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PROJECT DOCUMENT

China

Project Title: Chinese CSOs 'Going Global' Empowerment Platform

Project Number: 00111710

Implementing Partner: China International Center for Economic and Technical Exchanges (CICETE)

Start Date: 2019.12

End Date: 2022.12

Brief Description

On September 2015, 193 Members States of the United Nations adopted the "Transforming Our World: The 2030 Agenda for Sustainable Development". The 2030 Agenda establishes a programmatic framework that covers 17 sustainable development goals and 169 targets, and will serve as a guide to global sustainable development for the next 15 years. This framework emphasizes joint efforts across multiple partners. As China's international influence gradually improves, the Chinese government and the Chinese civil society are also aware of the importance and necessity of Chinese civil society organizations (CSOs) to participate in sustainable development goals, and have thus carried out preliminary practices. However, there still remains large room for improvement for Chinese CSOs in terms of experience and capacity.

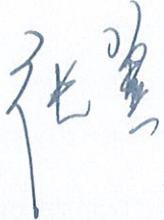
The project is co-initiated by the United Nations Development Programme in China (UNDP), the China International Center for Economic and Technical Exchanges (*hereinafter*, "CICETE"), and the Shenzhen Foundation for International Exchange and Cooperation (*hereinafter*, "SFIEC"). The project is planned for a period of 3 years, from 2019 to 2022.

Shenzhen has made remarkable achievements in innovation piloting during the past 40 years since China's reform and opening-up; it has also been selected as one of the national innovation demonstration zones. This project is going to build an innovation pilot zone in Shenzhen to explore possible solutions addressing the challenges faced by CSOs including foundations, social organizations and industry associations in the process of "Going Global"; through policy guidance, capacity building, and resource match-making initiatives, the project aims to enhance the capability of CSOs so that they can participate in international issues and global governance in a more professional and innovative way, be integrated into international cooperation and promote sustainable development, and effectively enhance the level of internationalization of Shenzhen. Meanwhile, by creating an appropriate and innovative ecosystem for international development cooperation, the project aims to provide a civil society dialogue platform between Shenzhen and the international community, facilitate capacity building of Chinese civil society to engage in global governance and to promote SDGs, and build an innovation and demonstration platform guiding CSOs to integrate into international development.

Contributing Outcome (UNDAF/CPD, RPD or GPD):
United Nations Development Assistance Framework for China (2016-2020)
Outcome 3: The effectiveness of China's engagement in international cooperation is enhanced for the mutual benefit of China and the world.
 Indicative Output(s) with gender marker²:
UNDP Country Development Programme (2016-2020)
Output 3.2: China expands and improves the effectiveness of its development cooperation with other developing countries

Total resources required:	USD \$900,000		
Total resources allocated:	USD \$900,000		
	UNDP TRAC:		--
	Donor:	3rd Party C/S - SFIEC	\$450,000
		3rd Party C/S - UNDP Mobilized Matching-Fund	\$450,000
To be mobilized	\$450,000		

Agreed by (signatures)¹:

China International Center for Economic and Technical Exchanges (CICETE)	United Nations Development Programme (UNDP)	Shenzhen Foundation for International Exchange and Cooperation (SFIEC)
 Print Name:	 Print Name:	 Print Name:
Date :	Date :	Date :

¹ Note: Adjust signatures as needed

² The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN2 (Gender equality as a principle objective); GEN1 (Gender equality as a significant objective); GEN0 (Limited contribution to gender equality); GEN0 (No contribution to gender quality).

ABBREVIATION

CICETE	China International Center for Economic and Technical Exchanges
CSO	Civil Society Organization
MOFCOM	Ministry of Commerce, People's Republic of China
NGO	Non-Governmental Organization
PMO	Project Management Office
SDGs	Sustainable Development Goals
SSC	South-South Cooperation
SFIEC	Shenzhen Foundation for International Exchange and Cooperation
SZFAO	Shenzhen Foreign Affairs Office
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme

I. DEVELOPMENT CHALLENGE

Over the past 40 years since China's reform and opening-up, China has made remarkable achievements in economic growth. China has now become the world's second largest economy with deepened engagement in a number of areas and topics. Overseas investment by Chinese companies has also involved almost all areas of development and people's well-being. With wider and deepened participation of Chinese government and enterprises, the international community expects China to play a more significant role in global governance.

With China's growing influence and the Chinese government's strong commitments in supporting and advocating international development through multilateral mechanisms, private sector and civil society in China are becoming increasingly proactive to participate in diversified partnership platform to support the sustainable development agenda. In the new era of China's global engagement, civil society can bring in innovation, advantages complementary with the government and business sectors, contribute towards agenda setting, enrich the discussions and dialogues on development issues, as well as support achievement of the goals.

In recent years, Chinese civil society organizations (CSOs) that have 'gone global' have made some initial attempts in the field of international development cooperation, including in the area of medical assistance, emergency humanitarian assistance, poverty alleviation, technical cooperation and human resources development cooperation. According to the findings of the UNDP report on "Chinese 'Going Global' Civil Society Organizations Assessment System", although the "Going Global" CSOs have made some achievements, the level of internationalization of Chinese CSOs is still at an early stage. Under the changing global and domestic environment, Chinese CSOs still face several challenges including the followings:

