



Technical Assistance Report

Project Number: 49311-001
Capacity Development Technical Assistance (CDTA)
May 2016

People's Republic of China: Jiaozuo National Pilot Project for the Standardization of Public Employment Services

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Asian Development Bank

CURRENCY EQUIVALENTS

(as of 22 March 2016)

Currency unit	–	yuan (CNY)
CNY1.00	=	\$0.1542
\$1.00	=	CNY6.4853

ABBREVIATIONS

ADB	–	Asian Development Bank
IT	–	information technology
LEC	–	Labor Exchange Center of the Jiaozuo Municipal Bureau of Human Resources and Social Security
PRC	–	People's Republic of China
TA	–	technical assistance

NOTE

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

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CONTENTS

	Page
CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE AT A GLANCE	
I. INTRODUCTION	1
II. ISSUES	1
III. THE CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE	3
A. Impact and Outcome	3
B. Methodology and Key Activities	3
C. Cost and Financing	4
D. Implementation Arrangements	4
IV. THE PRESIDENT'S DECISION	5
APPENDIXES	
1. Design and Monitoring Framework	6
2. Cost Estimates and Financing Plan	8
3. Outline Terms of Reference for Consultants	9

CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 49311-001	
Project Name	Jiaozuo National Pilot Project for the Standardization of Public Employment Services	Department /Division	EARD/EASS
Country	China, People's Republic of	Executing Agency	Henan Finance Bureau
2. Sector	Subsector(s)	ADB Financing (\$ million)	
✓ Public sector management	Social protection initiatives	0.28	
Information and communication technology	ICT industries and ICT-enabled services	0.12	
		Total	0.40
3. Strategic Agenda	Subcomponents	Climate Change Information	
Inclusive economic growth (IEG)	Pillar 3: Extreme deprivation prevented and effects of shocks reduced (Social Protection)	Climate Change impact on the Project	Low
4. Drivers of Change	Components	Gender Equity and Mainstreaming	
Governance and capacity development (GCD)	Institutional development Organizational development	Some gender elements (SGE)	✓
Knowledge solutions (KNS)	Pilot-testing innovation and learning		
5. Poverty Targeting		Location Impact	
Project directly targets poverty	No	Rural Urban	Medium High
6. TA Category:	B		
7. Safeguard Categorization	Not Applicable		
8. Financing			
Modality and Sources		Amount (\$ million)	
ADB		0.40	
Capacity development technical assistance: Technical Assistance Special Fund		0.40	
Cofinancing		0.00	
None		0.00	
Counterpart		0.00	
None		0.00	
Total		0.40	
9. Effective Development Cooperation			
Use of country procurement systems		No	
Use of country public financial management systems		No	

I. INTRODUCTION

1. The Government of the People's Republic of China (PRC) has requested capacity development technical assistance (TA) from the Asian Development Bank (ADB) to enhance the quality and effectiveness of public employment services through a national pilot project for the standardization of public employment services in Jiaozuo, Henan Province. Following a fact-finding mission in March 2016, ADB and the government reached an understanding on the objectives, scope, implementation arrangements, costs, and terms of reference for consultants. The design and monitoring framework is in Appendix 1.¹ The TA is included in ADB's country operations business plan, 2016–2018 for the PRC.²

II. ISSUES

2. The government assigns high priority to the establishment and improvement of the urban and rural public employment service system. With the economy undergoing fundamental transformation and its growth slowing, the government anticipates a large number of layoffs and hidden unemployment caused by overcapacity and an increase in loss-making industries and enterprises. On the other hand, new urban jobs are expected to be created by the drive for "new urbanization," which aims to integrate rural migrant workers in emerging small- and medium-sized cities.³ Against this background, the government's Thirteenth Five-Year Plan, 2016–2020 emphasizes the leading role of public employment services in providing coordinated support to promote stable employment, especially for those who frequently face difficulties in labor market transitions, including college graduates, rural migrant workers, laid-off workers, the unemployed, and foreign university graduates.⁴

