Letters should be addressed to Koen Vleminckx, Director Research & Publications Federal Public Service Social Security DG Strategy, Research and International Relations Finance Tower Kruidentuinlaan 50, bus 135 B-1000 Brussels
<b>Legal Entity File number</b>	<b>6000005166</b>
<b>Abbreviation</b>	FPS Social Security
<b>Registration number (or equivalent)</b>	C-2001/02048, VAT number: BE0367.303.366
<b>Date of registration</b>	29 May 2001
<b>Place of registration</b>	Brussels, Belgium

<b>Official address of registration</b>	Kruidtuinlaan 50 bus 100 1000 Brussel <i>(Since 1 January 2009)</i>
<b>Country of registration/ Nationality</b>	Belgium
<b>Website and E-mail address of the organisation</b>	<a href="http://www.socialsecurity.fgov.be">http://www.socialsecurity.fgov.be</a>
<b>Telephone number:</b> Country code + city code + number	<i>No general phone number, please use the one of our contactperson: Koen Vleminckx: +32 473 63.61.24</i>
<b>Fax number:</b> Country code + city code + number	<i>No general fax number, please use the one of our department mentioning Koen Vleminckx as intended recipient:</i>
<b>Legal status</b>	<b>Profit-Making:</b> <input type="checkbox"/> <b>No.</b> <b>NGO:</b> <input type="checkbox"/> <b>No.</b> <input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b>
<b>Value based</b>	<input type="checkbox"/> Neutral
<b>Is your organisation linked with another entity?</b>	<input type="checkbox"/> Yes, controlled entity(ies): the FPS Social Security supervises 15 public institutions for social security
<b>Other relevant resources</b>	The FPS is integral part of the Belgian government
<b>History of cooperation with the Lead Applicant</b>	None

	Consortium Member no.2
<b>EuropeAid ID number</b>	PL-2009-ELX-1111339219
<b>Name of the organisation</b>	Ministry of Family, Labour and Social Policy
All co-applicant(s) must encode the information below under their PADOR registration. See also Section 2.2 of the Guidelines for Applicants.	
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<b>Legal Entity File number</b>	6000005164
<b>Abbreviation</b>	MRPiPS
<b>Registration number (or equivalent)</b>	15725935
<b>Date of registration</b>	Not applicable
<b>Place of registration</b>	Not applicable

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<b>Telephone number: Country code + city code + number</b>	+48 22 529 07 10
<b>Fax number: Country code + city code + number</b>	+48 22 529 07 11
<b>Legal status</b>	State-budget unit  <b>Profit-Making</b> <input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No.</b>  <b>NGO</b> <input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No.</b> <input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b>
<b>Value based</b>	<input type="checkbox"/> Political <input type="checkbox"/> Religious <input type="checkbox"/> Humanistic <input checked="" type="checkbox"/> Neutral
<b>Is your organisation linked with another entity?</b>	<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 <sup>4</sup> <input checked="" type="checkbox"/> No, independent
<b>Other relevant resources</b>	n.a.
<b>History of cooperation with the Lead Applicant</b>	n.a.

	Consortium Member no. 3
<b>EuropeAid ID number</b>	RO-2009-EMD-1111340013
<b>Name of the organisation</b>	<b>MINISTRY OF LABOUR, FAMILY, SOCIAL PROTECTION AND ELDERLY - ROMANIA</b>
All co-applicant(s) must encode the information below under their PADOR registration. See also Section 2.2 of the Guidelines for Applicants.	
<b>The co-applicant's contact details for the purpose of this action</b>	2-4, Dem.I.Dobrescu, district 1, Bucharest, Romania, email: <a href="mailto:olivia.rusandu@mmuncii.ro">olivia.rusandu@mmuncii.ro</a> , phone: 004-021.3100965

