



# Technical Assistance Report

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Project Number: 48094  
Policy and Advisory Technical Assistance (PATA)  
July 2014

## People's Republic of China: Strengthening Government and Social Organization Cooperation for Rural Poverty Reduction

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Asian Development Bank

## CURRENCY EQUIVALENTS

(as of 10 July 2014)

Currency unit	–	yuan (CNY)
CNY1.00	=	\$0.1613
\$1.00	=	CNY6.2001

## ABBREVIATIONS

ADB	–	Asian Development Bank
IPRCC	–	International Poverty Reduction Center in China
PRC	–	People's Republic of China
TA	–	technical assistance

## NOTE

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

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## POLICY AND ADVISORY TECHNICAL ASSISTANCE AT A GLANCE

<b>1. Basic Data</b>		<b>Project Number: 48094-001</b>	
<b>Project Name</b>	Strengthening Government and Social Organization Cooperation for Rural Poverty Reduction	<b>Department /Division</b>	EARD/PRCM
<b>Country Borrower</b>	China, People's Republic of International Poverty Reduction Center in China	<b>Executing Agency</b>	International Poverty Reduction Center in China
<b>2. Sector</b>		<b>ADB Financing (\$ million)</b>	
✓ Public sector management	Social protection initiatives		0.30
Agriculture, natural resources and rural development	Land-based natural resources management		0.05
		<b>Total</b>	<b>0.35</b>
<b>3. Strategic Agenda</b>		<b>Climate Change Information</b>	
Inclusive economic growth (IEG)	Pillar 3: Extreme deprivation prevented and effects of shocks reduced (Social Protection)	Climate Change impact on the Project	Low
<b>4. Drivers of Change</b>		<b>Gender Equity and Mainstreaming</b>	
Governance and capacity development (GCD)	Client relations, network, and partnership development Civil society participation Organizational development	Effective gender mainstreaming (EGM)	✓
<b>5. Poverty Targeting</b>		<b>Location Impact</b>	
Project directly targets poverty	Yes	Rural	High
Geographic targeting (TI-G)	Yes	Urban	Low
<b>6. TA Category:</b>	B		
<b>7. Safeguard Categorization</b>	Not Applicable		
<b>8. Financing</b>			
<b>Modality and Sources</b>		<b>Amount (\$ million)</b>	
<b>ADB</b>		<b>0.35</b>	
Sovereign Policy and advisory technical assistance: Technical Assistance Special Fund		0.35	
<b>Cofinancing</b>		<b>0.00</b>	
None		0.00	
<b>Counterpart</b>		<b>0.10</b>	
Government		0.10	
<b>Total</b>		<b>0.45</b>	
<b>9. Effective Development Cooperation</b>			
Use of country procurement systems	No		
Use of country public financial management systems	No		

## CONTENTS

	<b>Page</b>
POLICY AND ADVISORY TECHNICAL ASSISTANCE AT A GLANCE	
I. INTRODUCTION	1
II. ISSUES	1
III. THE POLICY AND ADVISORY TECHNICAL ASSISTANCE	3
A. Impact and Outcome	3
B. Methodology and Key Activities	3
C. Cost and Financing	4
D. Implementation Arrangements	5
IV. THE PRESIDENT'S DECISION	5
APPENDIXES	
1. Design and Monitoring Framework	6
2. Cost Estimates and Financing Plan	9
3. Outline Terms of Reference for Consultants	10

## I. INTRODUCTION

1. During the 2013 country program mission, the Government of the People's Republic of China (PRC) requested that the Asian Development Bank (ADB) provide technical assistance (TA) to the International Poverty Reduction Center in China (IPRCC) for Strengthening Government and Social Organization Cooperation for Rural Poverty Reduction. ADB included the proposed policy and advisory TA in the PRC country operations business plan, 2014–2016.<sup>1</sup> ADB approved the TA concept paper on 22 May 2014 and undertook a fact-finding mission on 26 May 2014. The mission reached agreement with the government on the TA's impact, outcome, outputs, terms of reference for consultants, cost estimates, financing plan, and implementation arrangements. The design and monitoring framework is in Appendix 1.<sup>2</sup>

## II. ISSUES

2. Over three decades of rapid growth and poverty reduction programming have dramatically reduced rural poverty in the PRC. However, significant challenges remain that call for new responses from the national rural poverty reduction program.<sup>3</sup>

