PROJECT DOCUMENT
China

Project Title: Enhancing China's South-South Cooperation for Sustainable Development Goals Attainment Umbrella Project

Project Number: 00138167

Implementing Partner: China International Center for Economic and Technical Exchanges

Start Date: August 2021   **End Date:** December 2025

PAC Meeting date: August 20, 2021

Brief Description
South-South Cooperation (SSC) is a manifestation of solidarity amongst the peoples and countries of the Global South and contributes to the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs). China has undergone rapid economic and social development in the last 40 years. During this period, China has engaged in international development initiatives including through partnerships with the United Nations to contribute to the SDGs through South-South Cooperation. The contributions of China 's SSC is to improve SDG attainment and bridge development gaps. The focus of this project is to further enhance China's contribution through SSC, which entails building on this foundation and further strengthening the focus by coordinating with relevant stakeholders to maximize the development impact of SSC initiatives and promote its contributions towards the 2030 Agenda. The key areas the project would focus on are follows: • Strengthening effective cooperation amongst the partners/entities engaged in SSC. • Assess impact and scale up China's contribution of SSC towards the SDGs • Gather, codify and knowledge and experiences of both China and the international community on SSC. • Leverage UNDP's international network to share China's best practices and development solutions. • Enhance SSC's contribution to the Leave No One Behind agenda, by promoting gender equality, disability solutions and focusing on vulnerable groups.

Contributing Outcome (UNSDCF/CPD, RPD or GPD):	Total resources required:		US$800,000
United Nations Sustainable Development Cooperation Framework for China (2021-2025)	Total resources allocated:		US$370,000
Outcome 6: Through South-South cooperation and humanitarian cooperation, China makes greater contributions to SDG attainment and the principles of the 2030 Agenda, including leaving no one behind.		Cost Sharing-CICETE	$30,000
		Cost Sharing-UNDP	$130,000
Country Programme Document for China (2021 – 2025)		Parallel Fund-CICETE	$100,000
Output 3.1: China's collaboration and partnerships with United Nations and other international partners, including in South-South and triangular cooperation, strengthened.		Parallel Fund-Xinjiang Institute of Ecology and Geography (XIEG) of the Chinese Academy of Sciences	$110,000
Indicative Output(s) with gender marker: GEN2	Unfunded:		US$430,000

Agreed by (signatures):

UNDP	CICETE
Devanand Ramiah, Deputy Resident Representative	Zhang Yi, Deputy Director-General
Date: 2021/08/31	Date: 2021/08/31

I.   DEVELOPMENT CHALLENGE

Introduction: South-South Cooperation (SSC) will assume greater importance in the future as it has become an important vehicle to accelerate the advancement of developing countries and serves as an effective channel of participation in the global economy. It has increasingly demonstrated its contribution to development results through a variety of flexible cooperation modalities, including knowledge exchanges, technology transfers, financing, peer support, and neighboring country initiatives, as well as participant countries forming common development agendas and seeking collective solutions.

China has undergone rapid economic and social development in the last 40 years. During this period, China has engaged in international development initiatives to contribute to the Sustainable Development Goals (SDGs) through South-South Cooperation and experience sharing. China in partnership with the United Nations has supported multilateralism and development initiatives along with bilateral assistance provided directly to countries.

During the 2015 United Nations Sustainable Development Summit, President Xi Jinping announced that China would provide funds to assist developing countries in their implementation of the post-2015 development agenda. By 2030, China has pledged to step up investment in the least developed countries to work towards the attainment of the goals under the UN's 2030 Agenda for Sustainable Development.

South-South and Triangular Cooperation are now recognized as key driving forces and enablers for achieving SDGs. The United Nations Development Programme (UNDP) has been working to facilitate China SSC's contributions towards SDGs attainment and participation in global development. UNDP and China have been working together in five key areas: triangular cooperation, experience sharing with partner countries, responding to global and regional challenges, strengthening the private sector's participation in SSC, and experience sharing through SSC channels. China's South-South and Triangular Cooperation initiatives are committed to the 2030 Agenda for Sustainable Development and to partner countries achievement of the SDGs.

COVID-19 pandemic unleashed a tsunami of human suffering with far reaching implications on efforts to improve lives and achieve the SDGs. In 2020 alone, millions (estimates range from around 35 to 60 million) could be pushed into extreme poverty, reversing the declining global trend of the last twenty-plus years.[1]China's SSC could serve as a trajectory to address development challenges, recover sustainably from the pandemic and achieve sustainable development.

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[1] United Nations (2020). World economic situation and prospects as of mid-2020. E/2020/58.

II.   STRATEGY

The overall project strategy is to enhance China's contribution towards SDGs through SSC and develop the capacities of engaged stakeholders, promote information sharing and experience exchanges with the international community, share China's technology and knowledge related to development solutions with SSC partner countries, as well as promote its contributions towards SDGs. In general, the contributions of China 's SSC is to enhance SDG attainment and bridge development gaps. In order to build on this foundation and further strengthen the focus, the China International Center for Economic and Technical Exchanges (CICETE) and UNDP will coordinate with relevant stakeholders to strengthen China's South-South cooperation, maximize its impacts and promote its contributions towards the 2030 Agenda.

1. Immediate causes

The immediate causes include: 1) there are evaluation gaps in assessing the contribution of China's SSC towards SDG attainment; 2) there are lack of synergy and coordination between the efforts and resources from China and the international community for SSC; and 3) SSC is not fully utilized to address technical and knowledge barriers for SDG attainment.

2. Underlying causes

1) The need to strengthen the capacities of partners/entities engaged in SSC, and the need to understand and assess the contributions of China South-South Cooperation Assistance Fund (SSCAF) towards SDGs:

    China's cooperation with UN agencies and other international institutions on managing and implementing new innovative funds (e.g., SSCAF) is still evolving and is at early stages. This results in project management practices of both parties not being entirely compatible. For the application of funding and implementation of SSC initiatives, UN agencies/IOs have adapted their project management processes to align to the requirement of China Aid projects, while ensuring they adhere to their internal principles. However, the capacities of partners engaged in SSC to do this alignment vary greatly. There are multiple stakeholders involved in SSC project implementation and monitoring ranging from UN agencies, technical counterparts in China, government counterparts and technical agencies in the country of implementation etc. This could potentially hinder the smooth implementation and effective management of SSC projects due to differences which include, but are not limited to - the project management process, financial procedures, monitoring and evaluation (M&E), communication, and reporting.

    On gender mainstreaming, gender perspective amongst SSC partners in China needs to be enhanced to better support the SSC project implementation and its contributions towards SDG 5.

For example, SSCAF has made contributions towards 17 SDGs including to promote gender equality and access to the vulnerable groups. However, the contributions of SSCAF towards these SDGs are not well identified and recognized.

2) The need to further enhance information sharing and exchange of experiences between China and the international community:

China has more than 70 years of experience in international development cooperation and foreign aid projects. "China's International Development Cooperation in the New Era", a recently issued white paper produced by China's State Council Information Office, outlines China's contributions towards SDGs in the areas of poverty reduction, food safety, quality education, gender equality, and infrastructure improvement. At the same time, China has made progress in women's empowerment and gender equality, especially in fields like health, education, labor participation etc. According to China's official statistics[2], from 2015 to 2020, China implemented 100 "Happy Campus Projects" and 100 "Maternal and Child Health Projects" in developing countries, provided training to over 40,000 females from developing countries. China has also established women's training centers in 13 countries to develop the capacity of local women to improve their production and living conditions.

As one of the key players in global development cooperation, China needs to systematically engage in discussions on effective international development and bridge the gap with other international development actors.

3) The need to promote knowledge and technology in SSC partner countries:

Gaps still remain in the technology and knowledge resources of SSC partner countries. To bridge these knowledge lacunas which exacerbates the development gaps, knowledge and technology sharing in the developing countries would act as a key driving force to accelerate local development.

3. Root causes

1) Lack of a comprehensive evaluation framework on SSCAF

There lacks a commonly recognized monitoring and evaluation framework to assess SSCAF's contributions towards SDGs, which may cause the unequal distribution of resources and misaligned prioritization towards the 2030 Agenda. A better understanding of SSCAF and its development impact would help guide project implementation in partner countries and achieve project objectives.

