

THE PEOPLE'S REPUBLIC OF CHINA  
UNITED NATIONS DEVELOPMENT PROGRAMME

Project Document

Project number: CPR/04/609/A/01/99  
Project title: Advanced Leadership Development Project on the  
Xiao Kang Society  
Project short title: Leadership Development  
Estimated start date: 2004  
Estimated end date: 2007  
Country: China  
Management arrangement: NEX  
Designated institution: China International Center  
for Economic and Technical  
Exchange (CICETE)  
Implementing agency: Organization Department,  
CCCPC

**Summary of UNDP and  
Cost-sharing inputs**

UNDP TRAC1&2: \$3,100,000  
Cost-sharing:  
Government: \$900,000  
Third Party:  
Total: \$4,000,000

UNDAF outcome(s)/Indicators:

Support favorable conditions for national reform and  
the development process

Country Program Expected Outcome(s)/Indicator (s):

MDG concepts and indicators integrated into national  
development policies and plans

Country Program Expected Output(s)/Indicator (s):

Training in new human-centered development with  
integration of MDGs for key national and provincial  
policy makers and development administrators

Government Matching Input:  
Total: \$5,100,000

LPAC review date: 8 June 2004

Organization Department:  
Central Committee of the Communist Party of China

10 July 2004

Ministry of Commerce:  
P. R. China

10 July 2004

United Nations Development Programme:

10 July 2004

**GOVERNMENT OF THE PEOPLE'S REPUBLIC OF CHINA  
AND  
UNITED NATIONS DEVELOPMENT PROGRAMME**

**ADVANCED LEADERSHIP DEVELOPMENT PROJECT  
FOR THE XIAO KANG SOCIETY**

This project is to assist senior leaders in China to enhance: 1) their understanding of the concepts and goals of the new paradigm of development incorporating the “five balanced aspects” and; and 2) their capacity for leading, managing and implementing policy and operational measures in their institutions and areas of responsibility to ensure rapid progress towards establishing a Xiao Kang Society in an all-round way and achieving the Millennium Development Goals.

## PART I. SITUATION ANALYSIS

As a result of more than two decades of reform and opening to the outside world, China's economy has made remarkable strides, with impressive growth and enormous improvement in the well being of China's population, including a dramatic reduction in the number of people below the poverty line. In order to guide future development, the Government has outlined a three-step national strategy for China's modernization by the year 2050. At the 16<sup>th</sup> National Congress of the Communist Party of China (CPC) held in November 2002, the first phase of the third step was defined as building the Xiao Kang Society in an all-round way by 2020 to try to quadruple GDP on the basis of year 2000, and pursue development that is more balanced, harmonious, and human centered, caring of the environment, supportive of people's empowerment, and improve political civilization development<sup>1</sup>. This vision reflects the Government's strong political commitment to promote human development that is equitable, fair, sustainable, participatory and inclusive. To achieve these goals, the Government acknowledges the urgent need to "further develop the economy, improve democracy, advance science and education, enrich culture, foster social harmony and upgrade the texture of life for the people."

In October 2003, at the 3<sup>rd</sup> Plenary Session of the 16<sup>th</sup> party Central Committee of the CPC, the guideline for building the Xiao Kang Society in an all-round way was proposed – the "scientific development concept" – comprehensive, coordinated and sustainable development, including the "five balanced aspects" – balanced development between urban and rural areas, among different regions, between the economic and social progress, man and nature, and between domestic development and opening up to the outside world.

Based on the decisions of the 16<sup>th</sup> National Congress of CPC and the 3<sup>rd</sup> Plenary Session of 16<sup>th</sup> National Congress of CPC, again, at the second meeting of the Tenth National People's Congress in March 2004, China's Premier, Wen Jiabao called for paying more attention to exercising macro control, balancing the interests of all parties, putting people first, and promoting reform and innovation in accordance with the "new development concept" and "five balanced aspects". Top Government leaders also announced, *inter alia*, that the Government would hear the opinions of more people, accept the oversight of the general public, promote political restructuring, build a clean government, fight vigorously against corruption, improve ecological conservation and environmental protection, and boost the non-public sector economy.