3. Public employment services in the PRC, by statute, have to provide a comprehensive set of functions, such as job brokerage, labor market information, active labor market programs, administration and management of unemployment benefits, administration of other benefits, and labor migration. The remaining tasks are to equalize public employment services across the country, particularly between urban and rural areas, and to improve service quality and effectiveness. A TA consultant's report in 2008 indicated the following challenges in the PRC's public employment service system: (i) development of public employment service agencies is uneven, especially in the villages; (ii) comprehensive services are not always provided; (iii) information services are insufficient due to underdevelopment of information systems; (iv) service procedures and methods are inflexible; (v) results of public employment services are often found to be unsatisfactory; (vi) performance orientation in public employment service agencies is lacking; and (vii) coordination among different levels and between urban and rural areas is ineffective.⁵ Although considerable improvements have been made, these challenges persist to this day.

4. In 2012, the National Standardization Management Commission and 26 other central commissions, ministries, and agencies issued the Notification of Social Management and Public Service Standardization to enhance service quality and public satisfaction, and equalize basic

¹ The TA first appeared in the business opportunities section of ADB's website on 30 March 2016.

² ADB. 2016. *Country Operations Business Plan: People's Republic of China, 2016–2018*. Manila.

³ Central Committee of the Communist Party and the State Council. 2014. *National Plan on New Urbanization (2014–2020)*. Beijing.

⁴ Government of the PRC, National Development and Reform Commission. 2015. *Thirteenth Five-Year Plan on National Economic and Social Development, 2016–2020*. Beijing.

⁵ ADB. 2008. *Employment Services for Migrant Workers*. Consultant's report. Manila (TA 4858-PRC).

public services.⁶ The notification urged the National Standardization Management Commission, together with local governments and central ministries and agencies, to launch national standardization pilot projects in 11 social management and public service areas. Public employment services was one of the 11 areas in which Dalian, Jiaozuo, and Kunming public employment service agencies were selected as national pilot projects.

5. Located in northwestern Henan Province, Jiaozuo is a prefecture-level municipality with a population of 3.68 million. This resource-exhausted municipality is undergoing critical development (industrialization, urbanization, agricultural modernization, and development of telecommunications infrastructure) as a provincial-level economic transformation demonstration city.⁷ The equalization of basic public services is an urgent task as a demonstration city. Since 2014, the Labor Exchange Center of the Jiaozuo Municipal Bureau of Human Resources and Social Security (LEC) has been implementing, in collaboration with the Henan Provincial Department of Human Resources and Social Security, a national pilot project for the standardization of public employment services to enhance the quality and effectiveness of its services as well as those in 11 district and/or county centers, 102 township stations, and 1,826 village stations that it supervises.

6. As of February 2016, the LEC had developed 179 standards that fall into four categories: (i) basic common standards, (ii) service standards, (iii) management system standards, and (iv) public employment service staff job descriptions. Despite the significant progress, the Jiaozuo national pilot project faces challenges. Standards for services and management functions involving information technology (IT) have remained incomplete due to a low level of IT usage at the LEC. The midterm evaluation conducted in February 2016 found that the standards developed are not high enough to enhance service quality and effectiveness. The service standards developed are mostly procedural, without specifying service results and performance characteristics. Standards concerning the profiling of clients and the targeting of measures, two of the techniques used to improve the match between job seekers and employers, are almost nonexistent, partly because critical labor market information and IT systems are unavailable. The management system standards developed, on the other hand, failed to cover quality control systems. Standards for district and/or county centers and for township and village stations have yet to be developed.

7. In 2014, the Ministry of Human Resources and Social Security issued a notification of measures to strengthen records and document management at public employment service agencies. On a daily basis, these agencies create, reference, and archive records and documents of those who wish to register or have registered as job seekers. In the PRC, registered job seekers include those who are inactive and employed; their records and documents are kept at public employment service agencies throughout their lifetimes. Service charges for maintaining personal records and documents at public employment service agencies were abolished in 2015. Although standards concerning records and document management have been developed, they need to be upgraded to take into account relevant requirements and standards.

8. The Jiaozuo national pilot project will close in April 2017. For the standards developed under the project to be adopted at the national level, substantial work remains to be done.