At the same time, capacity building events and workshops on project management process, financial procedures, monitoring and evaluation (M&E), communication, reporting and

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[2] State Council of China, *Equality, Development and Sharing: Progress of Women's Cause in 70 Years Since New China's Founding*,
http://english.www.gov.cn/archive/whitepaper/201909/20/content_WS5d843344c6d0bcf8c4c13ba7.html

gender awareness amongst SSC partners in itself is not sufficient to align the understandings of the SSC partners. A comprehensive tailored evaluation mechanism would improve the quality and effectiveness of cooperation of SSC projects.

2) Lack of communication platform with international SSC stakeholders

China needs to enhance its experiences in coordinating development projects in partner countries with other international development projects and learn from best practices to make best use of limited resources. There must be regular communication on SSC between China and key stakeholders in the international community, so that China's SSC initiatives would better contribute to SDGs and merge in the global context creating more impact and economies of scale.

3) Insufficient local knowledge and capacity for sharing technology and other innovations

In the past decades, China has underscored the importance of scientific research, innovation, and has shared its development with other countries through various channels. However, technical and financial gaps remain in the SSC partner countries to understand and utilize these for development objectives. Given this, it is important for China to provide technical assistance, facilitate knowledge sharing and capacity building, and pilot demonstration projects based on the overall experience of China and the needs of partner countries, to foster the sustainable development of scientific and research technology in SSC partner countries through UNDP's international network.

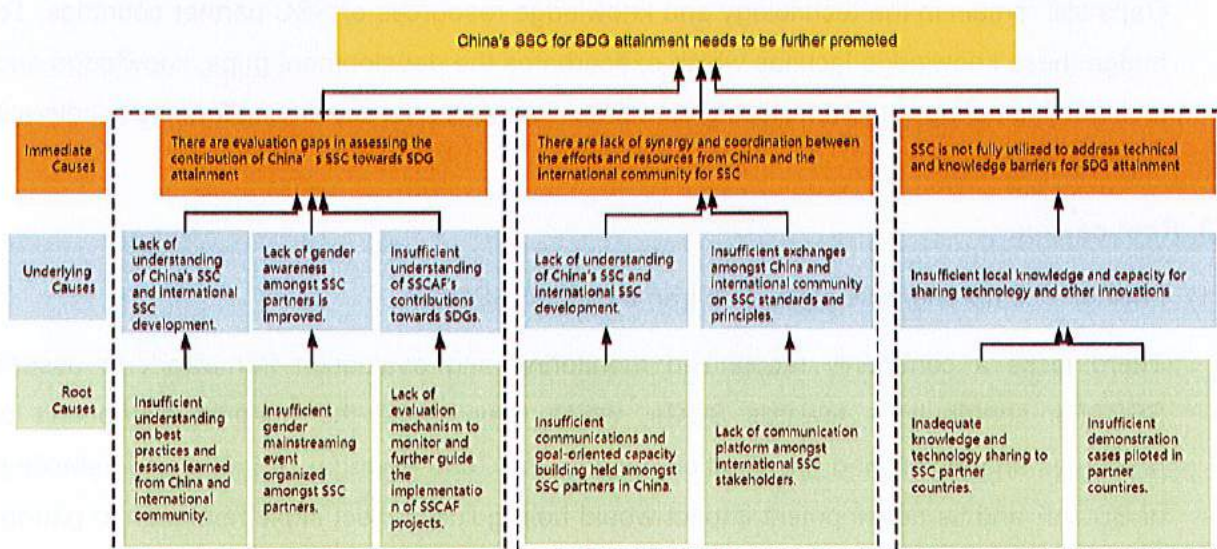The problem tree for Theory of Change (ToC) is captured in the below diagram:

Figure 1. Project Theory of Change (ToC)

The signing of Memorandum of Understanding (MoU) for Strengthened Cooperation between the Government of People's Republic of China and UNDP in 2010 identified the shared development priorities in international cooperation under the framework of SSC. Since then, UNDP China has collaborated with China to engage in global development issues through facilitating dialogue,

demand-driven policy research and foreign aid projects. As a multilateral integrator, UNDP China has worked to transfer experiences and technologies, and facilitate capacity development in both hardware and software, between China and other countries through the South-South Cooperation Assistance Fund (SSCAF) and the trilateral channel.

Based on the problem tree of the Theory of Change (Figure 1) the immediate causes, underlying causes and root causes are as follows:

By leveraging on CICETE and UNDP's platforms, experiences, networks and resources, the project will:

- Evaluate and scale-up the contributions of China's SSC towards SDGs in different areas, including poverty reduction, and quality education, water resource management amongst others. It will also harness SSC as a supporting tool to promote gender equality, Leave No One Behind agenda with a focus on disability and vulnerable groups to Leave No One Behind, through field visits, research studies, development of evaluation framework, pilot projects and operationalization, training, and workshops;

- Review, summarize and share the best practices and lessons learned by China and international SSC stakeholders, and promote sharing of information and experiences through research, case studies, meetings and workshops, publications, and advocacy events;

- Gather and share China's knowledge and technology on development issues with SSC partner countries through the provision of equipment, research, capacity building, meetings and workshops, and demonstration cases.

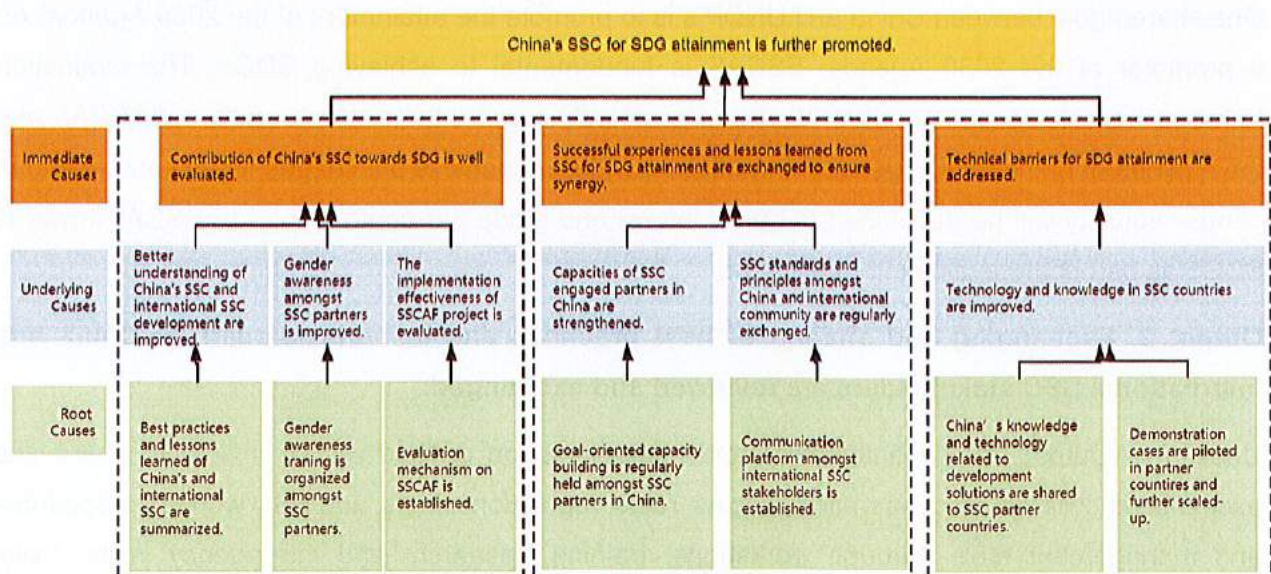The solution tree of ToC is demonstrated in the below diagram:

Figure 2. Solution tree of ToC

III. RESULTS AND PARTNERSHIPS

3.1. Expected Results

Towards the end of the project, it is expected that the following results will be achieved. By building on the networks and previous experiences of UNDP and CICETE, the specific outputs of the project include:

The overall objective of the project is to enhance China's contribution towards SDGs through SSC and build upon the capacities of engaged stakeholders, promote information sharing and experience exchanges with the international community, share China's technology and knowledge related to development solutions with SSC partner countries, as well as promote its contributions towards SDGs. By building on the networks and previous experiences of UNDP and CICETE, the specific outputs of the project include:

Output 1. The capacities of SSC partners and entities are improved and SSC's contributions towards SDGs are leveraged.

