

FINAL REPORT
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**Outcome Evaluation on Partnerships
(Global Partnerships Promoted for Effective Results)
UNDP China**

Authors:
John Weeks
Li Ronglin

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Executive Summary

Purpose of the Evaluation

Consistent with the documentation available and the interviews held, this report conforms to the guidelines mandated for outcome evaluations by UNDP.* The outcome for evaluation is whether the activities of the China Country Office have been successful in fostering the efforts of the Chinese government, in partnership with private enterprises, to enhance South-South Cooperation efforts.

The outcome is stated formally in the Evaluation Plan of UNDP China adopted in January 2007. The Country Programme Document (CPD) specified Outcome 10, Global Partnerships Promoted for Effective Results, and this was repeated in the Terms of Reference for this report,

To what degree did partnerships effectively achieve China's increased international participation and cooperation?

For brevity this outcome will be called the 'Global Partnerships Outcome'. Strictly speaking, 'increased international participation and cooperation' is not an 'outcome' in the accepted meaning of that word, if an 'outcome' is something that has happened and can be reviewed in retrospect. Rather, 'increased international participation and cooperation' is a process that this evaluation reviews at a particular moment. To the extent that UNDP China was effective, it contributed positively to an ongoing process. It is that ongoing process which this report evaluates. *Note that the focus of the evaluation remains on results, results within an ongoing process.*

The elements which constitute the UNDP contribution to the outcome are five projects plus non-project activities, the latter being the so-called soft assistance provided by UNDP in China. The five projects are the Greater Tumen Initiative, the Silk Road Regional programme, Promoting SSC in the Twenty-first Century (Technical Cooperation among Developing Countries II), the China-Africa Business Council, and the Cross-Border Economic Zones. A sixth project, Chinese New Silk Road (Phase II) is not considered because it involves no other countries. With regard to the projects, it is logically possible for each successfully to achieve its proposed outputs, and for the Global Partnerships outcome to be effective or ineffective.

The Outcome and UNDP's Institutional Mission

Global Partnerships for Development, including South-South Cooperation, accounted for three percent of the UNDP expenditures in 2005 (last year reported on <http://www.undp.org.cn>), compared to 42 percent for energy and the environment, 36 percent for MDGs and nineteen percent for rule of law.

Two elements of the UNDP's institutional mission are central to the Global Partnerships outcome.

1. a long-standing commitment to increasing South-South Cooperation; and
2. strategic role of the Millennium Development Goals.

These two aspects of the institutional strategy imply that South-South Cooperation is a desirable outcome in itself, specified as part of the eighth MDG ('global partnership for development'). Fostering Global Partnerships can include several of the others. An important dimension of assessing the Global Partnerships outcome in China is inspecting the extent to which it is complementary to the first seven MDGs.

* At the beginning of the fieldwork agreement was reached between the consultants and UNDP China on amendments to the Terms of Reference so that the latter was consistent with information supplied to the consultants.

Progress towards the Country Programme Outcome

It is the conclusion of this evaluation that on the basis of clear leadership and a committed staff with an outstanding nationally recruited component, the Country Office has been remarkably successful in adapting its activities to the dramatic changes in the international role of China. The UNDP/CO has managed to forge a new and appropriate partnership with the Chinese government. Facilitating China's global partnerships has been a key element in this success. In the context of challenging circumstances the UNDP/CO has generated an aggregate contribution to China's Global Partnerships that is far more than the sum of the individual activities of the office in terms of projects and so-called soft assistance. The success of the Global Partnership outcome in the aggregate has been greater than the success of any project, and all projects taken together. This aggregate success arises fundamentally from the close and flexible partnership between UNDP/CO and the government of China.

Therefore, the evaluation concludes that the partnerships formed by UNDP China in project and non-project activities have effectively increased China's international participation and cooperation. Greater effectiveness would have been possible and should be possible as the outcome process unfolds. Specific changes and additions which would have in the past and which could in the future increase effectiveness are suggested in the section 'Lessons learned and recommendations'. Further progress towards the Global Partnerships outcome requires continued UNDP participation, in which the partnership between UNDP and the government is the central axis.

Since the Global Partnerships outcome is an ongoing process to which UNDP China will seek to enhance with new and additional activities in the future, evaluation involves assessing the tendency of the process rather than a definitive result. Stress on tendency and direction of change rather than result is all the more important because the five projects which contribute to the outcome are at different stages at the time of the evaluation. It is not possible to compare effectiveness across projects for their contribution to the outcome.

Analysis of Project Outputs

The evaluation of projects is not within the terms of reference of this report. Each project is analysed for its effect on the Global Partnerships outcome. Below, each project is briefly described, then its contribution to the Global Partnerships outcome considered. The overall conclusion is that all five projects foster South-South Cooperation. With a few exceptions that are noted the direct MDG link is to MDG 8.

1. Greater Tumen Initiative

According to the UNDP project document of 2001, the purpose of this activity is to create 'a regional policy framework' for the Northeast Asian countries to foster investment and socio-economic development. The members of the project are China, the Democratic People's Republic of Korea, Republic of Korea, Mongolia and Russia.

The Tumen Initiative has enhanced China's capacity in developing Global Partnerships in that it has achieved interaction among politically diverse countries. Documentation suggests that there has been limited progress in fostering regional development. There is no firm evidence that the UNDP's support has fostered MDG awareness in the member countries except for MDG 8. The partnership structure includes non-business civil society, for example, the Environmental Studies and Policy Research Institute (ESPRI) from ROK in Greater Tumen Initiative. Progress towards the outcome would be strengthened by more information on these non-business participants.

2. Silk Road Regional Programme

There are two Silk Road projects, one regional that aims to enhance the cooperation between China and central Asian countries, Kazakhstan, Kyrgyzstan, Tajikistan, and Uzbekistan; and the other national focusing on capacity building and human resource development for provinces along the Chinese New Silk Road (phase II).

The regional project has been quite important in establishing links between China and countries with which it previously had no formal interaction due to the subsidiary status of those entities within the Soviet Union. Similarly, it has fostered a degree of interaction among the four newly-independent countries which did not exist when they were part of the Soviet Union. In doing so, the project has fostered the Global Partnerships outcome.

3. Promoting SSC in the Twenty-first Century (TCDC II)

The most important component of this project is formalising China's South-South cooperation, in part through what it calls Public-Private Partnerships. This formalisation would be achieved through a South-South National Coordinating Committee with representatives from several ministries, including the Ministries of Commerce and Finance, which would have a South-South cooperation centre to promote links between China and other developing countries.

Available documents do not provide information on progress towards the outputs specified in the UNDP project document. A powerpoint presentation provided to the evaluation team details a clear set of priorities for China's global partnerships and a balanced assessment of the problems in achieving them. We recommend that UNDP and CICETE generate more documentation to allow an accurate assessment of this important project's contribution to the Global Partnerships outcome.

4. China-Africa Business Council

There is considerable documentation for this project, whose purpose is to facilitate economic cooperation between China and sub-Saharan countries. The annual reports are the most detailed for the five projects and frank in their assessment of achievements. The last year of the project was 2007, and the CABC Secretariat applied for an extension (CABC 2007b, 2008). The form of cooperation has been to facilitate Chinese private investment, which has been achieved.