⁶ Government of the PRC, National Standardization Management Commission and 26 other central commissions, ministries, and agencies. 2012. *Notification of Social Management and Public Service Standardization*. Beijing.

⁷ Henan Provincial Government. 2012. *Notice on the Development of Jiaozuo City as the Central Plains Economic Zone Economic Transformation Demonstration City*. Zhengzhou.

Moreover, the standards need to be applied to day-to-day operations of public employment services by training public employment service staff at the municipal, district and/or county, township, and village levels. Additionally, the LEC's experience in implementing a national pilot project should be summarized and recommended for nationwide dissemination.

9. The TA supports the government's efforts to safeguard and improve living standards, one of the major tasks for economic and social development identified in the Thirteenth Five-Year Plan (footnote 4), by enhancing the quality and effectiveness of public employment services in rural and urban areas. This TA is built on findings and recommendations of the past TA projects on public employment services for disadvantaged people and information systems for employment and social security services.⁸ The TA is linked directly to ADB's country partnership strategy, 2016–2020 for the PRC, which emphasizes inclusive economic growth through the reduction of rural–urban disparities and the promotion of equal access to services.⁹ The TA adds value to current and upcoming lending operations for urban and urban–rural development, which include support for public employment services.

III. THE CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE

A. Impact and Outcome

10. The impact will be the equalization of public employment services between urban and rural areas. The outcome will be the enhancement of the quality and effectiveness of public employment services.

B. Methodology and Key Activities

11. The TA will have three outputs: (i) a complete set of standards for public employment services developed, (ii) standards application and quality control systems for public employment services established, and (iii) knowledge about the standardization of public employment services strengthened.

12. **Output 1: A complete set of standards for public employment services developed.** The TA will assist the LEC in improving the existing standards and developing new standards for public employment services. Output 1 will include (i) collecting and reviewing all national and local legislation, requirements, and standards (including industry standards) relevant to public employment services, which should be reflected in the standards for public employment services; (ii) reviewing profiling and targeting techniques used in the PRC and abroad; (iii) upgrading existing service standards by specifying service results and performance characteristics; (iv) developing new service standards; (v) reviewing quality control systems used in public and private sector organizations in the PRC and abroad; (vi) upgrading existing management system standards; (vii) reviewing records and document management systems in the PRC and abroad; (viii) upgrading existing standards concerning records and documents of registered job seekers at public employment service agencies; (ix) reviewing public employment

⁸ ADB. 2006. *Technical Assistance to the People's Republic of China for Employment Services for Migrant Workers*. Manila; ADB. 2008. *Technical Assistance to the People's Republic of China for the Improvement of Public Employment Service System in the Western Region*. Manila; ADB. 2009. *Technical Assistance to the People's Republic of China for Strengthening Equitable Provision of Public Employment Services in Sichuan Province*. Manila; and ADB. 2014. *Technical Assistance to the People's Republic of China for the Chongqing Vocational Training Information Management Platform Development*. Manila.

⁹ ADB. 2016. *Country Partnership Strategy: Transforming Partnership: People's Republic of China and Asian Development Bank, 2016–2020*. Manila.

services in the districts and/or counties, townships, and villages; and (x) developing standards for district and/or county, township, and village public employment service agencies. International study visits to countries, which are advanced in terms of the standardization of public employment services will be organized.

13. Output 1 will be developed in two phases. During months 2–4, various reviews will be conducted to help guide standard upgrading and development, and international study visits to ADB member countries will be organized. During months 5–8, the existing standards will be upgraded and new standards will be developed.

14. **Output 2: Standards application and quality control systems for public employment services established.** The TA will support the training of public employment service staff at the municipal, district and/or county, township, and village levels on the application of the standards developed. About 10 public employment service staff at the municipal level will be trained first as master trainers, making them knowledgeable about the application of the standards. These master trainers will then be responsible for training 5,000 staff at the district and/or county, township, and village levels. The TA will also support the development of an IT platform for public employment services (software, databases, and web portal), which will be integrated with social security information systems. The platform will include functions to collect labor market information, conduct analysis for profiling and targeting, and carry out user satisfaction surveys. Business analysis will be performed during months 2–4, together with the reviews under output 1. The IT platform for public employment services will then be developed in months 5–12.