This Output aims to enhance cooperation, strengthen the contribution of SSCAF projects towards SDGs, and maximize SSCAF's achievements through research, capacity building, meetings, and workshops. Project management mechanisms and cooperation modalities between SSCAF management entities and implementation organizations would be aligned, including on implementation processes, financial procedures, M&E, communication, and reporting, amongst others. Capacity building and knowledge sharing on gender awareness raising and mainstreaming would be organized amongst SSC partners in China to promote gender perspective during project management and implementation.

An evaluation framework would be adopted to evaluate impacts and contributions of SSCAF towards SDGs. This evaluation framework would be used to pilot and evaluate selected SSCAF projects. One shared goal between China and UNDP's is to promote the attainment of the 2030 Agenda. As a promoter of the 2030 Agenda, SSCAF is fundamental to achieving SDGs. The evaluation framework would be an important vehicle to constantly monitor the implementation of SSCAF and the attainment of the 2030 Agenda. To address gender-responsive challenges, indicators related to gender equality will be developed to better inform and guide the contributions of SSCAF towards SDG5 as part of the evaluation framework.

Output 2. Exchanging and sharing of best practices and lessons learned by China and international SSC stakeholders are reviewed and exchanged.

Under this Output, SSC management and implementation entities will be invited to share and exchange knowledge on cooperation policies, rules, regulations, laws, and SSC working procedures and management tools, through workshops, training, research, and interagency visits. Visits amongst agencies and joint research will enable the identification and codifying of SSC key results, summary of cases and best practices and analysis of experiences and innovative practices of both China and the international community. China's best practices and lessons learned including on

women's empowerment and gender equality would also be communicated with the international community and SSC partner countries. This Output would also include research products, workshops, and meetings to share research results and develop effective management tools and funding mechanisms to support the attainment of SDGs.

It is envisaged this output would contribute towards the optimization of work processes between partners, develop joint responses to challenges, the expand cooperation.

Output 3. China's knowledge and technology related to development solutions are shared and piloted.

This Output would promote knowledge and technology sharing between China and SSC partner countries through UNDP's international network. It would also facilitate demonstration cases based on China's experiences, and the conditions and context of partner countries. The priority areas include, but are not limited to, green development, poverty reduction, water resource management, digital economy, women empowerment, and disaster mitigation. The focus is to share and demonstrate China's best practices, experiences, technologies, equipment, and innovative practices in related areas, to promote South-South and Triangular Cooperation and to facilitate the integration of multiple resources.

3.2. Resources Required to Achieve the Expected Results
Project Budget

The total funding for this project is US$800,000. US$30,000 will be provided by CICETE through government cost-sharing (3% of GMS by UNDP and CICETE respectively when activities are implemented), while US$130,000 will be through UNDP government cost-sharing (3% of GMS by UNDP and CICETE respectively when activities are implemented). Parrel funds that would god towards this project will include: CICETE US$100,000 from the Bill & Melinda Gates Foundation; Xinjiang Institute of Ecology and Geography of the Chinese Academy of Sciences US$110,000 as the parallel fund to support the project (3% of GMS for UNDP and CICETE respectively). During the project cycle, UNDP and CICETE will jointly mobilize US$430,000. The budget will be used to support activities including procurement of equipment and material, research, meetings and workshops, capacity building, field missions, development of evaluation framework, implementation of demonstration case, report drafting, and publicity and advocacy, amongst others.

Resource mobilization strategy

UNDP and CICETE will use their networks to seek potential partners for financing, resources, and related project support. As relevant implementation will be carried out under the UNDP Support Services to National Implementation (NIM) management guidelines. Resource mobilization partners would include, but are not limited to, corporate entities, multilateral and bilateral development agency contributions, financial support from central and local governments, support from regional associations, chambers of commerce or other non-governmental organizations, and support from overseas foundations. UNDP shall take the responsibility for the source and nature of overseas

funding (if applicable). In addition to complying with the relevant UNDP rules, regulations and procedures including due diligence resource mobilization activities shall also comply with relevant Chinese laws, regulations, and rules.

3.3. Partnerships

The project will involve the active participation of the key stakeholders involved in SSC and SSCAF, including SSCAF multi-lateral stakeholders based on the actual needs of the project. These stakeholders include, but are not limited to, Chinese government entities, UN family agencies, bilateral development agencies and embassies, international organizations, academia, the private sector, technical consulting agencies, and technical consultants.

The main partners of the project are as follows:

- **China International Center for Economic and Technical Exchanges (CICETE)**

The China International Center for Economic and Technical Exchanges (CICETE) was founded on March 12, 1983, directly under the Ministry of Commerce with the approval of the State Council. On establishment, the main initial function of CICETE was to coordinate cooperation between China and UNDP and to provide support to South-South Cooperation projects as delegated by Chinese authorities. CICETE is responsible for signing project documents on behalf of the Chinese government, co-monitoring pilot projects with UNDP China for overall quality assurance. In 2008, CICETE undertook the implementation of the Chinese government's foreign assistance projects commissioned by the Ministry of Commerce. In 2016, CICETE undertook the implementation management of South-South Cooperation Assistance Fund (SSCAF) projects in the context of the expansion of China's foreign assistance programmes and changes in the methods and means of that assistance. In 2017, CICETE took the responsibility of the foreign assistance training management carried out by the Academy for International Business Officials and which was sponsored by the Ministry of Commerce of People's Republic of China (MOFCOM).

- **United Nations Development Programme**

The United Nations Development Programme (UNDP) is the global network for development for the United Nations. Globally, UNDP works in about 170 countries and regions, helping them respond to global and domestic development challenges by providing them with knowledge, expertise, and resources. In 1979, UNDP established its China Office to work with the Chinese government and other partners to seek inclusive and sustainable human development at home and abroad. So far, more than 900 projects have been conducted in China. At the same time, UNDP has fostered extensive international cooperation under the framework of "South-South and Global Cooperation" and is committed to utilizing China's experience to promote sustainable growth for other developing countries across the globe.

- **The Xinjiang Institute of Ecology and Geography (XIEG) of the Chinese Academy of Sciences (CAS)**

The Xinjiang Institute of Ecology and Geography (XIEG) of the Chinese Academy of Sciences (CAS) was established on 7th July 1998 through the merge of the Xinjiang Institute of Geography and the

Xinjiang Institute of Biology, Pedology and Desert Research of CAS. XIEG is positioned at the frontier of science and technology in the study of arid land, resource development, and ecological restoration, while fostering environmental governance and the conservation of biodiversity. XIEG seeks to be at the forefront of developments in the fields of ecology and the environment, mineral resources, and modern agriculture, through developing scientific and technological innovation. XIEG has played a leading role in science and technology development in Xinjiang and Central Asia and ecological security in China while contributing to the stability and development of Xinjiang.

As one of the project partners, XIEG will be responsible for organizing and implementing advanced technology in water resource utilization and management, carrying out training on water purification and water-saving technology and participating in international academic exchanges related to water.

- **Government agencies**

The project will seek the participation and consultation of the Ministry of Commerce of the People's Republic of China (MOFCOM) and the China International Development Cooperation Agency (CIDCA). Governmental entities also involved in the project would include, but not limited to, the Chinese Academy of International Trade and Economic Cooperation (CAITEC) and the Agency for International Economic Cooperation (AIECO).

The project would engage local government at the provincial, city and county levels to promote China's SSC contributions towards SDGs.

- **UN family and other international organizations**

UN family agencies in China, including UNICEF, UN Women, and WFP, among others, and any international organizations that have supported China's role in SSC, would contribute to the project. Each of these organizations have their own strengths and specialties. Also, the project will secure contributions from international partners through the engagement of those UN agencies and other international organizations which will support China's SSC initiatives.