3. These challenges include a significant number of rural poor—82.49 million people, or 8.5% of the rural population—still living below the national rural poverty line of CNY2,300 per capita per annum at year-end 2013. In addition, frequent return to poverty and impoverishment of near-poor rural households is reported. The causes of rural poverty are also changing rapidly, for example: (i) the remote and harsh environments where many rural poor reside are experiencing more frequent and severe climatic and other natural disasters; (ii) fragile or high biodiversity environments that have supported the traditional and subsistence needs of the (increasingly ethnic minority) poor are under intensifying state restrictions on use; (iii) poor residents now require new skills and resources to engage with expanding and changing markets, including their opportunities, niches, and challenges; (iv) many villages now have fewer whole families but more dependent family members "left behind" through age, gender, inadequate education or labor capacity as the able-bodied have sought work elsewhere; this has created hollowed-out communities with reduced social interaction and residents who need new types of targeted support; and (v) the loss of village-generated revenue has weakened village leadership authority and capacity to convene and coordinate activities and services for the common good. In tandem with these changes, popular awareness of inequality is rising, along with expectations that the poverty reduction program can improve social equity, satisfaction, and stability.

4. This changing face of rural poverty means that more diverse approaches to poverty reduction are required—e.g., sustained support for poor communities to develop new, or more effective, community institutions, management, and income streams. Examples include new cooperative or producer groups, green production, and tourism. More accessible and user-friendly information and social services are also necessary, particularly for health, wellness, and

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<sup>1</sup> ADB. 2014. *Country Operations Business Plan: People's Republic of China, 2014-2016*. Manila.

<sup>2</sup> The TA first appeared in the business opportunities section of ADB's website on 30 May 2014.

<sup>3</sup> The PRC rural poverty reduction program, the *Outline for Development-oriented Poverty Reduction for China's Rural Areas (2011–2020)*, was released by the Central Committee of the Communist Party of China and State Council of the People's Republic of China in Beijing in 2011. It designates 592 national poor counties and 231 contiguous counties in 14 poverty blocks in mountainous and arid areas of the central and western PRC as its programming focus. It calls for development of village poverty reduction plans to increase household and village incomes and boost the capacity of communities to contribute to their own development. Specific activities include village roads, safe drinking water, village electrification, improvement of unsafe housing, specialty production and marketing, village tourism development, and access to education, health, cultural facilities, and communications. The program implementation plan was finalized in early 2013 and approval steps are in progress.

elderly care. Community capacity for mutual support, management, and maintenance of village public goods needs to be rebuilt, and creation of stronger, more equitable links with distant township and county government organizations, external support groups, and markets is critical.

5. The poverty reduction administration recognizes that its skills and resources, outreach, targeting, and delivery capacity at local level are insufficient to solve these new challenges. This has stimulated debate on whether social organizations could be engaged in poverty reduction to help overcome these deficiencies.<sup>4</sup> Growing government interest in this possibility was stirred by several recent developments. Disaster relief work following the 2008 Wenchuan earthquake provided unprecedented and unanticipated evidence of the capacity of social organizations to support village recovery and service provision. Experienced and technically proficient social organizations used their local position, knowledge, and resources to rapidly connect with, and assist, residents. They also generated funds for community activities and employed participatory and transparent approaches for activity identification and fund tracking. Their facilitation skills also helped create more inclusive and sustained community management structures. This resulted in relatively high rates of villager satisfaction and social cohesion. Secondly, social organizations in the PRC are rapidly growing in numbers and command significant organizational, financial, and volunteer resources.<sup>5</sup> This reflects public perception that social organizations are increasingly effective in channeling funding to vulnerable groups, helping reduce poverty, and promoting concepts and values of charity. Thirdly, some trial engagement of social organizations in the national poverty reduction program has already occurred. ADB and the Ford Foundation each supported a small-scale experiment of contracting for service provision from 2005.<sup>6</sup> In 2011, the national rural poverty reduction program itself recommended “engaging all sectors of society and expand[ing] areas of social cooperation in order to raise the standard, and ensure the effectiveness, of poverty reduction programming.” This was reiterated by the PRC Premier in early 2014 when he called for “guid[ing] nongovernmental forces to participate in poverty alleviation” and encouraging “social organizations to play a bigger role in delivering public services and exercising social governance.” This sentiment reflected wider national reforms that aim to transform the role of the state, society, and market in service delivery.