15. **Output 3: Knowledge about the standardization of public employment services strengthened.** The TA will support the development of case studies and the organization of workshops to disseminate the standards and case studies at the provincial and national levels. Representatives of the Dalian and Kunming national pilot projects (para. 4) will be invited to the workshops to share knowledge about, and experiences with, the standardization of public employment services.

16. The key risks in developing the outputs and achieving the expected outcome are (i) constraints on municipal, district and/or county, township, and village public employment service agencies in terms of resources and other emerging priorities; and (ii) the introduction of new types of services that might make it difficult to complete the whole set of standards for public employment services.

C. Cost and Financing

17. The TA is estimated to cost \$500,000, of which \$400,000 will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-other sources). The government will provide counterpart support in the form of counterpart staff, office space, and other in-kind contributions, including administrative support and interpretation services, logistics, and local (city) transportation. The government will also cover any recurrent costs required to maintain the IT platform during and after the TA.

D. Implementation Arrangements

18. The Henan Finance Bureau will be the executing agency and will oversee coordination of different departments and agencies involved in the standardization of public employment services. The implementing agency will be the Jiaozuo Municipal Bureau of Human Resources

and Social Security, which will assume overall responsibility for the TA activities in close cooperation with the Henan Provincial Department of Human Resources and Social Security. A project steering committee will be established to provide overall guidance and support for TA implementation. This committee will be chaired by the division director of the Henan Provincial Department of Human Resources and Social Security and will comprise representatives from the Henan Provincial Department of Finance, the Department of Human Resources and Social Security (Division of Programming and Finance, Data Center), the Bureau of Quality and Technical Supervision, and the LEC. The TA will be implemented from 31 May 2016 to 31 December 2017. Proceeds of the TA will be disbursed in accordance with ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time). Procurement of equipment will be carried out in accordance with ADB's Procurement Guidelines (2015, as amended from time to time). Purchased equipment will be turned over to the executing agency upon completion of the TA activities.

19. The TA will engage two consulting firms to (i) provide expertise in good practices of public employment services in the PRC and abroad, profiling and targeting, quality control systems, and records and document management (international, 2 person-months; national, 11 person-months); and (ii) develop the IT platform (national, 46 person-months). The consulting firms will be selected using the quality- and cost-based selection method (with a 90:10 quality–cost ratio) and the simplified technical proposal. In addition, one international consultant will be engaged for 2 person-months as an individual consultant to provide expertise in public service standardization. All consultants will be engaged in accordance with ADB's Guidelines on the Use of Consultants (2013, as amended from time to time). The outline terms of reference for consultants are in Appendix 3.

20. The IT platform will be integrated with the existing social security information systems managed by the data centers of the Henan Provincial Department of Human Resources and Social Security and the Jiaozuo Municipal Bureau of Human Resources and Social Security. The data centers will be responsible for maintaining the IT platform developed under the TA with funding from the Henan provincial government.

21. The TA will be monitored and evaluated based on the implementation of activities and satisfactory delivery of outputs following the agreed timeline and budget. The TA review missions will be the main mechanism to monitor and assess the TA. To support monitoring and evaluation, the consultants will submit an inception report, an interim report, a draft final report, and a final report in English and Chinese to the executing and implementing agencies, and to ADB.

22. Under output 3, case studies on the standardization of public employment services by the LEC, as implemented under the national pilot project, will be prepared and disseminated together with the standards developed at provincial and national level workshops.

IV. THE PRESIDENT'S DECISION

23. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$400,000 on a grant basis to the Government of the People's Republic of China for the Jiaozuo National Pilot Project for the Standardization of Public Employment Services, and hereby reports this action to the Board.

