

Government of the People's Republic of China
United Nations Development Programme (UNDP)

Project Document

**Strengthening the Capacity of the International
Poverty Reduction Centre in China for South-
South Cooperation**

Brief Description

Based on the foundation of the 1st phase joint initiative of UNDP and the Chinese government of establishing the International Poverty Reduction Centre in China (IPRCC), which is aimed to be a global hub of knowledge and information in poverty reduction, this project will further strengthen IPRCC institutional development and help further promote South-South cooperation for poverty reduction of other developing countries. To support IPRCC becoming an international centre of excellence, this project will prioritize professionalization of the International Poverty Reduction Centre with a strong international character to ensure that the training and research objectives and practices of the centre meet international standards of excellence. By strengthening the capacity of the IPRCC, the mandate of disseminating China's successful lessons and experiences in reducing poverty in the past will be met through a greater focus on expanding and institutionalizing modalities and mechanisms for South-South cooperation.

The project will provide tailored training, collaborate on applied research and comparative study, foster networking, and facilitate professional exchanges. It will also actively engage in organizing high level policy dialogues between China and the world on poverty reduction. Beneficiaries are expected to be developing country governments, institutions, particularly in the South as well as the IPRCC and the Government of the People's Republic of China.

UNDAF (2008-2010) Outcomes/Indicators	UNDAF Outcome 1 – Social and economic policies are developed and improved to be more scientifically based and human centred for sustainable and equitable growth; UNDAF Outcome 5- Within the framework of international norms, conventions, and their mechanisms, and of the Global Compact, China's role in the international arena is enhanced, including through providing increased levels of south-south cooperation.
UNDP CP Outputs/Indicators Defined in UNDAF	UNDP Outcome 1.2 – National efforts to lead and manage Xiaokang/MDG implementation supported through a variety of instruments and capacity building initiatives. UNDP Outcome 5.10 Global partnerships promoted for effective results
Government Coordinating Agency	Ministry of Commerce (MOFCOM)
Implementing Partner	China International Centre for Economic and Technical Exchanges (CICETE)
Government Cooperating Agency	International Poverty Reduction Centre in China(IPRCC)

Estimated start date: January 2009
 Estimated end date: December 2012
 Management Arrangement: National Execution (NEX)
 Beneficiary countries: China, Africa, ASEAN, etc.

Budget: \$4 million.	
Allocated Resources:	
UNDP TRAC	\$1 million
GOC cost-sharing	\$3 million

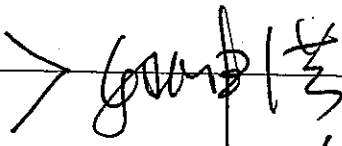
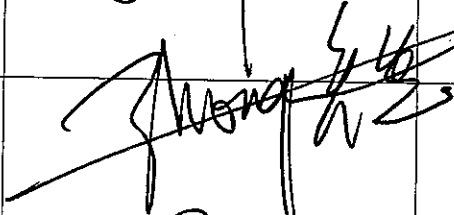

Agreed by:	Signature	Date
Government Coordinating Agency(MOFCOM)		2008-12-19
Implementing Partner (CICETE)		Dec. 19, 2008
Government Cooperating Agency (IPRCC)		19 Dec. 2008

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List of Abbreviations

ACT Artemisinin combination treatment	Association (World Bank)
ACWF All China Women's Federation	IFC International Finance Corporation (World Bank)
AfDB African Development Bank	IFI International financial institution
AIDS Acquired immune deficiency syndrome	IMF International Monetary Fund
APR Annual Progress Report	KPI Key Performance Indicator
APRM African Peer Review Mechanism	LDC Least developed country
ADB Asian Development Bank	LGOP State Council's Leading Group Office for Poverty Alleviation and Development
ASEAN Association of South-East Asian Nations	MCA Millennium Challenge Account
CAFTA China-ASEAN Free Trade Agreement	MDB Multilateral development bank
CAAS Chinese Academy of Agriculture Sciences	MDG Millennium Development Goal
CAS Country assistance strategy	MFN Most favored nation
CASS Chinese Academy of Social Sciences	MIGA Multilateral Investment Guarantee Agency (World Bank)
CBM Capacity Building Mentor	M & E Monitoring and Evaluation
CBMG Capacity Building Mentor Group	MOFCOM Ministry of Commerce
CICETE China International Centre for Economic & Technical Exchanges	MOCA Ministry of Civil Affairs
DAC Development Assistance Committee (OECD)	MOF Ministry of Finance
DFID Department for International Development U.K.	NAR Needs Assessment Report
ECCAS Economic Community of Central African States	NEA National Executing Agency
ECOWAS Economic Community of West African States	NEPAD New Partnership for Africa's Development
EU European Union	NGO Nongovernmental organization
FAO Food and Agriculture Organisation	NPD National Project Director
FDI Foreign direct investment	NPMO National Project Management Office
FOCAC Forum on China-Africa Cooperation	ODA Official development assistance
GNI Gross national income	OECD Organization for Economic Co-operation and Development
GOC Government of China	PC Project Coordinator
GTZ German Technical Cooperation (Gesellschaft für Technische Zusammenarbeit)	PPP Public-Private Partnerships
HDI (Human Development Index)	PRC People's Republic of China
HIPC Heavily indebted poor country	PRHOF Poverty Reduction Centre
HIV Human immunodeficiency virus	RRF Results and Resources Framework
IBRD International Bank for Reconstruction and Development (World Bank)	SADC Southern Africa Development Community
IDA International Development	SBAA Standard Basic Assistance Agreement
	SSB State Statistical Bureau
	SSC South-South Cooperation
	TEC Technical and Economic Cooperation

UNDAF United Nation's Development
Assistance Framework
UNDP United Nation's Development
Programme
UNESCO United Nation's Education,
Science & Cultural Organization
UNICEF United Nations Children's Fund
UNIFEM United National Development
Fund for Women
UNV United Nations Volunteers
TVEs Township and Village Enterprises
WB The World Bank
WHO World Health Organization

SECTION I - RATIONALE AND STRATEGY

Part 1. Background

1.1. Situation analysis

Over one billion people around the world are poor, living on less than one dollar a day, trying to survive the vulnerability that goes with hunger, poor health, homelessness and lack of access to clean water. Globally, about 800 million people are food insecure, undermining their ability to live healthy, productive lives.

While significant efforts are being made globally to achieve the poverty related Millennium Development Goals, progress to date has been uneven across the developing world.¹ China, however, by far and away, has achieved the most impressive results in reducing poverty. In 2008 China marked the 30th anniversary of the launch of its era of reform and opening up. During this time, rapid economic growth has been accompanied by sustained improvements in health and education indicators and stunning gains in poverty reduction. According to the international poverty line of \$1 per day, the number of poor has fallen from an estimated 490 million in 1990 to below 80 million in less than two decades. While there are sharp variances, all provinces in China have recorded a Human Development Index (HDI) in the medium development range, with remarkable progress having been made in indicators such as life expectancy, child mortality and literacy. A number of key indicators such as school enrolment and under 5 mortality ratios are now comparable to those in many developed countries. China has many successful experiences and lessons in poverty reduction and development. For instances, China's tremendous poverty-reducing impact of rural development strategies, its initial reform in the agricultural sector and rural areas, urbanization and poverty reduction, and its successful globalization – sustained expansion of trade and FDI, the rapid development of the private sector like township and village enterprises and foreign joint venture enterprises (TVEs and JVEs). These are key factors contributed to broad reductions in poverty in China which other developing countries have strong interest in learning from.

In contrast, over the same time period, the rest of the world, collectively, has experienced an increase in the number of poor people from 844 million to 877 million. Projections suggest that the incidence of poverty in Sub-Saharan Africa is expected to persist at around 40 percent in the upcoming decade while the absolute number of poor people will increase. In South Asia, the proportion of people who are poor is estimated to fall, but over 200 million will still remain in desperate poverty. Worldwide, despite global gains, a still staggering 700 million people are projected to remain extremely poor by 2015.

¹ In September 2000, heads of state adopted the Millennium Declaration confirming their countries' commitment to achieving the Millennium Development Goals (MDGs), a set of eight targets for addressing the many dimensions of extreme poverty—from income poverty, hunger, and health to education, environment, and gender. One of the Millennium Declaration's most decisive goals, the first goal, aims at "eradicating poverty and hunger." As a first step it aims to reduce by half between 1990 and 2015 the proportion of people living on less than a dollar a day and suffering from hunger.