An obvious question arising from the operations of the CABC is why the UNDP should support an organisation whose primary function to date has been in practice to foster Chinese investment abroad. An indication of the professionalism of the representatives of the CABC is that they have been concerned to provide a credible answer to this question. With its present focus CABC can make several claims to relevance to UNDP priorities. First, the CABC is formally committed to fostering ethical business practices, which can be linked to UNDP's Global Sustainable Business Initiative and the UN Global Compact. Second, UNDP China can link to UNDP country offices in the 'core' African countries to align CABC investments with national Poverty Reduction Strategy Papers. Third, in 2007 the CABC demonstrated a multilateral approach by joining the UN South-South Global Assets and Technology Exchange (SS-GATE).

The CABC could explicitly consider what China can learn from Africa, particularly since in several Africa countries the tourist sector is more developed (e.g., Kenya), and private sector development is more advanced (e.g. South Africa) than in China.

5. Cross-Border Economic Zones (CBEZ)

The CBEZ project was less than a year old at the time of this evaluation, beginning at the end of October 2007. The formal steps for Vietnamese participation were not complete. Therefore, the evaluation cannot assess the outputs of the project, which have yet to be realised.

It is too soon in the project cycle to assess the impact of CBEZ. If funding delays and the role of MDGs can be resolved, this project has the potential to contribute to the Global Partnerships outcome.

Lessons Learned and Recommendations

This report provides a number of lessons learned and recommendations, found in the last section. Only those dealing with strategic and partnership issues are highlighted here.

Strategic

1. A more explicit explanation of how UNDP project support and ‘soft assistance’ has benefited the poor would strengthen the Global Partnerships outcome. Creating this link is the expertise of UNDP, and it is not the role of the evaluation team. We can indicate how it might be done. It could, for example, include within the SSC portfolio greater advocacy for ‘the sharing of experiences on poverty reduction’ (UNDP/CO 2005, 04). This experience sharing would be from other countries to China, as well as from China to its South-South partners.

2. South-South Cooperation activities would benefit from formalising links between UNDP country offices in the SSC project countries.

3. Projects would be strengthened if the project planning documents placed more emphasis on risks, possible causes of delays, and possible problems with joint funding.

Partnership strategy

4. In its work to enhance Global Partnerships UNDP as an international organisation seeks to foster the interests of all countries. To avoid pursuing the one-sided interests of the country in which a UNDP office is located, SSC activities should when possible involve a formal partnership among UNDP offices in all countries that are stakeholders in a project or activity to standardise existing interaction. Each project or activity should be linked across UNDP country offices and, when possible, include regional UNDP centres.

Section I. Terms of Reference

I.1. Context

The Evaluation Plan of UNDP China adopted in January 2007 made arrangements for outcome evaluations in the country Programme cycle of 2006-2010. The CPD outcome 10, Global Partnerships Promoted for Effective Results was scheduled for 2008, to be finished by July 2008, with key stakeholders, CICTEC, the Special Unit for South-south Cooperation (SSC/SU) and CABC.

The Terms of Reference for this evaluation briefly and clearly defines the outcome to be assessed, ‘to what degree did partnerships effectively achieve China’s increased international participation and cooperation?’ For brevity this outcome will be called the ‘Global Partnerships Outcome’. Strictly speaking, ‘increased international participation and cooperation’ is not an ‘outcome’ in the accepted meaning of that word, if an ‘outcome’ is something that has happened and can be reviewed in retrospect. ‘Increased international participation and cooperation’ is a process that this evaluation reviews at a particular moment. To the extent that UNDP China was effective, it contributed positively to an ongoing process. It is that ongoing process which this report evaluates, a *result* observed at a specific moment.

The elements which constitute the UNDP contribution to the outcome are five projects and non-project activities, the latter being the so-called ‘soft assistance’ provided by UNDP in China. The five projects are the Greater Tumen Initiative, the Silk Road Regional Project, Technical Cooperation among Developing Countries, the China-Africa Business Council, and the Cross-Border Economic Zones. With regard to the projects, it is logically possible for each successfully to achieve its proposed outputs, and for the Global Partnerships outcome to be effective or ineffective.

I.2 Objectives of the Evaluation

As one of the CPD outcome evaluations in the Country Programme Cycle 2006-2010, the evaluation is to conduct an overall assessment of the relations between the outcome and its variables, by way of reviewing the five projects and soft assistance. Following the UNDP EO guidelines for outcome evaluations, the outcome evaluation involves the following:

- (i) outcome analysis, what and how much progress has been made towards the achievement of the outcome (including contributing factors and constraints),
- (ii) output analysis, the relevance of and progress made in terms of the UNDP outputs (including an analysis of both project activities and soft-assistance activities), and
- (iii) output-outcome link, what contribution UNDP has made/is making to the progress towards the achievement of the outcome (including an analysis of the partnership strategy), and
- (iv) future intervention strategies and issues.

The evaluation report is ‘forward-looking’ in that it makes recommendations on future programming strategies and issues in line with the Country Programme Document (see the *UNDP Guidelines for Outcome Evaluators* and *UNDP Handbook on Monitoring and Evaluating for Results*). With the information available to the evaluation team, it is not possible to follow the EO guidelines in every aspect. The most binding constraint is the absence of reliable information on outputs for the projects, in part because some began recently. During the outcome evaluation, the guidelines suggest the following approaches for data collection and analysis:

- (i) desk review of existing documents and materials,

- (ii) interviews with partners and stakeholders (including what the partners have achieved with regard to the outcome and what strategies they have used),
- (iii) field visits to selected key projects, (the purpose of the field visits is mainly to verify the UNDP produced outputs and the impact of the outputs), and
- (iv) briefing and debriefing sessions with UNDP and the government, as well as with other donors and partners. Within the limits of the information provided, the evaluation team attempted to fulfil these tasks.

All available documents were reviewed and interviews were arranged by the Country Office, but field visits were not relevant for the five projects. A debriefing session was held with UNDP, project representatives and the executing agency. The EO guidelines specify questions to be answered at the start of the evaluation, and brief answers are provided to them.

1. Why was this outcome selected for evaluation?

The outcome to be evaluated was specified by the Country Programme Document and reported in Section I.1.

2. What products are expected from the evaluation?

This report is the product of the evaluation, and its content is specified in the Terms of Reference, which are attached.

3. How will the evaluation results be used?

The evaluation report will be an input into future strategy of the Country Office to enhance its work on fostering China's South-South Cooperation capacity.

4. What are the key issues addressed by the evaluation?

The key issues addressed are four: i) the extent to which the specified outcome was achieved, ii) the relationship between the outcome and the institutional mission of UNDP, and iii) the mechanisms by which the outcome can improve in the future; and iv) whether there is need for UNDP to continue its participation in China's South-South Cooperation.

5. What was the methodology used for the evaluation?

The method of the evaluation team analysed the outputs of the projects in the context of the partnership strategies for those project, combined this with information on the non-project activities of UNDP, and linked projects and activities to the outcome as specified by the Terms of Reference.

I.3 Methodology

UNDP guidelines for evaluations recommend three elements for the evaluation methodology: 1) use to the extent possible the data collection and analysis undertaken by the country office prior to an outcome evaluation; 2) identify the major contributing factors that 'drive' change, but do not identify or elaborate all conceivable factors; and 3) examine local sources of knowledge about factors influencing the outcome (UNDP 2002a). This evaluation thoroughly covers the first, provides the identification of the second, and includes the third in so far as information was available.