- **Policy environment yet to be improved:** Laws, regulations and policies in relation to Chinese CSOs "Going Global" are yet to be further clarified in order to allow civil organizations to carry out projects overseas. For example, regulations on the proportion of management fees, foreign exchange control, customs import and export regulations on donated materials, shall respond to the actual needs of CSOs' overseas operations, and ultimately to optimize the policy environment that enable effective and complied practices.
- **Human resource and project implementation capacity to be lifted:** Chinese CSOs lack professionals with required capacity to participate in global governance and related development fields. Compared with other developed countries, the development history of CSOs is still short, as well, they also have some problems including imperfect internal governance structure and the lack of leadership, professionals, funds and resources. In the absence of practical experiences overseas, especially in the absence of experiences participating in international dialogues and cooperation, it will be a formidable challenge for CSOs to go abroad to face very different international political and economic environment, social, cultural and religious background, legal and policy framework, as well as achieve localization etc. The lack of talents has become a key obstacle for Chinese civil organizations to 'Going Global'. Apart from the insufficiency in CSO professionals themselves, for China, the systematic training and social practice in the international development field have both only just started.
- **Experiences to be summarized:** Chinese CSOs themselves are still at an early stage of development. Compared with internationally mature organizations, they are still in a relatively weak position in connecting with international standards and discourse systems. However, the main body of 'Going Global' often needs technology, resources or ideas that can be exported. To some extent, CSOs lack systematic summary and consolidation of their skills, resources and values, especially in terms of accumulated experiences and approaches in contributing towards China's domestic social and economic development, in areas like poverty reduction, sustainable livelihood, left-behind children, employment trainings, etc. Combining these domestic experiences gained with analysis of local needs from partner

countries' governments and communities to assess the feasibility and adaptability for knowledge transfer, these shall have the potential to become effective solutions that can respond to the actual needs on the ground. In addition, Chinese CSOs are weak at strategic planning regarding their value propositions to 'bring abroad', which need to be further explored.

- **Lack of effective communication within the sector:** At present, there are very few platforms, especially those initiated by a third party, which enables effective dialogue and exchange for CSOs across different background. In addition, coupled with other challenges such as lack of experiences, absence of systematic research results for reference, insufficient self-knowledge and missing of benchmarking organizations, etc. Most of the CSOs are exploring the path of "Going Global" by themselves, whilst gap exists between the practice and their goal of internationalization.

Successful implementation of the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs) rely on effective participation of various stakeholders. In this context, establishing an international exchange platform with "policy guidelines, capacity building, domestic and international network resources, and full participation of civil society organizations" will undoubtedly help Chinese CSOs to reduce the cost of trial and error in their quest of "Going Global", improve the overall efficiency of resources utilization, support Chinese CSOs to build up efficient and effective project design and operation management capabilities, and ultimately help Chinese CSOs become an important actor in promoting the Belt and Road Initiative, realizing relevant goals under the 2030 Agenda, strengthening South-South Cooperation and participating in other global governance agendas.