China's commitment to establishing a Xiao Kang Society mirrors, in many respects, the Millennium Declaration adopted by Heads of State and Governments from 189-member countries at the United Nations Summit held in September 2000. It reflected the fundamental values and principles endorsed in the Declaration, including freedom and dignity, equality, equity and social justice, tolerance, respect for nature and shared responsibility. The Millennium Declaration outlines, among other things, a set of clear commitments, goals and targets for ending human poverty and accelerating human development. These were subsequently transformed into the Millennium Development Goals (MDGs).<sup>2</sup> There is a unique window of

<sup>1</sup> The Guideline for Learning; Report on the 16<sup>th</sup> National Congress of CPC, People's Publishing House, 2002.

<sup>2</sup> See Annex I and <http://www.undp.org/mdg/> for a list of the MDGs and agreed global targets for achieving them.

opportunity for China to integrate the Xiao Kang and MDGs given the strong convergence between the two<sup>3</sup>. The Xiao Kang Goals, which aim at being more comprehensive than the MDGs, have the potential of enriching and sharpening the focus of ongoing global efforts to move beyond poverty reduction. The 11<sup>th</sup> Five Year Plan (2006-2010) in China, which is under the preparation stage, provides a unique opportunity for relevant human development concepts and indicators to be incorporated into Plan and its corresponding policies.

China's political leadership is committed to establishing a Xiao-Kang Society in an all-round way. However, given that China has the world's largest population, achieving both the Xiao Kang Society Goals and MDGs represents a significant challenge for the Chinese people as well as for the Government. Several imbalances characterize China's development – between rural and urban and coastal and interior areas, in promoting health and education, in ensuring gender equality, in protecting people against HIV/AIDS, and in nurturing the environment, as pointed out by the MDG Report 2003 prepared by the UN Country Team in China<sup>4</sup>. There is need for the vision of building the Xiao Kang society in an all-round way to be supported by a tested conceptual/operational framework to guide policy making, and for the capacity of the senior officials to be enhanced to effectively provide leadership, management and implementation of the Xiao Kang Society goals of China, within the institutions and areas under their responsibility.

Through this project, the senior leaders in China will be given opportunities to enhance their understanding of the new broad-based development paradigm incorporating the “five balanced aspects”, the development strategies entailed, and the institutional and operational framework to guide policy making towards realizing the Xiao Kang Society in an all-round way. Under the project, about 100 minister/governor level leaders under age 55 and 200 promising young leaders will be introduced to balanced development strategies mainly through overseas visits and training. 600 senior leaders including 200 at Minister/Governor level and 400 at the Director-General/Mayor level officials will be trained through domestic training activities. In addition, dissemination of the learning and training effects to other leaders at various levels in China will also be promoted.

By enhancing the capacity of senior officials in leading, managing and implementing the strategies for comprehensive, coordinated, sustainable and human centered development, this project would contribute to the acceleration of China's progress towards establishing a Xiao Kang Society in an all-round way. This project will be an integral part of a large and comprehensive programme -- “Establishing A Xiao Kang Society” between UNDP and the Government of China (“Xiao Kang Programme” for short). The Xiao Kang programme is to assist China in achieving the vision of establishing a Xiao Kang Society - a ‘well-off society in an all-round way’ that assures all citizens a higher standard of living and better quality of life - reflecting the new development paradigm for China. The Programme seeks to strengthen the pursuit of this vision by ensuring integration, in the spirit of the Millennium Declaration endorsed by China, with the Millennium Development Goals. It will assist the Government of

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<sup>3</sup> “High Level International Conference on MDGs”, Beijing, 25-27 March 2004, organized by the Ministry of Foreign Affairs, China and the United Nations System in China. Senior Government officials confirmed their concurrence to pursuing the MDGs at this conference, as widely reported in the media.

<sup>4</sup> “Millennium Development Goals-China's Progress, An Assessment by the UN Country Team in China”, MDGR, 2003.

China to develop a broader definition, concepts, goals and indicators of development, to strengthen monitoring and assessment of development progress, to enhance the capacities of senior officials in providing leadership, management and implementation, and to mobilize the whole society to participate in establishing a Xiao Kang society in an all-round way. The Advanced Leadership Development Project (ALDP) is an integral part of the overall programme, though managed independently as a project.