To assess the contribution of the country office, the evaluation guidelines suggest: 1) determine whether or not the UNDP strategy and management of overall country operations appears to be coherently focused on change at the outcome level; 2) inspect whether UNDP's in-house planning and management of different interventions have been aligned to exploit synergies in contributing to outcomes; and 3) determine whether or not individual outputs are effective in contributing to outcomes. The evaluation adheres to the first suggestion by reviewing the focus of all outputs, the second by considering the coherence across activities, and the third by inspecting the outputs of each project. As stressed by the evaluation

guidelines, the evaluation assesses the country office contribution in drawing the link between UNDP outputs and outcomes.

With regard to partnerships, the central focus of the evaluation, the evaluation guidelines require: 1) a determination of whether there is consensus among UNDP actors, stakeholders and partners that the partnership strategy designed was the best one to achieve the outcome; 2) inspection of how the partnerships were formed and how they performed, including an analysis of the roles of the respective partners; 3) assessment of how the partnership strategy affected the achievement of or progress towards the outcome. The first, consensus within UNDP, cannot be determined quantitatively. On the basis of meetings and documents, the evaluation concludes that such a consensus exists. The principle partnership, between UNDP and the Ministry of Commerce, is reviewed and how this partnership strategy affected progress towards the Global Partnership outcome.

II. Analysis of outputs and partnership strategy

II.1 Context

Over three decades UNDP in China has established an effective partnership with the government of China. South-South Cooperation is one of many areas in which UNDP has supported projects, which have been instrumental in enhancing China's role as a leader among developing country governments.

The general context of this evaluation is that South-South cooperation requires the participation of governments to some degree, and, therefore, has political and diplomatic implications whatever may be the purpose of the cooperation. Effective South-South cooperation is rarely simple and easy, because even if the interests of different governments are not in conflict, they are likely to differ. Even when the differences in interests are minor, priorities may differ, so that all governments do not view South-South cooperation with equal urgency and enthusiasm.

These complications and possible tensions explain why South-South cooperation may not 'happen on its own', but requires experienced and non-partisan mediation. The need for such mediation explains why UNDP involves itself in South-South cooperation. UNDP is uniquely suited to play this role. First, it is an international organisation with long-standing working relations with governments, complemented by well-established cooperation with civil society in most countries. Second, it is an international organisation whose funding of in-country activities is minor except in a few, very small countries. This apparent weakness is a strength for many advocacy areas, including Global Partnerships. Because UNDP is not a major funder, it cannot with credibility be accused of using its funding to fostering an agenda upon governments. Third, UNDP has established a non-partisan reputation, in the specific sense that its relationship to the host government and civil society take priority over relations with the 'donor community'. To use a cliché, UNDP is typically viewed by governments and civil society as an 'honest broker'.

The 'honest broker' status of UNDP in China determines core of the analysis of this outcome evaluation, which should not be obscured by the technical language of partnerships, outputs and outcomes. The core issue is whether UNDP combined its 'honest broker' role (the essence 'soft assistance') with its programme funding (project support) to foster the development of South-South cooperation by the private and public sectors in China.

In the specific context of China, the participation of the national government is central to South-South Cooperation, and to the outcome sought by UNDP. The executing agency for the five projects was the China International Center for Economic and Technical Exchange

(CICETE), which is under the Ministry of Commerce.¹ The Ministry of Commerce is the exclusive UNDP counterpart in China (UNDP MOFCOM 2006, 1). While the projects involve a number of partners, some of them external, the most important partner for UNDP in each project (and in its ‘soft assistance’) is the government of China. The scope and focus of the institutional mission of MOFCOM is narrower and in some important aspects different from that of UNDP. This places some parameters within the formal framework of projects in which UNDP advocacy functions. These parameters increase the importance of ‘soft assistance’ to foster in China UNDP goals for human development.

A further aspect of the national context is the role of external and internal actors in project ownership. The central defining characteristic of each project is national ownership, and government ownership in design, execution and majority funding. UNDP provides CICETE and MOFCOM with comments and suggests for the nationally owned projects.

In summary, active UNDP participation in China’s South-South cooperation is required to move SSC beyond a manifestation of national interest and priorities. UNDP’s efforts to broaden and deepen the approach to SSC by the Chinese government are delineated by the formal institutional partnership between UNDP and MOFCOM. Because projects and policies are fully government owned, real progress by UNDP towards the Global Partnerships outcome would represent a substantial achievement, not ‘window-dressing’.

II.2 Analysis of outputs and factors affecting the outcome

1. Greater Tumen Initiative

According to the UNDP project document of 2001, the purpose of this activity is to create ‘a regional policy framework’ for the Northeast Asian countries to foster investment and socio-economic development. The evaluation team found the website of the project to be inaccessible and relied on printed information. The members of the project are China, Democratic People’s Republic of Korea, Republic of Korea, Mongolia and Russia. Discussions among the countries began in 1991 at a UNDP sponsored conference in Mongolia. The initial meetings occurred during severe tensions between the two Korean republics, and regional cooperation had the political motivation of reducing the potential for conflict.

A three-country ‘special economic zone’ was proposed as the first concrete form of multilateral cooperation, among Russia, China and the DPRK. This failed to materialise, a harbinger of future difficulties, and it would take until 1995 for the five governments to reach their first formal agreement, on environmental protection. After achieving little during 1991-1995, the second half of the decade (‘Phase II’) saw the project make progress in formalising the regional cooperation institution. A UNDP document concluded that ‘while Phase II was able to establish a viable framework for inter-country cooperation, this framework was not sustainable’ (UNDPCO 2000, 5).

An independent evaluation of this project, in 2000 before UNDP initiated its support, concluded that ‘initial expectations had been excessive, based on a vision not checked against reality’. This evaluation was prompted by the judgement that ‘the Programme was in crisis and the [participant] countries were questioning its value’ (UNDPCO 2000, 3). In this context, UNDPCO chose to support a Tumen regional project because i) it would foster national dialogue, ii) reduce poverty by facilitating private sector development, and iii) raise awareness of environmental issues.

A second evaluation in 2007 noted the difficulties associated with fostering cooperation, and concluded that ‘participating countries have to assess the value of the

¹ The web address is <http://www.cicete.org/english/aboutus.htm>.

Programme' in achieving regional cooperation (Kaaria 2007, iv, viii). It considered such an assessment to be necessary because of the tensions arising from differing national interests and goals among countries. The 2007 evaluation suggests several persistent difficulties with the project.²

1. an apparent lack of country interest, reflected in low funding from member countries and lack of participation by high level officials;³
2. vacancy in the post of director the Tumen Secretariat and for several years, as well as project under-staffing;⁴

² The executive summary of the 2007 evaluation provides the following chronological assessment:

Between 1996 to mid 1998 a large number of activities were undertaken and progress was made in almost all fronts during, although national interests, bureaucratic complexities and inertia within the [participating] countries, and political sensitivities hampered progress in many instances. Limited programme funding also slowed implementation of some key activities. Overall, much of the objectives of Phase II were achieved, although hardly fully regarding any one of them.

...[R]esource mobilisation fell far short of the ambitious levels presented in the early stages of [the project].

