

project 00077914

Award 00061498

THE PEOPLE'S REPUBLIC OF CHINA
UNITED NATIONS DEVELOPMENT PROGRAM

Project Document

Project number:
Project title: Advanced Leadership Development to promote
all-round Xiao Kang Society (Phase III)
Project short title: Leadership Development
Estimated start date: 2011
Estimated end date: 2014

Country: China
Management arrangement: NEX
Designated institution: China International Center
for Economic and Technical
Exchange (CICETE)

UNDAF outcome(s)/Indicators:

Government institutions and other stakeholders ensure environmental sustainability, address climate change, and promote a green, low carbon economy

UNDAF outcome(s)/Indicators:

The poorest and most vulnerable increasingly participate in and benefit more equitably from China's social and economic development

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

Capacity to implement local climate change action plans for mitigation and adaptation, and sustainable development built

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

The implementation mechanisms for equitable resource distribution and equal access to social services by poor communities and vulnerable groups are strengthened

LPAC review date: 5 January 2011

China International Centre for
Economic and Technical Exchanges:

United Nations Development Program:

Summary of UNDP and
Cost-sharing inputs

UNDP TRAC1&2: \$2,000,000

Cost-sharing:
Government: \$1,000,000

Total: \$3,000,000

Government Matching Input:
Total:

Yao Shengkang
[Signature]

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

**ADVANCED LEADERSHIP DEVELOPMENT TO PROMOTE
ALL-ROUND 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 focusing on balanced, equitable and sustainable social economic development; 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 three 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 16th 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 development¹. 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."

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, promoting environmental sustainability and accelerating human development. These were subsequently transformed into the Millennium Development Goals (MDGs).² There is a unique window of opportunity for China to integrate the Xiao Kang and MDGs given the strong convergence between the two³.

In order to support the vision of building the Xiao Kang society in an all-round way by a tested conceptual/operational framework to guide policy making, and to enhance the capacity of the senior officials to effectively provide leadership, management and implementation of the Xiao Kang Society goals of China, within the institutions and areas under their responsibility, the Advanced Leadership Development Program to promote all-round Xiao Kang Society (Phase I and II) was jointly carried out from 2004 to 2010 by Organization Department of CPC Central Committee (CPCCC), China International Center for Economic & Technical Exchanges (CICETE) under Ministry of Commerce (MOFCOM), PRC, and UNDP.

Through this project, more than 400 senior leaders in China were provided opportunities to enhance their understanding of the new broad-based development paradigm, the development

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

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

³ "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.

strategies entailed, and the institutional and operational framework to guide policy making towards realizing the Xiao Kang Society in an all-round way. The training programs have broadened the participants' view as senior-level leaders, refreshed their mindset, improved their capability of coordination, and enabled them to implement more profoundly the scientific outlook of development and promote more unswervingly the realization of the target of building a "Xiao Kang" society. After each training program, a series of policy-level recommendations have been put forward to top leadership of the nation, which have been reflected in the related policy advances. In addition, dissemination of the learning and training effects to other leaders at various levels in China were also promoted.

With China's rapid progress in its economic growth, the issue of more balanced, equitable and sustainable social economic development becomes increasingly important. As in the rest of the world, China's unprecedented growth is characterized by rapid urbanization, industrialization and modernization processes. These processes are accompanied by large-scale energy consumption and natural resource exploitation, which have left a formidable ecological footprint with negative effects such as environmental degradation, natural disasters and global climate change. This in turn has been proven to be closely related to aggravated poverty and vulnerability of people living in the affected areas.

The 2009 China National Human Development Report titled "China and a Sustainable Future: Towards a Low Carbon Economy and Society" analyzed the challenges and opportunities for a low carbon economy and society in China. The Report suggests that there need not be a trade-off among improvements in carbon productivity, the process of urbanization and the realization of human development.

Having realized these emerging challenges, at the end of 2006, six ministries including the MOST (Ministry of Science and Technology), the National Weather Service, the NDRC (National Development and Reform Commission) and Ministry of Environmental Protection jointly issued the first "National Assessment Report of Climate Change". In June 2007, China adopted the "National Climate Change Program" and established the National Leading Committee on Climate Change under the direct leadership of Premier Wen Jiabao of the State Council. In 2008, the government publicized "China's Policies and Actions for Addressing Climate Change", in which it advocated the diversification of energy resources and officially listed the development of renewable energy as an important part of the national energy development strategy.

In August 2009, China's State Council, led by Premier Wen Jiabao, laid down the objective of incorporating climate change considerations into the medium and long-term development strategies and plans of the Chinese government at every level. Later the same month, the standing committee of the National People's Congress adopted a resolution on climate change action that explicitly calls for the strengthening of domestic climate legislation while giving assurance that it will be a constructive player in the international climate process.

On 26 November 2009, China's State Council unveiled the carbon reduction targets ahead of the Copenhagen summit. By 2020, China aims to cut carbon emissions per unit of gross domestic product from 40% to 45% from their levels in 2005. The target is "a binding goal" that will be

incorporated into China's mid- and long-term national science and economic development plans. The State Council also set measures to audit, monitor and implement the targets. The targets would be a major contribution to global efforts in tackling climate change.