	mobile: +40 745438074
<b>Legal Entity File number</b>	6000005175
<b>Abbreviation</b>	MoLFSPE
<b>Registration number (or equivalent)</b>	4266669
<b>Place of registration</b>	Bucharest, Romania
<b>Official address of registration</b>	2-4, Dem.I.Dobrescu, district 1, Bucharest, Romania
<b>Country of registration/ Nationality</b>	Romania/ Romanian
<b>Website and E-mail address of the organisation</b>	<a href="http://www.mmuncii.ro">www.mmuncii.ro</a> , <a href="mailto:olivia.rusandu@mmuncii.ro">olivia.rusandu@mmuncii.ro</a>
<b>Telephone number: Country code + city code + number</b>	004-021-3100965
<b>Fax number: Country code + city code + number</b>	004-021-3100965
<b>Legal status</b>	<b>Ministry</b>
<b>Public authority or mandated body of the EU MS specialised in Social Protection</b>	National central public authority specialised in social protection
<b>Is your organisation linked with another entity?</b>	<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 - 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).  <input type="checkbox"/> Yes, controlled entity(ies) <input type="checkbox"/> Yes, family organisation / network entity <sup>5</sup>

	<input type="checkbox"/> No, independent
<b>Other relevant resources</b>	Not applicable
<b>History of cooperation with the Lead Applicant</b>	Not applicable

	Consortium Member no.4
<b>EuropeAid ID number</b>	Not applicable
<b>Name of the organisation</b>	MINISTRY OF EMPLOYMENT AND SOCIAL SECURITY
<b>The co-applicant's contact details for the purpose of this action</b>	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: <a href="mailto:lucia.ortiz@meyss.es">lucia.ortiz@meyss.es</a> <a href="mailto:sgrsi@meyss.es">sgrsi@meyss.es</a>
<b>Legal Entity File number</b>	6000005302
<b>Abbreviation</b>	MEySS
<b>Registration number (or equivalent)</b>	S2819001E
<b>Date of registration</b>	September 26 <sup>th</sup> 2013
<b>Place of registration</b>	Madrid, Spain
<b>Official address of registration</b>	
<b>Country of registration/ Nationality</b>	SPAIN/SPANISH
<b>Website and E-mail address of the organisation</b>	<a href="http://www.meyss.es">www.meyss.es</a> <a href="mailto:sgrsi@meyss.es">sgrsi@meyss.es</a>
<b>Telephone number: Country code + city code + number</b>	Tel (34) 91 3633707

<b>Fax number:</b> Country code + city code + number	Fax (34) 91 363 38 85
<b>Legal status</b>	Public Body/ Ministry
<b>Value based</b>	<input type="checkbox"/> Political <input type="checkbox"/> Religious <input type="checkbox"/> Humanistic <input checked="" type="checkbox"/> Neutral
<b>Is your organisation linked with another entity?</b>	<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 <sup>6</sup> <input checked="" type="checkbox"/> No, independent
<b>Other relevant resources</b>	<p>MEySS is entitled of the Social Security competences within the Spanish public administration, as well as all related issues concerning:</p> <p>Public Employment Services, Inspection of Labour and Social Security, and Migrations.</p> <p><b>This Ministry</b> 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:</p> <p><b>-The Secretariat of State of Employment.</b> It deals with the issues related to employment policy, job creation, developing and monitoring.</p> <p><b>-The Secretary General of Emigration and Immigration.</b> It is responsible for the migration policy which includes integration of immigrant's policy, and Spanish citizenship abroad.</p> <p><b>-The Undersecretariat.</b> 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>

<sup>6</sup> E.g. confederation / federation / alliance.

	<b>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.</b>
<b>History of cooperation with the applicant</b>	Not applicable