The MDG targets form a common set of goals for all members of the United Nations, forming as well the basis for on-going dialogue on poverty reduction plans between poorer economies, multilateral donor agencies and bilateral providers of ODA. A cornerstone of this dialogue is the proposition that ‘if economic growth is good for poverty reduction, pro-poor economic growth is even better!’²

China’s outstanding record in reducing poverty has caught the attention of the entire world, particularly those countries in the South that wish to capture and apply lessons from the China experience.³ One remarkable achievement is that, after three decades of reform and economic growth, China now has largely eliminated absolute poverty and is meeting the food needs of its 1.3 billion people. Of particular relevance for developing nations is the fact that in rural areas, where most of China’s as well as the world’s poor is situated, the incidence of poverty has dropped from 30.7% in 1978 to 1.6% in 2007.

The recent global consensus that has emerged regarding this remarkable progress in the war against poverty is that China is uniquely placed to be an exemplar of successful and sustained planning and policy in improving the livelihoods of hundreds of millions. China’s extra-ordinary track record in poverty reduction, compared not only to all other developing countries but historically across all nations, suggests that how China has been transformed, in less than a generation, clearly needs to be better understood. This is true with respect to Chinese policy makers and academic and research institutions themselves, who have yet to fully take stock and analyze systematically the complex paths to these unprecedented development gains.

At the Global Conference on Scaling up Poverty Reduction, held in Shanghai in May 2004, the Chinese government, UNDP, the World Bank, DFID and other donors, explored ways in which the unique record of China in poverty reduction might be brought to bear on the poverty record of developing economies. A consensus emerged that there is a need for an international programme that examines China’s poverty reduction record to learn what might be replicated by other developing countries. The International Poverty Reduction Centre in China (IPRCC) is the result, intended to serve as a hub of knowledge and information on poverty reduction globally. The IPRCC was seen as a platform for information dissemination, training, collaborative research and professional exchanges to improve understanding and support adoption of effective pro-poor policies, global best practices and related poverty analysis and impact monitoring.

This project fits very well in UNDP agenda in China. It will support the key priorities set under the UNDAF for China in the four years to 2011, especially the agenda for poverty reduction and South-South cooperation. UNDP is in a unique position to use its cross-cutting role and corporate mandate to contribute substantively to all priority areas, but especially priority support to China’s increased role in the global arena, because of the

² See WB and IMF 2005, Global Monitoring Report: Millennium Development Goals, From Consensus to Momentum, Washington, DC.

³ China’s achievements thus far in reducing poverty and enhancing human development has put it well on the path to meeting most of the Millennium Development Goals by 2015, with some targets having been achieved already.

high importance given by the United Nations to the Millennium Declaration and the MDGs.

This proposal will add to the momentum of investments made by UNDP to support achievement of MDG targets by developing countries. Moreover, as a founding stakeholder in IPRCC, coordinated aid is seen by UNDP as critical to (i) ensure that developing countries can usefully access lessons to be taken from China's experience in pro-poor, inclusive and balanced development; and (ii) effective partnering with the GOC and the Chinese agencies responsible for the delivery of development assistance from China to other developing countries. Based on the first phase of IPRCC, UNDP will continue to help shape up the Centre, leverage more external resources, build up lasting mechanisms and platforms for a sustained IPRCC serving global poverty reduction and South South cooperation.

1.2 Results to Date:

IPRCC has accumulated a commendable track-record as a centre for poverty reduction training, poverty policy dialogue, and facilitation of high level, ministerial and other international meetings, on ways to scale up poverty reduction. Since its inception in 2005, IPRCC has trained more than 300 high and mid-level development officials from 68 developing countries. A range of high level conferences and workshops has been also co-hosted and organized by the centre and have allowed more than a thousand of participants from the world's developing countries to hear from poverty researchers, practitioners and policy makers at the cutting edge of thinking on poverty. A number of knowledge products have been produced and disseminated widely for national and international audiences through the trainings, conferences and workshops. IPRCC has also been cooperating with donors and sister institutions. Partnerships have been built with ADB, IFPRI, the World Bank/WBI, the WDC, CAAS, GTZ and DFID in bringing together developing country poverty policy makers and practitioners to consider practical approaches to improve the impact of poverty programmes. For instance, DFID joined UNDP by providing half a million US dollars to the IPRCC project first phase and also some additional financial and technical inputs in support of the of IPRCC's organization of China-Africa comparative studies. The World Bank also provided parallel financial recourses and technical inputs for IPRCC. The IPRCC hosts the Secretariat of PADI (a network for Poverty Alleviation and Development Impact under coordination of the World Bank). The Asian Development Bank and European Union have also financially and technically supported some high level events and exchanges through the organization of IPRCC for the sharing of global or regional knowledge and good practices in development. These international agencies also show interest in collaboration with UNDP in further supporting the development of IPRCC as a global poverty reduction knowledge hub and South-South cooperation platform.

Nevertheless many gaps still remain in the overall goal of making the IPRCC a truly global hub of excellence. An evaluation conducted in September 2008 noted that while there had been significant progress in establishing the IPRCC as an operational institution, and while also commending results in the area of training and activities related to

exchange of experiences, expectations on progress had been overly ambitious. The evaluators concluded that little capacity has been built to date within the centre itself to fulfill its mandate. Training remained ad-hoc and not standardized and systematized. The staff was comprised of relatively young and inexperienced economists who would require internal capacity building and training themselves in order to project and apply lessons globally. Moreover, much of staff time seemed to have been deployed to non-IPRCC activities. Finally, the evaluation noted the gap in knowledge management and research capacities as well as systems and processes required to harness and disseminate such documentation, research and knowledge.

The Chinese government is committed to ensuring that the IPRCC becomes a global hub of excellence and a primary vehicle for South-South cooperation in the area of poverty reduction. The next phase of this process would require an emphasis on creating, expanding and deepening partnerships with countries in the South and their institutions, and as critically, professionalizing the institution in order for it to reach international quality standards with respect to management, administration, research and training.

Part 2. Strategy & Scope

2.1. Focus Areas of THE PROJECT

This capacity building project will concentrate on core pro-poor policies, practices and ideas that are directly relevant to help developing countries and transition economies in their pursuit of poverty specific MDGs by 2015 or earlier. Poverty reduction policy makers and professionals from up to 20 developing countries, particularly from Africa and ASEAN, will partner with IPRCC in capacity building activities, managed by IPRCC staff and specialist consultants. As part of the project, participants will be given the opportunity to study China's experiences and lessons in poverty reduction and explore for themselves what works and what not, how these experiences might benefit poverty reduction in their home countries. As the implementing agency, IPRCC is well positioned to do this through access to independently produced policy reports and retrospective analyses of poverty reduction in China since 1978. IPRCC has also established a track record in pro-poor policy training that has created a base from which to partner with potential participating countries in assessing pro-poor capacity building needs. IPRCC will create follow-up support systems to ensure that the pro-poor skills acquired during training, professional exchanges and policy research field work are kept relevant, up to date, and useful in helping to overcome obstacles hindering progress toward poverty reduction. Moreover, the project will put in place professional networks and support services intended to assist trainee alumni in the steps they take to promote pro-poor development in their home countries and their personal work-places. Through exchange and dialogues, the role of donors in assisting poverty reduction will also be analyzed, and experiences will be shared among China, other developing countries and donor communities. Further engagement of international communities supporting South-South cooperation on poverty reduction could be explored. A critical part of the project design is the concentration of effort at a few participating countries at any one time. This will facilitate the creation of a critical mass in capacity building, with trainee mentoring,

formal class-room training, problem oriented field work and follow-up collaborative research with Chinese colleagues offering opportunities for focused peer support and alumni networking to the benefit of a common cause- more effective pro-poor development.

At the request of the Chinese government, UNDP is invited to join with the LGOP to host the annual international forum on poverty reduction. IPRCC will play a major role in organizing the forum and related knowledge sharing initiatives, bringing together key donors, partners, decision-makers and poverty specialists from various countries. Core to the agenda of these forums will be the identification of key obstacles to poverty reduction in participating countries, a review of achievements in capacity building attributable to this project, and consideration of assistance that may need to be given to increase the impact of efforts made by trainees to implement what they have learned. The project will support this annual policy dialogues and experiences exchange endeavor, produce knowledge products associated with the forum. Collaborations with the UN agencies through mechanism such as UN theme group on Poverty and Inequality, other international and national partners will be highly encouraged in support of this forum initiative.

The project will deepen understanding of practical issues core to the design of pro-poor development, utilizing examples from China's track record where this is relevant. This strategy is consistent with priorities set out in UNDP's China country programme for 2006-2010, which states that UNDP will support 'China's sharing of experiences on poverty reduction, socio-economic development and scaling-up of China's South-South links'⁴. In keeping with the principles underlying South-South cooperation, the UNDP global network and potential participating countries will work with project staff from IPRCC and specialist consultants to assess capacity building needs

A) South-South Cooperation for Poverty Reduction

IPRCC has a mandate to help developing countries 'learn from China's experiences in pro-poor development', which parallels UNDP's commitment to work with China to 'support China's further integration with the world through partnerships with neighboring countries and the sharing of experiences on poverty reduction and socio-economic development, especially where these involve South-South links'.