DESIGN AND MONITORING FRAMEWORK

Impact the TA is Aligned with Public employment services between urban and rural areas equalized (Notification of Social Management and Public Service Standardization) ^a			
Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
Outcome The quality and effectiveness of public employment services enhanced	a. At least 75% of service users respond with “satisfied” or “highly satisfied” in user satisfaction surveys by 2018 (2016 baseline: not applicable) b. About 5,000 public employment service staff at the municipal, district and/or county, township, and village levels have acquired the knowledge and skills required to apply relevant standards by 2018 (2016 baseline: 0)	a. Annual reports of the LEC; data generated on the IT platform b. Annual reports of the LEC	Capacity of municipal, district and/or county, township, and village public employment service agencies constrained by declining resources and other emerging priorities
Outputs 1. A complete set of standards for public employment services developed	By month 8: 1a. 90% of the existing service standards upgraded with the specification of service results and performance characteristics (2016 baseline: 0%) 1b. Existing management system standards upgraded to include quality control systems (2016 baseline: not upgraded) 1c. Standards for services and management functions involving IT developed (2016 baseline: not developed) 1d. Standards for public employment services at the district and/or county, township, and village levels developed (2016 baseline: not developed)	1a–1d. Standards documents of the LEC in mid-2017; consultants’ interim reports	New types of services are introduced that might make it difficult to complete the whole set of standards for public employment services
2. Standards application and quality control systems for public employment services established	2a. By month 9, about 10 public employment service staff at the municipal level trained as master trainers conversant with the application of the standards to provide training for 5,000 staff at the district and/or county, township, and village levels (2016 baseline: 0)	2a. Annual reports of the LEC 2b. Annual reports of the LEC; consultants’ final reports; review missions	

Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting	Risks
	2b. By month 12, IT platform for public employment services developed and commissioned with functions for data collection, analysis, and surveys, and used by the LEC (2016 baseline: not developed)		
3. Knowledge about the standardization of public employment services strengthened	3a. By month 10, at least 3 case studies on the standardization of public employment services developed (2016 baseline: 0) 3b. By month 11, about 15 provincial and national officers, including those who have been involved in other national pilot projects, have gained knowledge on the standards and case studies through workshops (2016 baseline: 0)	3a. Consultants' final reports 3b. Annual reports of the LEC; review missions	
<p>Key Activities with Milestones</p> <p>1. A complete set of standards for public employment services developed</p> <p>1.1 Review profiling and targeting techniques used across the PRC and abroad, upgrade the existing service standards, and develop new service standards (months 2–7)</p> <p>1.2 Review quality control systems used in public and private sector organizations in the PRC and abroad, and upgrade existing management system standards (months 2–7)</p> <p>1.3 Review records and document management systems in the PRC and abroad, and upgrade standards concerning records and documents of registered job seekers (months 2–7)</p> <p>1.4 Review public employment services in the districts and/or counties, townships, and villages; and develop standards for district and/or county, township, and village public employment service agencies (months 3–8)</p> <p>2. Standards application and quality control systems for public employment services established</p> <p>2.1 Prepare and organize training for municipal, district and/or county, township, and village public employment service staff (months 7–9)</p> <p>2.2 Conduct business analysis at the LEC and associated departments and agencies (months 2–4)</p> <p>2.3 Develop the IT platform for public employment services, which will be integrated with social security information systems; perform tests; prepare user manuals; and carry out the pilot run (months 5–12)</p> <p>3. Knowledge about the standardization of public employment services strengthened</p> <p>3.1 Select cases related to the standardization of public employment services and prepare case studies (months 4–10)</p> <p>3.2 Prepare and organize provincial and national level workshops to disseminate the standards and case studies (months 7–11)</p>			
<p>Inputs ADB: \$400,000 Note: The government will provide counterpart support in the form of counterpart staff, office space, and other in-kind contributions, including administrative support and interpretation services, logistics, and local (city) transportation. The government will also cover any recurrent costs required to maintain the IT platform during and after the TA.</p>			
<p>Assumptions for Partner Financing Not Applicable</p>			

ADB = Asian Development Bank, IT = information technology, LEC = Labor Exchange Center of the Jiaozuo Municipal Bureau of Human Resources and Social Security, PRC = People's Republic of China, TA = technical assistance.