In October 2010, the Fifth Plenary Session of the 17th Central Committee of Communist Party of China adopted the recommendations to the formulation of the 12th Five Year Plan and pointed out that the main line of the economic and social development in the next five years in China is to deepen the implementation of scientific concept of development and expedite the transformation of the economic development pattern to achieve more balanced, equitable and sustainable development.

At the same time, China, as many other places in the world, has been facing increasingly large scale natural disasters in the past few years, which have brought huge social and economic devastation to the country and its people. Crisis prevention and management becomes an ever important issue for both senior level policy makers and local practitioners. It has been proven that with well preparedness, the damages of such disasters (if not always avoidable) could be reduced to the minimum both in terms of human casualties and social economic losses.

Urbanization, environmental protection/ low carbon development and crisis prevention and management are all integral elements to be considered in China's future development path. These elements are interlinked with each other in multiple dimensions to contribute to a more balanced, equitable and sustainable development of the country.

In response to these challenges and the corresponding national policies, while building on the achievements made during the previous phases, it is planned that the Phase III of the Advanced Leadership Development Program to promote all-round Xiao Kang Society be focused on urbanization, environmental protection/ low carbon development, crisis prevention and management, social management and public service delivery, and economic restructuring.

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.

Part II b. Project Strategy

The project Phase III supports the Government's requirements to enhance senior leaders' understanding of, and commitment to the promotion of more balanced, equitable and sustainable development in response to the new development challenges, and the corresponding strategies in 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 more balanced, equitable and sustainable development. The duration of the project will be from 2011 to 2014.

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 Phase III is the new development paradigm of more balanced, equitable and sustainable development, 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 these areas. . 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 120 senior leaders who would undergo overseas training under the project. The leaders trained and, through dissemination of the training effect, other leaders will work more effectively in building the Xiaokang society with focus on the promotion of more balanced, equitable and sustainable development.

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 Program:** The China International Center for Economic and Technical Exchanges (CICETE) in consultation with relevant national department will study and identify overall needs of the trainees to meet the requirements to lead, manage and implement the more balanced, equitable and sustainable 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 China International Center for Economic and Technical Exchanges (CICETE) in consultation with the Bureau of Training of the Organization Department of CCCPC will identify participants for both overseas training and domestic training sessions. 120 participants, including 30 senior leaders under age 55 at Minister/Governor level and 90 promising young leaders, will be selected as the first batch for overseas training sessions. 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, with focus on more balanced, equitable and sustainable development. The curriculum should include 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 promoting more balanced, equitable and sustainable development and 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 more balanced, equitable and sustainable development.
6. **Training Organization:** In order to ensure positive benefits from the 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 training. Possibilities will be sorted out to also invite some selected number of international experts to provide in-country training for promising fast-track young leaders. 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. 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, with focus on more balanced, equitable and sustainable development, as promoted 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, 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.

Part III. Project Results and Resources Framework

The project Phase III will provide senior Government officials in China a clear understanding of the concepts and goals of the Xiao Kang Society with focus on more balanced, equitable and sustainable development, and of potential strategies to accomplish these goals through policies and programs. 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 in terms of more balanced, equitable and sustainable development.

Intended Outcome:

Senior leaders' evidence-based knowledge of the scientific paradigm of development with focus on more balanced, equitable and sustainable development is upgraded.

Outcome indicators:

- 120 senior leaders will be trained on more balanced, equitable and sustainable development through international and domestic training activities;
- Survey results showing that new knowledge of more balanced, equitable and sustainable development have been introduced to the senior leaders;
- Policies and programs formulated and supported by senior leaders to operationalize the Xiao Kang Society goals with focus on more balanced, equitable and sustainable 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 more balanced, equitable and sustainable development;

Baseline:

China has achieved rapid growth with dramatic reductions in people below the poverty line. However, apart from the impressive GDP growth, the top leadership has called for more attention to environmental protection and sustainable development. The new development paradigm with focus on more balanced, equitable and sustainable development implies additional leadership requirements for senior officials.

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:

Climate change and environmental degradation are challenges not unique to China. It is a challenge for the whole 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 on more balanced, equitable and sustainable development conducted for the senior leaders;

Baseline:

Although the Government is pressing for a balanced and sustainable 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 climate change and environmental issues in China. Meanwhile, even though some leaders are clear about the concept of climate change and environmental protection, specific measures to implement and realize the goals of sustainable development remains a challenge. Adequate capacity at all levels for planning, design, implementation and monitoring of development is required. The statistical, administrative, managerial, technical and analytical capacities needed for monitoring sustainable development encompass a wide range, involving trade offs across sectors and among objectives. Leaders from different regions may also need different trainings.

Indicative Activities:

The areas of learning should be identified after the knowledge mapping and the need analysis.