- **Academic institutions**

Academic institutions will provide technical and intellectual support for the project, in SSC, scientific technology, international development, SDGs, policy research, training and consultation services, amongst others.

- **Business corporations**

The private sector will be encouraged to contribute to SDGs by integrating their business development with the needs of sustainable development. The project may mobilize necessary funding and solutions from the private sector to deliver results that benefit all partners.

3.4. Risks and Assumptions

Effective coordination will be essential for the project to achieve its goals since the project involves several stakeholders. Therefore, it is necessary to fully predict the potential risks in the implementation of the project, the risks that may occur over the course of the project, and

subsequent potential losses for the stakeholders. Please refer to Annex 3. Project Risk Register for major potential risks associated with the project and corresponding mitigation measures.

3.5. Stakeholder Engagement

- **Beneficiary Countries of South-South Cooperation**

China's SSC partner countries are one of the direct target groups. The design and delivery of China's SSC initiatives would be fostered and stepped up to achieve maximized outcome in these partner countries and to better address local development challenges. During the project implementation, the SSC partner countries would be sharing lessons learned and successful experiences, as well as participating in the meetings, workshops and capacity buildings on technology and information sharing.

- **Global Networks Composed of UN Agencies and Other International Organizations**

International organizations are the key drivers of international development cooperation especially the United Nations. The global network consisting of international organizations will promote dialogue and cooperation amongst those engaged in China's SSC initiatives due to their leading role in addressing international development issues. This network will also enhance communication and understanding and establish an environment of sustainable cooperation so as to jointly promote the attainment of the SDGs outlined by the 2030 Agenda.

At the same time, national and international stakeholders that advocate gender mainstreaming, including UN Women, would be involved to share experiences on gender issue.

- **The Government of China**

Other stakeholders of the project are the engaged government entities of China. The resources they contribute to SSC would be utilized more effectively to achieve a greater impact.

3.6. South-South and Triangular Cooperation (SSC/TrC)

The project will establish a communication platform for China and the UN to further promote the attainment of the 2030 Agenda and its SDGs under the framework of SSC. The project will also highlight the effectiveness of project cooperation and promote the outcome of this cooperation. The project will also explore the management experiences of this cooperation with existing UN agencies engaged South-South and Triangular Cooperation projects in China.

3.7. Knowledge

The project will promote the lessons learned and good practice exchange and knowledge and technology sharing to target groups through workshops, seminars, capacity building activities and other sharing and exchange platforms.

3.8. Sustainability and Scaling Up

UN agencies alongside other agencies involved in China's SSC projects will solicit for opinions and suggestions on the results of the project. A primary priority of the project is to improve the

communication mechanism and the capacities of partners engaged in China's SSC which would support the delivery of SSC objectives and SDGs in the long run.

The evaluation framework and standards of SSC will be properly launched and operationalized which would constantly monitor, regulate, and guide the development of SSC. In addition, the project would seek long-term solutions for the development of SSC to promote the attainment of SDGs which would enable the continuity of the project beyond the project cycle.

IV. RESULTS FRAMEWORK

Intended Outcome as stated in the UNSDCF/Country [or Global/Regional] Programme Results and Resource Framework:
Outcome 6: Through South-South cooperation and humanitarian cooperation, China makes greater contributions to SDG attainment and the principles of the 2030 Agenda, including leaving no one behind.

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:
Output 3.1: China's collaboration and partnerships with United Nations and other international partners, including in South-South and triangular cooperation, strengthened.

Applicable Output(s) from the UNDP Strategic Plan: Output 2.3.1 Data and risk-informed development policies, plans, systems and financing incorporate integrated and gender-responsive solutions to reduce disaster risks, enable climate change adaptation and mitigation, and prevent risk of conflict

Project title: SSC Umbrella Project
Atlas Project Number: 00138167

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	FINAL	
Output 1 Capacities of SSC partners and entities are improved and SSC's contributions towards SDGs are leveraged.	*1.1 Number of meetings or workshops organized among China's SSC engaged stakeholders (participants disaggregated by sex)*	*Project progress report*	0	2020	4	4	0	0	8	*Methods: Literature collection and field interviews, research, and discussions*
	1.2 Number of stakeholders engaged in the meetings and workshops (participants disaggregated by sex)	*Project progress report*	0	2020	1	5	0	0	6	*Methods: Literature collection and field interviews, research, and discussions*
	1.3 Proportion of female participating in the workshops and meeting	*Project progress report*	0	2020	40%	40%	n/a	n/a	40%	*Methods: Project progress report, meeting attendance sheet, meeting minutes*
	1.4 Number of reports and case study reports	*Government documents, research report*	0	2020	1	1	0	0	2	*Methods: Literature and material collection, research*
	1.5 Number of partners engaged in field missions	*BTOR*	0	2020	0	2	0	0	2	*Methods: Literature collection and field interviews, research, and discussions*

Output	Indicator	Data source	Baseline	Year	Y1	Y2	Y3	Y4	Total	Methods
	1.6 Number of evaluation frameworks	Project progress report	0	2020	1	0	0	0	1	Methods: literature and material collection, research
	1.7 Number of gender-related indicators	Project progress report	0	2020	1	0	0	0	1	Methods: Literature and material collection, research
	1.8 Number of projects piloted by the evaluation framework	Project progress report	0	2020	2	4	0	0	6	Methods: Literature and material collection, research
	1.9 Number of gender mainstreaming training sessions (participants disaggregated by sex)	Project progress report	0	2020	0	0	1	0	1	Method: Capacity building
Output 2 Exchanging and sharing of best practices and lessons learned by China and international SSC stakeholders.	2.1 Number of gender-responsive meetings or workshops organized (participants disaggregated by sex)	Project progress report	0	2020	0	1	1	1	3	Methods: Literature collection and field interviews, research, and discussions
	2.2 Number of stakeholders engaged	Project progress report	0	2020	0	2	2	2	6	Methods: Literature collection and field interviews, research, and discussions
	2.3 Number of gender-responsive reports and case study reports	Government documents, research report	0	2020	0	1	1	1	3	Methods: Literature and material collection, research
Output 3 China's knowledge and technology related to development solutions are shared and piloted.	3.1 Number of gender-responsive meetings (participants disaggregated by sex)	Project progress report	0	2020	2	2	1	0	5	Methods: Literature collection and field interviews, research, and discussion
	3.2 Number of publications	Government documents, research report	0	2020	0	0	1	0	1	Methods: Literature and material collection, research

V. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plan: *[Note: Monitoring and evaluation plans should be adapted as needed to the project context]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the result indicators in the RRF will be collected and analyzed to assess the progress of the project in achieving the agreed outputs.	At least annually	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten the achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	At least annually	Risks are identified by project team and actions are taken to manage risk. The risk log is continuously maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices, and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Capture and use of relevant lessons by the project team to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision-making to improve the project.	Biennially	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision-making.	At least annually	Performance data, risks, lessons, and quality will be discussed by the project board and used to make course corrections.		

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Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions taken to address the issues identified.