'Capacity development is where transformation begins'. This statement has become a the driving force of United Nations agencies helping developing countries enlarge national capacities for focused and practical responses to the MDGs⁵. Through worldwide networks that connect countries in South-South sharing of knowledge and expertise, this project will enhance skills needed to tailor programmes to benefit from best practice in poverty reduction, particularly those arising from the Chinese template for poverty reduction. In so doing the project will respond to the needs of developing and transition

⁴ See especially UNDAF Outcome 5, UNDP Country Program for PRC, 2006-2010, p. 13; <http://www.undp.org.cn/downloads/keydocs/undaf2006.pdf>

⁵ See UNDP Annual Report, 2007, 2006 and 2006

economies in capacity building for policy development and grass-roots project and policy implementation to achieve growth through emphasis on human development. These countries will be selected in consultation with the Chinese government and recipient governments.

The project will allow beneficiaries from participating countries to examine issues of special relevance to pro-poor development in their home countries. Participants will be given the opportunity to study how growth can be used to address sources of persistent social and economic disparities within their home countries, drawing on global and Chinese lessons about effective ways to address chronic poverty.

In the final analysis the success of the project will rely not only on the extent to which needs in capacity building have been met in recipient countries, but also on the practical steps that participants were able to take to implement what they have learned. The project will support professional exchanges, offer fellowship opportunities, engage in networking and support service activities both in face to face training and on-line to increase the probability that project alumni will be successful in their efforts to implement what they have learnt in their home countries and their personal work situations.

Participants will be assisted to draw from the activities in which they are involved lessons relevant to their home countries, including those that arise from China's successful track record in many areas of pro-poor development, including China's unique use of policy experimentation in poor areas prior to the launch of national approaches.

Prior to undertaking full-fledged training and advisory services, the project will undertake country-specific needs assessments to ensure that project capacity building will target key areas of need in skills development and learning. Curricula then will be developed and tailored to the requirements of participating countries, supported by specialist consultants and collaborating researchers engaged to guide and mentor participants for effective delivery of the project's capacity building goals.

Shared research and information dissemination is expected to not only improve understanding of China's experience in poverty reduction, but also enhance the capacity of activity beneficiaries to analyze poverty issues, undertake participatory pro-poor planning, and expand the scope for South-South Cooperation in poverty-reduction.

b) Strengthening the Capacity of the IPRCC to Deliver

The successful experiences of China in poverty reduction shows that there is much more yet to be learned as development goes on. One of the lessons of success is the often voiced observation of those involved: 'we could have done so much better'⁶.

⁶ One of the key lessons arising from the study of China's remarkable record of economic growth is that much more could have been achieved in terms of poverty reduction had more been done to ensure that the growth realized was even more pro-poor than it has proven to be. See: Ravallion, Martin, and Shaohua Chen 2004, Learning from success: Understanding China's (uneven) progress against poverty, Finance and Development, December, p. 16-19.

This is particular true with respect to ensuring that lessons disseminated and applied are done so within an environment of excellence and expertise, utilizing the most up to date and tailored knowledge management platforms and processes and dissemination strategies. This standard of excellence goal would also reinforce the need to upgrade the methods, packages and quality of training. Improving standards and standardizing policies with respect to research methods and objectives are as critical. The IPRCC can only fulfill its mandate to serve the needs of participating developing countries by improving its own internal capacity to manage itself and professionalize its practices and delivery systems.

In this regard systems of knowledge and documentation management are critical to having at hand ready information to be tailored for training and dissemination of poverty related studies and policy implementation lessons. The IPRCC will also require shoring up its publication and translation capacities in order to compete with other centers of excellence with respect to quality standards and optimize the mandate of the institution with respect to its South-South cooperation goals. External communication capacities to publicize and disseminate findings, research and news of the centre will require strengthening as well in this phase. Finally, and critically, training will become systematized and professionalized, with a training curriculum/package developed, differentiated with respect to topics, strategies, implementation choices and countries and rolled out, including processes established for on-line access to information, research and training, and necessary training/research facilities in place.

A critical observation of the mid-term evaluation was that the research capacities of the IPRCC were not developed and as importantly, the evaluators questioned whether the centre should and practically could be positioned to be a producer of new research. What is gleaned from this is that as a hub of research and information, the IPRCC should serve more as a collator and distiller of existing research, best practices and lessons learned and with respect to its South-South mandate, tailor such information into relevant packages for developing countries. Economists' staff of the centre, therefore, should be effectively utilized in this manner. For example, collaborative exploration of China's managing over the past 30 years, of choices between competing poverty theories and practices and alternative approaches to the design of pro-poor programmes and projects, at both macro and micro levels could be an important area of research⁷. Thus research and comparative studies coordinated in conjunction with national and in some cases, international institutions by the IPRCC in this phase will focus to the greater extent on deepening understanding of these policy dilemmas. Such results will enhance relevance of policies and methods of policy implementation used in China in relation to the very different socio-cultural circumstances in developing countries⁸.

⁷ The shift to participatory approaches to village poverty reduction planning in China did not happen overnight, but involved a protracted struggle with an institutional system that resisted change because of inertia and inability to adopt change rapidly, public sector commitment to poverty reduction notwithstanding. See: Li, Xiaoyun 2007, *Declining Poverty and Rising Inequality: Challenges for China's future development*, paper presented at ADB, Manila.

⁸ Comparative studies of this sort are gross lacunae in the literature on poverty reduction that must be addressed if developing countries are to take from China's experience what is useful to them.

2.2 Project Outcomes, Outputs and Key activities

The project aims to achieve two primary outcomes covering a) Capacity development of the IPRCC and b) Enhancing South-South Cooperation.

Outcome One –Training, Research & Knowledge Management Capacity of IPRCC Improved and Meets International Quality Standards

In this Outcome, it is expected that the internal capacity of the IPRCC is strengthened and vastly improved. In order to achieve this outcome, among other results, internal capacity assessments on training, administrative, knowledge management will be undertaken. Training manual, curricula and packages, based on country assessments will be systematized and rolled out, standardized as well differentiated based on needs of participating countries. A set of core elements will be included in the training modules such as gender equality, gender dimension in poverty and poverty reduction, sustainability of environment linking to poverty and sustained poverty reduction. A high quality team of trainers (in-house and external) will be developed to deliver the training courses. Gender balance of trainees will be ensured. Knowledge and document management platforms, dissemination, publications and communications strategies and capacities will be upgraded. Advisers both short term and longer term will be attached to the centre. The Advisory Board is expected to play a greater role as well in capacity development.

Output 1.1 – IPRCC Capacity building needs assessed, internal human resource development programme established and options for business internationalization defined

Key Activities: Capacity Assessments for the needs of the administrative, functional and substantive, areas of IPRCC will be undertaken. Internal and on-the-job training, human resource development strategies, mechanisms and capacity development master plan will be designed and applied, including English training and other selective mandatory learning courses for staff knowledge and skills upgrading. Study tours and overseas training opportunities for IPRCC staff will be organized and regularized. Options for internationalisation in business operation terms will be defined and relevant efforts and inputs are made to strengthen its international character.

Output 1.2 – Knowledge & Document Management Guidelines, Systems and Platforms Upgraded and Created

Key Activities: Knowledge Management and Documentation Management needs assessed and platform and systems for knowledge and documentation management established. Guidelines put in place for publication and communication policies along with research and knowledge production policies, procedures and practices. A set of high quality (by international standards) knowledge products and publications will be produced in the field of development and poverty reduction. Research findings and recommendations will be fit into training materials.

IPRCC will presumably need to focus its in-house capacity for managing and synthesizing existing researches in areas of most direct relevance to its training and advisory activities – possibly including for example assessment and evaluation of poverty policies and interventions, and the Chinese successful experiences and lessons in poverty reduction and development. At the same time, by adopting a poverty-focused perspective, the Center can potentially make a larger contribution to the field by fostering a more comprehensive understanding of poverty, more international good practices sharing through poverty-focused comparative studies among selective countries and a more holistic policy approach to poverty reduction. The project will provide support for collaborative research, and workshops or other activities which allow for exchange between researchers, policy-makers and practitioners.

Concurrently, training will be provided on communication, dissemination and publication procedures. Internal/external mechanisms and capacity for systematic translation support services will be regularized as part of the centre's research and publication work.