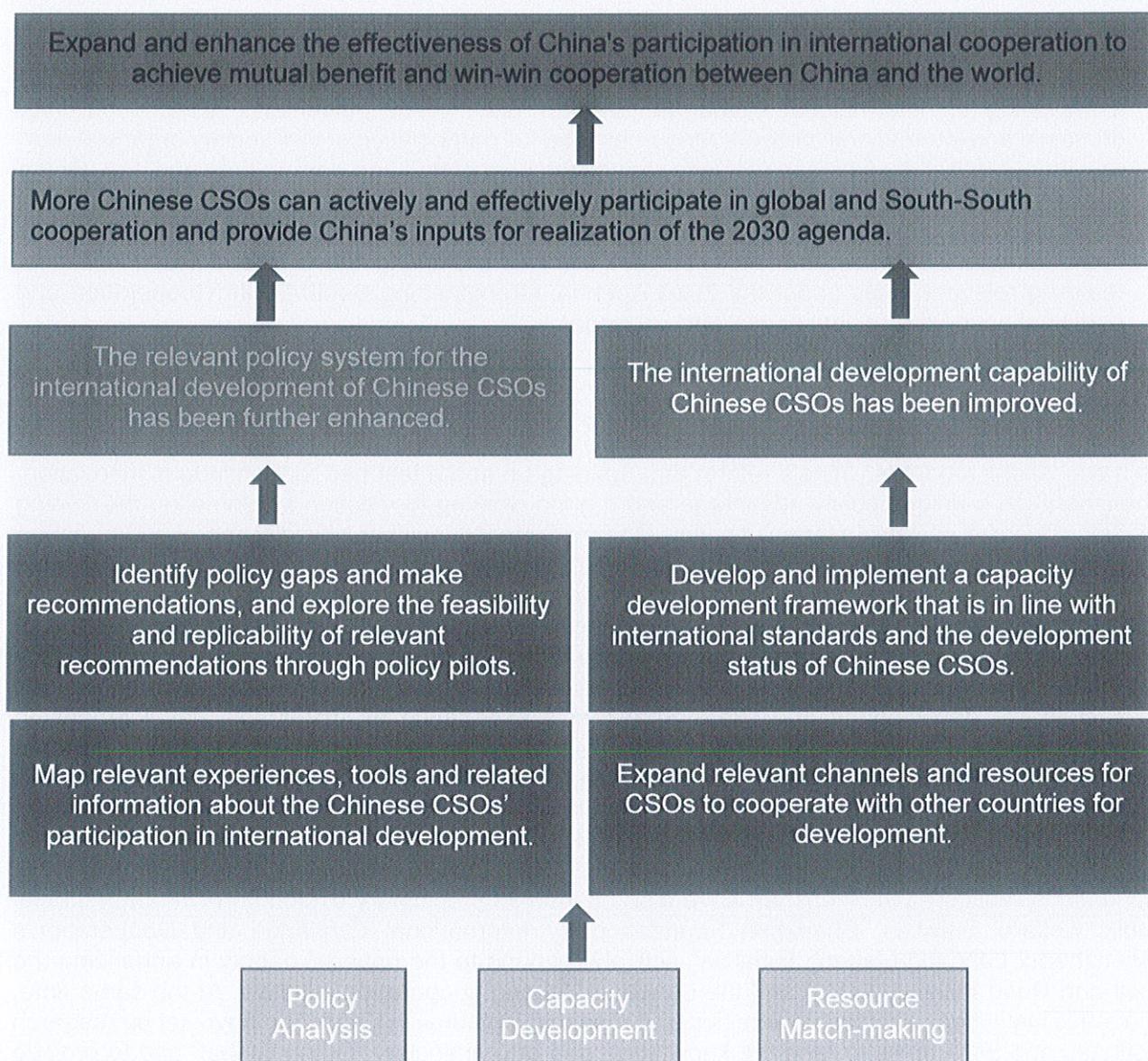
II. STRATEGY

As a successful model of China's reform and opening-up and a test bed for continuous innovation, Shenzhen has a unique policy advantage and a good working foundation in promoting the "Going Global" of the civil society. In terms of policy, China's State Council has officially approved Shenzhen to build innovation demonstration zones to implement the 2030 Agenda for Sustainable Development, with the theme of "innovation driving sustainable development of mega cities". In addition, the Shenzhen Municipal government has also released the "Plan for the Construction of National Sustainable Development Agenda Innovation Demonstration Zone in Shenzhen (2017-2020)", which emphasizes the need to build a platform for international exchange and cooperation on sustainable development and share Shenzhen's experience of sustainable development. In terms of practice, Shenzhen CSOs are also using their respective advantages to actively promote their "Going Global" strategies. For example, Shenzhen Non-Governmental Organization Federation builds a communication platform for civil society organizations that provides customized services; Shenzhen Watch and Clock Association and UAV Association and other organizations are pioneering in formulation and implementation of "Going Global" strategy; a number of charitable foundations registered in Shenzhen have also conducted preliminary explorations on international public welfare activities. Shenzhen Foundation for International Exchange and Cooperation's "Shenzhen x Lancang-Mekong Initiative" actively respond to the national priority in enhancing the "Belt and Road Initiative (BRI)" and the Lancang-Mekong cooperation initiative. At the same time, academic institutions such as universities and research institutes in Shenzhen have set up research institutes and think tanks to feed the knowledge gap of civil society "Going Global" and to provide suggestions for CSOs.

With the aim to foster effective cooperation among government departments, civil society organizations and other stakeholders, and based on previous cooperation between UNDP and CICETE, together with the Shenzhen Foreign Affairs Office and the Shenzhen Foundation for International Exchange and Cooperation, this project is to be established to integrate Shenzhen's policy advantage and openness, fully mobilize Shenzhen civil society's practical and innovative capabilities, to promote sustainable development of Chinese CSOs "going global" from both policy and practice level.

This project aims to support Shenzhen-based and other CSOs in China to enhance their participation in the 2030 agenda. It is committed to improving the capacity of CSOs for internationalization and expanding their overseas cooperation networks. The project explores effective paths and successful experiences and promotes them to create an innovative ecosystem that is conducive to the participation of CSOs in international development cooperation. In conjunction with the construction of the Shenzhen Sustainable Development Innovation Demonstration Zone, the project aims to explore an effective pathway to promote civil society efforts to achieve the 2030 Agenda. The project will achieve the above objectives through three components: “policy analysis”, “capacity development”, and “resource match-making”.

The project strategy roadmap is as follows:



III. RESULTS AND PARTNERSHIPS

1. Expected Results

The project aims to promote effective participation of CSOs in global development and South-South cooperation, and through more participation, to support achievement of the 2030 Agenda globally. In order to achieve the above objectives, the project will focus on the following key activities.

Output 1: Policy Analysis ----- Through experience documentation, policy advisory and small pilot activities, summarizing the experience of Chinese CSOs "Going Global", provide practical inputs to relevant government entities in policy formulation, carry out pilot activities under the guidance of the government. This output aims to enhance relevant policy system for the international development of Chinese CSOs, and to forge an innovative ecosystem that is conducive to the participation of CSOs in international development cooperation.

Main activities:

- **Experience documentation:** Through research and consultations, identify experiences of Chinese CSOs in terms of 'going global', summarize relevant domestic and international cases, and identify innovative modalities and approaches of CSOs' overseas engagement. This activity will consolidate existing information, data, and case studies on internationalization of CSOs, produce annual reports and case compilations, in order to build up the knowledge base for Chinese CSOs "Going Global".
- **Policy advisory:** Under the context of Shenzhen in building a national innovation demonstration for sustainable development, provide targeted advisory services for Chinese CSOs in response to their particular demands, whilst offering suggestions at both policy and implementation level. Assist CSOs to identify and build connections with potential financing channels from the government, enterprises and public organizations for international development cooperation. Through overseas field research and stakeholder dialogue, improve understanding of relevant policies, basic information and development needs of partner countries, and establish working contacts with local institutions to seek cooperation opportunities.
- **Piloting:** Based on existing analysis and china's national policy guidance, to carry out pilot projects within the scope of national policies and with consent of Shenzhen government, in response to the "people-to-people exchange" pillar under the BRI. In view of the tangible difficulties faced by civil organizations in terms of funds, materials and personnel, to provide policies and technical support to accelerate the process of the participation of Chinese civil forces in international cooperation. At the same time, encouraging pioneer organizations to establish branches in the pilot areas that particularly work for their international engagements. Potential benefits are expected to drive Shenzhen's vision towards an innovative and exemplary highland for Chinese CSOs participating in international development cooperation.

Output 2: Capacity Development ----- Through training programmes, talent development, international exchange, and capacity assessment, to comprehensively lift the capability of Chinese CSOs to "Going Global".

Main activities:

- **Training programmes:** Establish a scientific and systematic capacity building system and modular training courses to help Chinese CSOs continue to enhance international development through online and offline training courses, sharing salons, online learning, community interactions and field trip, aiming to continuously lifting the capacity of internationalization of CSOs.
- **Talent cultivation:** Encouraging "bring in" and "sending out" of innovation talents with international vision, provide intelligence support for Shenzhen's internationalization process. Attracting outstanding talents in the global social innovation field through campaigns; sending innovative talents from Shenzhen and China to "going global". Cultivate China's international development professionals through international volunteer programs, international youth exchanges and other talent development projects.

- **International exchange:** Through UNDP's network, identify relevant UN activities and events that are feasible for Chinese CSOs to participate, support their learning process and particularly in understanding the rules, mechanisms, and discourses for participation in international fora, enhancing Chinese CSOs' deliberative capacity and influence in the international arena. Host high-level CSO dialogues and international exchange activities in Shenzhen, inviting Chinese and international CSOs as well as other stakeholders to share good practices, lessons learnt and effective approaches on internationalization of CSOs, and to jointly discuss an innovative pathway for global sustainable development.
- **Capacity assessment:** Cooperate with internationally renowned evaluation and certification institutions to devise relevant tools, framework and indicators on internationalization of Chinese CSOs. Explore and develop an evaluation and verification system to assess the international cooperation capacity of Chinese CSOs, and actively promote the standardized operation of the sector.