6. However, these developments have been insufficient to build deeper agency awareness and broader collaboration with social organizations. Instead, debate and doubt has continued over two issues: (i) whether social organizations have, or could develop, sufficient numbers, coverage, capacity, and interest to systematically provide services to the village poverty reduction program, and (ii) how their existing and improving capacities and contributions should be fostered, regulated, and recognized by contracting agencies. Are there relevant lessons from

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<sup>4</sup> Social organizations are officially defined as “not-for-profit organizations that are formed voluntarily by Chinese citizens in order to realize the shared objectives of their members, carrying out activities in accordance with their charter.” (People’s Republic of China, State Council. 1998. *Regulations on the Registration and Administration of Social Organizations*. Beijing).

<sup>5</sup> There were 541,000 social organizations at year-end 2013, an increase of 8.4% over 2012. Moreover, 29% of these organizations are self-identified as working in poverty reduction and social development in 2012. The Ministry of Civil Affairs estimated that in 2013, around 80 million people, or 7% of the PRC population, engaged in various types of voluntary service, with an imputed value estimated at CNY1.1 billion. Total public donations exceeded CNY110 billion in 2013.

<sup>6</sup> ADB. 2005. *Technical Assistance to the People’s Republic of China for Nongovernment Organization–Government Partnerships in Village-Level Poverty Alleviation*. Manila. This TA explored local government contracting of local and non-local social organizations to provide poverty reduction services in four counties of Jiangxi Province in the central PRC. Ford Foundation grant 1055-1019 “To design, demonstrate and disseminate replicable mechanisms for nongovernment organization management of government-funded village participatory poverty reduction plans” supported pilot contracting of local social organizations in five sites of four provinces in the western PRC.

international experience of service delivery by social organizations? These questions form the focus of this TA.

### **III. THE POLICY AND ADVISORY TECHNICAL ASSISTANCE**

#### **A. Impact and Outcome**

7. The impact of the project will be an enabling environment for social organizations to contract rural poverty reduction services. Performance indicators will include (i) existence of active and updated government administrative guidelines for contracting rural poverty reduction services from social organizations at all relevant administrative levels; (ii) increased funding expended for government contracting of social organization services within the rural poverty reduction program by geographic area, types of activities, and social organizations; and (iii) growth and improved distribution of contracted provision of rural poverty reduction program services. This will include gender-sensitive data on contracts signed, characteristics, location, and numbers of contracting social organizations, and the nature of services contracted. The outcome will be that government meets social organizations' needs and strengthens their capacity to contract poverty reduction services. Performance indicators will include (i) increased expression of support from all levels of the poverty reduction leadership, and (ii) provision of gender-sensitive workshops, gender-sensitive training, and information by the national poverty reduction administration (including the executing agency) to solicit social organization feedback and improve stakeholder capacity to contract program services. Executing agency workshops, training, and information for social organizations are new activities and provide an opportunity to boost awareness of gender issues within the rural poverty reduction program and to guide participants in preparing more gender-sensitive activities i.e., those that recognize, respect, and respond to gender-based needs and rights.

#### **B. Methodology and Key Activities**

8. The TA will have four linked and phased outputs in areas selected from the 14 poverty blocks designated under the national rural poverty reduction plan as outlined below. Output 1 will involve a desk-based policy analysis of the PRC government–social organization cooperation—e.g., procurement of rural poverty reduction services from social organizations—and identification of good international practices. Initial findings will be reviewed in stakeholder workshops to inform the in-depth data collection in output 2. Output 2 will comprehensively assess the capacity of social organizations to contract for gender-sensitive rural poverty reduction services through conducting multi-province surveys, in-depth field interviews, and data collection in the western, central, and eastern PRC. A gender-sensitive database will be assembled on numbers, character, distribution, capacity, and activities of social organizations engaged in rural poverty reduction and their interests and needs, along with those of government poverty reduction agencies, for contracting poverty reduction services under the national rural poverty reduction program. Case studies will be developed to highlight important experiences and also the skills, approaches, and benefits that social organizations can bring to rural poverty reduction. Output 3 will draw on output 1 and 2 activities to prepare suggested administrative and training guidelines for key local government members and staff of social organizations engaged in contracting poverty reduction services. Output 4 will draw on all three earlier outputs to provide policy recommendations for improved and expanded contracting of social organization services in the national rural poverty reduction program funded by government (and potentially including contributions from international donors), and to exchange experience and lessons in an international workshop and otherwise disseminate TA knowledge.