## **Part II. Strategies**

### **Part II a. Government Strategy for Leadership Capacity Building**

China is governed by the Communist Party of China (CPC), which has over 60 million members in more than 3 million grass-roots organizations. The Party's supreme organ is the National Congress of the CPC, and the Central Committee that it elects. The Party's leading bodies at all levels in the provinces and localities are the Party congresses at these levels and the committees that they elect. The Central Committee of the Communist Party of China (CCCPC) is responsible for issuing state development policy guidance, and for ensuring that these policies are effectively implemented and fulfilled across the nation.

The 16<sup>th</sup> National Congress of CPC emphasized that for China, the first two decades of the 21st century are a period of important strategic opportunities which offer the country bright prospects, and which China must therefore pursue diligently. This Congress also stressed that China faces profound changes in the conditions of governance, and national and international environment which will need to be taken into account in establishing a Xiao Kang Society in an all-round way. Given this situation, the top political leaders requested that leaders at all levels must:

-- acquire new knowledge, accumulate new experience and develop new capacities in theory and practice, suited to the requirements of the new development paradigm and associated tasks;

--take a broad view of the world, acquire a correct understanding of the requirements of the times, and be good at thinking on a theoretical plane and with a strategic perspective so as to improve their capacity of accurately assessing development trends;

--act in compliance with goals and development trends, address promptly the new situation and problems of reform and development, know how to seize opportunities to accelerate development, and enhance their capacity for fostering a market economy;

--correctly assess and resolve various economic and social problems, know how to make trade-offs among different interests, overcome difficulties and continuously improve their ability to cope with complicated situations;

-- enhance awareness of laws, and know how to integrate the role of leadership with the concept of people being the masters of the country, by ruling the country consistent with the laws, and improve their capacity to exercise state power in keeping with the law;

-- base actions on the overall interests of the whole country, firmly implement the national development strategy, principles and policies, work creatively in light of realities, and continuously enhance their capacity to provide leadership.

The Organization Department of the CCCPC is responsible for training, assessing, appointing and promoting leaders. Training guidelines are developed for each five year period, setting out the objectives, tasks and measures to be taken for the training of leaders nationwide. To meet the above requirements, the focus of training for leaders is shifting towards human-centered and balanced development concepts. This year the Organization Department began to provide induction courses to senior leaders on "scientific concept of development" in the Central Party School. The Organization Department carries out training for leaders through its national networks which, in turn, are connected to administrative colleges and party schools at local levels. International cooperation in training for leaders was also started. One of the initiatives was to link up with internationally acclaimed universities with the curriculum tailored to suit Chinese leaders' needs.

## Part II b. Project Strategy

The project supports the Government's requirements to enhance senior leaders' understanding of, and commitment to, the new paradigm of development in accordance with the "five balanced aspects", and the corresponding strategies, and leading, managing and implementing the Xiao Kang goals. The project would offer an opportunity for senior leaders in China to build their capacity in leadership and management of the new development paradigm and its objectives, and implementing for results, while also mobilizing the population. The tasks would include planning, design, and monitoring of development in line with Xiao Kang Society goals, and agreed annual and five year plan indicators and targets for establishing a Xiao Kang society in an all-round way. The duration of the project will be from 2004 to 2007..

The project will ensure value added by introducing relevant international good practices and experiences based on the national context in the role of leaders during periods of change in development paradigms or strategies, in managing for results, and infusing enthusiasm for the new strategies among subordinate officials, and the public at large. Building on integration of Xiao Kang Goals and MDGs, the framework underlining the learning curriculum of the project is the new development paradigm of balanced development with broadened concepts, and the monitoring of related development indicators and targets. Learning will take place not only from the most developed countries in the world, but also from successful case-study developing countries in meeting particular challenges in the areas outlined in the "five balanced aspects" of development. The project strategy is to highlight lessons from both international and domestic experience. The project aims at building capacities at a cross-sector level with a focus on integration and achieving balances. Multi dimensional abilities will be emphasized, reflecting the role of leaders.