^a Government of the PRC, National Standardization Management Commission, and 26 other central commissions, ministries, and agencies. 2012. *Notification of Social Management and Public Service Standardization*. Beijing. Source: ADB.

COST ESTIMATES AND FINANCING PLAN

(\$'000)

Item	Amount
Asian Development Bank^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants (4 person-months)	79.3
ii. National consultants (57 person-months)	179.7
b. International and local travel	16.0
c. Reports, translation, and communication	35.0
2. Training, seminars, and workshops ^b	65.0
3. Equipment ^c	5.0
4. Miscellaneous administration and support costs ^d	5.0
5. Contingencies	15.0
Total	400.0

TA = technical assistance.

Note: The TA is estimated to cost \$500,000, of which contributions from the Asian Development Bank are presented in the table above. The government will provide counterpart support in the form of counterpart staff, office space, and other in-kind contributions, including administrative support and interpretation services, logistics, and local (city) transportation. The government will also cover any recurrent costs required to maintain the information technology platform during and after the TA. The value of government contribution is estimated to account for 20% of the total TA cost.

^a Financed by the Asian Development Bank's Technical Assistance Special Fund (TASF-other sources).

^b Includes TA workshops (one training at the municipal level for an estimated 10 master trainers on the application of the standards developed; one municipal level inception workshop for an estimated 40 participants; one municipal and/or provincial level midterm workshop for an estimated 40 participants; one provincial and/or national level final and knowledge-sharing workshop for an estimated 60 participants); and international study visits to Asian Development Bank member countries.

^c Six laptops will be procured and turned over to the executing agency upon completion of the TA activities.

^d Includes translation and interpretation services.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

1. The effective implementation of this technical assistance (TA) will require 4 person-months of international and 57 person-months of national consulting services. Three packages are proposed: (i) one consulting firm contract for 2 person-months of international and 11 person-months of national consultants; (ii) one consulting firm contract for 46 person-months of national consultants; and (iii) one international individual consultant for 2 person-months. All consultants will be engaged in accordance with the Asian Development Bank (ADB) Guidelines on the Use of Consultants (2013, as amended from time to time).

A. Consulting Firm 1: Standardization of Public Employment Services

2. The TA will engage 2 person-months of international and 11 person-months of national consulting services through a consulting firm, which will be selected through the quality- and cost-based selection method (with a 90:10 quality–cost ratio) using the simplified technical proposal. The consulting firm will assist the Labor Exchange Center of the Jiaozuo Municipal Bureau of Human Resources and Social Security (LEC) in upgrading and developing standards for public employment services and training public employment service staff at the municipal, district and/or county, township, and village levels. The firm will also work with another consulting firm, which will develop an information technology (IT) platform for public employment services, to carry out business analysis. The following positions are required:

1. Public Employment Service Specialist and Team Leader (national, 5 person-months)

3. The specialist should have a postgraduate degree in public management, sociology, or another relevant discipline; more than 8 years of experience in researching public employment services in the People’s Republic of China (PRC) and abroad, with an emphasis on experience abroad; in-depth knowledge of day-to-day operations of public employment services; and good English speaking and writing skills. The specialist will perform the following tasks:

- (i) collect and review all national and local pieces of legislation, requirements, and standards (including industry standards) relevant to public employment services, and ensure that all the standards for public employment services developed are consistent with these pieces of legislation, requirements, and standards;
- (ii) review functions and services provided by the LEC, district and/or county centers, and township and village stations; and identify functions and services that currently have no standards;
- (iii) advise the IT platform development consulting firm in carrying out the business analysis of and developing functional requirements for the platform;
- (iv) identify good practices of public employment services in the PRC and abroad and introduce them to the LEC;
- (v) prepare a detailed program for the international study visits to be organized for Henan provincial government staff and assist them in organizing the international study visit;
- (vi) together with the LEC, the Jiaozuo Municipal Bureau of Human Resources and Social Security, the Henan Provincial Department of Human Resources and Social Security, and the Bureau of Quality and Technical Supervision, select several cases of standards and develop case studies on the development and application of these standards;
- (vii) assist the LEC in documenting and summarizing its experience with the standardization of public employment services;

- (viii) together with the other specialists, upgrade the existing standards and develop new standards;
- (ix) together with the other specialists, prepare training materials on the application of the standards, and conduct training for public employment service staff;
- (x) as the team leader, ensure the timely completion and submission of milestone reports (para. 9) with clearly defined inputs from the team; and
- (xi) ensure the efficient preparation and organization of workshops and training in collaboration with the municipal and provincial governments and ADB.