9. The TA will produce (i) a bilingual policy brief with main findings, recommendations, and dissemination strategy; (ii) a final report on government support to build social organization capacity to contract poverty reduction program services with actionable recommendations; (iii) a technical section of the final report on contracting of social organizations to provide services under the government's rural poverty reduction program; (iv) a compilation of domestic and international case studies on social organization provision of contracted poverty reduction services; and (v) associated survey instruments, data sets, administrative and training guidelines or manuals to help improve contracting of social organizations for the provision of rural poverty reduction services. Dissemination of research findings and policy suggestions would occur through stakeholder meetings, bilingual reports, and knowledge products.<sup>7</sup> A plan for effective dissemination for policy impact will also be formulated.

10. Key assumptions of the TA are that (i) government contractors perceive value, and are willing to invest resources to develop the capacity of social organizations to meet government and community requirements for effective service delivery; this includes methods for strengthening the capacity of less experienced social organizations; (ii) local government contractors are willing and able to allocate agency funds and resources to carry out fair and transparent identification, engagement, and evaluation of social organization capacities and contributions; and (iii) sufficient local social organizations are capable of and interested in providing services to standards and methodologies that satisfy government contractors and social organization suppliers.

11. TA risks include (i) the speed of government policy change superseding the TA study and recommendations—the TA will aim to minimize this risk by scoping the relevant government policy agenda and timeframe, tracking the related policy environment, and disseminating interim TA findings and updates to key stakeholders; (ii) hasty scheme implementation or expansion resulting in poor-quality outcomes and overall loss of confidence in the scheme—the TA will seek to minimize this risk by documenting relevant scenarios or examples in presentations, reports, and training materials; (iii) local government contracting (mis)targeting and accrediting only a narrow range of social organizations, including those erroneously established by contractor agencies, creating supplier disinterest or distrust in governance processes and transparency—the TA will aim to minimize this risk by specifying and clarifying acceptable identification processes; the executing agency would then spot-check on these within its regular procedures; and (iv) unanticipated changes in the functions and funding of the village poverty reduction program or agencies—the TA will aim to minimize this risk by stressing the benefits of policy and planning stability for policy and local leader achievements.

### **C. Cost and Financing**

12. The TA is estimated to cost \$450,000, of which \$350,000 will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-other sources). The government will provide counterpart support in the form of counterpart staff, their remuneration and per diem, office space, office supplies, relevant data and information, and other in-kind contributions.

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<sup>7</sup> For example, the Technical Assistance for Supporting the Operationalization of Community-Driven Development in Developing Member Countries (approved in 2013) would host a community-driven development learning exchange workshop in the Philippines for selected developing member country representatives to discuss community-driven development initiatives in selected countries. The mission leader of the Technical Assistance for Cooperation Between Government and Social Organizations for Rural Poverty Reduction would assist the mission leader of the Technical Assistance for Supporting the Operationalization of Community-Driven Development in Developing Member Countries to identify the PRC counterparts and share outputs of this TA.

## **D. Implementation Arrangements**

13. The TA will be implemented over 21 months, from 1 August 2014 to 1 May 2016. The IPRCC is the executing agency and its Department of Research is the implementing agency.

14. The TA requires 34 person-months of consulting services from four individual national consultants. An expert on social organization policies (12 person-months) will act as team leader and take overall responsibility for organizing the survey design, fieldwork plan, and survey implementation, and completing the bilingual policy brief and final project report (including sections on social organization policies). A social survey and analysis specialist (8 person-months) will work with team members to design the survey questionnaire and take responsibility for data entry, analysis, formatting, and presentation of the final database. A rural poverty programming and institutions specialist (8 person-months) will analyze the content and tasks of the government poverty reduction program and roles that social organizations could assume in this context, and assess capacity needs and potential difficulties. A participatory rural poverty reduction and social organization training specialist (6 person-months) will conduct a capacity and training needs assessment of government agencies and social organizations interested in the contracting of services; produce a final training framework and guideline or manual, and assist the case studies.