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final evaluation	CICETE & UNDP	Final evaluation		2025	CICETE & UNDP	TBC

VI. MULTI-YEAR WORK PLAN

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated, and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audits, policy advisory, quality assurance, reporting, management, amongst others. All services which are directly related to the project need to be disclosed transparently in the project document.
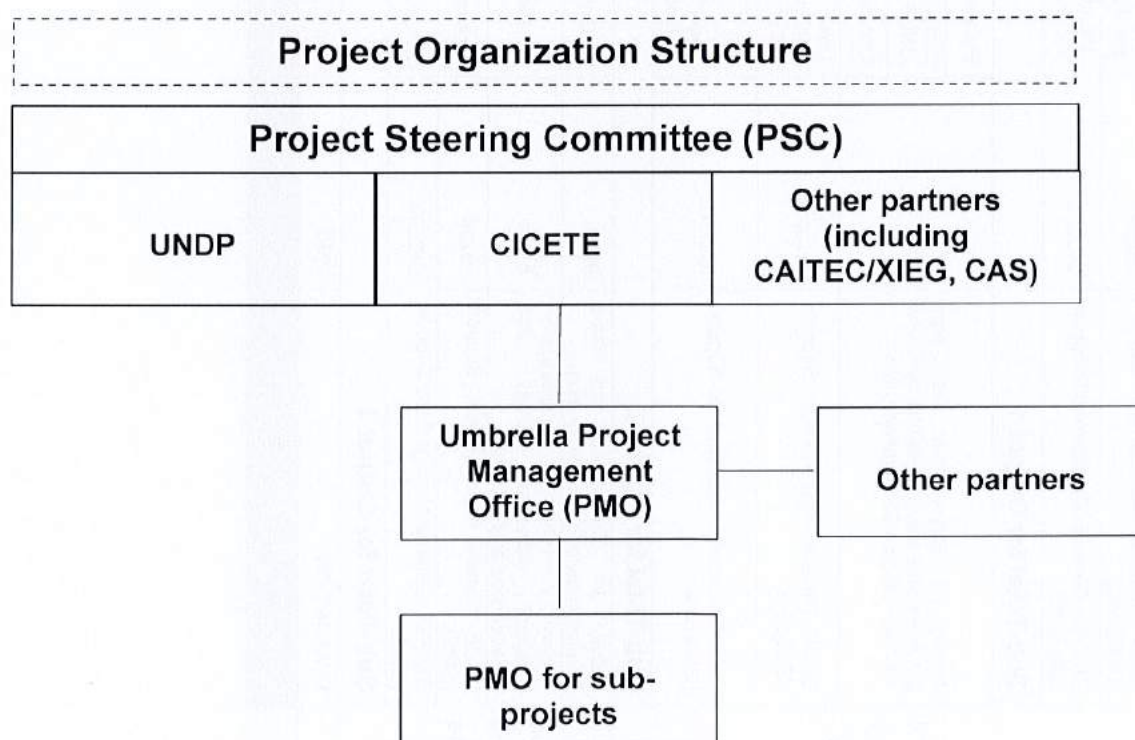
EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET		
			Funding Source	Budget Description	Amount
Output 1: Capacities of SSC partners and entities are improved and SSC's contributions towards SDGs are leveraged.	Activity 1.1. Enhance mutual understanding and cooperation between SSCAF management agencies in China and the UN implementation agencies.	PMO	Unfunded	Travel/Meeting	5,000
			Cost Sharing-CICETE	Expert/Meeting/Travel	18,800
			Parallel Fund	Travel/Meeting	15,000
	Activity 1.2. Standardize implementation of SSCAF projects, and optimize implementation procedures, project quality and outcomes to promote the achievement of SDGs.	PMO	Parallel Fund	Subcontract	30,000
			Cost Sharing-CICETE	Expert/Travel/Meeting	9,502
	Activity 1.3. Establish and improve an evaluation framework and promote the application of the framework.	PMO	Unfunded	Expert/Meeting/Travel	124,310
			Parallel Fund	Subcontract	30,000
			Cost Sharing-UNDP	Expert/Meeting/Travel/Printing/Publicity	75,470
	Activity 1.4. Advocate for gender mainstreaming amongst partners and entities engaged in SSC.	PMO	TBC	Expert/Training	1000
	Activity 1.5. Carry out on-site and online training on water saving and water purification technology in Central Asia.	XIEG	Parallel Fund	Expert/Training	30,000
	UNDP General Management Support (GMS) 3%	UNDP	Cost Sharing-CICETE	GMS	849
			Cost Sharing-UNDP	GMS	2265
			Unfunded	GMS	30
	CICETE General Management Support (GMS) 3%	CICETE	Cost Sharing-CICETE	GMS	849
			Cost Sharing-UNDP	GMS	2265
			Unfunded	GMS	30

Activity / Description	Responsible	Fund	Category	Amount
UNDP General Management Support (GMS) 8%	UNDP	Unfunded/Parallel Fund	GMS	10,345
CICETE General Management Support (GMS) 8%	CICETE	Unfunded/Parallel Fund	GMS	10,345
Sub-Total for Output 1				**366,060**
Output 2: Exchanging and sharing of best practices and lessons learned by China and international SSC stakeholders.				
Activity 2.1. Review and share best practices and lessons learned by China and international SSC stakeholders.	PMO	Parallel Fund	Publicity	25,000
		Cost Sharing-UNDP	Expert/Meeting/Travel/Printing/Publicity	50,000
		Unfunded	Expert/Meeting/Travel/Printing/Publicity	141,940
UNDP General Management Support (GMS) 3%	UNDP	Cost Sharing-UNDP/Unfunded	GMS	6000
CICETE General Management Support (GMS) 3%	CICETE	Government Cost Sharing-UNDP/Unfunded	GMS	6000
Sub-Total for Output 2				**228,940**
Output 3: China's knowledge and technology related to development solutions are shared and piloted.				
Activity 3.1. Summarize and share China's knowledge and technology.	PMO	Unfunded	Expert/Meeting/Travel/Training/Procurement/Publication	108,000
Activity 3.2. International symposium on geography, water, and ecology in arid areas (online and in China).	XIEG	Parallel Fund	Travel/Meeting	80,000
UNDP General Management Support (GMS)	UNDP	Unfunded	GMS	6,000
CICETE General Management Support (GMS)	CICETE	Unfunded	GMS	6,000
Sub-Total for Output 3				**200,000**
Evaluation (as relevant) EVALUATION	PMO	Unfunded	M&E	5,000
TOTAL				**800,000**

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The umbrella project will operate under a portfolio approach with multiple levels of implementation contributing to the wider outcome. The project is in line with the Standard Basic Framework Agreement (SBBA) between the United Nations Development Programme and the Government of the People's Republic of China for national implementation projects. The China International Center for Economic and Technical Exchanges is the implementation partner of the project. The project and finance management approach will be in line with the "National Implementation by the Government of UNDP Supported Projects: Guidelines and Procedures".

The project is co-initiated by UNDP and CICETE and will be implemented under the National Implementation Modality (NIM). The Project Management Office (PMO) of the Umbrella Project will be set at CICETE. The Project Steering Committee (PSC) will consist of CICETE, UNDP and the partner of the project (e.g. CAITEC/XIEG, CAS). The responsibilities of the PSC include implementation strategy, budget allocation, direction guidance, workplan and management, major decision-making, approval of annual work plan, and coordination and organization of project activities. The PMO for the sub-project will be in charge of the implementation of the sub-project.

Project Organization Structure

Project Steering Committee (PSC)		
UNDP	CICETE	Other partners (including CAITEC/XIEG, CAS)

Umbrella Project Management Office (PMO) — Other partners

PMO for sub-projects

VIII. LEGAL CONTEXT

Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of China and UNDP, signed on June 29, 1979. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by CICETE ("Implementing Partner") in accordance with its financial regulations, rules, practices, and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure the best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

IX. RISK MANAGEMENT

Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, 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. To this end, 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.

2. 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 the Implementing Partner's obligations under this Project Document.

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no 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/sc/committees/1267/aq_sanctions_list.shtml.

4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

    (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

    (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or

humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

    i.   Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

    ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;

    iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;

    iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

    v.   Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

    b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

6. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

7. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

10. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

11. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

12. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

13. *Choose one of the three following options:*

Option 1: UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Option 2: The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Option 3: UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

14. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

15. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

16. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

X. ANNEXES

Annex 1. Gender Analysis & Action Plan

1. Background

1.1 Centrality of Gender Equality in 2030 Agenda

Gender equality is not only one of the 17 Sustainable Development Goals (SDGs), but a gender lens has also been integrated into more than half of the SDGs and their measurable indicators. 12 out of 17 SDGs cover gender equality, from ending poverty and hunger, promoting prosperity and building peaceful, just and inclusive societies to securing the protection of the planet and its natural resources. Out of the 230 monitoring indicators associated with 17 goals under 2030 agenda, and 32% gender relevant indicators, and 21% indicators are required to be disaggregated by sex[3].Yet, progress on gender equality has been limited and uneven across the different dimensions of the 2030 Agenda[4].