Output 3: Resource Match-making ----- Facilitate global partnerships by provide match-making support on project/service demand information, expert networks and potential resource channels. Establish a database of projects and partnerships on Chinese CSOs "Going Global". Identify potential projects for incubation, provide small financing support, allowing Chinese CSOs to participate in international development agenda.

Main Activities:

- **Knowledge Database:** The project will build a database, including organizational information, project information, structure of project financing methods, international development toolkit, job information for international development projects, etc. Sources of information include but are not limited to the UNDP Global Network, country-specific knowledge accumulated by platform members, sectoral information, etc. Taking advantages of UNDP's country and regional office network in 170+ countries and territories, identify and consolidate potential project and partner information in support of partnership building between CSOs in China and other partner countries. Strengthen communication and advocacy of overseas development projects of Chinese CSOs, enhance public awareness and understanding regarding global efforts made by Chinese organizations and institutions, promote understanding, engagement and support from the mass public in assisting Chinese CSOs to carry out international cooperation.
- **Project Incubation:** With reference to the 17 SDGs of the 2030 Agenda, select specific topic and carry out 1-2 overseas pilot projects each year with innovative approaches such as "platform (initiator) + CSO (executor) + enterprise (supporter)". The projects will be called upon on an annual basis that are open to all eligible CSOs to apply. The three project parties will jointly screen the proposals and will provide certain financial support and technical guidance for the selected projects.
- **Expert guidance:** To establish an advisory board with a pool of leading experts in relevant development fields. Organize advisory board meetings on a regular basis, in order to provide inputs and suggestions on project decision-making, main outputs and network building. Taking advantages of experts' professional competence and practical experience, assist supported CSOs to formulate and improve their international development strategies or specific project plans.

2. Resources Required to Achieve the Expected Results

2.1 Project Budget

The total budget for this three-year project is \$900,000 USD. The Shenzhen Foundation for International Exchange and Cooperation (SFIEC) will provide \$150,000 USD each year (\$450,000 USD in total for three years) for activities such as trainings, exchange activities, database development, operation and management of the project management office in Shenzhen, etc. An additional financing of \$450,000 USD for the period of 2019-2021 will be mobilized by UNDP, to support activities such as developing capacity assessment system, international exchange visits, producing annual reports, etc. Specific funding uses will be reflected in the project's annual work plans.

2.2 Resource mobilization strategy

UNDP and SFIEC will use their respective networks to seek potential partners for financing, resources and other related support for the project. Funding will be carried out in an apportioned manner in accordance with the UNDP National Implementation (NIM) Project Management Guidelines. Resource mobilization methods include, but are not limited to, institutional consulting and service fees, corporate and multilateral/bilateral agency contributions, financial support from central and local governments, support from regional cooperation, 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 relevant regulations and procedures of UNDP, the resource mobilization activities shall also comply with relevant Chinese laws, regulations and rules.

3. Partnerships

The project aims to promote the interaction and cooperation within and across different sectors through establishment of a cooperation platform that includes CSOs, governments, international organizations and other parties, which envisage to promote the effective participation of Chinese CSOs in international development cooperation. The main partners of the project are as follows:

- **China International Center for Economic and Technical Exchanges**

Directly under the Ministry of Commerce, the China International Center for Economic and Technical Exchanges (hereafter referred to as CICETE) was founded on March 12, 1983, with the approval of the State Council. When first established, CICETE's main function, delegated by the Chinese authorities, was to coordinate the cooperation between China and UNDP. In 2008, commissioned by the Ministry of Commerce, CICETE undertook the implementation of the Chinese government's foreign assistance projects. With the expansion of China's foreign assistance scale and the continuous innovation of assistance methods and means, CICETE undertook the work of implementation management of South-South Cooperation Assistance Fund (SSCAF) projects in 2016, and undertook the management task of foreign assistance training projects undertaken by the Academy for International Business Officials (MOFCOM) in 2017.

- **United Nations Development Programme**

The United Nations Development Programme is the United Nations global network for development. Globally, UNDP works in about 170 countries and regions, helping them respond to the global and domestic development challenges they face by providing them with the knowledge, experience and resources. In 1979, the United Nations Development Programme established the China Office to work with 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, the United Nations Development Programme has carried out extensive international cooperation under the framework of "South-South and Global

Cooperation” and is committed to linking China's experience to promote sustainable growth for other developing countries at a global scale.

- **Shenzhen Foundation for International Exchange and Cooperation**

The Shenzhen Foundation for International Exchange and Cooperation was established in Shenzhen at the end of 2014. It is the first non-public fundraising foundation at the municipal level in the country that is committed to integrating government and social resources to promote urban exchanges and cooperation and promote international urban construction. Its business guidance unit is the Shenzhen Foreign Affairs Office. Since its inception, the Foundation has continued to develop more than 70 international exchange and cooperation brand activities and funded projects, and has promoted more than 280 international exchanges and cooperation activities covering economic and trade, science and technology, education, culture, art, environmental protection, friendship city and health and sanitary; the number of direct beneficiaries reached more than 7,000. The footprints of foreign exchanges spread across 6 continents, 26 countries and 35 cities, providing a diversified international exchange platform for Shenzhen social organizations, enterprises and think tanks. Focusing on the implementation of the Belt and Road Initiative and the construction of Shenzhen's international cities, the Foundation is committed to developing more brand projects that benefit regional development (such as “Connect Shenzhen with Lancang-Mekong River” projects) and boost interconnectivity (such as the “City+” platform). The projects will promote international cooperation and exchanges and tell the world a true and wonderful story of Shenzhen.