	Consortium Member no.5
<b>EuropeAid ID number</b>	<b>ES-2007-DPT-2711258139</b>
<b>Name of the organisation</b>	<b>Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas (FIIAPP)</b>
All co-applicant(s) must encode the information below under their PADOR registration. See also Section 2.2 of the Guidelines for Applicants.	
<b>The co-applicant's contact details for the purpose of this action</b>	<a href="mailto:afernandez@fiiapp.org">afernandez@fiiapp.org</a>
<b>Legal Entity File number</b>	6000075257
<b>Abbreviation</b>	FIIAPP
<b>Registration number (or equivalent)</b>	Foundation number N°MAD-398 MAD13557
<b>Date of registration</b>	9.07.1988
<b>Place of registration</b>	Madrid
<b>Official address of registration</b>	C/ Beatriz de Bobadilla, 18 – 28040 Madrid
<b>Country of registration/ Nationality</b>	Spain/Spanish
<b>Website and E-mail address of the organisation</b>	<a href="http://www.fiiapp.org">www.fiiapp.org</a> <a href="mailto:fiiapp@fiiapp.org">fiiapp@fiiapp.org</a>
<b>Telephone number: Country code + city code + number</b>	0034 91 5914594
<b>Fax number: Country code + city code + number</b>	0034 91 533 52 36

<b>Legal status</b>	Non profit Foundation <b>Profit-Making</b> <input type="checkbox"/> Yes <b>X No.</b> <b>NGO</b> <input type="checkbox"/> Yes <input type="checkbox"/> No. <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Value based</b>	<input type="checkbox"/> Political <input type="checkbox"/> Religious <input type="checkbox"/> Humanistic <input checked="" type="checkbox"/> Neutral
<b>Is your organisation linked with another entity?</b>	<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 <sup>7</sup> <b>X No, independent</b>
<b>Other relevant resources</b>	<p><b>FIIAPP</b> 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.</p> <p>According to this, <b>FIIAPP is one of the few accredited institutions authorised to execute cooperation projects directly delegated by the European Commission.</b></p> <p>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</p>

	<p>major donors (mainly Spain and Europe), it raises funds and implements technical cooperation projects in any sector level where public action exists, <b>mobilizing the necessary experts of the different public administrations (central, regional and local).</b></p> <p><b>The number, size and scope of the projects awarded by the European Commission to FIIAPP</b> reflect a degree of institutional trust which culminated in <b>FIIAPP obtaining an accreditation to execute delegated cooperation of the European Commission in 2011.</b></p> <p><b>1.- Mr Agustín FERNÁNDEZ, Project Director.</b>  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 &amp; Development. He possesses a sound knowledge of Project Cycle Management and Logical Framework approach, Monitoring and Evaluation (M&amp;E) of Programmes and Projects according to EU procedures.</p> <p><b>2.-Mr Alejandro BUENO DE LA FUENTE, Team Leader</b>  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.</p> <p><b>3.-Ms Sara BAYES, Team Leader</b>  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 international cooperation actions. Mission in more than 20 countries regarding migration and development.</p>
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	<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><b>4.-Ms Sara RUIZ RODRÍGUEZ, Project Officer</b></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 &amp; 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><b>5.- Ms Silvia PRADA LUENGO, Project Officer</b></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 &amp; 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><b>6.- Ms Shedy PLAZA, Support Officer</b></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><b>7.- Mr Javier MOLINA SOENGAS</b></p> <p>11 years professional experience and more than 5 years experience related to international cooperation in FIIAPP</p> <p><b>8.-Ms Raquel POZO, Financial Project Officer</b></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 &amp; Development,</p> <p>Experience in tender preparation and project management of EU (Twinning and EuropeAid) as well</p>
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	<p>as and other international institutions funded Projects (BID, WB, AECID)</p> <p><b>9.- Ms Virginia DEL POZO, Financial Project Officer</b></p> <p>More than 10 years of professional experience in economic management in Twinning and technical assistance services projects from European funds.</p> <p>CFO for public administration area in charge of: Accounting control, financial reporting and tax management.</p>
<b>History of cooperation with the Lead Applicant</b>	Not applicable

	Consortium Member no. 6
<b>EuropeAid ID number</b>	
<b>Name of the organisation</b>	Agence Française d'Expertise Technique Internationale
All co-applicant(s) must encode the information below under their PADOR registration. See also Section 2.2 of the Guidelines for Applicants.	
<b>The co-applicant's contact details for the purpose of this action</b>	Laurent de-LESPINAY; Project Manager; <a href="mailto:laurent.de-lespinay@expertisefrance.fr">laurent.de-lespinay@expertisefrance.fr</a>
<b>Legal Entity File number</b>	
<b>Abbreviation</b>	Expertise France
<b>Registration number (or equivalent)</b>	808734792
<b>Date of registration</b>	31 December 2014
<b>Place of registration</b>	Paris, France
<b>Official address of registration</b>	1 Quai de Grenelle 75015 Paris, France
<b>Country of registration/ Nationality</b>	France