2. Profiling and Targeting Specialists (international, 2 person-months; national, 2.5 person-months)

4. The international specialist should have a graduate degree in the social sciences and more than 8 years of experience in conducting comparative research on public employment services and policies, with knowledge of and experience in the profiling of clients and targeting of measures. Knowledge of and experience in the PRC is desirable. The national specialist should have a graduate degree in the social sciences, quantitative skills, at least 5 years of experience in researching public employment services and policies, and good English speaking and writing skills. The specialists will perform the following tasks:

- (i) review public employment services for different groups of clients, and define service results and performance characteristics for each group;
- (ii) assist the LEC in upgrading the existing service standards and developing new standards with the specification of service results and performance characteristics;
- (iii) review profiling and targeting techniques used in the PRC and abroad, introduce them to the LEC, and incorporate them into the service standards;
- (iv) advise the IT platform development consulting firm in carrying out the business analysis of and developing functional requirements for the platform, including the requirements to conduct analysis for profiling and targeting;
- (v) support the public employment service specialist to develop case studies; and
- (vi) provide inputs for the training materials on the application of the standards, and conduct training for public employment service staff.

3. Quality Control System Specialist (national, 2 person-months)

5. The specialist should have a graduate degree in public management, business administration, or another relevant discipline; more than 8 years of experience in researching quality control systems in public and private sector organizations and/or advising public and private sector organizations on quality control systems; and good English speaking and writing skills. The specialist will perform the following tasks:

- (i) review management systems at the LEC, district and/or county centers, and township and village stations;
- (ii) review quality control systems used in public and private sector organizations in the PRC and abroad, and introduce them to the LEC;
- (iii) assist the LEC in upgrading the existing management system standards and developing new ones by specifying the standards for quality control systems at the LEC, district and/or county centers, and township and village stations;
- (iv) advise the IT platform development consulting firm in carrying out business analysis of and developing functional requirements for the platform, including the requirements to improve management and quality control processes;
- (v) support the public employment service specialist in developing case studies; and

- (vi) provide inputs for the training materials on the application of the standards, and conduct training for public employment service staff.

4. Records and Document Management Specialist (national, 1.5 person-months)

6. The specialist should have a graduate degree in library and information science or a relevant discipline; more than 8 years of experience in managing and archiving a large volume of records and documents, or researching records and document management with and without the use of IT; and good English speaking and writing skills. The specialist will perform the following tasks:

- (i) review record and/or document flows as well as records and document management procedures and practices at the LEC, district and/or county centers, and township and village stations;
- (ii) review good practices of records and document management in the PRC and abroad, and introduce them to the LEC;
- (iii) assist the LEC in upgrading the existing standards and developing new standards concerning records and document management at the LEC, district and/or county centers, and township and village stations;
- (iv) advise the IT platform development consulting firm in carrying out the business analysis of and developing functional requirements for the platform, including the requirements to improve record and/or document flows as well as records and document management practices and processes;
- (v) support the public employment service specialist in developing case studies; and
- (vi) provide inputs for the training materials on the application of the standards, and conduct training for public employment service staff.

B. Consulting Firm 2: Information Technology Platform Development

7. The TA will engage 46 person-months of national consulting services through a consulting firm to be selected through the quality- and cost-based selection method (with a 90:10 quality–cost ratio) using the simplified technical proposal. Under the guidance of the Jiaozuo Municipal Bureau of Human Resources and Social Security, the consulting firm will develop an IT management platform for public employment services, which will be integrated with social security information systems. The platform will have the following functions: (i) electronic records management; (ii) database management; (iii) user registration and log-in management; (iv) self-assessment and career aptitude tests; (v) job matching; (vi) social security administration management; (vii) employment and unemployment registration management; (viii) vocational training management; and (ix) surveys, statistical analysis, and inquiry. To install programs to be used by the LEC, the consulting firm may procure laptops. In addition to these laptops, the ownership of the IT platform to be developed, including the codes, will be turned over to the Jiaozuo Municipal Bureau of Human Resources and Social Security upon completion of the TA.