Poverty reduction: Globally, women are more likely to live in poverty than men. On average, the percentage of women and girls living in poor households is 12.8 per cent, compared to 12.3 per cent for men and boys, which indicates that women globally are 4 per cent more likely than men to live in extreme poverty, while the gender gap rises to 8 per cent in Central and Southern Asia[5]. Data collected by the FAO shows that women are more likely to report food insecurity in nearly two thirds of the countries.

Maternal Health: Globally, the lifetime estimated risk of a woman dying from a maternity-related cause is 1 in 4,900, but the ratio rises to 1 in 180 in developing countries and 1 in 54 in countries designated as fragile States, where health systems are often broken or overwhelmed. Most maternal deaths can be prevented if mothers receive adequate antenatal and post-natal care, if deliveries are attended by skilled health professionals and if women have adequate access to medical care for health conditions linked to elevated risk of obstetric complications.

Education: Data from 2015 show that 90.3 per cent of girls of primary school age were enrolled in school that year, up from 82.2 per cent in 2000, compared to boys at 91.9 per cent in 2015 and 87.6 per cent in 2000. despite such progress, girls continue to face significant disadvantages in education: It is estimated that 15 million girls will never get the chance to learn to read or write in primary school compared to about 10 million boys.

Information and Communication Technology: Advances in information and communications technology (ICT), including telecommunications, computers, and the Internet, have transformed the world. But the benefits have not been evenly distributed. Large gender gaps exist in ICT access and use. Despite the potential benefits, an estimated 1.7 billion women in low- and middle-income countries do not own a mobile phone: Women are 14 per cent less likely than men to own one.

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[3] *Gender in the 2030 Agenda for Sustainable Development and Sustainable Development Goals (SDGs),* https://www.unsiap.or.jp/elearning/el_material/3_Population/3_3_gender/1811_GS_JPN/S1_1_Review_Of_SDG _Framework_gender_perspective.pdf

[4]   https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2018/sdg-report-chapter-3-why-gender-equality-matters-across-all-sdgs-2018-en.pdf?la=en&vs=5447

[5]   https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2018/sdg-report-chapter-3-why-gender-equality-matters-across-all-sdgs-2018-en.pdf?la=en&vs=5447

1.2 Gender equality and South-South Cooperation

South-South Cooperation (SSC) is on the rise in scale and scope. It is recognized as crucial in collective efforts to address challenges such as poverty eradication, climate change, food security, social protection, public health and infrastructure development. Among countries in the south, there is a gender dimension in the exchange of resources, technology, and knowledge across countries. If south-south cooperation does not deliberately integrate a gender perspective, the development course will miss out on the multiplier effect that has been so well documented regarding women's income. Study shows that women reinvest a much higher part of their earnings in their families and communities than men, spreading wealth and creating a positive impact on future development.

As a firm supporter, active participant and important contributor to South-South cooperation, China also has the potential to advance gender equality worldwide. With the establishment of new South-South cooperation mechanism platforms such as South-South Cooperation Assistance Funds (SSCAF), China has gradually become a key potential player in South-South cooperation. In recent years, China also proposed a series of new global initiatives to push for greater gender equality and women's empowerment at the global and regional levels.

In 2015, President Xi Jinping announced that China will contribute to create an international environment conducive to the empowerment of women and carry out international development cooperation in the field of women and narrow the existing gender gaps in various countries. In 2020, on the 25th anniversary of the 4th World Conference of Women, it was reaffirmed that China will strengthen global cooperation in promoting gender equality and increase investment in eliminating violence and discrimination against women and make a difference in addressing new challenges such as the gender digital divide.

According to China's official statistics[6], from 2015 to 2020, China implemented 100 "Happy Campus Projects" and 100 "Maternal and Child Health Projects" in developing countries, provided training to over 40,000 females from developing countries. China has also established women's training centers in 13 countries to help local women improve their production and living conditions and strengthen capacity building.

2. Major Challenges

Despite of the current progress made in gender equality via SSC, there are 3 perceived challenges to further leverage SSC led by Chinese partners to accelerate efforts to close the gender gaps in achieving 2030 Agenda globally:

2.1 Lack of Technical Capacities
Although China has is quite experienced in South-South cooperation, it has not established a set of knowledge systems to support the evolution of overseas development policies and practices for a long time; relating to this, there is also a lack of technical capacity, awareness and institutional will among stakeholders who are not working on gender equality directly to mainstream gender concerns into South-South cooperation and triangular cooperation.

And to effectively mainstream gender into a project requires plans, resources and dedicated people to ensure that commitments are translated into action and actual change on the

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[6] State Council of China, *Equality, Development and Sharing: Progress of Women's Cause in 70 Years Since New China's Founding*,

http://english.www.gov.cn/archive/whitepaper/201909/20/content_WS5d843344c6d0bcf8c4c13ba7.html

ground. Therefore, it is necessary to identify strategic entry points for integrating gender concerns and goals into south-south cooperation systematically.

2.2 Limited Understanding on SSC's Contributions to SDGs

Since 2013, the number of Chinese researches on topics relating to international cooperation continued to increase. For example. Since 2015, research involving China's overseas development and South-South cooperation has shown an upward trend, rising from 48 in 2015 to 146 in 2020, with the highest in 2018 and 2019, but there was only one research in 2018 and 2020 each involving women/gender-related topics[7]. Existing women/gender studies involving global governance, South-South cooperation mainly focus on case studies, and are relatively fragmented with relatively small impact. As mentioned earlier, China has launched a series of livelihood development projects for women from developing countries, and has established a complete "1+N" cooperation platform with developing countries and regions; however, there are no related field research, follow-up research focusing on women/gender perspective analysis.

There also lacks a commonly recognized gender-responsive monitoring and evaluation framework to assess SSCAF's contributions towards SDGs. A better understanding of SSCAF would help guide project implementation in partner countries, achieve project objectives, and develop an evaluation framework. Overall, this would promote the achievement of SDGs and improve the quality and effectiveness of cooperation.

2.3 China's Experiences to be Summarized and Promoted

Despite China's experience with empowering women at home, especially in areas such as education, labor participation, maternal health etc., China has not actively shared its own success in narrowing the gender gap when promoting its successful economic and social transformation to other developing countries. Aside from exporting goods and services to other countries, China should also export its valuable experience in achieving women's empowerment. Developing countries need to hear this message coming from a middle-income country like China. Female labor force participation rates in developing countries tend to be low. The lack of access to education for women and girls is still a prominent problem in many developing countries, while the proportion of women in parliament positions also remains low. China should ensure that Chinese state-owned enterprises and private-sector companies engaging in South-South cooperation adopt a gender lens when investing overseas and that men and women enjoy equal opportunities to develop their careers within the framework of South-South Cooperation.

3. Strategies

In order to further accelerate the efforts to promote gender equality and women's empowerment through SSC, this project will work on the three following areas:
- Strengthen the gender capacities of Chinese SSC partners through a series of capacity building activities on relating gender issues and gender mainstreaming.
- Design a gender-responsive monitoring and evaluation mechanism to assess SSCAF's contributions towards SDGs to better inform and guide the contributions of SSCAF towards gender equality.
- Collect and summarize China's good practices and lessons learned on women empowerment and gender equality, and communicate within the international community.