Towards the end of 1998, when UNDP adopted a much more narrow interpretation for its regional cooperation, the Programme got a radically new direction. 'Local area development initiatives', which were particularly in the interest of the participating countries, were dropped. However, no new 'regional' or 'multi-country' projects advanced beyond the conceptual stage. 'Regional' projects proposed by UNDP were received with little interest as they did not respond to the immediate priorities of national and local governments. There was a steep decline in the amount of funds mobilised from 1998 to 2000. By the end of 1999 the Programme was in crisis and the riparian countries were questioning its value, and considering whether the regional programme should be closed or reformed. They demanded a greater voice in the direction and planning of the Programme, a restructured budget, more efficient inter-governmental meetings and restoring of country-based assistance projects.

However, Phase III never really got off on a good start. Resource constraint was a major limiting factor. Contributions were not coming in from the participating countries as expected and UNDP's funds were very limited. A number of activities were carried out, but overall, none of the six immediate objectives were met for a variety of reasons, although a reasonable effort to that end was made with almost all the expected outputs.

The set-up of the new framework clearly aimed at shifting the **ownership** and main responsibility of the Programme to the participating countries. However, in practice UNDP still had a strong hand in leading the Programme due to the fact that it was financing the Secretariat, contracting much of the staff of the Secretariat and was, through the Secretariat, financing the meetings and functioning of the inter-governmental bodies and Working Groups. As financing for the governance mechanism was not forthcoming from the participating countries, the situation was not changing and in practice ownership was not, or at least was not fully transferred to the governments.

Ownership has also not reflected in the level of participation in the governance of the Programme. According to the basic Agreements, representation at the Commission and Committee is at a Vice Ministerial level. In practice, however, countries have often been represented at a considerably lower level, which has been interpreted also as lack of commitment to the Programme.

³ From the 2007 evaluation, '...a real concrete commitment to ownership of the Programme has not been made by the participating countries' (Kaaria 2007, vii).

⁴ **The Secretariat** has for long been without a Director and it is seriously understaffed. The Secretariat last had a Director appointed by the Consultative Commission in 1996. The operational resources are also very limited. It is clear that in a situation like this the Secretariat cannot play a meaningful role in support of TRADP. The new Director is coming on board this spring which will

3. limited communication among countries;⁵
4. economic potential of the area limited, making the promotion of trade and investment difficult; and
5. lack of rigorous analysis of costs and benefits of project outputs.

The Tumen Initiative has enhanced China's capacity in developing Global Partnerships in that it has achieved interaction among politically diverse countries. Documentation suggests that there was been limited progress in fostering regional development. There is no firm evidence that the UNDP's support has fostered MDG awareness in the member countries except for MDG 8. The partnership structure includes non-business civil society, for example, the Environmental Studies and Policy Research Institute (ESPRI) from ROK in Greater Tumen Initiative. Evidence of progress towards the outcome would be strengthened by more information on these non-business participants.

2. Silk Road Regional Programme

There are two Silk Road projects, one regional that aims to enhance the cooperation between China and central Asian countries, Kazakhstan, Kyrgyzstan, Tajikistan, and Uzbekistan; and the other national focusing on capacity building and human resource development for provinces along the Chinese New Silk Road (phase II). The former began in 2005 and is directly relevant to this report, the latter is not. The outputs of this project sought to contribute to the Global Partnerships outcome through cooperation among the project countries and other partners, encouraging private-public partnership, generating information and fostering culture exchange. The regional project appears not to have an accessible website,⁶ except for a page on the UNDP China site.

International institutional partners of UNDP have been UNCTAD and the WTO. The division of labour among UNDP, UNCTAD and the WTO is not clear in the project document. The project summary states that the expected outcome of the cooperation would be increased cooperation among the five countries in trade, investment and tourism. The organisational structures to achieve this would be the Regional Silk Road Investment Forum (established in June 2006) and the Regional Silk Road Mayors' Forum (established in October 2006).

A goal of the project is

...[T]he re-establishment of a robust trade exchange...[to] contribute to more equitable, balanced, and faster economic growth...[T]his will help reach the Millennium Development Goals. (UNDP/CO 2004b)

In the information provided to the evaluation team, the mechanisms by which the project would increase growth and make it more equitable are not specified. Except for MDG 8, it is not explained how the project would 'help reach the Millennium Development

slightly improve the situation, but without proper staffing and financing there is little the Director can do' (Kaaria 2007, vii, bold in original).

⁵ 'All parties confirmed that there is no communication about TRADP between the National Coordinators or National Teams. All the communication goes through the Tumen Secretariat, except of course what takes place in formal meetings: the Preparatory Meetings, Working Groups or meetings of the Commission and Committee. It is hard to imagine how the governance mechanism can function well and display the ownership of the countries if there is no direct communication between the countries' (Kaaria 2007, viii).

⁶ The evaluators were given a web address, <http://www.silkroad.undp.org.cn/index/index.php>, but could not access it ('Internet Explorer cannot display the webpage').

Goals'. Using the investment forum and the mayor's forum to specify these mechanisms would foster positive change toward the Global Partnerships outcome. Equitable growth and achieving the MDGs might be facilitated by broadening the partnership base of the project to include formalised participation by UNDP offices in the other four countries and non-business representatives of civil society. Particularly important could be coordination across UNDP offices with a possible division of labour reflecting the priorities of each government.

Two important projected outputs of the project were a regional tourist plan and a common investment code. The annual reports of the project do not document progress on these outputs, though the report on activities for 2006 states that 'a draft of the first "Regional Investor's Guide to the Silk Road"...was distributed among participants' of an Investment Forum in June 2006 (CICETE 2007d, 2). The subsequent investment forum where this draft might have been further developed was scheduled for September 2007 in the Kyrgyz Republic, but postponed to 2008 due to political instability in the host country. This draft document was not available to the evaluation team. In summary, it would appear that the meetings and symposia represented a contribution to regional cooperation, and this contribution would be strengthened by achieving the promised outputs.

The limited information available to the team suggests that the project may suffer from excessive expectations.⁷ A positive aspect of the project is the apparent active support of UNDP offices in the other countries. This suggests the basis for formalisation of links between country offices. UNDP would improve this project by playing a more active coordination role. In part this is because of the political difficulties of achieving effective cooperation among the countries. As for the Tumen Initiative, any links to the first seven MDGs would be indirect. This project has been quite important in establishing links between China and countries with which it previously had no formal interaction due to the subsidiary status of those entities within the Soviet Union. Similarly, it has fostered a degree of interaction among the four newly-independent countries which did not exist when they were part of the Soviet Union. In doing so, the project has fostered the Global Partnerships outcome.

3. Promoting SSC in the Twenty-first Century (TCDC II)

The most important component of this project is formalising China's South-South cooperation, in part through Public-Private Partnerships. This formalisation would be achieved through a South-South National Coordinating Committee with representatives from several ministries, including the Ministries of Commerce and Finance, which would have a South-South cooperation centre to promote links between China and other developing countries.

According to the annual report, the achievements of the project in 2007 were two study tours (one to Latin America focusing on hydropower, and a second to Greece, Turkey and Algeria to promote trade and investment), a conference on solar energy, and the recruitment of an expert on rice cultivation. The annual report does not provide information on progress towards the outputs specified in the UNDP project document, which are:

- i) harmonisation and coordination among 'SSC practitioners in China';
- ii) improvement of the website which was proposed as a 'common platform' for information sharing (www.ecdc.net.cn);

⁷ For example, a UNDP official stated, 'We can achieve new miracles by opening tourism and realize the free movement of visitors, goods and services' (<http://www.undp.org.cn/modules.php?op=modload&name=News&file=article&catid=14&topic=35&sid=90&mode=thread&order=0&thold=0>)

iii) development of common strategy across the Chinese government, the absence of which was identified as a ‘key bottleneck’ to the government’s effective pursuit of South-South cooperation;

iv) links to the commercial sections of Chinese embassies and services to the business community in China.