The immediate target beneficiaries would be 300 senior leaders who would undergo overseas training under the project. An additional 600 senior leaders from ministries, provincial governments as well as some prefectures will receive domestic training. These trainings will be

integrated into the regular training of the Organization Department. The leaders trained and, through dissemination of the training effect other leaders will work more effectively in building the Xiaokang society in an all-around way.

The project work plan will be prepared after the signing of the document. Project implementation will generally be sequenced as follows:

1. **Needs Analysis of Training Programme:** The Bureau of Training of the Organization Department of CCCPC will study and identify overall needs of the trainees to meet the requirements to lead, manage and implement the scientific development concept, and on the basis of the real situation of the trainees' capacity. This overall needs analysis will illustrate potential for future scaling-up of this project, and for mobilizing more partners and resources into this capacity building endeavor.
2. **Identification of Participants:** The Bureau of Training of the Organization Department of CCCPC will identify participants for both overseas training and domestic training sessions. 300 participants, including 100 senior leaders under age 55 at Minister/Governor level and 200 promising young leaders, will be selected as the first batch for overseas training sessions. 600 participants, including 200 at the minister/governor level and 400 at the Director-General/Mayor level, will be selected to attend to the domestic training activities. Participants will be those responsible for policy and guidelines in the respective sector, institution, and/or region where they work, but also for ensuring effective implementation of such policies and guidelines. In order to maximize effective use of training resources and the results of such training, leaders with similar training needs will be grouped together.
3. **Selection of Training Providers:** The training providers will include domestic as well as international institutions. The existing national training networks for senior leaders including Party Schools of CPC at the national and provincial levels, the National School of Administration at the national and provincial levels, and other acclaimed Universities in China can be expected to be involved in the project. Other internationally renowned Universities and training institutions in successful case study countries may be contracted to provide learning and training curriculum and services. UNDP will assist with contacting international training institutions.
4. **Curriculum Design:** The curriculum will be tailored to best suit the needs of the participating leaders. The curriculum should be comprehensive and address the challenges in the new development paradigm, taking account of the "five balanced aspects". The curriculum should be focused on applications of good practices, at city, state and national levels in China and other countries, in order to enable leaders to apply their learning to their institutions, sectors or areas of responsibility and generate reform initiatives that would contribute to accelerating the achievement of the Xiao Kang Society Goals.
5. **Pre-training Orientation:** Prior to overseas training, participants will be provided with an orientation of the development contexts and cultural backgrounds of the countries to be visited and the proposed study topics. Pre-training discussion among the participants should be organized to focus their learning around challenges and problems they have in mind in the context of the "five balanced aspects".

6. **Training Organization:** International and national training will be organized in a mutually complementary manner, although they might be funded through different sources. In order to ensure positive benefits from both international and domestic training programs, the Organization Department's training activities will blend the thematic areas of the project into their annual training plan. UNDP will help introduce best international experiences through consultancy services to international and domestic training. CICETE will provide logistic support for overseas training, including travel arrangements.
7. **Follow-up Activities:** After training, necessary follow-up activities such as dissemination of training effects, adaptation of good practices to conditions in China and their application, and mechanisms for sharing of peer experiences will be organized by the Training Bureau of the Organization Department of CPC. After the training, the leaders would work more effectively for the Xiao Kang Program in developing goals, indicators, intermediate targets, and capacity building needed for establishing a Xiao Kang Society, as envisioned by China's top political leaders.
8. **Monitoring and Evaluation:** The impact of learning in terms of knowledge gained and positive effects on policy making, behavioral changes reflecting the incorporation of the "five balanced aspects", and mobilization of civil society support for the new development paradigm would be monitored and documented by the Project Management Office in terms of individuals, the institutions, and geographic regions or sectors under their leadership. The key indicators and intermediate targets under the Eleventh Five Year Plan could serve as benchmarks for measurement. The Project Management Office should collaborate with the Bureau in charge of leaders' performance assessment and promotion in the Organization Department to help establish a link between the results of training and the requirements of leaders' performance in establishing the Xiao Kang Society in an all-round way in China.