4. Risks and Assumptions

The project involves several stakeholders, and its coordination effectiveness is an important premise for the project to achieve the goals. Therefore, it is necessary to fully predict the potential risks in the implementation of the project, the main potential risks in the project and the subsequent loss that may cause the stakeholders. The followings are major potential risks in the project and the corresponding mitigation measures:

Potential risks	Mitigation measures
Changes in the personnel and institutional structure of core stakeholders may result in unstable working relationships;	Develop clear communication mechanisms, urge all parties to comply, and maintain close contact during the project.
During the implementation of the project, especially in the implementation of overseas field projects, unfamiliarity with international standards for sustainable development may cause damage to partnerships;	1) Develop a clear communication mechanism, maintain continuous communication during the project; 2) Learn more about international norms and international standards through capacity building activities.
Possible risks of financing, such as the inability to meet budget targets, resulting in unsustainable project implementation and failure to achieve the expected results of the project;	Develop a clear resource mobilization strategy to determine reasonable funding sources and targets; 2) Start with the most feasible project activities and implement by a phase to phase approach.
The countries involved in the implementation of the project do not understand the management regulations	1) Learn more about relevant laws and regulations in capacity building; 2) Strengthen cooperation with local

of NGOs, resulting in illegal or non-compliant situations that pose risks to the project.	institutions; 3) Strengthen continuous communication with relevant government departments of various countries.
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5. Stakeholder Engagement

5.1 Target group

The direct target group of the project is CSOs that are based in Shenzhen and wider mainland China. That is, organizations that provides social services to a certain area of society in addition to government departments and commercial enterprises, and have the characteristics of public welfare, non-profit, autonomy and volunteerism. Among them, there are mainly three types of institutions: 1) foundations; 2) social service organizations (private non-enterprise units); 3) professional platform organizations such as industry associations, chambers of commerce, and societies.

In order to have a greater and more effective impact on the direct target group, the core strategy of the project is that "Chinese CSOs are not only the direct target group of the project, but also the most important participants in the project". On this platform, the capabilities of civil society organizations of different sectors and different categories will be enhanced, and more effectively involved in the realization of the 2030 Agenda.

5.2 Other stakeholders

- **Chinese Government**

The promotion of the internationalization development capability of Chinese CSOs requires the policy guidance of government departments, and in turn, CSOs' actions and opinions can affect government departments. Therefore, relevant government departments are not only the initiator of the project, but also the key members of the project steering committee. Hence, government departments not only have decision making function on the project, but also participate in every stage and activities of the project, and actively interact with other participating organizations.

- **Global Network**

The project shall give full play to advantages of international intergovernmental organizations including UNDP that lie in their global network and convening power in development topics. In addition, it will actively promote participation of INGOs with long history and reputation, and rich project experiences in China, in order to facilitate dialogue and cooperation, enhance mutual understanding, and to lift Chinese CSOs' capacity by drawing on experiences from international organizations.

As well, through participation of Chinese CSOs, the project will enhance the communication, understanding and more effective cooperation between China and the international community, so as to promote sustainable development from a more inclusive perspective.

- **Private sector with business associations as communication channels**

Social organizations, including business associations, are one of the main target participant group of this project. Business and industry associations can serve as an important vehicle in leveraging private sector's participation in achieving the sustainable development goals. Among many issues related to sustainable development, enterprises are the core stakeholders. Thus, attracting the participation

of business associations will play an important role in promoting enterprises to engage in the sustainable development agenda, such as in the area of poverty eradication and environmental protection.

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

The project is a working platform to facilitate integration and collaboration between China and the international community to jointly promote the 2030 Agenda and its SDGs under the framework of South-South Cooperation. The process of project goal setting, partnership selection, project content design and project location selection etc. will be carried out under the framework for South-South cooperation. With focus on developing countries, it aims to promote exchanges and cooperation among civil society organizations, spread and share knowledge or experiences, and carry out activities such as personnel exchange, partnership and cooperation facilitation, sectoral exchange, and piloting of project initiatives in key development area etc.

The overall goals and periodic objectives of the project are in line with the 2030 Agenda and the overall principles of South-South cooperation. The main objective is to promote the achievement of the 2030 Agenda and the SDGs under the framework of South-South cooperation.

7. Knowledge Output

This project aims to adopt a systematic and modular approach for its knowledge production, starting from project initiation and to continuously feed the knowledge database throughout the whole implementation period. Main knowledge outputs of the project include but are not limited to:

- Knowledge Database: The project will build a database, including platform organization information, project information, structure of project financing methods, international development toolkit, vacancy information for international development projects, etc.
- Project Annual Report: Annual report of Chinese CSO participating in international cooperation.
- Case Study Compilation: “Chinese CSO participating in South-South Cooperation and contributing towards the 2030 agenda”; Identify good practices of Chinese CSOs’ overseas projects and compile them into a collection of case studies.
- Capacity building systems and related operational tools, standards, guidelines, etc.;
- Other project communication outputs, etc.

Intellectual property generated by the project are jointly owned by the Chinese government and UNDP for non-commercial use.

8. Sustainability and Scaling-up

The project aims to liaise with central and local government departments to generate a lasting impact on the policy environment of related issues. It also aims to have a demonstration effect for other Chinese local governments in promoting CSO engagement in in other parts of China in the future.

All member organizations of the platform are civil society organizations with relatively strong capabilities and experience in China. With activities supported under the platform, and through

projects implemented by each organizations overseas, these member organizations are expected to practice the core value and development concept advocated by the platform.

IV. PROJECT MANAGEMENT

1. Cost Efficiency and Effectiveness

The project is carried out on the basis of the “CNASSC 2030” Period I project jointly sponsored by the United Nations Development Programme (UNDP) and the China International Center for Economic and Technical Exchanges (CICETE), saving various project costs such as pre-project feasibility research.

The project implementation party Shenzhen Foundation for International Exchange and Cooperation will combine some of its office environment resources to reduce some of the necessary administrative costs for the project.

2. Project Management

This project is in line with the SBBA between the United Nations Development Programme and the Government of The People's Republic of China for national execution projects. The China International Center for Economic and Technical Exchanges is the project implementation agency. Shenzhen Foreign Affairs Office serves as the local government partner in providing guidance support, which appoints the Shenzhen Foundation for International Exchange and Cooperation serves as the project responsible party for implementation. The project and its financing management approach will be in line with the "National Implementation by the Government of UNDP Supported Projects: Guidelines and Procedures". UNDP will provide direct support regarding particular activities, under the implementation modality of "UNDP Support to NIM". The project implementation institutions shall be responsible for achievement of project objectives and outputs, and will report to the Project Steering Committee.