A visit to the website of the executing agency, CICETE (established in 1983), reveals no link to the proposed South-South National Coordinating Committee.

The purpose of this project was to formalise and unify the government’s strategy for South-South cooperation. While it has sponsored conferences and study tours, the evaluation team does not have evidence of its progress towards this specified strategic output. In late 2006, a brief memorandum on project progress reported problems of achieving government cost-sharing, which had delayed implementation (UNDP/CO 2006c, 1-2).

Available documents do not provide information on progress towards the outputs specified in the UNDP project document. A powerpoint presentation provided to the evaluation team details a clear set of priorities for China’s global partnerships, and a balanced assessment of the problems in achieving them. We recommend that UNDP and CICETE generate more documentation to allow an accurate assessment of this important project’s contribution to the Global Partnerships outcome.

4. China Africa Business Council (CABC)

There is considerable documentation for this project, whose purpose is to facilitate economic cooperation between China and sub-Saharan countries. The annual reports are the most detailed for the five projects, and frank in their assessment of achievements. The last year of the project was 2007, and the CABC Secretariat applied for an extension (CABC 2007b, 2008). The form of cooperation has been to facilitate Chinese private investment, which has occurred. Several of major outputs of the project were achieved, exceptions being reaching self-funded sustainability, the establishment of ‘core’ country offices in Africa, and forming an Advisory Board to support the Board of Directors (CABC 2007a, 1).

While it is not in the terms of reference of this evaluation to judge the success the project, it is relevant to our conclusions that the documents generated by the CABC Secretariat make a realistic assessment of both strengths and weaknesses. The tours of African countries organised by the CABC for Chinese businesses have been associated with subsequent investments. We cannot comment upon whether these would have occurred in the absence of the CABC. We can report that the CABC seems to enjoy enthusiastic support from its private sector members. It is also strongly supported by UK DFID.

An obvious question arising from the operations of the CABC is why the UNDP should support an organisation whose primary function to date has been in practice to foster Chinese investment abroad. An indication of the professionalism of the representatives of the CABC is that they have been concerned to provide a credible answer to this question. Below we suggest how the CABC might broaden its mission beyond a business focus.⁸ With its present focus CABC can make several claims to relevance to UNDP priorities. First, the CABC is formally committed to fostering ethical business practices, which can be linked to UNDP’s Global Sustainable Business Initiative and the UN Global Compact. Second, UNDP China can link to UNDP country offices in the ‘core’ African countries to align CABC investments with national Poverty Reduction Strategy papers. Third, in 2007 the CABC demonstrated a multilateral approach by joining the UN South-South Global Assets and Technology Exchange (SS-GATE)

⁸ For example, the brief report of the China-Kenya investment forum in March 2006 suggests that discussions were exclusively commercial (UNCATD 2006).

Several observations can be made on the project:

- a. The UNDP has supported PRSPs in the six core countries. As part of its role in the CABC, the UNDP could encourage coordination with national PRSPs in each country, which could be done via links to UNDP country offices.
- b. As part of its institutional mission, the UNDP could foster a more explicit inclusion of the MDGs in the CABC, to broaden its development perspective.
- c. UNDP China must take care not to appear as an advocate for Chinese business interests in Africa, and can do so by creating formal links to UNDP country offices in each relevant African country. This would broaden the project to a more effective multi-country SSC process.
- d. CABC is formally committed to considering environmental effects of Chinese trade and investment, providing an entry point for UNDP China to include MDG 7 in the project activities.
- e. While China has grown rapidly, its growth has been associated with increased inequality. This provides an entry point for the discussions of pro-poor growth which have featured in PRSPs in Africa. This would allow a two way learning process, with China benefiting as well as the China-to-Africa flow of expertise.
- f. The partnership strategy of the CABC would benefit from being broader, to include the China-Africa Development Fund, UN organisations that focus on social issues, and additional elements of civil society.⁹

Finally, as a general point, the CABC could explicitly consider what China can learn from Africa, particularly since in several African countries the tourist sector is more developed (e.g., Kenya), and private sector development is more advanced (e.g. South Africa) than in China.

5. Cross-Border Economic Zones (CBEZ)

The CBEZ project was less than a year old at the time of this evaluation, beginning at the end of October 2007. Therefore, the evaluation cannot assess the outputs of the project, which have yet to be realised. Instead of this, we consider the intended purpose of the project and speculate as to its role in contributing to the Global Partnerships outcome.

The project is described in the UNDP project summary as follows:

...China and Vietnam have embarked on an ambitious program to develop 'two corridors, one circle' of economic growth to accelerate integration of their economies. The concept, announced in 2004, seeks to facilitate and promote trade and investment between Yunnan Province and Guangxi Zhuang Autonomous Region in China and corresponding Lao Cai (Laojie) and Lang Son (Liangshang) Provinces in Vietnam. Cooperation and joint planning by Vietnamese and Chinese authorities of cross-border economic cooperation zones (CBEZ) is active and ongoing in both corridors (UNDP/UNEP 2007c).

The project summary links UNDP's participation to the MDGs and the 'rights-based approach to human development:

⁹ The CABC partners are all commercial except for the foreign ministry: All-China Federation of Industry & Commerce, China Development Bank, International Department of Central Committee of CPC, Ministry of Commerce of the People's Republic of China, Ministry of Foreign Affairs, The Export-Import Bank of China, International Finance Corporation, and UNIDO. (<http://www.cadfund.com/en/Column.asp?ColumnId=52>).

Framed by the Millennium Development Goals and a rights-based approach to human development, the United Nations Development Program (UNDP) is uniquely positioned to support pilot initiatives for CBEZ on the border between China and Vietnam. Such an approach helps to ensure that the needs of both those who potentially will gain from as well as those who are potentially more vulnerable to increased integration will be addressed (UNDPCO 2007c).

The project includes the following outputs:

- i. Training activities with at least 30% of women and 30% of non-government representatives to benefit from enhanced understanding of CBEZ policy and management options.
- ii. Participation by project team in CBEZ planning, policymaking, and implementation meetings at local, regional, and national government levels to ensure linkage between learning and actual CBEZ policy design and implementation.
- iii. Creation of CBEZ Administrative Committees to coordinate policy planning between Chinese and Vietnamese governments;
- iv. Creation of Public-Private Advisory Boards to bring together government and non-government representatives to advise on CBEZ-related issues of concern.

The outcome expected from these outputs is:

Global partnerships promoted for effective results/China's cooperation with neighboring countries (Tumen, Central Asia, Mekong sub-region) increased, especially in fields of trade, investment, tourism and transport (GPRC/UNDPCO 2007, 2).

The project began with workshops with Chinese officials and the Ministry of Planning and Investment of Vietnam in October and December 2007. In a memorandum of a review meeting including UNDP and CICETE it was stressed that 'an early start of cooperation with the Vietnam side is necessary so that the action plan...can take shape within year 2008' (UNDPCO 2008a, 2). The first progress report notes that the project began late, which delayed the funding contributions from the provincial governments.

At this early stage several points can be made with regard to this projects contribution to the Global Partnerships outcome.