Output 1.3 – Training Practices, Schedules and Delivery Systems Established and Professionalized

Key Activities: Through questionnaires and other feedback processes training and curriculum packages will be developed, standardized, differentiated and rolled-out. Formal partnership agreements will be established with institutions to deliver the training per expertise and knowledge of differentiated country needs and issues. Training schedules will be regularized and follow schedules and integrated into the centre work-plan. 200 trainees with good gender balance will be trained for about 20 developing countries and 200 Chinese trainees (with at least 30% women) will be trained on key topics and hot issues of poverty reduction and development. Modalities will be established and platforms created for e and distance learning during the project period based on established strong in-house training capacity. A good composition of scholars and practitioners in poverty reduction and development will be ensured for both the trainees and trainers for productive and in-depth dialogues between experts and practitioners in each and every training course.

Training needs of participating countries will be collected before the training is tailored to the contextualized needs of the trainees, in accordance with UN South-South Cooperation principles and procedures. Training will err on the side of practical matters over theory and philosophical debates. The emphasis will be put on practical Chinese experiences and lessons in development and poverty reduction and MDG-oriented pro-poor policy making and implementation, in keeping with the practitioner focus of capacity building for pro-poor development. The project will facilitate the substantive dialogues between scholars and practitioners in poverty reduction and development through engaging both experts of national think tanks and academic trainers in dialogues with policy-makers and practitioners in training and research.

Outcome Two – South-South Cooperation for Poverty Reduction Enhanced, Expanded and Institutionalized

At the end of the project cycle, it is expected that firm institutional relationships and dynamic working arrangements will be established with similar think tanks, academic and research entities, from the South and North. Selective and limited cross-comparative research will be undertaken on cutting edge issues related to development and poverty reduction. Follow up micro demonstration projects in select developing countries tied to research and knowledge generation will be considered. A high level annual forum on the International Poverty Alleviation Day addressing poverty reduction themes will be held to share the good practices and lessons in poverty reduction and MDG progress and increase the global visibility of the IPRCC. This event will encourage wide partnerships with UN agencies, Chinese government and other interesting stakeholders. Other regional key policy dialogue activities will be organized such as China-ASEAN and China-Africa high level workshops or exchange events. In-house Fellowships, internships and research programmes for visiting scholars, government officials and other research fellows will be established. Research and Lessons Learned findings and recommendations will meet international standards, translated and widely shared.

Output 2.1 – Formal partnerships and networks with institutions for information sharing, substantive collaboration and professional exchange are established and functioning

Key Activities: Desk review and search on potential partner institution in the South and to a lesser extent, in the North, will lead the activities under this output. An initiation meeting of institutions to discuss working arrangements and collaborative research topics will be held. Systems and plans will be established with other partners and donors, for recurrent exchange of research, knowledge and fellowship exchanges. Professional networking will be developed to further strengthen local capacities for pro-poor development. IPRCC trainee alumni, national and global think tanks and experts in the poverty field will be facilitated into a pool of networks through IPRCC. Collaborative partnerships will be developed between IPRCC and other institutions with a comparative lesson priority in poverty reduction in China and abroad.

An On-Line Support Service will be provided as a step towards the creation of a world-of-learning on capacity building for pro-poor development. In the short run, the on-line support service will ensure that project case studies and research results are shared and used. For the longer term, the on-line support services will seek to cooperate with project partners to facilitate cross-country training and identify suitable institutions for collaboration and knowledge sharing. High quality contents of the IPRCC website with substance knowledge, information and data about poverty reduction and development will be maintained with regular and timely updates.

Output 2.2 – High level policy dialogues and experiences exchange on poverty reduction held each year.

Key Activities: The project will contribute to host annual international forum on poverty reduction on the International Poverty Alleviation Day each year. The majority of forum participants will be from developing countries for deepening their understanding of poverty and effective approaches to poverty reduction. The forum will be the effective platforms to engage high-level officials, top scholars and non-governmental institutions. UN agencies and Chinese government departments of LGOP will be key collaborative partners, in the meantime other international organizations and institutions will be encouraged to join and support the forum initiative. Topics could range from inequality and harmonious society, rural-urban integrated development, managing economic growth for inclusive development, reform of institutions, income redistribution and poverty, agricultural development and food security and other relevant issues. The project will encourage dissemination of lessons learned and recommendations on best practices in pro-poor development through the establishment of facilities to showcase, innovative on-line advisory support services, related data bases and information sharing channels. The forum will involve some 200 persons or more, 80% from China and other participating developing and transition economies. Annual knowledge product associated with the forum will be produced. Another annual key event can be a regional policy dialogue workshop such as China-ASEAN or China-Africa focused, addressing key issues for the regional poverty reduction and development as well as collaboration, sharing Chinese and other regional good practices and lessons in development and South-South cooperation.

One by-product of the annual forum will be to showcase cutting edge pro-poor concepts and practical modalities arising from the activities of project partners and others. This will be the Poverty Reduction Showcase Centre (PRSC) with functions of assisting training and experience sharing to be hosted in IPRCC new building. An exhibition space will be provided where the poverty reduction achievements of partner countries can be recorded, celebrated and highlighted. Using multi-media technologies, the PRSC will provide collaborating researchers with a venue to display 'current research results', but it will also exhibit poverty reduction trends, social and institutional reforms, successful anti-poverty models and key results of China and partner countries in poverty reduction. The PRSC will provide an original, visually engaging, hands-on dynamic information platform that can be visited by policy makers, researchers, trainees and visitors. PRSC will be a resource for the project training program.

Output 2.3- Chinese experiences and good practices in poverty reduction shared and promoted south-south learning and cooperation

Key Activities: Base on studies and surveys on the needs for learning from China the project will co-finance up to ten short-term national experts/consultants to a couple of recipient countries to provide technical advisory services for poverty reduction and development of the recipient countries. This can be co-financed by the recourses of other donor agencies with the purpose of promoting South-South learning and cooperation.

2.3 Gender Related Considerations

With increasing recognition that women and poverty almost always go together, the design of this project highlights gender dimension as an important source of some

fundamental causes of poverty. Consequently, capacity building will include specific attention to gender analysis and policies that bear directly key poverty related gender issues in training programmes, research products and team capacity development aspects of IPRCC. A good gender balance of trainees and IPRCC teams will be ensured. The project design does more than simply 'add women' as a discriminated and vulnerable group to the beneficiaries, actors and research, but focuses attention on ways in which entrenched sources of discrimination can be breached and women empowered to take their rightful place, feminization of poverty and women's rights and empowerment will be more substantially addressed linking with the broad poverty reduction strategy and measure.

In this sense local government reforms that have, for example, introduced democratic processes into poverty reduction planning are as much a gender issue as they are matters of good governance and human rights. Project beneficiaries will be chosen with a gender balance, which ought to be reflected in IPRCC in-house human resources building and training as well as exchanges programmes.

The balance that is required to realise a harmonious society under the Chinese concept of Xiao Kang shares many similarities with the gender balance associated with the MDGs in education, health, workforce participation and inclusive democratic processes. The project embraces these similarities by giving importance to the views of poverty that extend beyond the single dimensionality of income poverty. The approach adopted in this project to capacity building for pro-poor development will be gender sensitive, and gender issues are viewed as an integral part to poverty analysis and pro-poor policy development.

2.4 Implementation strategy

Given the committed funds from both UNDP and the government, this project shall be executed and implemented immediately after the signing of the project document. Since the project includes a complex setting of responsibilities among different partners, it should clarify, prior to actually starting implementation of technical activities, the modalities under which these responsibilities will be delivered.

Common themes and synergies will be explored between activities in order to maximise effective use of resources including: training activities; technical assistance; annual review workshops; project dissemination, e.g. website, briefs, bulletins, training manuals, guidelines; publications, final project products and results launch. Gender, anti-poverty and pro-poor development, South-South cooperation and environment sustainability will be the common dimensions mainstreamed in the project activities.

The duration of the Project is four years, from January 2009 to December 2012. Project implementation will be carried out from the 1st Qtr 2009 to the fourth quarter of 2012. A mid-term review will be conducted during the first half of 2011. Impact will be monitored and evaluated using self-assessment and collegial feedback procedures, in addition to formal M&E and impact assessment by project staff, participant mentors and specialist independent consultants.

At the completion of this project, the project should have facilitated the IPRCC in formulating and adopting a set of systematic mechanisms for institutional sustainability and operation on its own. A set of strategies, standards and key agenda will be identified for the Centre's business such as long-term vision, mid-term trainings and researches plans, and standards of operations for fiancé, human resources and other core business. Comprehensive national and global networks and partners for solid and long-term collaboration with IPRCC have been built up and started to function. With UNDP's exit after the project, IPRCC should be able to operate and function well on its own to meet its mission and mandates by international standards.

2.5 Synergies with other relevant UNDP programmes

In the course of project implementation, synergies will notably be sought with the following existing UNDP programs and projects, where lessons learned and experience gained may be of particular relevance for promoting capacity building for inclusive, sustainable pro-poor development. Moreover, resource sharing with these projects will be explored in terms of sharing experts, joint workshops and seminars and so on.