Project Steering Committee (PSC): Composed of UNDP, CICETE, SFAO and SFIEC, the PSC will be responsible for major decision-making, review, evaluate and approve annual work plan, coordinate with related organizations and provide necessary support and coordination for the project implementation. The project steering committee meeting will be conducted at least once a year based on actual needs.

Project Management Office (PMO) will be establish under SFIEC, consisting of one project director, one director of the office, and several management personnel of the PMO. The director of the project management office will be designated by the Shenzhen Foreign Affairs Office to fulfil relevant responsibilities in line with the China-UNDP project cooperation modality. The Project Management Office will be responsible for the day-to-day management of the project in accordance with the project management regulations of China and United Nations Development Programme. The main responsibilities of the project office include: daily coordination and management, work plan and budget drafting, implementation of main activities, financial management, internal review and supervision, summary and reporting, communication and resource planning, etc. The PMO shall be responsible to SZFAO, CICETE and UNDP in regards to project implementation progress, quality control, project effectiveness and financing security.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:

Outcome 3: Enhance China's participation in international cooperation to benefit both China and the world.

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

Output 3.2: China expands and enhances the effectiveness of development cooperation with other developing countries.

Applicable Output(s) from the UNDP Strategic Plan: Outcome 7. Development debates and actions at all levels put the issue of addressing poverty, inequality and exclusion at the forefront, which is in line with our management principles.

Project title and Atlas Project Number: Chinese CSOs 'Going Global' Empowerment Platform 00111710

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	
Output 1 Policy Analysis ----- Through experience documentation, policy advisory and small pilot activities, summarizing the experience of Chinese CSOs "Going Global", provide practical inputs to relevant government entities in policy formulation, carry out pilot activities under the guidance of the government.	1.1 Annual report and case compilation	Research report	0	2019	0	1	1	Methods: Literature collection and field interview, research and group discussion
	1.2 The number of organizations providing policy advisory services	Survey Reports Meeting minutes	0	2019	0	3	6	Methods: Literature collection and field interview, research and group discussion
	1.3 Policy pilot	Government document and research report	0	2019	0	0	1	Methods: Literature collection and field interview, research and group discussion
Output 2 Capacity Development ----- Through training programmes, talent development, international exchange, and capacity assessment, to comprehensively lift	2.1 Offline training courses	Training summary report	0	2019	1	1	1	Methods: demand research, curriculum design and research, organizational training and training summary Risk: representativeness and continuity of the personnel involved in the training institution
	2.2 Number of institutions involved in offline training	Training summary report	0	2019	15	15	15	
	2.3 Number of participants in the online course	Web statistics for online courses	0	2019	100	100	100	

the capability of Chinese CSOs to "Going Global".	2.4 Number of training summary reports	Training summary report	0	2019	1	1	1	1
	2.5 Capacity assessment system and manual	Capacity assessment system manual	0	2019	1	0	0	0
	2.6 Number of institutions involved in capacity assessment	Capacity assessment system manual	0	2019	0	15	20	20
	2.7 Number of people involved in the talent development program	Project progress report	0	2019	0	5	5	5
	2.8 Number of people participating in the annual summit	Project progress report	0	2019	50	80	100	100
	2.9 The number of Country dialogue pilot countries	Conference summary report	0	2019	2	1	2	2
	2.10 Number of Chinese CSOs participating in the country dialogue	Conference summary report	0	2019	8	10	12	12
	2.11 Number of Chinese CSOs participating in relevant UN meetings	Project progress report	0	2019	0	3	5	5
	3.1 Number of institutions included in database	Project progress report	0	2019	15	15	20	20
	3.2 Number of projects included in database	Project progress report	0	2019	30	30	40	40
	3.3 Number of projects been incubated	Project progress report	0	2019	1	3	5	5
Output 3 Resource Match-making ----- Facilitate global partnerships by provide math-making support on project/service demand information,								

<p>expert networks and potential resource channels. Establish a database of projects and partnerships on Chinese CSOs "Going Global". Identify potential projects for incubation, provide small financing support, allowing Chinese CSOs to participate in international development agenda.</p>	<p>3.4 Number of project advisory board meetings held</p>	<p>Meeting minutes</p>	<p>0</p>	<p>2019</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>Methods: organization and planning of meetings and discussions Risk: Commitment from expert to participate</p>
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VI. MONITORING AND EVALUATION

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

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten 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 as well as the project's annual delivery, in order to manage financial risk. At least one audit shall be conducted during project duration.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively 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.	Annually or according to the frequency required by each indicator	Relevant lessons are captured by the project team and used 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.	Annually	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 or according to the frequency required by each indicator	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
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 long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually or according to the requirements of the partner			
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 agreed to address the issues identified.		

Evaluation Plan²

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
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² Optional, if needed

Annual Evaluation							
Final Evaluation						The fourth quarter of the year 2022.12	

VII. MULTI-YEAR WORK PLAN ³⁴

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, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 (\$)	Y2 (\$)	Y3 (\$)		Funding Source	Budget Description	Amount (\$)
Output 1: Policy Analysis ----- Through experience documentation, policy advisory and small pilot activities, summarizing the experience of Chinese CSOs "Going Global", provide practical inputs to relevant government entities in policy	1.1 Experience documentation: Through research and consultations, identify experiences of Chinese CSOs in terms of 'going global', summarize relevant domestic and international cases, and identify innovative modalities and approaches of CSOs' overseas engagement.	0	10,000	10,000	PMO	3rd Party C/S - SFIEC	Consultancy, travel, publication costs	20,000
		0	141,000	0	UNDP, PMO	3rd Party C/S - UNDP	Consultancy, travel, publication costs	141,000

³ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁴ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

formulation, carry out pilot activities under the guidance of the government. <i>Gender marker: GEN1</i>	1.2 Policy advisory: provide targeted advisory services for Chinese CSOs. Through overseas field research and stakeholder dialogue, improve understanding of relevant policies, basic information and development needs of partner countries, and establish working contacts with local institutions to seek cooperation opportunities.	0	10,000	10,000	PMO	3rd Party C/S - SFIEC	Consultancy, travel, conferences	20,000
	1.3 Piloting: To carry out pilot projects based on existing analysis and china's national policy guidance. In view of the tangible difficulties faced by CSOs in terms of funds, materials and personnel, to provide policies and technical support.	0	6,000	6,000	PMO	3rd Party C/S - SFIEC	Consultancy, travel, conferences	12,000
MONITORING								
Sub-Total for Output 1 (\$)		0	167,000	26,000				193,000

Output 2: Capacity Development ----- Through training programmes, talent development, international exchange, and capacity assessment, to comprehensively lift the capability of Chinese CSOs to "Going Global". Gender marker: GEN1	2.1 Training programmes: Establish a scientific and systematic capacity building system and modular training courses to help Chinese CSOs continue to enhance international development through online and offline training courses, sharing salons, online learning, community interactions and field trip, aiming to continuously lifting the capacity of internationalization of CSOs.	2,000	2,000	2,000	2,000	PMO	3rd Party C/S - SFIEC	Consultancy, travel, conferences, audio-visual products.	6,000
	2.2 Talent cultivation: Encouraging "bring in" and "sending out" of innovative talents with international vision. Cultivate China's international development professionals through international volunteer programs, international youth exchanges and other talent development projects.	0	20,000	20,000	20,000	PMO	3rd Party C/S - SFIEC	Consultancy, conferences, talent support grants.	40,000
	2.3 International exchange: Identify relevant UN activities and events that are feasible for Chinese CSOs to participate, enhancing Chinese CSOs' deliberative capacity and influence in the international arena. Host high-level CSO dialogues and international exchange activities.	43,000	20,000	20,000	20,000	PMO	3rd Party C/S - SFIEC	Consultancy, conferences, travel	83,000
		49,000	0	0	0	UNDP, PMO	3rd Party C/S - UNDP	Conferences, travel, consultancy	49,000

<p>Output 3 Resource Match-making -- -Facilitate global partnerships by provide math-making support on project/service demand information, expert networks and potential resource channels. Establish a database of projects and partnerships on Chinese CSOs "Going Global". Identify potential projects for incubation, provide small financing support, allowing Chinese</p>	<p>2.4 Capability assessment: Devise relevant tools, framework and indicators on internationalization of Chinese CSOs. Explore and develop an evaluation and verification system to assess the international cooperation capacity of Chinese CSOs, and actively promote the standardized operation of the sector.</p>	260,000	0	0	UNDP, PMO	3rd Party C/S - UNDP	Consultancy, conferences, third-party technical support	260,000
MONITORING				0				
Sub-Total for Output 2 (\$)		354,000	42,000	42,000	438,000			
<p>3.1 Knowledge Database: Build a database, including organizational information, project information, structure of project financing methods, international development toolkit, job information for international development projects, etc.</p>	<p>3.2 Project Incubation: Selecting specific issues based on the 17 Sustainable Development Goals of the 2030 Agenda, and launching 1-2 overseas pilot projects each year in innovative modes such as "platform (initiator) + NGO (executor) + enterprise (supporter)".</p>	40,000	10,000	10,000	PMO	3rd Party C/S - SFIEC	Consultancy, travel, material fee related to maintenance database	60,000
<p>Establish a database of projects and partnerships on Chinese CSOs "Going Global". Identify potential projects for incubation, provide small financing support, allowing Chinese</p>		0	10,000	20,000	PMO	3rd Party C/S - SFIEC	Consultancy, third party technical support, pilot project implementation	30,000

CSOs to participate in international development agenda. Gender marker: GEN1	3.3 Expert guidance: Establish an advisory board with a pool of leading experts in relevant development fields. Organize advisory board meetings on a regular basis. Assist supported CSOs to formulate and improve their international development strategies or specific project plans.	13,000	6,000	6,000	6,000	PMO	3rd Party C/S - SFIEC	Consultancy, conferences	25,000
									-
	MONITORING								
	Sub-Total for Output 3 (\$)	53,000	26,000	36,000					115,000
MONITORING and EVALUATION	MONITORING and EVALUATION	10,000	10,000	10,000					30,000
General Management Fee (\$)	UNDP 8%, CICETE 8%								124,000
TOTAL (\$)									900,000