### **Part III. Project Results and Resources Framework**

The project will provide senior Government officials in China a clear understanding of the concepts and goals of the Xiao Kang Society including the "five balanced aspects", and of potential strategies to accomplish these goals through policies and programmes. It will contribute towards accelerating China's achievements in establishing a Xiao Kang Society in an all-round way by enhancing the leaders' capacity for leadership, management and implementation of the Xiao Kang Society Goals.

#### **Intended Outcome:**

Senior leaders' evidence-based knowledge of the scientific paradigm of development in accordance with the "five balanced aspects" is upgraded.

#### **Outcome indicators:**

- 900 senior leaders will be trained on balanced development through international and domestic training activities;



- Survey results showing that new knowledge of balanced development have been introduced to the senior leaders;
- Policies and programmes formulated and supported by senior leaders to operationalize the Xiao Kang Society goals incorporating the “five balanced aspects” of development.

## **Proposed Outputs, baselines and Indicative Activities**

**Output 1: Training plans prepared for enhancing senior leaders’ understanding of and capacity for leadership, management and implementation of balanced development;**

### **Baseline:**

China has achieved rapid growth with dramatic reductions in people below the poverty line. However, despite impressive GDP growth, the top leadership has called for more human centered development, and less imbalances. The new development paradigm embracing the “five balanced aspects” implies additional leadership requirements for senior officials. The Training Bureau of the Organization Department of CPC needs to assess the current capacity of the leaders with the new requirements, identify critical gaps and develop a training framework laying out the needs, strategies and resources for capacity building for the selected senior leaders under the project in order enable them to be competent for their responsibility of building the Xiao Kang Society in an all-round way by 2020. This will also call for the ability to manage, implement and monitor the impact of programmes and policies aimed at achieving Xiao Kang Society indicators and targets of the Eleventh Five Year Plan.

### **Indicative Activities**

- 1.1 Mapping existing knowledge and capacities of the senior leaders
- 1.2 Identifying and analyzing the learning needs of the senior leaders
- 1.3 Planning for training workshops and knowledge networks
- 1.4 Formulating monitoring and evaluation framework for the project learning exercises;

**Output 2: Learning resources and curriculum developed to meet the capacity building needs identified;**

### **Baseline:**

Balanced development is challenge not unique to China. It has been a challenge for the world. The senior leaders will learn not only from developed countries’ experiences but also from successful case-study developing countries. The learning resources should be well selected and compiled for the seniors’ leaders. Existing development studies curriculum needs to be further adapted and tailored to suit the particular learning needs of the senior leaders from China.

### **Indicative Activities**

- 2.1 Learning resources identified and developed to meet the learning needs
- 2.2 Curriculum identified and tailored for the training workshops

**Output 3: Training workshops covering selected thematic areas of balanced development conducted for the senior leaders;**

**Baseline:**

Although the Government is pressing for a balanced development approach, some leaders appear to continue to regard “GDP growth” as the only measure of progress. More attention needs to be paid by leaders to the imbalances emerging in China. Meanwhile, even though some leaders are clear about the concept of balanced development, specific measures to implement and realize the goals of balanced development remains a challenge. Adequate capacity at all levels for planning, design, implementation and monitoring of development is required for establishing the Xiao Kang Society in an all-round way. The statistical, administrative, managerial, technical and analytical capacities needed for monitoring balanced development encompass a wide range, involving trade offs across sectors and among objectives. Leaders from different regions may also need different trainings, such as that the leaders from North-Eastern China would demand for trainings on renovation of old industry, etc.

**Indicative Areas:**

The areas of learning should be identified after the knowledge mapping and the need analysis. In accordance with the announced “five balanced aspects”, indicative areas would include

- 3.1 Management of social affairs including public health, education, culture, social safety, urban transportation, emergency, and social security especially development challenges in areas such as gender equality, HIV/AIDS and environmental sustainability;
- 3.2 Balancing development between urban and rural areas
- 3.3 Harmonizing development between regions;
- 3.4 Governance, rule of law, public sector management innovations and functions of NGOs;
- 3.5 Management of state owned enterprises under the market economy, and the role of the non public sector economy; Renovation of old industry and development of new industry;
- 3.6 Human resource development;