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[7] XU Xiuli, The South-South Cooperative and the Related Opportunities for and Challenges to Women's/Gender Studies, 2021
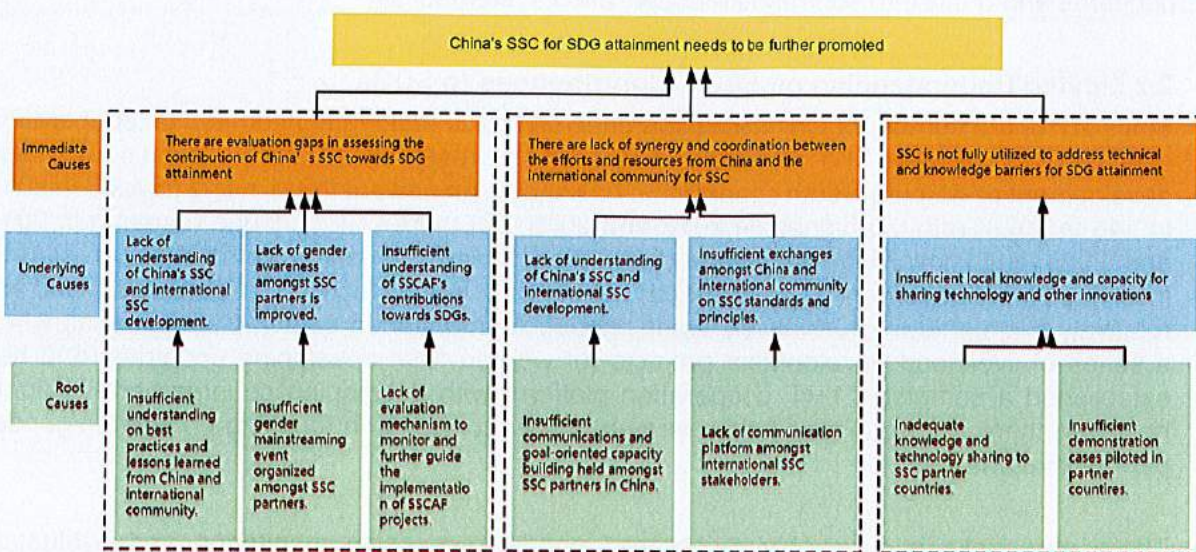
Figure 3. Project Theory of Change

Gender Action Plan

Output 1: Capacities of SSC engaged partners and entities are improved, and SSC's contributions towards SDGs are leveraged.

- **Activity 1.1. Enhance mutual understanding and cooperation between SSCAF management agencies in China and the UN implementation agencies.**
- **Activity 1.3. Establish a gender-responsive evaluation framework and promote the application of the framework.**
- **Activity 1.4. Advocate for gender mainstreaming amongst partners and entities engaged in SSC.**

Action	Indicator	Objective	Baseline	Responsi--ble party	Time	Budget
Action 1: Ensure at least one indicator on gender to evaluate the contribution of SSCAF towards gender equality	– Number of indicators on gender	– Achieving at least 1 indicator	– 0	PSC	2025	No additional budget
Action 2: Ensure equal participation of women in the capacity building and the workshop	– Proportion of women participating in related activities	– Achieving at least 40% of participation by women	– 0	PSC	2025	No additional budget
Action 3: Provide gender equity training for	– Number of activities – Number of	– Once throughout the project cycle;	– 0 – 0	PSC	2025	TBC

management members of subprojects.	participants	– At least one person of Project Office to participate in				

Output 2: Best practices and lessons learned by China and international SSC stakeholders are reviewed and exchanged.
  - **Activity 2.1. Review and share best practices and lessons learned by China and international SSC stakeholders.**

Action 1: Ensure at least one gender-responsive workshop or meeting	- Number of activities	- Achieving at least one event	– 0	PSC	2025	TBC
Action 2: Ensure at least one gender-responsive report or case study report	- Number of gender-responsive reports	– Achieving at least one	– 0	PSC	2025	TBC

ANNEX 2. PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

OVERALL PROJECT

EXEMPLARY (5) ⦿⦿⦿⦿⦿	HIGHLY SATISFACTORY (4) ⦿⦿⦿⦿○	SATISFACTORY (3) ⦿⦿⦿○○	NEEDS IMPROVEMENT (2) ⦿⦿○○○	INADEQUATE (1) ⦿○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The Principled criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.

DECISION

- **APPROVE** – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner.
- **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.
- **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.

RATING CRITERIA
For all questions, select the option that best reflects the project

STRATEGIC

1. **Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?**	3√	2

- **3:** The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.
- **2:** The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.
- **1:** The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change.

*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases.

1
Evidence Please refer to Pro Doc Strategy section

2. **Is the project aligned with the UNDP Strategic Plan?**	3√	2

- **3:** The project responds to at least one of the development settings as specified in the Strategic Plan[8] and adapts at least one Signature Solution[9]. The project's RRF includes all the relevant SP output indicators. *(all must be true)*
- **2:** The project responds to at least one of the development settings as specified in the Strategic Plan[4]. The project's RRF includes at least one SP output indicator, if relevant. *(both must be true)*
- **1:** The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

1
Evidence

Evidence: The project is consistent with Output 3.1 of Country Programme Document for China (2021 – 2025), as well as Outcome 6 of United Nations Sustainable Development Cooperation Framework for China (2021-2025). The project strategy is in line with Outcome 7 of UNDP Strategic Plan.

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[8] The three development settings in UNDP's 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises

[9] The six Signature Solutions of UNDP's 2018-2021 Strategic Plan are: a) Keeping people out of poverty; b) Strengthen effective, inclusive and accountable governance; c) Enhance national prevention and recovery capacities for resilient societies; d) Promote nature based solutions for a sustainable planet; e) Close the energy gap; and f) Strengthen gender equality and the empowerment of women and girls.

	Yes √	No
3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)	√	

RELEVANT

4. Does the project target groups left furthest behind?	3√	2
	1	
• **3:** The target groups are clearly specified, prioritizing discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence.	Evidence	
• **2:** The target groups are clearly specified, prioritizing groups left furthest behind.		
• **1:** The target groups are not clearly specified.		
*Note: Management Action must be taken for a score of 1. *Projects that build institutional capacity should still identify targeted groups to justify support*		

Evidence: One of the key target groups of the project is to benefit the vulnerable groups in SSC project countries. Through improving the implementation effectiveness of SSCAF and technology and knowledge sharing to SSC countries, the main objective of the project is to enhance the contributions of China's SSC towards SDGs and Leave No One Behind.

5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?	3√	2
	1	
• **3:** Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.	Evidence	
• **2:** The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected.		
• **1:** There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.		
*Note: Management Action or strong management justification must be given for a score of 1		

Evidence: The project design is carried out based on the experience and lessons of UNDP and other parties, including past SSCAF projects and SSC projects implemented by UNDP China.

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors?	3	2√
	1	
• **3:** An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. *(all must be true)*	Evidence	
• **2:** Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.		
• **1:** No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.		
*Note: Management Action or strong management justification must be given for a score of 1		

Evidence: The project aims to involve the experts in sustainable development, M&E and technical experts in water resources governance, which UNDP has been devoting to and built the related network at national, regional and global level. The partners of the project have been specified in Section 3.2 Resources Required to Achieve the Expected Results and Section 3.3 Partnerships of the Pro Doc.

PRINCIPLED

7. Does the project apply a human rights-based approach?	3	2√
	1	

<table>
<tr><td>
- **3:** The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. *(all must be true)*
- **2:** The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. *(both must be true)*
- **1:** No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.
</td><td>Evidence</td></tr>
</table>

*Note: Management action or strong management justification must be given for a score of 1

Evidence: The project focuses on the contribution to the further realization of human rights, including, but is not limited to, equality, gender mainstreaming, leaving no one behind, etc., in developing countries through SSC channels.

8. Does the project use gender analysis in the project design?	3√	2
	1	
- **3:** A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. *(all must be true)* - **2:** A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. *(all must be true)* - **1:** The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.	**Evidence** The project is a GEN2 project.	

*Note: Management Action or strong management justification must be given for a score of 1

9. Did the project support the resilience and sustainability of societies and/or ecosystems?	3√	2
	1	
- **3:** Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. *(all must be true)* - **2:** The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. *(both must be true)* - **1:** Sustainability and resilience dimensions and impacts were not adequately considered.	**Evidence**	

*Note: Management action or strong management justification must be given for a score of 1

Evidence: The project would support the effective use of water resources in Aral Sea through capacity building and workshops, therefore, it supports the sustainable development of ecosystems.

10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]	Yes	No √
	SESP Not Required	

Evidence: The activities of the project include reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners, etc..