VIII. MANAGEMENT ARRANGEMENTS

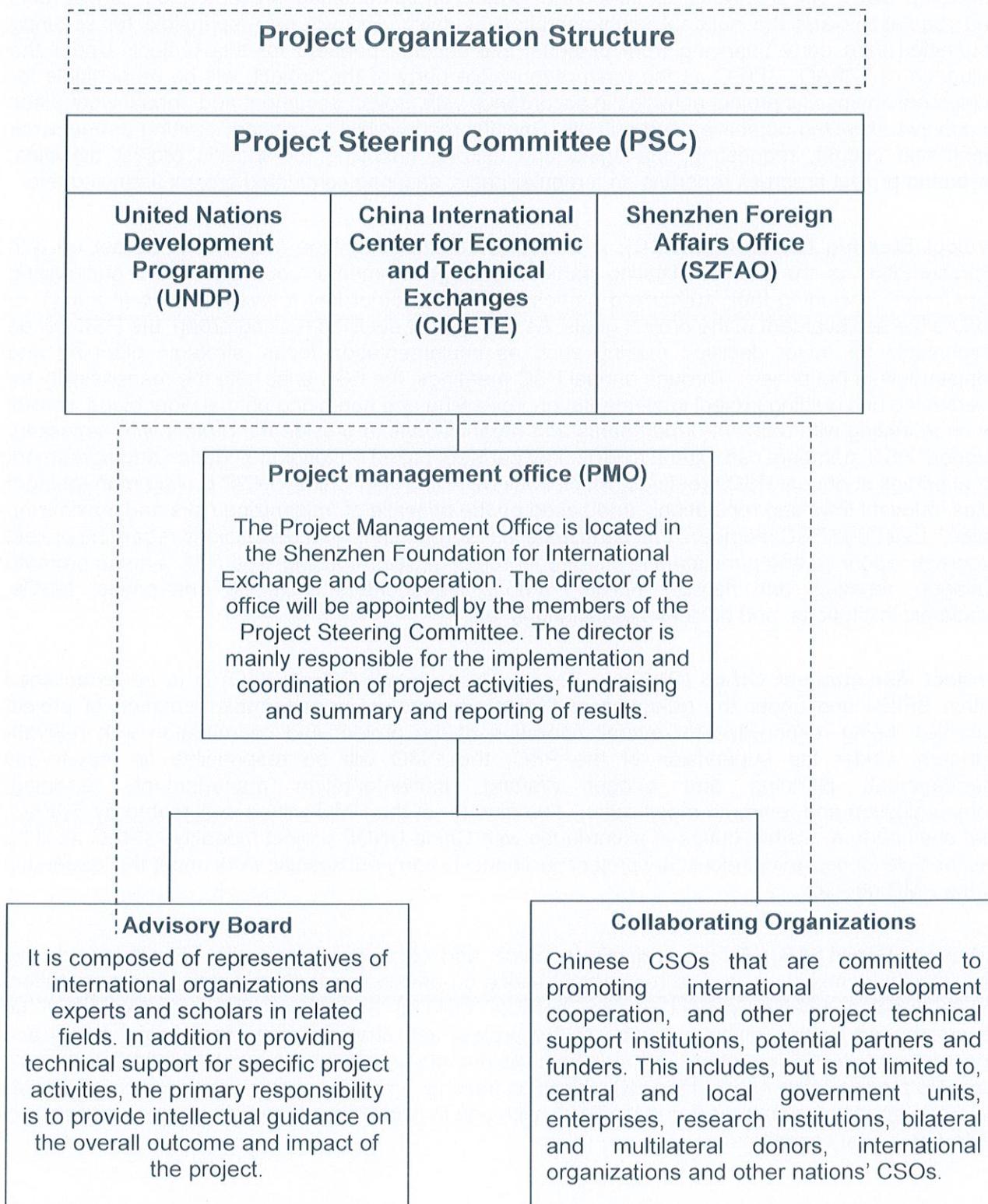
The project is initiated jointly by UNDP China, CICETE, and SFIEC, which will be implemented under the National Implementation Modality (NIM). CICETE and SZFAO will represent the Chinese governmental counterparts, and shall be responsible for participating and overseeing implementation of the project. Daily management and implementation of the project will be carried out in accordance with the project document and annual work plans. The annual work plans will be jointly signed by UNDP China, CICETE and SFIEC to determine the specific activities of each year. At the same time, CICETE will be responsible for the overall control and disbursement of the project financing. UNDP will provide direct support for project implementation in accordance with its rules and regulations and the national implementation modality, and will be responsible for securing committed third party financing from potential international partners for this project. Under the guidance of SZFAO, SFIEC as the main responsible party of the project, will be responsible for implementing specific project activities in accordance with project document and annual work plans to achieve expected objectives and outputs. Specific responsibilities include: drafting annual work plans and budget, requesting, managing and utilizing financing for specific project activities, preparing project progress reporting on a regular basis, securing committed project financing, etc.

Project Steering Committee (PSC): A Project Steering Committee (PSC) is to be set up with representation of the project initiating parties, local governmental counterpart and supervising departments including their authorized parties, as well as other key relevant parties (if apply), to ensure the achievement of the project goals. As the highest decision-making organ, the PSC will be responsible for major decision making such as implementation focus, strategic planning and adjustments of the project. Through annual PSC meetings, the PSC shall take the responsibility for overseeing and guiding project implementation, reviewing and approving annual work plans, as well as coordinating with relevant departments and organizations to provide the project with necessary support. PSC members can extend to other key partners based on recommendation and agreement of all parties at annual PSC meetings, which shall be in line with China-UNDP project management rules, relevant laws and regulations, and based on the principle of "minimizing risks and maximizing value". Extended PSC members and participate in PSC meetings, join discussions regarding project progress reporting, and participate in important project decision-making. The PSC aims to promote dialogue, research and network building among stakeholders, including enterprises, NGOs, academic institutions, and business associations, etc.

Project Management Office (PMO): A Project Management Office (PMO) is to be established within SFIEC and under the guidance of SZFAO, to ensure smooth implementation of project activities, being responsible for overall operation of the project and coordination with relevant partners. Under the supervision of the PSC, the PMO will be responsible for day-to-day management, planning and budget drafting, implementation management, reporting, communication and resource mobilization. The director of the PMO will be designated by SZFAO, and shall perform his/her duties in accordance with China-UNDP project modality. SFIEC shall be responsible for assigning necessary project personnel to carry out specific work under the leadership of the PMO director.

Advisory Board (AB): As the project's technical and consulting organ, the AB will provide the project with technical inputs and recommendations on development planning and implementation, major decision making, project design, network building and so on. AB members shall be recommended by the initiating parties of the project and shall be determined after review and consensus of all PSC members. AB members will provide an advisory report to the PSC on annual basis, to provide reference for the PSC's decision making. A regular communication mechanism will be established between the AB and the PMO, with one to two AB meetings to be organized annually based on actual conditions.

Collaborating Organizations: In 2017, 18 institutions participated in the first phase of the CNASSC 2030 capacity development platform jointly initiated by UNDP and CICETE. As this project will be implemented mainly in Shenzhen, the project will invite more Chinese CSOs that are committed to participate in promoting international development cooperation, create more influential and dynamic network of partners and realize resources sharing within the project platform, harnessing mutual beneficial opportunities. In addition, the project is intended to fully integrate and exert the advantages such as the experience, knowledge and resources of other relevant parties such as international organizations and academic institutions. Therefore, the PSC will select the competent domestic and foreign organizations to become the project technical support organizations, providing intellectual support for the project.



IX. 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 29th, 1979. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the China International Center for Economic and Technical Exchanges ("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 best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. 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. 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>).
5. 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.
6. 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.
7. 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.
8. 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.

9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. 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.
10. 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.

11. *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.

12. 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.
13. 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.
14. 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.

XI. ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening Template [English]**, including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening 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, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*
3. **Risk Analysis.** Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)