15. In dialogue with the executing agency, ADB will recruit four individual national consultants and additional short-term resource persons in accordance with ADB's Guidelines on the Use of Consultants (2013, as amended from time to time). The proceeds of the TA will be disbursed in accordance with the *Technical Assistance Disbursement Handbook* (2010, as amended from time to time). To facilitate implementation, ADB may establish an advance payment facility for IPRCC to support certain agreed cash expenditures, including workshops, surveys and administrative costs, with details of the proposed activities, including cost estimates, submitted through the executing agency to ADB for approval.

16. IPRCC will (i) designate a TA focal point to review reports and coordinate activities and in-kind contributions; and (ii) explore a short overseas learning visit for a staff member, e.g., in the Philippines to study international experience of government-contracted social services.

17. The TA will have project-specific indicators and targets, including timely implementation, progress reporting, and periodic deliverables. Policy and stakeholder dialogue will be maintained with relevant government agencies, social organizations, and stakeholder groups to ensure field-level feedback and policy relevance. TA interim and final reports and other deliverables will be reviewed and discussed by the executing agency, ADB, and other stakeholders in terms of progress and quality. TA good practices, manuals, and other materials will be provided during TA workshops and on existing executing agency, stakeholder, and ADB websites. TA outputs and outcome evaluation will be disseminated widely through stakeholder meetings, bilingual reports, and knowledge products.

## **IV. THE PRESIDENT'S DECISION**

18. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$350,000 on a grant basis to the Government of the People's Republic of China for Strengthening Government and Social Organization Cooperation for Rural Poverty Reduction, and hereby reports this action to the Board.

### DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
<p><b>Impact</b> An enabling environment for social organizations to contract rural poverty reduction services</p>	<p>Active and updated government administrative guidelines for contracting rural poverty reduction services from social organizations exist at all relevant administrative levels by 2020</p> <p>Increased funding expended for government contracting of social organizations services within the rural poverty reduction program by geographic area, types of activities, and social organizations compared with the base year of 2014</p> <p>Growth and improved distribution of contracted provision of rural poverty reduction program services, including gender-sensitive data on contracts signed, number, location, and characteristics of contracting social organizations, and nature of services contracted compared with the 2014 survey baseline</p>	<p>New documents circulated and available at each relevant administrative level</p> <p>Periodic, published executing agency survey reports on status and change in contracted provision of poverty reduction program services</p>	<p><b>Assumptions</b> The rural poverty reduction program maintains its focus, funding, resources, and institutional structures.</p> <p>Willingness and ability of the rural poverty reduction administration to undertake fair and transparent selection, employment, and evaluation of social organizations capacities and contributions</p> <p><b>Risks</b> Unanticipated major refocusing of the national poverty reduction mandate, administration, and resources</p> <p>Major instance(s) of misconduct in contracted activities lead to loss of stakeholder confidence and curtail(s) overall program operation.</p>
<p><b>Outcome</b> Government meets social organizations' needs and strengthens their capacity to contract poverty reduction services</p>	<p>Increased expression of support from all levels of the poverty reduction leadership for social organizations contracting of government rural poverty reduction services compared with the 2014 survey baseline</p>	<p>Quantity and content of leadership speeches, agency, and media reports</p>	<p><b>Assumptions</b> TA has identified sufficient social organizations interested in, and meeting, poverty reduction agency requirements, plus effective means for strengthening capacity of newer entrants.</p>

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
	From 2016, the national poverty reduction administration (including the executing agency) is providing gender-sensitive workshops, training, and information provision to build capacity of local government poverty reduction agencies and social organizations to contract program services	Executing agency reports, publicity among stakeholder groups, training, and information materials	<b>Risks</b> Hasty scheme implementation or expansion leads to poor quality outcomes and overall loss of confidence in scheme; Instances of non-transparent or formalistic selection or accreditation lead to social organization disinterest or distrust
<b>Outputs</b> 1. Robust analysis of PRC government–social organization cooperation  2. Assessment of social organization capacity to provide gender-sensitive contracted rural poverty reduction services  3. Development of processes that will improve social organizations’ ability to contract for services under the government’s poverty reduction program  4. Dissemination of TA processes, findings, and knowledge	Final report on government support to build social organization capacity to contract rural poverty reduction program services  Final report section on government poverty reduction service contracting by social organizations Case study report on social organization provision of contracted poverty reduction services  Recommended gender-sensitive training and other guidelines developed  1 international workshop; 1 bilingual policy brief with findings	Consultants’ monthly updates, periodic TA reporting and milestones  Report prepared and provided to central government agencies and relevant decision makers  Regular consultation with the executing agency and stakeholder groups Gender-inclusive database of social organizations engaged in rural poverty reduction  Materials submitted to the executing agency for provision to the national poverty reduction administration  Workshop materials; Brief submitted to the executing agency and provided to all provincial poverty reduction agencies	<b>Assumptions</b> Reliable social organization contact information is available. Interest, and timely cooperation, of social organizations and local poverty reduction agencies  <b>Risks</b> Unanticipated events result in significant unwillingness of many social organizations to be interviewed.  Speed and direction of government actions supersede the study and recommendations.