<b>Website and E-mail address of the organisation</b>	<a href="http://www.expertisefrance.fr/">http://www.expertisefrance.fr/</a>
<b>Telephone number:</b> Country code + city code + number	+33 1 43 17 68 75
<b>Fax number:</b> Country code + city code + number	+ 33 1 43 17 74 15
<b>Legal status</b>	<b>Profit-Making</b> <input type="checkbox"/> Yes <b>X</b> No. <b>NGO</b> <input type="checkbox"/> Yes <b>X</b> No. <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Value based</b>	<input type="checkbox"/> Political <input type="checkbox"/> Religious <input type="checkbox"/> Humanistic <input checked="" type="checkbox"/> Neutral
<b>Is your organisation linked with another entity?</b>	
<b>Other relevant resources</b>	Not applicable
<b>History of cooperation with the Lead Applicant</b>	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:	Frank Van Massenhove
Organisation:	Federal Public Service Social Security
Position:	President of the Board of Directors
Signature:	
Date and place:	Brussels, 11.03.2014

J.-C. HEIRMAN  
Directeur général

DATE
NAME + FUNCTION OF AUTHORISED REPRESENTATIVE
SIGNATURE

**Zastępująca  
Dyrektora Generalnego**

**Mażenna Kołodziejak**  
Dyrektor Biura Dyrektora Generalnego

Name:	ROVANA PLUMB
Organisation:	MINISTRY OF LABOUR, FAMILY, SOCIAL PROTECTION AND ELDERLY (MoLFSPE), Romania
Position:	MINISTER
Signature and stamp:	
Date and place:	13.03.2014, BUCHAREST, ROMANIA

Name: LUCÍA ORTIZ  
 Organisation: MINISTRY OF EMPLOYMENT AND SOCIAL SECURITY  
 Position: DEPUTY DIRECTOR OF INTERNATIONAL LABOUR AND SOCIAL RELATIONS

Signature and stamp:



Date and place: Madrid, March 13<sup>th</sup> 2014

Name:	Beatriz CARNICER LABRADOR
Organisation:	FUNDACIÓN INTERNACIONAL Y PARA IBEROAMERICA DE ADMINISTRACIÓN Y POLÍTICAS PÚBLICAS (FIIAPP)
Position:	Secretary General
Signature:	
Date and place:	Madrid, March 13 <sup>th</sup> 2014

Name:	Jean-Marie SPAETH
Organisation:	ADECRI
Position:	President
Signature:	
Date and place:	Paris, 12 March 2014

## 5 AFFILIATED ENTITIEY(IES) PARTICIPATING IN THE ACTION

### Description of the affiliated entity(ies)

This section must be completed for each affiliated entity within the meaning of Section 2.1.2 of the Guidelines for Applicants. You must make as many copies of this table as necessary to create entries for each affiliated entity.