**Output 4: Knowledge networks established, peer learning encouraged and followup and scaling up of the training impacts among the senior leaders in their respective sectors and provinces carried out;**

**Baseline:**

Given the size and heterogeneous situation in different areas and different sectors of China, the leaders need to exchange views across regions and sectors, and build close alliances to support each other in achieving harmonious all-around development in China. Currently some informal mechanisms which are supportive of learning exist, but these need to be strengthened for the senior leaders through better facilitation. Moreover, while the senior leaders are enhancing their

capacity for providing leadership and management towards achieving the Xiao Kang Society Goals and targets, the understanding of the new development paradigm and concepts and the implementation capacity at lower levels of government are still limited, creating a handicap for accelerated achievement of the Xiao Kang Society in an all-round way.

### **Indicative Activities**

- 4.1 600 senior leaders participated in domestic workshops covering the selected thematic areas;
- 4.2 senior leaders exchanging information and views on development issues with facilitation of online knowledge network;
- 4.3 Regular forums and workshops organized for senior leaders to exchange views and experiences across sectors and among the provinces;
- 4.3 Dissemination of the knowledge gained by senior leaders to the grass-roots level leaders;
- 4.5 The leaders trained in this project serve better for the XiaoKang Programme and take the initiative in developing and refining goals, indicators and plans for building a Xiao Kang Society in China.
- 4.6 Training impacts in terms of individuals, regions or areas of responsibility built into the leaders' performance assessment frameworks;

These activities, an integral part of the project, can be pursued and integrated into the regular training exercises organized by the Training Bureau through its existing training network and other mechanisms, with support from the project.

## **Part IV. Partnership Strategy**

The ALDP will maintain a close relationship with other components under the UNDP/China "Xiao Kang Programme" in order to generate synergy among all the components. The training impacts of the ALDP will be beneficial for the achievement of the results of the Xiao Kang Programme, for the trained senior leaders will be able to carry out their responsibilities more effectively towards establishing a Xiao Kang Society in an all-round way. . Strong partnerships and cross-sector collaboration with related Government ministries and among the provinces will be built through the project. Through the Organization Department, the project will also closely liaise with domestic training institutions and academia, thereby also gaining support from the all stakeholders.

Through the UN Resident Coordinator and the UNDP, the project intends to actively involve UN agencies, donors, and other international partners, where they can add significant value. Links with the work of other agencies in related fields may also be sought, as appropriate. The project will establish close relationships with international academia and training institutions, notably in countries where known and successful examples of good practices exist.

## Part V. Management Arrangements

The concerned parties of this project will work together with the **Steering Committee** of the *Xiao Kang Programme* to build synergy with the overall programme. The Steering Committee of the *Xiao Kang Programme* will consist of United Nations Development Programme (UNDP), China International Center for Economical and Technical Exchanges (CICETE) under the Ministry of Commerce (MOFCOM), National Development and Reform Commission (NDRC), National Bureau of Statistics (NBS), relevant bureau of the Organization Department of CCCPC, and related government departments.

**UNDP** is responsible for the overall achievement of project outcomes through enhancing effectiveness of project management, monitoring the project's intended results, and coordinating its evaluation. UNDP will ensure the introduction of the most suitable international practices on the training topics of this project.

**CICETE** (*the China International Center for Economic and Technical Exchange*), on behalf of the Ministry of Commerce is the executing agency and the signatory to this project document. As the executing agency, it is responsible for ensuring project implementation is in compliance with UNDP rules and regulations. Meanwhile, CICETE will be responsible for project delivery, assume responsibilities specified in the National Execution Manual, and ensure that project outputs are produced according to project objectives and related work plans.

**The Organization Department of the CCCPC** will be the implementing agency. The Training Bureau of the Organization Department is responsible for identifying relevant senior leaders from state departments and local governments as project participants, to set up the requirements and expected goals of the learning programme, to monitor and evaluate the effectiveness and impact of the learning and training, and to provide the government cost-sharing, and in-kind inputs for the project. The Training Bureau of the Organization Department will be responsible for carrying out Project activities throughout the implementation process.