Activities with Milestones	Inputs
<p><b>Output 1: Robust analysis of the PRC government–social organization cooperation</b></p> <p>1.1 Collect, review, and analyze data on the PRC government–social organization cooperation (including for rural poverty reduction), associated social organization conditions, contracting practices, existing problems, and expectations.</p> <p>1.2 Identify international good practice approaches and lessons, including through a proposed international short-term learning visit for a female staff member of the executing agency.</p> <p>1.3 Hold workshops to share initial findings with gender-balanced stakeholders; verify and refine analysis; and identify survey and interview locations, methods, and content.</p> <p><b>Milestones:</b> Inception workshop and final inception report (August 2014)</p> <p><b>Output 2: Assessment of social organization capacity to provide gender-sensitive contracted poverty reduction services</b></p> <p>2.1 Conduct surveys to assess (i) the numbers, distribution, character and activities of social organizations engaged in rural poverty reduction and their forms of cooperation with government for poverty reduction; and (ii) the capacity, interest, and needs of the PRC government poverty reduction agencies and different types of social organizations in contracting poverty reduction services under the national rural poverty reduction program.</p> <p>2.2 Build an identification process and database of social organizations willing or able to contract for poverty reduction services.</p> <p>2.3 Undertake group and individual interviews in 1–2 western provinces in the PRC and an eastern province to develop a case bank of gender sensitive studies on government–social organization poverty reduction collaborations and innovations for use in analysis, promotion, and training.</p> <p><b>Milestones:</b> Database, case bank studies, midterm review workshop (February 2015)</p> <p><b>Output 3: Development of processes that will improve social organization ability to contract for services under the government poverty reduction program</b></p> <p>3.1 Develop draft local poverty reduction agency guidelines for selection of social organizations for service contracting.</p> <p>3.2 Draft and trial a gender-sensitive training guideline for strengthening the capacity of local government and social organizations to provide contracted poverty reduction services to poor communities and households.</p> <p><b>Milestones:</b> Training materials, stakeholder workshop records</p> <p><b>Output 4: Dissemination of TA processes, findings, and knowledge</b></p> <p>4.1 International workshop in the PRC on experiences and innovation in government contracting of poverty reduction services to social organizations.</p> <p>4.2 Synthesis of reports, gender-sensitive database, case studies, and training materials for project completion workshop (December 2015).</p> <p><b>Milestones:</b> Project completion workshop, final reports, and policy note.</p>	<p><b>ADB: \$350,000</b></p> <p>Note: The government will provide counterpart support in the form of counterpart staff, their remuneration and per diem, use of office space, relevant data and information, office supplies, assistance in arranging meetings and field visits with relevant government agencies, and other in-kind contributions.</p>

ADB = Asian Development Bank, PRC = People's Republic of China, TA = technical assistance.  
Source: Asian Development Bank.

**COST ESTIMATES AND FINANCING PLAN**  
(\$'000)

Item	Amount
<b>Asian Development Bank<sup>a</sup></b>	
1. Consultants	
a. Remuneration and per diem	
i. National consultants (34 person-months)	155.0
ii. Resource persons	10.0
b. Local travel	25.0
c. Translation, reports, and communications <sup>b</sup>	30.0
2. Workshops, seminars, and conferences <sup>c</sup>	45.0
3. Surveys <sup>d</sup>	50.0
4. Miscellaneous administration and support costs <sup>e</sup>	15.0
5. Contingencies	20.0
<b>Total</b>	<b>350.0</b>

Note: The technical assistance (TA) is estimated to cost \$450,000, of which contributions from the Asian Development Bank (ADB) are presented in the table above. The government will provide counterpart support in the form of counterpart staff, their remuneration and per diem, use of office space, relevant data and information, office supplies, assistance in arranging meetings and field visits with relevant government agencies, and other in-kind contributions. The value of government contribution is estimated to account for 22% of the total TA cost.