	Affiliated entity no.1
<b>EuropeAid ID number</b>	<b>IT – 2016 – BXH – 1401390153</b>
<b>Full legal name</b>	ITALIA PREVIDENZA – SISPI S.P.A.
All affiliated entity(ies) must encode the information below under their PADOR registration. See also Section 2.2 of the Guidelines for Applicants.	
<b>Date of Registration</b>	20 /04/2001
<b>Place of Registration</b>	Rome
<b>Legal status</b>	<b>Profit-Making</b> <input checked="" type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No.</b> <b>NGO</b> <input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b>
<b>Value based</b>	<input type="checkbox"/> Political <input type="checkbox"/> Religious <input type="checkbox"/> Humanistic <input checked="" type="checkbox"/> Neutral
<b>If fulfilling the criteria and conditions to be considered as affiliated entity(ies) specify to which entity you are affiliated (applicant/co-applicant) detailing the specific nature of the affiliation (i.e. parent entity, family organisation / network entity, etc) and, if any, its EuropeAid ID</b>	The Company is affiliated to the Public Entity “INPS” which is the Lead Applicant of the EU-China Social Protection Reform Project (SPRP). The Company is fully owned by INPS which is its Parent Entity (EuropeAid ID IT-2013-BHW-1610581223)
<b>Official address of Registration</b>	Via Carlo Spinola, 11
<b>Country of Registration</b>	Italy
<b>Contact person</b>	Mr Gabriele Uselli
<b>Telephone number: country code + city code + number</b>	+39 06 5124618
<b>Fax number: country code + city code + number</b>	+39 06 51605046
<b>E-mail address</b>	<a href="mailto:gabriele.uselli@inps.it">gabriele.uselli@inps.it</a> and <a href="mailto:staffcina@italiaprevidenza.it">staffcina@italiaprevidenza.it</a>
<b>Number of employees</b>	
<b>Other relevant resources</b>	
<b>History of cooperation with the applicant/co-applicant</b>	

**Important:** This application form must be accompanied by a signed and dated affiliated entities' statement from each affiliated entity, in accordance with the model provided.

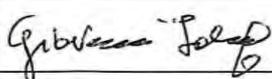
### Affiliated entity(ies)'s Statement

To ensure that the action runs smoothly, the European Commission (Contracting Authority) requires all affiliated entity(ies) to acknowledge the principles of set out below.

1. All affiliated entity(ies) must have read the guidelines for applicants and application form and understood their role in the action before the application is submitted to the Contracting Authority.
2. All affiliated entity(ies) must have read the standard grant contract and understood what their respective obligations under the contract will be if the grant is awarded. They authorise the entity to which they are affiliated to sign the contract on their behalf with the Contracting Authority and represent them in all dealings with the Contracting Authority in the context of the action's implementation.
3. The affiliated entity(ies) must consult regularly with the entity to which are affiliated whom, in turn, should keep them fully informed of the progress of the action.
4. All affiliated entity(ies) must receive copies of the reports — narrative and financial — made to the Contracting Authority.
5. Proposals for substantial changes to the action (e.g. activities, affiliated entity(ies), etc.) should be agreed by the affiliated entity(ies) before being submitted to the Contracting Authority. Where no such agreement can be reached, the applicant must indicate this when submitting changes for approval to the Contracting Authority.

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:	

Name:	GIOVANNI IALONGO
Organisation:	ITALIA PREVIDENZA – SOCIETA' ITALIANA DI SERVIZI PER LA PREVIDENZA INTEGRATIVA – SISPI S.P.A.
Position:	CHAIRMAN ITALIA PREVIDENZA S.I.S.P.I. S.p.A. Via Carlo Spinola n. 11 00154 ROMA P.I 06553251007
Signature:	
Date and place:	ROME, 27 <sup>TH</sup> January 2016

## 6 ASSOCIATES OF THE APPLICANT PARTICIPATING IN THE ACTION

	Associate no.1
<b>Full legal name</b>	<b>Scuola Nazionale dell'Amministrazione</b> (National School of Administration)
<b>EuropeAid ID number</b>	Not applicable
<b>Country of Registration</b>	Italy - Presidential Decree n.3, 3 January 1957
<b>Legal status</b>	<b>Public Institution</b> <b>Profit-Making:</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <b>NGO</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Official address</b>	Via dei Robilant, 11 00135 Rome Italy
<b>Contact person</b>	Aurelio La Torre a.latorre@sna.gov.it 1. Daniela Skendaj 2. d.skendaj@sna.gov.it Renzo Turatto r.turatto@sna.gov.it
<b>Telephone number:</b> country code + city code + number	+39 06 33565300
<b>Fax number:</b> country code + city code + number	+39 06 3331416
<b>E-mail address</b>	Website: <a href="http://www.sna.gov.it">www.sna.gov.it</a> ; E-mail: <a href="mailto:segreteriaipresidente@sna.gov.it">segreteriaipresidente@sna.gov.it</a>
<b>Number of employees</b>	200 approx.
<b>Other relevant resources</b>	<b>12.517.286,00 Euro – Budget (year 2012)</b>
<b>Experience of similar actions, in relation to role in the implementation of the proposed action</b>	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 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 fourth 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)