1. Success would have been improved had it been possible to achieve the full and formal participation of the Vietnamese government at the beginning of the project.
2. The MDGs are cited as a reason for UNDP support; the link to the MDGs should be developed in more detail as the project proceeds.
3. The project summary refers to the 'needs of both those who potentially will gain from as well as those who are potentially more vulnerable'. The methodology and delivery schedule for this analysis should be specified.
4. The public private advisory boards could include representatives of civil society other than private business, to facilitate consideration of environmental and poverty effects.

It is too early in the project cycle to assess the impact of CBEZ. If funding delays and the role of MDGs can be resolved, this project has the potential to contribute to the Global Partnerships outcome.

II.3 UNDP 'soft assistance'

The UNDP guideline for outcome evaluations mandates that we consider ‘UNDP contributions to changing the outcome [that] take the form of the outputs produced as part of the full range of project and non-project activities and efforts’ (UNDP 2002b). The purpose in doing this is to consider the overall country office strategy, its ‘projects, programmes, policy advice and dialogue, brokerage and advocacy efforts’ (UNDP 2002b). Specifically, we are to:

1. Determine whether or not the UNDP strategy and management of overall country operations appears to be coherently focused on change at the outcome level.
2. Determine whether or not individual outputs are effective in contributing to outcomes. This is perhaps the most important step in this category of analysis. The key criterion is the plausibility of the linkage between UNDP and the outcome. The evaluation seeks to identify explicitly, to the extent possible, a chain of causality between UNDP outputs and outcomes.

Table 1 shows the wide range of activities carried out by the UNDP China Office. It would not be feasible to consider each in detail, though we assess their overall consistency with the Global Partnerships outcome.

More important than whether UNDP China successfully fosters the Global Partnerships outcome is whether it successfully achieves the broader outcome embodied in the UNDP global mission. Further, it would be irrational to require all UNDP China activities to support the Global Partnerships outcome given that South-South activities were less than five percent of total expenditures in 2005 (the latest date available to the evaluation team). An inspection of the table below suggests that the country office fulfils the global mission, though a separate evaluation would be necessary to sustain that judgement.

In addition to the activities listed in the table, UNDP China has supported through advocacy access to pharmaceuticals for sub-Saharan countries, which is MDG Target 17 (see box, TRIPS and Medicines). In addition, the UNDP China office participated in a Geneva meeting in 2007 that focused on the problems of climate change, including the efforts of the government of China to address this problem.¹⁰ The cooperation on access to medicines for sub-Saharan countries directly links to the CABC project, which will potentially include pharmaceutical firms.

UNDP China’s activities portfolio, which corresponds to the global UNDP mission, was complementary to the Global Partnerships outcome. For most activities this complementarity was indirect, though direct in a few cases. Overall, the China portfolio facilitates a greater emphasis on the Millennium Development Goals in the Global Partnerships outcome.

¹⁰ The meeting, the UN Breakfast Meeting on Climate Change, July 2007, was addressed by the Secretary General, Ban Ki-moon. The meeting included Chinese public and private corporations.

Table 1: UNDP China Activities mid-2008 (from <http://www.undp.org.cn/>)

Activity	Details
Support to MDGs	Supporting an all-around XiaoKang society Improvement of social and economic policies for sustainable equitable growth MDG advocacy Raising official & public awareness of MDGs & how they would be achieved MDG monitoring Support to MDG progress reports Eradicating extreme hunger Capacity building, mechanisms for inclusion of vulnerable groups, rural development Gender empowerment Capacity building and legal rights of women HIV/AIDS Support for increasing awareness & prevention Environmental Sustainability Cooperation with public & private partners to reduce greenhouse emissions, renewable energy, green technology for homes & factories, access to clean water Global partnership Considered in detail in Section 2.2
Democratic governance	Rights of the disabled Advocacy document Promoting UN conventions Advocacy document General advocacy Workshops, speeches, conferences
Energy & Environment	End Use Energy Efficiency Programme Foster application of energy saving techniques Biodiversity Support for the implementation of the UN Convention on Biodiversity Chemicals Management Support for implementation of two UN conventions to reduce the use of harmful chemicals
HIV/AIDS	Development Policy Advocacy for raising the importance of HIV/AIDS planning in socio-economic development policy General Advocacy United Nations Joint Country Programme on HIV/AIDS, the UN Technical Working Group on MSM (men who have sex with men) and HIV/AIDS and the "We CARE" initiative; Asian regional programme on HIV/AIDS
Poverty Reduction	National Human Development Report 2005 Stress on the need to curb inequality Pro-poor policy reform and capacity building Support for government initiatives Local poverty reduction initiatives Development of policies specific to local areas
Gender	Advocacy programmes Production of gender disaggregated statistics, gender mainstreaming, generally advancing public dialogue
Regional Cooperation	Projects considered in Section 2.2
South-South Cooperation	Projects considered in Section 2.2
Public Private Partnerships	Advocacy Promoting dialogue on the UN Social Compact, advocacy publication, <i>UNDP China and the Private Sector</i>

Box:

China-Africa Cooperation on Access to Medicines

The main objective of this informal dialogue [was] to exchange information and views on increasing access to essential medicines in the SADC Region. We applaud the Chinese government's commitment to supporting Africa to addressing some of the issues related to access to essential medicines for Africa's priority public health problems. My colleagues from the UN Technical Working Group...will highlight some opportunities which if further explored, could lead to the strengthening of the existing China- Africa cooperation in the area of ensuring the continuous and sustainable availability of affordable and good quality essential medicines in the SADC region.

[WHO China, report on African Regional Workshop on the WTO-TRIPS Agreement and its Impact on Access to Medicines 1- 4 March 2005 Addis Ababa, Informal Dialogue on Increasing Access to Essential Medicines: Opportunities for strengthening China-Africa Co-operation in increasing access to essential medicines in the SADC Region]

II.4 Partnership strategy

As stated above, the purpose of the review of partnerships is not to assess projects. Rather, it is the design of partnership strategies, the formation of partnerships with UNDP and the implementation of those partnerships that are being assessed.

The UNDP's principle partner in all the projects is the Ministry of Commerce of the government of China. This partnership is formally specified in a Memorandum of Understanding signed by the two partners. The memorandum specifies that the partnership is exclusive of other parts of the Chinese government. Since this agreement was the result a diplomatic and political process to which the evaluators were not privy, there would be little point in this evaluation comparing it other arrangements. The same judgement applies the second issue of how the government partnership was designed. With regard to the last, we conclude that this partnership has facilitated effective implementation.

With regard to other UN organisations and donors, we are unable to judge how the partnerships were designed, other than the obvious point that these partnerships appear based on organisational interest and expertise. For example, DfID's active commitment as a donor in the sub-Saharan region explains its interest in CABC; and the expertise of UNCTAD in trade related issues make its participation in the Silk Road Programme appropriate. The external partnerships appear to have contributed towards an effective outcome.

The problematic partnerships have been those among the countries involved in the multilateral and bilateral projects, and little discretion or choice is possible in the choice of these partners. The problems arise from understandable and necessary causes, namely the national and commercial interests of each country need not coincide in every aspect. Indeed, resolving these problems is the point of the projects.

There is no doubt that the government of China designed the projects, with the advice of its partners. In the Silk Road Programme, the Greater Tumen Initiative and the CBEZ partner governments participated in design to varying degrees. Documents from these projects suggest that significant problems of participation arose after the design stage (see discussion of the Greater Tumen Initiative).