<sup>a</sup> Financed by ADB's Technical Assistance Special Fund (TASF-other sources).

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

<sup>c</sup> Inception, midterm review, completion, and international workshops, two technical meetings in Beijing, and at least one each in the eastern and western People's Republic of China.

<sup>d</sup> Includes research and survey materials for the quantitative gender-sensitive survey questionnaire and qualitative interview protocols, and case development meetings with poverty reduction agencies and social organizations.

<sup>e</sup> Includes report editing, printing, and dissemination; administrative support; and local transport for consultants.

Source: Asian Development Bank estimates.

## OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The technical assistance (TA) requires 34 person-months of intermittent services from four national consultants, who will be recruited individually in accordance with the Asian Development Bank (ADB) Guidelines on the Use of Consultants (2013, as amended from time to time). The consultants will perform the tasks in close consultation with the International Poverty Reduction Center in China (IPRCC) as the executing agency and its Department of Research as the implementing agency. The consultants shall produce the following in both English and Chinese: (i) the main TA report and executive summary; (ii) technical materials and reports on key issues outlined in the proposal; (iii) a bilingual policy note for decision makers; (iv) workshop reports; and (v) routine monthly progress updates. All consultants will be familiar with social organization policies, the poverty reduction program, and associated gender issues in the People's Republic of China (PRC).

2. The consultant team will arrange all translations needed for the TA activities. These include workshop agendas, the field survey and questionnaire formats and tools, the bilingual policy note, and training outline. ADB will hire interpretation services for workshop participants who use only English or Chinese language, as necessary.

3. **Team leader and expert on social organization policies** (national, 12 person-months, intermittent). The team leader and expert will have a postgraduate degree in a relevant social science discipline, with excellent written and spoken English, and ideally international study, research, or project experience, and gender-related project experience. The expert will have at least 10 years of relevant work experience and strong expertise in the development, functioning, and evaluation of social organization policies in the PRC evidenced from research projects, Chinese and English publications, professional affiliations, and strong collaborations with relevant government institutions. TA funds are available to hire one research assistant to support activities that do not duplicate team leader tasks. The research assistant's terms of reference will be developed by the team leader for approval by the ADB mission leader and the executing agency. The team leader will carry out these tasks:

- (i) serve as the team leader of the consultants and ensure timely completion of all technical outputs of the TA, including taking overall responsibility for draft and finalized inception, midterm and completion reports, the bilingual policy brief, and writing final project report sections on social organization policies and funding modalities, and the executive summary, and overseeing the quality of team member inputs, reports, and key materials;
- (ii) take responsibility for, and lead team members in, critically reviewing current experiences with government contracting of social organizations for poverty reduction services;
- (iii) in collaboration with team members, design and conduct workshops and finalize the TA research and methodology plans, field survey locations, and associated gender-sensitive survey, interview, and case study mechanisms by end-September 2014;
- (iv) in collaboration with team members, carry out selected field investigations and survey activities, including evaluation of government practices for, and social organizations' experience with, contractual government services in the PRC;
- (v) collaborate with team members to obtain and analyze appropriate and sex-disaggregated data, and to develop draft gender-sensitive processes and guidelines for government contracting of social organizations to undertake poverty reduction activities;

- (vi) in collaboration with team members, organize, participate, and provide technical inputs in at least five workshops to discuss improved contracting of services (at least two in Beijing, two in the western PRC, and one in the eastern PRC), and a dissemination conference at TA completion; work with team members, the executing agency, and ADB to identify suitable TA-funded international resource persons to join some meetings and workshops; and
- (vii) work with the executing agency to ensure effective dissemination of TA findings to national policy makers.