- 3.1 Identification of and contact with prominent training institutions which can provide quality training according to the curriculum and training plans developed at most economical prices;
- 3.2 Organization of training workshops for selected government officials at training institutions identified.

Part IV. Partnership Strategy

Strong partnerships and cross-sector collaboration with related Government ministries and among the provinces will be built under the project. Through the Organization Department, the

project will also closely liaise with international and domestic training institutions and academia, thereby also gaining support from all stakeholders.

Through the UN Resident Coordinator and the UNDP, the project intends to actively involve UN agencies, donors, and other international partners. 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

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*) is responsible for ensuring project implementation is in compliance with UNDP rules and regulations. It is responsible for project delivery, assumes responsibilities specified in the National Execution Manual, and ensures that project outputs are produced according to project objectives and related work plans.

The Training Bureau of the Organization Department is responsible for identifying relevant senior leaders from state department and local governments as project participants, to set up the requirements and expected goals of the learning program, to monitor and evaluate the effectiveness and impact of the learning and training, and to provide government cost sharing, and in kind inputs for the project.

A National Project Management Office (NPMO) will be established to manage and implement the project. The working staff of the NPMO will be composed of the Training Bureau of the Organization Department and CICETE. A **National Project Director (NPD)** will be appointed by the Training Bureau of the Organization Department 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 CICETE to manage the project's daily activities, ensure that project inputs, outputs and results are achieved according to the Project Document, undertake the required project monitoring and reporting activities, and ensure that project expenditures are made in accordance with the Project budget. UNDP will be responsible for participating in the assessment of the project implementation, in the consultation of the resolutions to pending issues, and in the discussion of the subject and the content of the training programs.

Part VI. Inputs

The core funding for the Project is US\$3 million, including \$2 million UNDP TRAC and \$1 million Government cost-sharing resources, respectively. The UNDP contribution is 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 contribution is to mainly cover international travel costs. In addition, Government in-kind contribution will be provided to cover domestic training activities, other support and dissemination activities, and continuous training activities etc (Government in-kind contribution is not reflected in the project results and resource framework).

The respective ministries and agencies of the trainees will provide the international travel cost of trainees. In addition, 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 including the private sector.

Part VII. Monitoring and Evaluation

Annual work plans and related budget plans will be prepared based on UNDP standard requirements with additional details provided as necessary. Monitoring of the work plan and budget will be consistent with quarterly reports provided by the PMO covering progress on activities. Reports will indicate expected progress, actual progress, and analysis of any discrepancies and recommendations. The budget will be monitored in the same way. All activities and budget related amendments will require the prior approval of UNDP and program partners before implementation. In addition to quarterly reports, the PMO will submit an annual program progress report. The annual report will review and evaluate progress towards the outcome, the outputs and relevant efforts on partnerships, soft assistance and lessons learned. A program terminal report will be prepared for consideration at a final meeting.

Part VIII. Legal Context

This project document shall be the instrument referred to as such in Art. 1 of the Standard Basic Agreement between the Government of the People's Republic of China and the United Nations Development Program, signed by the parties on 29 June 1979. The host country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government cooperating agency described in that agreement.

Annex PROJECT RESULTS AND RESOURCES FRAMEWORK*

Project title and ID:			
Advanced Leadership Development Project on Xiao Kang Society			
Outcome:			
Senior leaders' evidence-based knowledge of the scientific paradigm of development with focus on more balanced, equitable and sustainable development is upgraded.			
Intended Outputs	Indicative Activities	Initial plans if available (to be finalized during the implementation period)	Project Budget
Output 1: Training plans prepared for enhancing senior leaders' understanding of and capacity for leadership, management and implementation of more balanced, equitable and sustainable development	<ul style="list-style-type: none"> 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; 		UNDP: \$100,000 Sub-total: \$100,000

<p>Output 2: Learning resources and curriculum developed to meet the capacity building needs identified;</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>UNDP: \$50,000 Sub-total: \$50,000</p>
<p>Output 3: Training workshops on more balanced, equitable and sustainable development conducted for the senior leaders;</p>	<p>3.1 Identification of and contact with prominent training institutions which can provide quality training according to the curriculum and training plans developed at most economical prices; 3.2 Organization of training workshops for selected government officials at training institutions identified.</p>	<p>3.1.1 Identify and communicate with prominent training institutions to finalize training curriculum and discuss organizational details of the training sessions, 3.2.1 Pre-training orientation sessions; 3.2.2 Organize 4-5 overseas sessions on more balanced, equitable and sustainable development with around 25 trainees for each int'l training session.</p>	<p>UNDP: \$1,700,000 Gov: \$970,000 Sub-total: \$2,670,000</p>

Output 1 to 3		Monitoring, Evaluation, Miscellaneous	UNDP: \$150,000
Program management fee			Sub-total: \$150,000
TOTAL			\$30,000 \$3,000,000

签字仪式站位图

侯新岸

张福根

森本秋绘

罗黛琳

王尔乘

俞建华

王新堂

赵中屹

程桂兰

南书毕

姚申洪