8. The consulting firm is also expected to work with the standardization of public employment services consulting firm in conducting business analysis of and developing functional requirements for the IT platform, as well as in upgrading and developing standards for functions and services involving the IT platform.

9. A lump-sum contract is proposed. Progress payments will be disbursed upon completion of the following key deliverables in Chinese with an English translation:

- (i) a detailed definition of functions and subsystems of the platform and a detailed work plan to develop the platform; and process documentation and system design for the IT management platform for employment services (system requirement specifications and a system design document);
- (ii) screenshots of functions and subsystems of the platform mock-up; an updated definition of functions and subsystems of the platform; and an activity report, which informs tasks accomplished to date and tasks to be completed against the agreed work plan as well as problems, delays, and their causes;
- (iii) screenshots of functions and subsystems of the platform developed; an updated definition of functions and subsystems of the platform; and an activity report, which informs tasks to date and tasks to be completed against the agreed work plan as well as problems, delays, and their causes;
- (iv) a report of software testing, including security, user acceptance, and operational acceptance tests; user manuals; and a training of trainers report; and
- (v) presentation slides and information materials on the IT platform for the final and knowledge-sharing workshops.

10. One key expert position is required (public employment service information management system specialist). The consulting firm will determine the number of non-key expert positions in the team and will propose the required person-month allocation for each non-key expert in a technical proposal. The key expert and non-key expert positions will include the following:

- (i) **Public employment service information management system specialist/team leader** (key expert, national, 9 person-months). The specialist will have a master's degree in computer science or a related field, and substantial experience in designing and coordinating development of information management systems for government agencies, preferably in the fields of public employment services and social security. English proficiency is required. The specialist will (a) establish work plans, and manage and coordinate the team of IT specialists and their outputs; (b) lead a study of business processes and functional requirements, and produce system requirement specifications and a system design document; (c) lead the team of IT specialists in developing and testing the information management platform; (d) lead the preparation of user manuals; (e) design and conduct train-the-trainer sessions; (f) act as a resource person at knowledge-sharing workshops; and (g) produce key deliverables.
- (ii) **Database architect(s)** (non-key expert(s), national). The specialist will have a degree in computer science and at least 3 years of database design and development experience. English proficiency is required. The specialist will (a) design databases to support business applications, ensuring system scalability, security, performance, and reliability; (b) create and enforce database development standards; and (c) take part in user manual preparation and user training.
- (iii) **Developer(s)** (non-key expert(s), national). The specialist will have a degree in computer science and at least 3 years of coding and software development experience. English proficiency is required. The specialist will produce detailed specifications, write the program codes, and take part in user manual preparation and user training.
- (iv) **Functional analyst and tester(s)** (non-key expert(s), national). The specialist will have a degree in computer science and at least 3 years of experience in business processes, functional analysis, design development, and software testing. English proficiency is required. The specialist will analyze business processes and define user needs; write functional files; conduct software testing

(including security, user acceptance, and operational acceptance tests); and take part in user manual preparation and user training.

C. Individual Consultant

11. **Public service standardization specialist** (international, 2 person-months). The specialist should have a postgraduate degree in public management, sociology, or another relevant discipline; and more than 8 years of experience in developing and applying standards for public services, advising the government on public service standardization, or conducting comparative research on public service standardization. Knowledge of and/or experience with public services in the PRC is preferable. The specialist will (i) collect information and data on public service standardization in upper-middle- and high-income countries and analyze trends in public service standardization; (ii) summarize challenges and lessons learned from these countries' experience with public service standardization; (iii) identify good practices of public service standardization, including public employment service standardization, and prepare case studies; (iv) review and comment on reports prepared by the standardization of public employment services consulting firm; and (v) act as a resource person at training events and workshops.