III. Recommendations and lessons learned

Strategic

1. The Country Programme Document for China 2006-2010 states that UNDP will support initiatives of 'globalisation and regional cooperation benefiting the poor' (page 06). A more explicit explanation of how UNDP project support and 'soft assistance' has benefited the poor would strengthen the Global Partnerships outcome. This could include within the SSC portfolio greater advocacy for 'the sharing of experiences on poverty reduction' (UNDPCO 2005, 04). This experience sharing would be from other countries to China, as well as from China to its South-South partners.
2. South-South Cooperation activities would benefit from formal links between UNDP country offices in the SSC project countries.
3. Projects would be strengthened if the project planning documents placed more emphasis on risks, possible causes of delays, and possible problems with joint funding (eg, documents of the type UNDPCO 2001), following established UN methodology.
4. Monitoring of projects would be improved by the production of more frequent and detailed progress reports for most projects. This could have the added advantage of drawing public attention to the achievements of global partnerships and their economic and political importance to China.

Partnership strategy

5. In its work to enhance South-South Cooperation UNDP as an international organisation seeks to foster the interests of all countries. To avoid pursuing the one-sided interests of the country in which a UNDP office is located, SSC activities should when possible involve greater participation of UNDP offices in all countries that are stakeholders in a project or activity. Therefore, each project or activity should be linked across UNDP country offices and, when possible, include regional UNDP centres. Detailed documentation of the formal links within projects would allow other UNDP offices and centres to benefit from the successful experience of the China country office.

Specific to UNDP China Office

6. The Chinese government has full ownership of the projects contributing to the Global Partnerships outcome. This national ownership would not be weakened if UNDP more actively incorporated its institutional goals in the projects, most importantly an expansion of their direct links to MDG targets. It is not sufficient to suggest that SSC by its nature will have a beneficial, if indirect, impact on the MDG targets.
7. The Global Partnerships outcome would be enhanced and achieved more rapidly if UNDP were more active in its role as a coordinator among partners. This is especially important for resolving political issues among project partners in the Tumen Initiative, the Silk Road Initiative and the Cross Border Economic Zones.¹¹
8. While effective, the partnership strategy is in some cases narrow. More Chinese and external partners could be included. Especially useful would be an increase in participation both in quantity and quality of civil society groups. Achieving this will be a challenge, since multi-country partnerships tend to be led by the public sector by their nature.

¹¹ On the UNDPCO website, the following is listed as a MDG 8 activity: 'Fostering regional integration and promoting regional economic and human development through initiatives such as the Greater Tumen Initiative in North-East Asia, Silk Road Initiative and establishment of a cross-border economic zone between China and Vietnam'.

9. Three of the projects involve direct cooperation among governments. Project documents do not report a risk assessment associated with political issues between the governments. While this is a sensitive area, it is an obvious source of risks that requires pre-project consideration.

Institutional Mission

10. The UNDP project documents should analyse and explain the relationship between the projects and UNDP's institutional approach to South-South Cooperation to avoid the impression of a 'packaging' of the projects.

11. All the projects seek to foster business links and public-private partnerships; in some cases these are the overwhelming purpose of the project. A more definitive justification of UNDP participation in such activities would enhance project contribution to the Global Partnerships outcome. To be specific, why is UNDP the appropriate institutional partner, and why do these activities take priority over others UNDP might pursue? Explicitly answering this question would assist project management, as well as enhance UNDP's public profile.

12. Given the business focus of the five projects, UNDP could advocate linking them with the UN Global Compact and the UNDP Sustainable Business Initiative.

13. UNDP China could broaden its Global Partnership portfolio beyond projects focusing on business links and strategies. An example would be a regional project on sharing public sector and NGO experiences of poverty reduction, which could build on existing UNDP activities.

14. Because of changing global and national conditions such as the broadening of China's Global Partnership perspectives, the exclusive partnership with MOFCOM could be reviewed to benefit future UNDP cooperation with China.

Other

15. A rigorous cost benefit analysis of projects is required when their purpose is to foster trade and investment. Specifically,

- i) analysis and measurement should support assertions of developmental impact;
- ii) the link between poverty reduction and trade and investment should be carefully and credibly specified;
- iii) the environmental impact of potential investment should be considered; and
- iv) effort should be made to judge whether the trade and investment fostered by the project complements or substitutes for existing trade and investment by China and other countries.

16. The outputs of each project are insufficiently prioritised. An 'exit strategy' should be specified for each project which is related to clear output priorities and endorsed *ex ante* by all partners. This could be a mechanism for a more effective monitoring of projects.

17. The annual reports of the projects tend to cover meetings and administration, with limited detail on achievements. They would be improved by organising them in terms of outputs achieved, not achieved and anticipated in the future.

18. The term 'Public-Private Partnerships' appears in many project documents, and its operational definition should be specified, especially for understanding by external partners.¹²

¹² On the UNDP China web page, 'Public Private Partnerships' the concept is not defined. (<http://www.undp.org.cn/modules.php?op=modload&name=News&file=article&catid=31&sid=12>).

Annex 1: Evaluation ratings

The UNDP EO guide to outcome evaluations mandates that evaluators rate outcomes and outputs (see UNDP EO 2002a and 2002b). Only the relevant rank is reported.

1. Outcomes:

The rating system assesses the degree to which progress towards achieving the outcome has been made, without attribution of success to any partner, as follows:

- Positive change**

2. Outputs

The rating system assesses the degree to which an output's targets have been met, serving as a proxy assessment of how successful an organizational unit has been in achieving its SRF outputs, as follows:

- Partial**

3. Sustainability

A project is sustainable if it would continue effectively without UNDP support.

- Sustainable**

CABC, Silk Road Programme

- Unsustainable**

Greater Tumen Initiative, TCDC II

- Too soon to tell or cannot be determined**

CBEZ

4. Relevance

The rating system assesses the degree to which an outcome is relevant given a country's development situation and needs.

- Yes (relevant)

5. Cost-effectiveness

The rating system assesses the degree to which the progress towards, or the achievement of, the outcome is cost-effective, given the financial resources and time invested in the outcome and the degree of change actually achieved, as follows:

Insufficient information to judge

Annex 2: UNDP Country Office Web page on SSC

[<http://www.undp.org.cn/modules.php?op=modload&name=News&file=article&catid=17&sid=14>]

South-South Cooperation

South-South Cooperation (SSC) is about developing countries working together to find solutions to common development challenges. Linked by commonalities of history, geography, and challenges, the countries of the South have important lessons to share, including many success stories from which other developing countries can learn.

SSC promotes closer technical and economic cooperation among developing countries by employing experts from the South, sharing best practices from the South, and helping to develop a sense of ownership of the development process in the South. It also allows developing countries to diversify and expand their development options and economic links and is a powerful tool for building new partnerships, creating more democratic and equitable forms of global interdependence and global governance.

As a key donor to the UNDP Voluntary Trust Fund for the Promotion of South-South Cooperation, China plays an important role in the on-going development dialogue between countries in the global south. China's SSC efforts intersect deeply with its bilateral relations with the Southern countries and its regional cooperation strategies. In recent years, the Chinese Government has recognized that it alone cannot shoulder the task of SSC and is increasingly networking with other southern countries and building public-private partnerships for SSC.