	<p>- A study tour for top ranking managers (general directors) of the Italian public administration took place in Beijing at the beginning of December 2013.</p> <p><b>SNA- CEPA Project II</b></p> <p>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.</p> <p>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).</p>
<b>History of cooperation with the applicants</b>	Not applicable
<b>Role and involvement in preparing the proposed action</b>	Not applicable
<b>Role and involvement in implementing the proposed action</b>	<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</p>

	Senior Civil Servants, Chinese Academy of Personnel Sciences and so on.
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	Associate no.2
<b>Full legal name</b>	Ministry of Labour and Social Affairs of the Czech Republic
<b>EuropeAid ID number</b>	CZ-2009-EHV-1111328640
<b>Country of Registration</b>	Czech Republic
<b>Legal status</b>	Governmental body
<b>Official address</b>	Na Poříčním právu 376/1 128 01 Praha 2 Czech Republic
<b>Contact person</b>	Mr Pavel Janeček
<b>Telephone number:</b> country code + city code + number	00420-221 922 389
<b>Fax number:</b> country code + city code + number	00420-221 922 223
<b>E-mail address</b>	pavel.janecek@mpsv.cz
<b>Number of employees</b>	ca 700
<b>Other relevant resources</b>	Experience with creation and reforms of new pension and social benefit schemes and the transition from planned to market economy
<b>Experience of similar actions, in relation to role in the implementation of the proposed action</b>	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.
<b>History of cooperation with the applicants</b>	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 Family, Labour and Social Policy of the Republic of Poland)
<b>Role and involvement in preparing the proposed action</b>	Participation in some of the preparatory meetings related to Components 1 and 3

<b>Role and involvement in implementing the proposed action</b>	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.
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## 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](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

<b>Name</b>	Vittorio Guerriero Conti
<b>Signature</b>	Il Commissario Straordinario Dott. Vittorio Guerriero Conti
<b>Position</b>	Legal Representative
<b>Date</b>	March 17, 2014

**8 ANNEX I: Acronyms List**

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

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

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

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

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

<b>UCANSS</b>	Union des Caisses Nationales de Sécurité Sociale (Union of National Social Security Funds)
<b>UNDP</b>	United Nations Development Programme
<b>WB</b>	World Bank

Europe Aid ID <sup>8</sup>	IT-2013-BHW-1610581223
Ongoing contract/Legal Entity File Number (if available) <sup>9</sup>	6000065688
Legal status <sup>10</sup>	Public Administration (Self-governing public entity with legal personality)
Consortium Member (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 (Applicant)	Ministry of Family, Labour and Social Policy (MRPiPS); PL-2009-ELX-1111339219; Poland, not applicable; State budget unit; none
Consortium Member (Applicant)	Ministry of Labor, Family, Social Protection and Elderly (MoLFSPE); RO-2009-EMD-1111340013; Romania, 30/03/1920; Ministry; none
Consortium Member (Applicant)	Ministry of Employment and Social Security (MEySS); not applicable; Spain, 26/09/2013; Public body/ Ministry; none
Consortium Member (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 (Co-Applicant)	Agence Française d'Expertise Technique Internationale (Expertise France), France 31/12/2014
Lead Applicant's contact details for the purpose of this action	
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<sup>8</sup> 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>.

<sup>9</sup> 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'.

<sup>10</sup> E.g. non-profit, governmental body, international organization.

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<b>Address:</b>	Via Ciro il Grande, 21 Rome
<b>Website of the Organization:</b>	<a href="http://www.inps.it">www.inps.it</a>

**Any change in the addresses, phone numbers, fax numbers or e-mail, must be notified in writing to the Contracting Authority. The Contracting Authority will not be held responsible in the event that it cannot contact an applicant.**