A **National Project Management Office (NPMO)** will be established within the Organization Department to manage and implement the project. A **National Project Director (NPD)** will be appointed to oversee project management and implementation, as well as to ensure cross-departmental coordination within the project. A **National Project Manager (NPM)** will be assigned by the NPD full time to manage project activities, ensure that project inputs are organized and project outputs and results are produced according to the Project Document, undertake the required project monitoring and reporting activities, and ensure that project resources are used in accordance with the Project budget.

An **Eminent Advisory Group** of academics and development practitioners will be organized in close consultation with the Government of China and partner countries so as to provide a flexible advisory mechanism for dialogue on outcome-level issues in the process of balanced development and bring in a global perspective on the progress and challenges faced by the project, and the overall programme.

## Part VI. Inputs

The total budget for the Project is USD4,000,000, which will be cost shared by UNDP and the Government of China. The UNDP will input USD3,100,000 to mainly cover overseas training expenses including tuition, board and lodging of the trainees, the cost of international consultancy services and other costs related to project management. The Government will contribute USD900,000 to supplement expenses of overseas training, project planning, training orientation and follow-up activities..

The Government will also provide local cost equivalent to USD5,100,000 towards the domestic training activities for the 600 participants, other support and dissemination activities, and continuous training activities such as sharing of experiences by peer groups, under this project. The agencies that the trainees belong to will provide inputs to supplement the international travel cost of trainees. In addition, further Government in-kind inputs will be provided to cover the cost of the NPMO in managing the project including office facilities, human resources, staff salaries, etc. The project will continue to mobilize fund from other donors.

## **Part VII Signing of the Project Document**

This project document is signed in Beijing on July 10, 2004, and is written in Chinese and English. Both language versions are equally authentic.

**Annex PROJECT RESULTS AND RESOURCES FRAMEWORK\***

<b>Project title and ID:</b>			
<b>Advanced Leadership Development Project on Xiao Kang Society</b>			
<b>Outcome:</b>			
Senior leaders' evidence-based knowledge of the new paradigm of development in accordance with the "five balanced aspects" is upgraded.			
<b>Intended Outputs</b>	<b>Indicative Activities</b>	<b>Initial plans if available (to be finalized during the implementation period)</b>	<b>Project Budget</b>
<b>Output 1: Training plans prepared for enhancing senior leaders' understanding of and capacity for leadership, management and implementation of balanced development;</b>	<ul style="list-style-type: none"> <li>1.1 Mapping existing knowledge and capacities of the senior leaders</li> <li>1.2 Identifying and analyzing the learning needs of the senior leaders</li> <li>1.3 Planning for training workshops and knowledge networks</li> <li>1.4 Formulating monitoring and evaluation framework for the project learning exercises;</li> </ul>		USD150,000

<p><b>Output 2: Learning resources and curriculum developed to meet the capacity building needs identified;</b></p>	<p>2.1 Learning resources identified and developed to meet the learning needs 2.2 Curriculum identified and tailored for the training workshops</p>		<p>USD50,000</p>
<p><b>Output 3: Training workshops covering selected thematic areas of balanced development conducted for the senior leaders;</b></p>	<p>3.1 Management of social affairs  3.2 Balancing development between urban and rural areas  3.3 Harmonizing development between regions;  3.4 Governance, rule of law, public sector</p>	<p>3.1.1 Pre-training orientation sessions; 3.1.2 Two overseas sessions on population, resource management, environment and sustainable development with 25 trainees mainly from local governments for each session. 3.1.3 Two overseas learning sessions on management of social affairs with 25 trainees for each session. One session for central government agencies, and one for provincial government; 3.2.1 Pre-training orientation sessions; 3.2.2 One overseas learning session on urbanization and rural development with 25 trainees mainly from relevant agencies of big city governments; 3.3.1 Pre-training orientation sessions; 3.3.2 One overseas learning session on regional development with 25 trainees at provincial and prefecture level mainly from 12 provinces in western region; 3.4.1 Pre-training orientation sessions;</p>	<p>USD3,455,400</p>