4. **Social survey and analysis specialist** (national, 8 person-months). The national social survey and analysis specialist will have a degree in a social science discipline, good English, and a record of publications and report preparation in Chinese and English. Relevant international study or work experience is desirable. The specialist should be an early career professional with demonstrated experience in the collection and use of social survey data for research purposes. The specialist would have experience in the design, entry, analysis, and presentation of quantitative, gender-disaggregated survey data and findings. The expert will

- (i) work with team members and take primary responsibility for designing a gender-sensitive survey questionnaire for poverty reduction agencies and social organizations, and selecting related survey procedures and methodologies;
- (ii) take primary responsibility for survey questionnaire implementation, data entry, checking, cleaning, analysis, formatting, and preparation of simple reports of findings for use by other team members and in report writing;
- (iii) collaborate with the rural poverty programming and institutions specialist in designing gender-sensitive interview protocols for poverty reduction agencies and social organizations, and in selecting the interviewees;
- (iv) undertake 1–2 case studies of domestic or international social organizations involved in poverty reduction activities in the PRC, to supplement the core case studies prepared by the rural poverty programming and institutions specialist;
- (v) participate in team discussions of the data analysis and take responsibility for preparation and presentation of the final gender-sensitive database, in line with the executing agency's requirements for structure and use; and
- (vi) prepare required sections of final reporting and other outputs as required by the team leader.

5. **Rural poverty programming and institutions specialist** (national, 8 person-months, intermittent). The specialist will have a university degree, good English, and demonstrated Chinese and English publications relevant to the expertise. The specialist should have demonstrated links with the PRC social organizations and at least 10 years of direct expertise in the PRC poverty reduction policies and practices, including poverty reduction project development, management and evaluation, and related institutional analysis. This would include projects relating to disaster response, women's economic and gender empowerment, and government contracting of social organizations. Experience with social organization activities in rural areas of the PRC, and with the internal operation of government poverty programs and social organizations is highly desirable. The specialist should also have experience in field interviewing, documentation, and presentation of findings to relevant government agencies. Subject to the supervision of the team leader, and working in close coordination with the team, the expert will

- (i) use available documentation and field interviews to analyze government poverty reduction tasks, particularly those that are currently contracted to social organizations within the national rural poverty reduction program, including from a gender perspective;

- (ii) collaborate with the social survey and analysis specialist to co-design gender-inclusive interview protocols for poverty reduction agencies and social organizations, select the interviewees, and undertake the interviews;
- (iii) in collaboration with the training specialist, conduct and document core case studies in 2–3 provinces, involving 4–5 domestic and 1–2 international social organizations, and prepare the resulting case study report and case bank;
- (iv) pinpoint the capacities required by social organizations currently or potentially interested in contractual poverty reduction services, and the real or possible difficulties, including from a gender perspective;
- (v) identify basic principles for social organizations' cooperation with government agencies;
- (vi) take primary responsibility for developing recommendations on contracting methods and procedures from the perspective of poverty reduction authorities, and provide appropriate inputs to interim and final reports;
- (vii) assist the participatory rural poverty reduction and training specialist in the development of the gender-sensitive training framework and guidelines or manual; and
- (viii) prepare required sections of final reporting, particularly relating to items (iii)–(vi) above; a component of the final report assessing contracting of social organizations for the provision of rural poverty reduction services by social organizations and other outputs as required by the team leader.

**6. Participatory rural poverty reduction and training specialist** (national, 6 person-months, intermittent). The specialist will have a university degree in a rural development discipline, good English, and demonstrated Chinese and English publications relevant to the discipline. The specialist should have over 10 years of field experience with gender-sensitive rural poverty reduction and community development projects, and significant experience in facilitating interaction of government and social organizations. The specialist should also have received training in training techniques, ideally including international training. The specialist should have demonstrated experience in providing training to relevant government and social organization staff, and in preparing gender-sensitive training resources and documentation. Experience in social organization activities in the western PRC (including in ethnic minority areas and with women's groups), in government contracting of social organizations, and in the internal operation of social organizations is highly desirable. Subject to the supervision of the team leader, and working in close coordination with the team, the expert will

- (i) contribute to the TA research and methodology plans, including identification of appropriate case study locations and organizations;
- (ii) conduct a capacity and training needs assessment of government agencies and social organizations interested in service contracting;
- (iii) work closely with the rural poverty programming and institutions specialist to conduct, analyze, and document core gender-sensitive case studies, and work with the social survey and analysis specialist on the supplementary case studies;
- (iv) take responsibility for preparing a final gender-sensitive training framework and guideline or manual on recommended training procedures for improving the capacity of social organizations and related poverty reduction agency staff to contract poverty reduction services; and
- (v) assist the team leader in organizing key project workshops and act as a meeting facilitator, as required.