Enhancing China-ASEAN Economic Integration: Cross-Border Economic Cooperation Zones at the China-Vietnam Border - China and Vietnam have embarked on an ambitious program on cross-border economic cooperation zones to develop "two corridors, one circle" of economic growth to accelerate integration of their economies. The project seeks to facilitate and promote trade and investment between Yunnan Province and Guangxi Zhuang Autonomous Region in China and corresponding Lao Cai (Laojie) and Lang Son (Liangshang) Provinces in Vietnam. It constitutes an example of mutually beneficial South-South cooperation. UNDP is uniquely positioned to support this project, to ensure that the needs of potential gainers and those vulnerable to disadvantage from increased integration will be addressed.

Support to Establishing the China-Africa Business Council - The project is to create an enabling environment for China-Africa economic and technical cooperation through support to the establishment of a China-Africa Business Council (CABC) in China, and in six 'core' African countries. CABC will seek to enable the deepening of economic relations between China and Africa particularly with regard to investment. It will be private sector driven with strong public sector support, on the one hand working alongside government ministries, on the other providing a practical business tool to assist Chinese and African companies achieve their objectives. It will partner with a wide variety of players both nationally and internationally to create a network of linkages across the China - Africa business spectrum.

Besides, synergies may be also sought from other relevant programmes such as the Custom Reform project in relation to training and relevant projects of other UN agencies and international agencies such as World Bank, ADB and DFID in China and project the participating countries.

2.6 Government of China Partners & Programmes

China-Africa initiatives

China is increasing its national commitments to help developing and transition economies reduce poverty, especially in its relations with Africa; the continent where progress towards all the MDGs will continue to fall behind unless action to provide strategic help is given. UNDP and the GOC acknowledge that Africa's vast supplies of natural resources are an important base for the political and economic stability that is essential to pro-poor development.

At an official level, Africa is looking to China's success to assist with ideas and technical assistance in unlocking its potential and meet development needs. MOFCOM has been designated as the focal point for China's multi-lateral aid programmes, including SSC, as part of which a National Coordination Mechanism for SSC has been established to coordinate SSC policy and mobilize political and economic support from Government agencies, including the LGOP, MOF and CICETE.

In November 2006 the China-Africa Summit brought 48 African state leaders to Beijing. In association with the third Ministerial Forum on China-Africa Cooperation (FOCAC), the meeting doubled China's commitment of development assistance to Africa to \$5 billion. IPRCC will negotiate with the GOC for ways in which IPRCC can play a role in Chinese technical assistance to advance the causes of pro-poor development in Africa. The Summit also reiterated earlier political undertakings about Africa-China relations. China undertook to help improve health in Africa by building 30 hospitals and providing ¥300 million for anti-malaria drugs. In education China undertook to assist in the establishment of 100 rural schools and double the number of scholarships for the education of African nationals in China by 2009. In agriculture China will dispatch 100 agriculture specialists to work with counterparts to lift productivity of Africa's farmers. The FOCAC gathering acknowledged China as the largest developing country in the world with the best record in poverty reduction. China will continue to champion common priorities between China and Africa, additional to the New Partnerships for African Development (NEPAD) that was part of FOCAC's Addis Ababa Action Plan of 2004⁹.

The China-Africa Business Council has become increasingly important as trade between China and Africa has burgeoned ten-fold in a decade. Hundreds of Chinese companies are now active in Africa, pursuing not only trade but also joint-venture production enterprises that are of mutual benefit. The Council is supported by the GOC and member enterprises. IPRCC is in conversation with them about ways in which the interests of the Council and IPRCC overlap and can be supported through cooperative actions.

China-ASEAN links

⁹ In 2006 China issued a 'white-paper' on China-Africa relations that stressed the importance for mutual pro-poor growth of trade and investment, but it also stressed economic relations between Africa and China are not merely about resources.

China has a China-ASEAN forum annually or every other year, which in the past two years was held in Nanning, Guangxi province. The theme of the 2007 forum was 'Regional Economic Integration and Cooperation between China and ASEAN'. The forum was centered at social development and poverty reduction and integrated with a major trade expo, which showcased exhibits from some 3,000 enterprises, visited by more than 30,000 representatives of private and public sector entities. The positioning of the forum with the expo is indicative of the high importance placed by ASEAN and Chinese governments on the role that the private sector has played in the past and will play in future economic development.

The Nanning forum was an opportunity for China and ASEAN to discuss issues which are especially relevant to ASEAN member states that share a border with China (e.g.: Vietnam, Burma, Thailand and Laos).

China-Global ODA links

The globalization of China's involvement in development assistance is gathering pace. At the close of 2005 China was providing development assistance to more than 110 countries and regional organizations. China's State Council White Paper titled "China's Peaceful Development Road" (December 2005), reported that China has reduced or canceled 198 debts totaling ¥16.6 billion owed to it by 44 developing countries. China has extended zero tariff treatment for exports to China from all the 39 Least-Developed Countries, and expanded aid to HIPCs through bilateral channels. In the three years to 2009, China will provide \$10 billion in preferential loans and export credits to HIPCs to help them strengthen the construction of infrastructure, promote enterprises of both sides to carry out joint venture cooperation and provide medicines, including effective drugs to prevent malaria, help them build and improve medical facilities and assist in the training of 30,000 persons of various professions.

In this connection, this project will add to China's assistance to developing countries activities that reflect the GOC's deep and abiding commitment to poverty reduction¹⁰, while also directly targeting the need to increase capacity for pro-poor development of participating countries, if the pro-poor aims of the MDGs are to be realized at a more rapid pace.

2.7 Beneficiaries

Direct beneficiaries – Male and female trainees selected by the project, government organisations, institutions and related agencies at national, provincial, municipal and

¹⁰ China has long insisted that government at all levels, national provincial, township, county and village, must behave in ways that reflect the community's intolerance toward the persistence of chronic poverty. The State Council White Paper on poverty makes this a foundation stone of its continuing concern to rid China of hard core poverty, especially in remote border provinces where ethnic minorities are concentrated. See: *The Development-oriented Poverty Reduction Program for Rural China*, China Government White Papers, Information Office of the State Council of the People's Republic of China, October 2001, Beijing, <http://www.china.org.cn/e-white/fp1015/index.htm>

county level (China and some other developing countries) by strengthening capacities in addressing matters related to pro-poor, inclusive and sustainable development. Non-government organisations and enterprises that engage qualified poverty reduction policy and project professionals. Participating researchers who will benefit from the opportunity to network and engage in peer reviewed and mentored research and publication activity.

Indirect beneficiaries – Poor households in rural and urban communities who stand to gain from better designed policies and poverty reduction projects, more efficiently managed projects and lower levels of financial and other resource leakages. Private sector economic entities that depend upon market demand for the success of their businesses in the participating countries. Government agencies responsible for national programs and strategies that should be applied to ensure MDGs. Donor agencies that will have access to a larger pool of skilled poverty reduction professionals.

2.8 Partnership Strategy

The successful implementation of the project will depend on the development of effective partnerships between agencies and institutions at different levels. Partnership will be pursued with national as well as international partners and the private sector to enrich and further project aims.

The collaboration with UNDP will be under the NEX arrangement as normal. In addition to CICETE and UNDP, within the general framework of IPRCC management structure, the LGOP, MOFA, MOF and MOFCOM of Chinese government will be the key partners. These ministries with LGOP as the leading one, will play a key role in ensuring the project smooth implementation, partnerships building and synergies promotion. Specifically,

- i) **The Leading Group Office for Poverty Alleviation and Development (LGOP)** is the State Council's umbrella for cross-sector coordination of poverty policy implementation across its member ministries/departments and subnational branches in China. In association with its affiliated network of PADO offices, the LGOP will be a key partner in supporting IPRCC and ensuring necessary government funding, coordination amongst national and local governments and smooth project implementation in China.
- ii) **Ministry of Commerce (MOFCOM):** MOFCOM is responsible for South-South cooperation and programming with UNDP on behalf of the Government of China. In this position it is charged with ensuring that the support needed from government agencies and ministries is facilitated in a smooth and timely manner.
- iii) **Ministry of Foreign Affairs (MOFA):** MOFA is responsible for overseeing China's diplomatic relations. MOFA will be consulted in designing the framework of relevant activities related to information sharing, training programmes, exchanges as well as collaborations between China and other countries under this program and contribute to impact evaluation and country needs assessment through providing consultancy services via its overseas

networks and resources, and facilitate the implementation of related events to meet the goals of this program.

- iv) **UN agencies and other key partners:** Partnership and collaboration will be continually developed with UN agencies and relevant UN theme groups through the UN network for technical inputs and sharing of information, expertise and other such resources. Partnership will be continually sought with other international agencies active in the technical areas covered by the project, notably the World Bank (WB), the Asian Development Bank (ADB), and bilateral partners with significant program commitments to pro-poor development in China such as DFID, AusAid and GTZ, NGOs, Programmes and Funds¹¹.