	<p>management innovations and functions of NGOs;</p> <p>3.5 Management of state owned enterprises under the market economy, and the role of the non public sector economy; Renovation of old industry and development of new industry;</p> <p>3.6 Human resource development;</p>	<p>3.4.2 Two overseas learning sessions on rule of law and public management innovation with 25 trainees for each session. One session for leaders from central and provincial level, and one for prefecture level;</p> <p>3.5.1 Pre-training orientation sessions</p> <p>3.5.2 One overseas learning session on management of enterprise by government under market economy with 25 trainees mainly from relevant agencies of central and provincial government;</p> <p>3.5.3 One overseas learning session on renovation of old industry and development of new industry with 25 trainees at provincial and prefecture level mainly from northeast region.</p> <p>3.6.1 Pre-training orientation sessions</p> <p>3.6.2 Two overseas learning sessions on human resource strategy and human resource development with 25 trainees for each session. One session for central government agencies, and one for provincial government;</p>
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<p><b>Output 1 to 4</b></p>	<p><b>Output 4: Knowledge networks established, peer learning encouraged, and following up and scaling up of the training impacts, among the senior leaders in their respective sectors and provinces carried out;</b></p>	<p>4.1 600 senior leaders participated in domestic workshops covering the selected thematic areas;</p> <p>4.2 Senior leaders exchanging information and views on development issues with facilitation of online knowledge network;</p> <p>4.3 Regular forums and workshops organized for senior leaders to exchange views and experiences across sectors and among the provinces;</p> <p>4.4 Dissemination of the knowledge gained by senior leaders to the grass-roots level leaders;</p> <p>4.5 The leaders trained in this project serve better for the XiaoKang Programme and take the initiative in developing and refining goals, indicators and plans for building a Xiao Kang Society in China.</p> <p>4.6 Training impacts in terms of individuals, regions or areas of responsibility built into the leaders' performance assessment frameworks;</p>	<p>4.1 600 senior leaders participated in domestic workshops covering the selected thematic areas;</p> <p>4.2 Senior leaders exchanging information and views on development issues with facilitation of online knowledge network;</p> <p>4.3 Regular forums and workshops organized for senior leaders to exchange views and experiences across sectors and among the provinces;</p> <p>4.4 Dissemination of the knowledge gained by senior leaders to the grass-roots level leaders;</p> <p>4.5 The leaders trained in this project serve better for the XiaoKang Programme and take the initiative in developing and refining goals, indicators and plans for building a Xiao Kang Society in China.</p> <p>4.6 Training impacts in terms of individuals, regions or areas of responsibility built into the leaders' performance assessment frameworks;</p>	<p>Monitoring, Evaluation, Miscellaneous and Overhead</p>	<p>USD 200,000</p>
<p>USD144,600</p>	<p></p>	<p></p>	<p></p>		

Project ID: 00037316  
 Project title: Advanced Leadership Training Project on Xiaokang Society

Expected Output	Activities	Fund	Donor	Budget Description	Amount (USD)				SUB TOTAL
					Year 2004	Year 2005	Year 2006	Year 2007	
1. Training Plan; 2. Learning resources and curriculum; 4: knowledge network	Consultancy	4000	UNDP	71200 International consultants	20,000	80,000	80,000	220,000	400,000
		<b>400,000</b>							
3. Training workshops for senior leaders	Training	30071	govt	74500 misc	80,000	150,000	300,000	370,000	900,000
		4000	UNDP	74500 MISC	170,000	900,000	905,400	580,000	2,555,400
<b>3,455,400</b>									
1. Training Plan; 2. Learning resources and curriculum;3. Training workshops for senior leaders; 4: knowledge network	Monitoring, Evaluation	4000	UNDP	74500 MISC		10,000	5,000	15,000	30,000
		<b>30,000</b>							
1. Training Plan; 2. Learning resources and curriculum;3. Training workshops for senior leaders; 4: knowledge network	Miscellaneous, Overhead	4000	UNDP	74500 misc	3,600	5,000	5,000	8,000	21,600
		4000	UNDP	75100 FA	5,988	30,773	30,786	25,453	93,000
<b>114,600</b>									
<b>Grand Total</b>								<b>4,000,000</b>	