MANAGEMENT & MONITORING

11. Does the project have a strong results framework?	3√	2
	1	

• **3:** The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. *(all must be true)*	**Evidence**	

- **3:** The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. *(all must be true)*
- **2:** The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. *(all must be true)*
- **1:** The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. *(if any is true)*

Note: Management Action or strong management justification must be given for a score of 1

Evidence: Please refer to Pro Doc Results Framework section

12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?	3√	2

- **3:** The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. *(all must be true).*
- **2:** The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. *(all must be true)*
- **1:** The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

1

Evidence: Please refer to Pro Doc Governance and Management Arrangement section

Note: Management Action or strong management justification must be given for a score of 1

13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?	3	2√

- **3:** Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders. Clear and complete plan in place to manage and mitigate each risk, reflected in project budgeting and monitoring plans. *(both must be true)*
- **2:** Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.
- **1:** Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and/or no initial risk log is included with the project document.

1

Evidence: Please refer to Annex 2. Risk Analysis

Note: Management Action must be taken for a score of 1

EFFICIENT

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.	Yes (3) √	No (1)

(Note: Evidence of at least one measure must be provided to answer yes for this question)

15. Is the budget justified and supported with valid estimates?	3√	2

- **3:** The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilization plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities.

1

Evidence: Please refer to

Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications, and security have been incorporated. • **2:** The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates. • **1:** The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.	Pro Doc Multi-year Workplan section

16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation?	3√	2
• **3:** The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL). • **2:** The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. • **1:** The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.	1	
	Evidence	
	N/A	

*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.

EFFECTIVE

17. Have targeted groups been engaged in the design of the project?	3√	2
• **3:** Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.) • **2:** Some evidence that key targeted groups have been consulted in the design of the project. • **1:** No evidence of engagement with targeted groups during project design.	1	
	Evidence Please refer to Pro Doc Stakehol der Engagem ent section	
18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?	Yes (3) √	No (1)
19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum. *Note: Management Action or strong management justification must be given for a score of "no"	Yes (3) √	No (1)
	Evidence The project is a GEN2 project.	

SUSTAINABILITY & NATIONAL OWNERSHIP

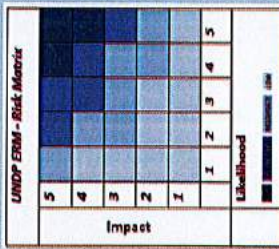|		
20. Have national/regional/global partners led, or proactively engaged in, the design of the project?	3√	2
• **3:** National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP. • **2:** The project has been developed by UNDP in close consultation with national/regional/global partners. • **1:** The project has been developed by UNDP with limited or no engagement with national partners.	1	
	Evidence	

Evidence: The national partners of the project, CICETE and XIEG, CAS, have been actively engaging in the design of the project.

	3√	2

21. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted?	1
	Evidence
• **3:** The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.	
• **2:** A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.	
• **1:** Capacity assessments have not been carried out.	

Evidence: The project activities include capacity building and evaluation framework development to strengthen national capacities.

22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?	Yes (3) √	No (1)

Evidence: The project will be implemented using the National Implementation Model (NIM) and will be partnering with CICETE. UNDP and CICETE have more than 30 years of cooperation experience in the field of sustainable development in China, and have established a strong national implementation model and corresponding rules and regulations. This will provide an effective system guarantee for the smooth, effective and compliant implementation of the project, and will provide reference experiences to implement international cooperation projects.

23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?	Yes (3) √	No (1)

Evidence: Please refer to section 3.2 and section 3.7 of the Pro Doc.

Annex 3. Project Risk Register

Project Title: Enhancing China's South-South Cooperation for Sustainable Development Goals Attainment Umbrella Project   **Project Number:**   **Date:**

#	Event	Cause	Impact(s)	Risk Category	Impact and Likelihood = Risk Level	Risk Treatment Management Measures	Risk Owner	Valid Risk From/To
	Enter a brief description of the potential future event. The occurrence or change of a particular set of circumstances. An event can be one or more occurrences, and can have several causes, and can consist of something not happening.	Enter a brief description of what could cause the potential event.	Enter a brief description of the potential impact of the event. The totality of all effects of an event affecting objectives.	Social and Environmental Financial Operational Organizational Political Regulatory Strategic Safety and Security Subcategories for each risk type should be consulted to understand each risk type (see Deliverable Description for more information) (In Atlas, select from list)	Describe the potential **effect** on the project if the future event were to occur. Enter **likelihood** based on 1-5 scale (1 = Not likely; 5 = Expected) Enter **impact** based on 1-5 scale (1 = Negligible; 5 = Extreme) Based on Likelihood and Impact, use the Risk Matrix to identify the **Risk Level** (High, Substantial, Moderate or Low)	What actions have been taken/will be taken to manage this risk. Who is responsible for treatment and status of treatment. Each risk can have multiple treatment measures. *(in Atlas, use the "Treatment(s)" box. This field can be modified at any time. Create separate boxes as necessary using "+", for instance to add additional treatment measures.)*	The person or entity with the responsibility to manage the risk.	*Enter dates for when the risk is valid. Update as needed.*
1	COVID-19 might affect the progress of the project.	Outbreak of COVID-19	The risk would potentially cause the suspension of on-site meeting and workshops and limit the field mission.	Social and Environmental	Project delay $P = 2$ $I = 4$	1) Establish a regular online engagement mechanism to ensure project quality assurance; 2) Trainings, meetings, and technical support could be well-planned and conducted through virtual platforms.	Project Manager of the sub-project	20210731

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#	Risk description	Short	Impact	Category	Risk event / Rating	Mitigation measures	Owner	Date
2	Possible financing risks, such as the inability to meet budget targets, resulting in unsustainable project implementation and failure to achieve the expected results of the project.	Fund gaps.	The risk might affects achieving expected outcomes.	Financial	Project delay/failure to achieve expected outcomes P =1 I = 4	1)Develop a clear resource mobilization strategy to determine reasonable funding sources and targets. 2) Prioritize urgent and joint activities to form early achievements, solve priority problems, and use those achievements to leverage the implementation of follow-up funds. 3) Optimize the functions of the project steering committee, to support resource mobilization	Project Manager	20210731
3	Lack of familiarity with international standards for sustainable development especially while designing measurement indicators for the evaluation framework, which is a project deliverable. This may result in indicators of assessment that do not meet original expectations.	Unfamiliarity with the international standards	The risk might impact the quality of the evaluation framework.	Programmatic	Failure to achieve expected outcomes P =1 I = 3	1)Develop clear communication mechanisms, maintain continuous communication and form phased achievements during the project. 2)Involve international experts or international institutions that are familiar with the SDGs throughout the process of project implementation.	Project Manager of the sub-project	20210731
4	Perception from other Member States that the project is advocating for Chinese SSC solutions only.	Insufficient perception on the project	The risk might affect the perception of the Member States	Political	P=1 I= 2	1) Key activities of the project include working closely with other international bilateral development partners to enhance development impact 2) Project has inbuild space and coordination mechanisms	Project Manager	20210731

to engage bilateral development partners on research and best practices 3) Focus on communications and advocacy to inform partners on the primary focus of the project, which is internal capacity development project. 4) Ensure all tools, trainings, and publications through the projects are widely available as public goods.

Annex 4. Project Steering Committee Terms of Reference

Terms of Reference

Project title: Enhancing China's South-South Cooperation for Sustainable Development Goals Attainment Umbrella Project

TOR of the Project Steering Committee:

The Project Steering Committee (PSC) will be consisted of CICETE and UNDP. The responsibilities of the PSC include implementation strategy, budget allocation, guide the direction, manage the work plan, major decision-making, approve work plan and coordinate and organize project activities. The specific tasks include:

1) Overall implementation and quality assurance of the umbrella project in accordance with the requirements with the requirements of the project management and the Steering Committee;

2) Develop the strategy of the project and guide the direction of the project;

3) Strategic coordination with relevant government agencies, international organizations, UN agencies, academia, private sectors to maintain multilateral coordination, achieve consensus and recognition and/or strengthening partnership;

4) Supervise and guide the implementing agencies, as well as the sub-project PMOs;

5) Draft, coordinate and approve the annual work plans (AWP);

6) Organize the PSC meetings at least once a year; in the case of important events or major adjustment to the project, the meeting may be convened at any time;

7) Participate in or guide the development of the sub-projects and additional activities and supervise the implementation of the sub-projects;

8) Manage project resources and improve the sustainability of the funding;

9) Organize the evaluation work.