Part 3. Management Arrangements

The project will be executed under the standard UNDP National Execution (NEX) modality. The China International Centre for Economic and Technical Exchanges (CICETE) is Implementing Partner directly responsible for the Government's participation in each annual work plan (AWP) of this project, and the Cooperating Agency, IPRCC, directly responsible for the implementation of annual work plan (AWP) for this project. CICETE will work with IPRCC, the Cooperating Agency, responsible and accountable for managing the project, achieving the project outputs, and for the effective use of UNDP resources in accordance with UNDP rules and procedures.

The Director of IPRCC will be the National Programme Director (NPD) on behalf of IPRCC as the Cooperating Agency. The Director will supervise a Project Manager who will take responsibility for day-to-day programme management, coordinating the different components of the programme and the government agencies involved. The operations of the Programme Management Office (PMO) is hosted in IPRCC.

The PMO will support day-to-day programme implementation, synthesizing programme findings, preparing quarterly programme updates and annual progress reports, organizing annual programme review meeting and National Programme Steering Committee meeting, and the organization of annual workshops. This PMO will ensure that quality translation services will be recruited as and when needed.

The project steering committee, consisting of LGOP, IPRCC, UNDP, CICETE and DITEA of MOFCOM will oversee the work of the Programme with overall guidance on the programme implementation, coordinate inputs of related agencies, and communicate outputs to appropriate agencies. Annual Meeting of the project steering committee will be held to review programme progress, results and outcomes.

¹¹ The United Nations Millennium Project has, for example, identified health as a strategic area of need, and cited especially China's potential contribution to the MDGs through more effective treatment of malaria, by scaling up the production of *Artemisia annua*, an anti-malarial extract from a herb native to China. Experts advise that to reach a strategic level of treatments is a five year task, valued at an estimated \$250 million, but it would be an historic advance in South-South collaboration to achieve the MDGs. Every year, more than 50 percent of the world's population is exposed to malaria, which causes up to 3 million deaths worldwide. Africa is heavily affected in particular; every 30 seconds a child dies of the disease

The Programme will be implemented by IPRCC, in cooperation with LGOP and MOFCOM to ensure overall coherence and coordination among the various sub-components of the project.

Experts and consultants will be contracted to provide technical support and back-up and ensure that technical aspects of the project are undertaken at the required standard within time and budget. International consultants are expected to be familiar with China's economic and social situation and the relevant recipient country's situation. National consultants are supposed to be familiar with pro-poor policies and programmes with a solid understanding of China's poverty and development issues.

Part 4. Monitoring and Evaluation

Monitoring and evaluation of the project will be undertaken in line with the UNDAF results matrix and monitoring and evaluation plan as well as the UNDP Country Programme Results Framework following result-based management.

Project monitoring and evaluation (M&E) will be conducted with focus on outcomes and outputs of interventions, institutional results and partnerships, policy advice and dialogue, advocacy and coordination. The M&E should aim at the following key objectives: 1) focus on results at two levels: at output level, the specific products and services from the Project; at outcome level, in which the Project has contributed to overall institutional capacity development for pro-poor development; 2) to enhance management efficiency and effectiveness of the project and ensure consultation/participation of all stakeholders; and 3) to not only focus on assessment of progress and sustainability of the project, but also on experiences and lessons learnt to support more informed decision-making and dissemination of project results.

The extent to which the desired outcome of the project has been achieved will be monitored through a system of M & E activities, annual work plans and budgets, and peer group review and evaluation.

Monitoring will be conducted by UNDP and CICETE during the project cycle, in consultation with IPRCC, LGOP and MOFCOM. Monitoring reports will be prepared and shared among the partners. Monitoring progress towards achievement of programme outcomes and outputs will be undertaken. The Implementing Partner will submit to UNDP an Annual Project Review, including the Annual Work Plan Monitoring Tool. IPRCC and LGOP as the responsible parties for implementation will submit to CICETE and copying UNDP, annual project reports based on the inputs from the core groups and the taskforces. It is imperative that progress reports not only focus on the project itself, also related achievements, issues, changes, setbacks and lessons learned.

Annual review meetings will be done to evaluate the project progress, results, experiences and lessons learned during project implementation and work plan for the following years. The annual review will be a tool to ensure periodic assessment on

whether the approach and interventions will produce the expected outcomes. The PMO will support convening of the review meetings and will assist IPRCC and LGOP in the preparation of annual project reports. Annual project report will be submitted by the National Project Director to CICETE and UNDP at least three weeks prior to the review meetings.

Monitoring visits will be conducted by UNDP and CICETE to assess project progress and results through consultations with relevant stakeholders and beneficiaries. The PMO will prepare quarterly project updates to support day to day monitoring and implementation, as well as information sharing among concerned parties. Peer reviews will be conducted on views and experiences of project participants and beneficiaries regarding demonstration results and capacity building activities.

A mid term evaluation and a programme terminal report will be prepared in consultation with the UNDP.

CICETE will provide for UNDP the periodic reports on project progress, achievements and results of their projects, outlining the challenges faced in project implementation as well as resource utilization as articulated in the AWP.

Risk evaluation will be monitored on the basis of the Risk Log in Annex 1.

Part 5. Legal Context

This document constitutes a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA). Consistent with the Article III of the SBAA, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security

Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document

Part 6. Funding

The total budget for the project is USD **\$4.0 million**, of which \$1.0 million is from UNDP and \$3 million is from the Government of China. The project will also seek further interested partners and continuously mobilise resources. The project funds will mainly cover the following kinds of costs:

- Formulation, monitoring and evaluation;
- International and national advisors/consultants and resource persons, including an senior international adviser, and research, training, capacity development and knowledge management experts on a short-term and longer-term basis as needed
- Support internal IPRCC capacity development and knowledge management objectives of the project;
- The costs of review meetings and evaluations and supporting project achievements dissemination activities during the project life time.
- Supporting the participation of international resource persons in annual forums as needed.
- Identification and preparatory work of each sub-programme, including workshops and trainings
- Costs of domestic experts and some international advisors and consultants, short-term project assistants;
- Networking and liaising with institutions globally
- Associated costs of Annual Forums
- Costs of setting up knowledge management, documentation management and training packages and roll outs
- Short term study tours and trainings: covering participants' accommodation, allowance and travel costs;
- Workshops: travel costs, accommodation, allowance, venue costs;
- Overseas trainings: travel costs and per diem of trainees from IPRCC, domestic costs related to application and preparation;
- Costs of demonstration or piloting activities and necessary facilities;
- Shared costs of in-house fellowship and internship positions, visiting scholars, as well as volunteers;
- Follow up of actions recommended by the programme, including holding dissemination workshops, printing workshop materials, reports and publications;
- All necessary resources to facilitate programme management and sub-programme implementation.
- Office equipment and related costs for persons working with IPRCC to undertake the Project activities, necessary training/research facilities which may include essential office equipment and associated office consumes for this equipment

which can not be covered by IPRCC's regular budget financed by the Government.

- Necessary allowance for project-recruited personnel, which can not be covered by IPRCC's regular budget financed by the Government;
- Costs of organization of key BOT/BOA annual meeting for IPRCC.

Government cost-sharing payment schedule (2009–2012)

2009	\$200,000	2010	\$889,000	2011	\$955,000	2012	\$956,000
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Budget breakdown (\$USD'000):

- I. Strengthening the Training, Research & Knowledge Management Capacity of IPRCC USD 2,400,000**
- II. Enhancing and institutionalizing South-South Cooperation for Poverty Reduction, USD1,600,000**

SECTION II – RESULTS AND RESOURCES FRAMEWORK

Part 7 – Project Results and Resources Framework

<p>Intended Outcome as Stated in the UNDP Country Results Framework: Achieving the MDGs and Reducing Human Poverty.</p> <p>Outcome Indicator as stated in the Country Programme Results and Resources Framework: UNDP Outcome 1.2 – National efforts to lead and manage Xiaokang/MDG implementation supported through a variety of instruments and capacity building initiatives.</p> <p>UNDP Outcome 5.10 Global partnerships promoted for effective results</p> <p>Key project partners: State Council's LGOP, IPRCC; MOFCOM.</p> <p>Sub-project partners will include:</p> <ol style="list-style-type: none"> 1) MoFA, MoF, National and international specialists; specialised research bodies and training institutions; universities and academic bodies 2) UN agencies, UN Theme Group on Poverty and Inequality, ADB, the World Bank, DFID etc.; 3) Participating country governments; national and regional research, public policy and training institutions, Chinese provincial PADOs, public and private enterprises, NGOs from North and South engaged in poverty reduction work. <p>Project Title and ID: Strengthening the Capacity of the International Poverty Reduction Centre in China</p>
<p>Outcome One – Training, Research & Knowledge Management Capacity of IPRCC Improved and Meets International Quality Standards The IPRCC undergoes an internal capacity assessment on training, administrative, knowledge management and other requirements needed to meet international institutional standards. Knowledge and document management platforms, dissemination, publications and communications strategies and capacities upgraded. Training curricula and packages systematized and rolled out, standardized as well differentiated based on contextualized needs of participating countries.</p> <p>Outcome Two – South-South Cooperation for Poverty Reduction Enhanced, Expanded and Institutionalized Institutional and working relationships with similar think tanks, academic and research entities will be established. Selective and limited cross-comparative research will be undertaken on cutting edge issues. Follow up micro demonstration projects in select developing countries tied to research and knowledge generation will be considered. A high level annual forum on poverty reduction themes will be held with UN agencies and the Chinese government and a high level regional policy dialogue event will be organized each year. In-house Fellowships, internships and research programmes for visiting scholars, government officials and other research fellows will be established. Research and Lessons Learned findings and recommendations will meet international standards, translated and widely shared. A poverty reduction showcase of global best practices in poverty reduction will be an established feature of the annual forum</p>
<p>Baseline</p>

1. Limited institutional and management capacity to accommodate demand from other developing economies to learn from China's experience of poverty reduction and systemize training responses; limited capacity with respect to knowledge management, publication of research and sharing of experience and knowledge on poverty reduction and meeting the MDGs; Translation capacities are poor. Lessons on China's poverty reduction related information, research and field experience scattered among national institutions. Lack of systemic knowledge of developing country situations and needs. Disconnection between poverty-focused applied research, needs-based training, pro-poor policy formulation and implementation

2. Formal linkages with other research institutions and think tanks not well established for purposes of exchange of experience and lessons and with limited sharing and collaboration across institutions and countries. Mechanisms for South-South cooperation not formalized either with institution or government. Limited knowledge and understanding of recipient countries about China's experiences and in poverty reduction, needs for addressing multiple dimensions of poverty and better understanding of poverty-reduction impacts of macro-policies for pro-poor policy design and implementation; Strategic linkages between targeted, regional and macro level interventions in China and recipient countries not in place;

Indicators

1. IPRCC seen by end of project as a global knowledge hub for consistent information, knowledge and training on income and human poverty reduction. Training packages, currently produced on an ad hoc basis are professionalized and systematized and feedback on training regularly assessed. A set of core elements for training courses developed. Quality of publications and research meet higher international standards verified by international advisory board. At least 50% of documents and publications translated into English. On line training is available and accessed by at least 5 countries. At least 10 staff per year sent overseas for international exposure to training/study tours, conferences, research and knowledge sharing. A lasting human resource development strategy and internal capacity building master plan defined and applied.

Center's activities strategically linked to a network of poverty and development focused national and international institutions and IPRCC trainee alumni and well integrated into relevant global knowledge networks; Increased opportunities for real and/or virtual dialogue and debate on pro-poor policy issues generated through annual forums with international media coverage beyond China, workshops and other active dissemination, publication and communication in China and cross recipient countries. At least 200 individuals from at least 20 developing countries in Asia and the Pacific region, Latin America and Africa and 200 individuals from China representing a cross-section of government and non-governmental institutions receive tailored training on poverty reduction and pro-poor development strategies and lessons. Gender equality is addressed in training contents, trainer and trainee as well as other beneficiary composition. IPRCC hosts at least two full-time research fellows (one international) and two short-term visiting scholars per year, one national research/training manager or coordinator.

	Outputs	Output Targets	Indicative Activities	Budget US\$	Res. Parties
Outcome 1 Training, Research & Knowledge Management Capacity of IPRCC Improved and Meets International Quality Standards	Output 1.1 – IPRCC Capacity building needs assessed and internal human resource development strategy, training programme established, options for internationalization in terms of business operations defined and stronger international character fostered	<p>Capacity / needs assessment for IPRCC completed-1st & 2nd Qtr 2009</p> <p>Internal capacity building / training programme established and functioning on a recurrent basis—ongoing from 2009</p> <p>Programme on overseas study for IPRCC staff established and functioning 3rd-4th Qtr., 2009 and recurrent for duration of project</p>	<p>Activity 1.1.1 Capacity Assessments for the needs of the administrative, functional and substantive, areas of IPRCC undertaken</p> <p>Activity 1.1.2 An internal human resource development and training strategy, and team capacity development master plan designed, including English training and mandatory learning courses</p> <p>Activity 1.1.3. -- Identify relevant institutions and mechanisms to deliver training and rollout of plan.</p> <p>Activity 1.1.4 Establish and Regularize overseas training programme for IPRCC staff</p> <p>Activity 1.1.5 Define an internationalization roadmap and foster stronger international character of IPRCC</p>	350,000	IPRCC, LGOP, UNDP
	Output 1.2 – Knowledge Document Management Guidelines, Systems and Platforms Upgraded and Created	<p>Knowledge and documentation management systems and platforms established</p> <p>Publications meeting internationally quality standards produced annually on a select basis, including fact sheets, policy briefs and comparative studies</p>	<p>Activity 1.2.1 Knowledge Management and Documentation Management needs assessed</p> <p>Activity 1.2.2 Create platform and systems for knowledge and documentation management</p> <p>Activity 1.2.3 Through international expertise establish guidelines for publication and communication policies</p> <p>Activity 1.2.4 Through international expertise establish firm research and knowledge production policies, procedures</p>	400,000	

			<p>and practices meeting international best practices. A series of publications on core Chinese successful experiences and global good practices produced and disseminated internationally.</p> <p>Activity 1.2.5 Undertake training on communication, dissemination and publication procedures</p> <p>Activity 1.2.6 Establish internal/external mechanism and build capacity for systematic translation support services</p>		
	<p>Output 1.3 – Training Practices, Schedules and Delivery Systems Established and Professionalized</p>	<p>Standardized and Differentiated Training/Curriculum Packages/ developed and rolled out and adapted as required-3rd Qtr 2009 and ongoing. A set of core elements developed into training courses. -2nd Qtr 2010</p> <p>Established mechanism for e and distance advisory and training services—2nd Qtr 2010 and onwards</p>	<p>Activity 1.3.1 – Through questionnaires and other feedback processes develop training and curriculum package, core elements for training courses</p> <p>Activity 1.3.2 – Identify and enter into formal agreements with institutions to deliver and monitor training of 200 Chinese and 200 international individuals from at least 20 developing countries.</p> <p>Activity 1.3.3 In conjunction with partners, including government, establish formal and regularized training schedule and modules as part of centre work-plan</p> <p>Activity 1.3.4 Establish modalities and platforms for e and distance training with necessary training/research facilities being put in place.</p>	<p>350,000</p>	

<p>Outcome 2 South-South Cooperation for Poverty Reduction Enhanced, Expanded and Institutionali zed</p>	<p>Output 1.4— Management, Monitoring & Advisory Services to IPRCC Upgraded and Strengthened</p>	<p>Staff both international and national required to conduct capacity building of the institution are in place for duration of project</p>	<p>Activity 1.4.1 Recruitment and Contracting of Senior International Advisor for IPRCC 2009-2012 Activity 1.4.2 Recruitment of coordinators/Advisors on a) Knowledge Management; b) Training and Research Activity 1.4.3 Recruitment as necessary for short-term expertise to support IPRCC Activity 1.4.4 Involve on a systematized basis Advisory Board in annual events and work-plan development Activity 1.4.5 Initiate a mid-term evaluation of project in mid 2011</p>	<p>1,100,000</p>	
	<p>Output 2.1 – Establish formal partnerships and network with research institutions</p>	<p>A functioning network of collaborative research institutions established Formal fellowship and internship programme established and functioning</p>	<p>Activity 2.1.1 Desk review and search on potential partner institution in South and North—1st Qtr 2009 Activity 2.1.2 Organize small meeting of institutions to discuss working arrangements and collaborative research topics—2nd Qtr 2009 Activity 2.1.3 Establish system and plan, including financial basis with other partners and donors, for recurrent exchange of research, knowledge and fellowship exchanges—ongoing</p>	<p>400,000</p>	

	<p>Output 2.2 – High level policy dialogues and experience exchanges on poverty reduction held each year</p>	<p>An annual forum and another high level regional policy dialogue event are held every year focussing on current poverty reduction experiences and challenges. IPRCC plays a key role in donor coordination and networking.</p> <p>Poverty Reduction Showcase a feature of one of the annual forums per year</p>	<p>Activity 2.2.1 Each year in advance identify principle theme of forum and policy dialogue event and make arrangements for preparation, including submission of papers—2009-2012</p> <p>Activity 2.2.3. Publish including through electronic means proceedings and papers from Annual Forums</p> <p>Activity 2.2.4 Establish as part of the Annual Forum the Poverty Reduction Showcase and mapping networks of key partners.</p>	<p>900,000</p>
	<p>Output 2.3- Chinese experiences and good practices in poverty reduction shared and promoted south learning and cooperation</p>	<p>Studies and surveys done on the needs for learning from China; technical advisory services for poverty reduction and development provided for some recipient countries. This can be co-financed by the recourses of other donor agencies with the purpose of promoting South-South learning and cooperation.</p>	<p>Activity 2.3.1 needs study report/survey done on the recipient developing country</p> <p>Activity 2.3.2 ten short-term Chinese experts in poverty reduction contracted to provide technical advisory services in the recipient country.</p>	<p>200,000</p>
<p>Monitoring & Evaluation</p>				<p>60,000</p>
<p>Support & Administrative Costs</p>				<p>240,000</p>
			<p>Total</p>	<p>4,000,000</p>

Part 8 – Tentative Work plan

Annual Work Plan

Year 2009

EXPECTED CP-OUTPUTS and indicators including annual targets	ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAHE				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
Outcome 1 Training, Research & Knowledge Management Capacity of IPRCC Improved and Meets International Quality Standards	Output 1.1 – IPRCC Capacity building needs assessed and recurrent internal training programme established					IPRCC	30071	74500	30000
						IPRCC	30071	71600	30000
						IPRCC	30071	72100	40000
						IPRCC	04000	74500	10000
						IPRCC	30071	74500	20000
						IPRCC	30071	72100	40000

	Output 1.4— Management, Monitoring & Advisory Services to IPRCC Upgraded and Strengthened					IPRCC	04000	71200	40000
Outcome 2 South-South Cooperation for Poverty Reduction Enhanced, Expanded and Institutionalized	Outputs 2.1-2.3. – Establish formal partnerships and networks and promote policy dialogue and South-south learning					IPRCC	30071	72100	34000
Management & Dissemination	3.1 Overhead(TRAC)					CICETE5.6	04000	74500	3000
	3.2 Overhead(Cost Sharing)					CICETE	30071	74500	6000
	3.3 Inception workshop					CICETE	04000	74500	17,000
	3.4 Publication Cost					IPRCC CICETE	04000	72100	10,000
	3.5 Equipment					IPRCC	30071	72200	10,000
	3.6 CICETE/UNDP Travel					CICETE	04000	71600	10,000
TOTAL									300,000

Annual Work Plan

Year 2010

EXPECTED CP OUTPUTS and indicators including annual targets	ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Source of Funds	Budget Descriptor	Amount	
Outcome 1 Training, Research & Knowledge Management Capacity of IPRCC Improved and Meets International Quality Standards	Output 1.1 Output 1.2 Output 1.3 Output 1.4					IPRCC		04000	71200	150000
						IPRCC		04000	72100	114000
						IPRCC		30071	72100	100000
						IPRCC		30071	74500	236000
Outcome 2 South-South Cooperation for Poverty Reduction Enhanced, Expanded and Institutionalized	Output 2.1 Output 2.2 Output 2.3					IPRCC		30071	71600	140000
						IPRCC		30071	72100	120000
						IPRCC		30071	74500	150000
Management & Dissemination	3.1 Overhead (TRAC) 3.2 Overhead (Cost Sharing) 3.3 Management meeting 3.4 Publication Cost 3.5 CICETE/UNDP Travel 3.6 Monitoring & Evaluation					CICETE6 CICETE CICETE IPRCC CICETE CICETE CICETE		04000 30071 04000 04000 04000 30071	74500 74500 74500 72100 71600 74110	9000 24,000 1,000 11,000 15,000 30,000
TOTAL										1,100,000

Annual Work Plan

Year 2011

EXPECTED CP OUTPUTS and indicators including annual targets	ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards associated CP outputs</i>	TIMEFRAAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
Outcome 1 Training, Research & Knowledge Management Capacity of IPRCC Improved and Meets International Quality Standards	Output 1.1 Output 1.2					IPRCC69	71200	150000	
	Output 1.3 Output 1.4					IPRCC	72100	90000	
						IPRCC	72100	150000	
						IPRCC	74500	300000	
Outcome 2 South-South Cooperation for Poverty Reduction Enhanced, Expanded and Institutionalized	Output 2.1					IPRCC54	71600	150000	
	Output 2.2					IPRCC	72100	150000	
	Output 2.3					IPRCC	74500	240000	
Management & Dissemination	3.1 Overhead(TRAC)					CICETE7	74500	9000	
	3.2 Overhead(Cost Sharing)					CICETE	74500	30,000	
	3.3 Management meeting					CICETE	74500	1,000	
	3.4 Publication Cost					IPRCC CICETE	72100	11,000	
	3.5 CICETE/UNDP Travel					CICETE	71600	19,000	
TOTAL							1,300,000		

Annual Work Plan

Year 2012

EXPECTED CP OUTPUTS and indicators including annual targets	ACTIVITIES <i>Last all activities including M&E to be undertaken during the year forwards stated CP outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
Outcome 1 Training, Research & Knowledge Management Capacity of IPRCC Improved and Meets International Quality Standards	Output 1.1 Output 1.2					IPRCC	04000	71200	150000
	Output 1.3 Output 1.4					IPRCC	04000	72100	90000
						IPRCC	30071	72100	160000
						IPRCC	30071	74500	300000
Outcome 2 South-South Cooperation for Poverty Reduction Enhanced, Expanded and Institutionalized	Output 2.1					IPRCC	30071	71600	150000
	Output 2.2					IPRCC	30071	72100	140000
	Output 2.3					IPRCC	30071	74500	210000
Management & Dissemination	3.1 Overhead (TRAC)					CICETE	04000	74500	9000
	3.2 Overhead (Cost Sharing)					CICETE	30071	74500	30,000
	3.3 Management meeting					CICETE	04000	74500	1,000
	3.4 Publication Cost					IPRCC CICETE	04000	72100	11,000
	3.5 CICETE/UNDP Travel					CICETE	04000	71600	19,000
	3.6 Monitoring & Evaluation					CICETE	30071	74110	30,000
TOTAL									1,300,000

ANNEX 1 - RISK LOG

Date of revision:

Award Title:	
Award ID:	
Project Title:	Strengthening the Capacity of the International Poverty Reduction Centre in China 0
Project ID:	

ID	Description	Category	Impact & Probability	Countermeasures / Management response	Owner	Author	Date Identified	Last Update	Status
01	LGOP/IPRCC experience difficulties stemming from their joint designation as implementing Agencies; Chin's reform of super-ministry reorganization	Managerial	Integration and policy aspects of project interventions are weakened P = 2	Direct consultation among all interested parties – LGOP/IPRCC UNDP, CICETE – at required level of decision making. If required, adjustments in project management structure	NPD, UNDP, CICETE	UNDP	Project Formulation		
02	Change in Government policy/Priority for poverty reduction.	Political	Project objectives and outcomes no more fit political priorities	allowing flexibility at certain level and A WPs will be modified according to the actually new needs of the	UNDP, CICETE, IPRCC/ LGOP	UNDP	Project Formulation		

ID	Description	Category	Impact & Probability	Countermeasures / Management response	Owner	Author	Date Identified	Last Update	Status
03	Management incompetence, Inadequate corporate policies, poor leadership, lack of clear roles and responsibilities definition, conflict of interest recipient countries reluctant to fully collaborate in project activities	Organization	<p>P = 1</p> <p>participation of and influence on participating countries of project are weakened, replicability is jeopardized</p> <p>P = 2</p>	<p>government</p> <p>Contents, scope and objectives of activities in China and participating countries will be fully discussed with host governments and amended as far as feasible to ensure full collaboration</p> <p>Training and supporting services provided</p>	NPD, CICETE LGOP/ IPRCC	UNDP	Project Formulation		
04	Financial resources currently allocated to the project are not fully received or received	Financial	<p>Project goal and outcomes cannot be achieved to the broadest possible extent</p>	<p>Regular meetings key project partners to identify synergies and promote partnership to ensure broadest possible</p>	UNDP, CICETE, LGOP/ IPRCC	UNDP	Project Formulation		

ID	Description	Category	Impact & Probability	Countermeasures / Management response	Owner	Author	Date Identified	Last Update	Status
	timely. Exchange rate fluctuation, Inflation, failure to meet projected revenue target		P = 2	achievement of project goal and outcomes					
05	Required baseline data and knowledge of recipient country not available to allow for project needs-based services, assessment, monitoring, implementation, methodological activities to develop to the anticipated extent	Technical	Related project activities cannot be implemented satisfactorily. P = 2	Capacity building activities are revised and lobbying conducted to allow for alternative means of accessing required information and to create the conditions for collecting required baseline data	NPD	UNDP	Project Formulation		