Full Project Title	Budget USD	Deliveries USD	Project Cycle	Implementing Partner	Project Sites	Documents
Support to Establishing the China-Africa Business Council (CABC)	1.0 Million	2005: 179,031 2006: 249,447 2007: 235,229	2005-2007	China International Centre for Economic and Technical Exchange (CICETE) ; China Society for Promotion of the Guangcai Programme	Beijing	Project Summary Project Document Monitoring Document
Promoting South-South Cooperation in the 21th Century	1.6 Million	2004: 101,321 2005: 330,101 2006: 363,288 2007: 605,053	2004-2007	China International Centre for Economic and Technical Exchange (CICETE)	Beijing, Gansu, Zhejiang (Hangzhou)	Project Summary Project Document
Enhancing China-ASEAN Economic Integration: Cross-Border Economic Cooperation Zones at the China-Vietnam Border	3.0 Million	2007: 63,761	2007-2010	China International Centre for Economic and Technical Exchange (CICETE)	Guangxi, Yunnan, Beijing	Project Summary Project Document

UNDP China actively supports China's efforts by fostering policy dialogue, providing institutional support, coordinating programmes, and providing access to its extensive experience and networks. UNDP China's SSC programmes cover a wide-range of areas including agriculture, health, medicine, energy, trade, economic cooperation, human resources, science, and technology etc.

Annex 3: Broadening the MDG coverage of projects

If an activity increases economic growth it is not assured but probable that it will contribute to achieving one or more the first seven MDGs. What distinguishes UNDP's approach to human development from a GDP growth strategy is that the relationship between an MDG target and a programme or project is explicitly and rigorously specified. This is what it means to give priority to achieving the MDGs. If not the *differentia specifica* of the UNDP, the MDGs are the organisation's vehicle to provide leadership within the UN and donor community. Part of this leadership is to emphasise the link between the organisation's work and progress towards achieving the MDGs. This could be done more explicitly in the progress towards the SSC outcome.

In the following table each project the first column lists the project, the second states whether the project fulfils the SSC criteria, the third reports the MDGs cited in the project document, and the fourth suggest additional MDGs that might be explicitly included.

Projects and MDG component

Project	South-South Cooperation criterion?	MDG component cited by UNDP	Scope for greater MDG focus?
Tumen	Yes (5 countries of Northeast Asia) (national project not relevant)	MDG 8 (Target 18)	Yes, MDG 3, 6, 8 (Targets 12, 14, 16)
Silk road	Yes (4 Central Asian countries) (national project not relevant)	MDG 8 (Target 18)	Yes, MDG 3, 6, 8 (Target 14, 16)
TCDC	Weak (non-formal information exchange)	MDG 8 (Target 18)	Yes (Target 17, possibly MDG 3)
CABC	Yes (6 'core' sub-Saharan countries)	MDG 8 (Target 13 for some countries, Target 18)	Yes, MDG 3, 6, 8 (Targets 12, 14, 16, 17)
CBEZ	Bilateral (China & Vietnam)	MDG 8 (Target 12) MDG 3	Perhaps

**None of the MDG 8 targets seem to fit this project (see below).

Millennium Development Goals

1. Eliminate extreme poverty and hunger.
2. Achieve universal primary education.
3. Promote gender equality and empower women.
4. Reduce child mortality.
5. Improve maternal health.
6. Combat HIV/AIDS, malaria and other diseases.
7. Ensure environmental sustainability.
8. Develop a global partnership for development.

Target 12. Develop further an open, rule-based, predictable, non-discriminatory trading and financial system. Includes a commitment to good governance, development, and poverty reduction — both nationally and internationally

Target 13. Address the special needs of the least developed countries Includes: tariff and quota free access for least developed countries' exports; enhanced programme of debt relief for HIPC's and cancellation of official bilateral debt; and more generous ODA for countries committed to poverty reduction

Target 14. Address the special needs of landlocked countries and small island developing States

Target 15. Deal comprehensively with the debt problems of developing countries through national and international measures in order to make debt sustainable in the long term.

Target 16: In cooperation with developing countries, develop and implement strategies for decent and productive work for youth.

Target 17: In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries

Target 18: In cooperation with the private sector, make available the benefits of new technologies, especially information and communications

Annex 4: Terms of Reference (UNDP Document)

United Nations Development Programme
Terms of Reference
for
Outcome Evaluation on Partnerships
(Global Partnerships Promoted for Effective Results)
UNDP China
(Draft)
30 April 2008

A. INTRODUCTION

The growing demand for development effectiveness is largely based on the realization that producing good “deliverables” is simply not enough. Efficient or well-managed development projects and outputs will lose their relevance if they yield no discernible improvements in development conditions and ultimately in people’s lives. The United Nations Development Programme (UNDP) has been increasing its focus on achievement of clearly stated results. Nowadays, results-based management (RBM) has become UNDP’s management philosophy.

As part of its efforts in enhancing RBM, UNDP has shifted from traditional project monitoring and evaluation (M&E) to results-oriented M&E, especially outcome monitoring and evaluation that cover a set of related projects, programmes and strategies intended to bring about a certain outcome. An outcome evaluation assesses how and why an outcome is or is not being achieved in a given country context, and the role that UNDP has played. Outcome evaluations also help to clarify underlying factors affecting the situation, highlight unintended consequences (positive and negative), recommend actions to improve performance in future programming, and generate lessons learned.

Outcome to be evaluated

The Evaluation Plan of UNDP China adopted in January 2007 has made arrangements for Country Programme Document (CPD) outcome evaluations in the country Programme cycle of 2006-2010. The CPD outcome 10, Global Partnerships Promoted for Effective Results is scheduled for the year 2008, which needs to be finished by July, with key evaluation stakeholders like CICTEC, SSC/SU, CABC, etc. The specifications are summarized in the table followed on programme component, programme outcome, programme output, output indicators/baseline/target and resources by goal.

UNDAF Outcome 5: Increased role and participation in international arena and international cooperation.

Programme component	Programme outcomes	Programme outputs	Output indicators, baselines and targets	Resources by goal
Achieving the MDGs and reducing human poverty	10. Global partnerships promoted for effective results	10.1. China/Africa Business Council effectively promoting trade and investment.	10.1. Public-private partnerships enhanced in South-South cooperation initiatives. 10.2. China's cooperation with neighbouring countries in Tumen area, Central Asia and Mekong sub-region increased, especially in fields of trade, investment, tourism and transport.	Regular resources: \$2 million Other resources: \$6 million

Source: *Country Programme Document for China, 2006-2010*, Pages 13-14, UNDP China.

In the above box, a few indicators are identified to help measure the progress towards the achievement of the outcome. The evaluators are allowed to choose other indicators that are conducive to examining the progress of the outcome and the contributions of UNDP.

Brief national context related to the outcome

Globalization has on the one hand posed challenges for developing countries while on the other hand introducing new partnerships to the arena of South-South cooperation (SSC). The decline of Overseas Development Assistance and the recognition of shared needs and common issues have stimulated the growth of technical and economic cooperation between developing countries (TCDC/ECDC). Strengthening SSC through TCDC/ECDC has become a key part of China's foreign and economic policy in recent years.

South-South cooperation has an essential role to play in enhancing the status and voice of developing countries in the global economic arena. As such it can play an important role in boosting achievement by 2015 of the Millennium Development Goals – the MDGs – the globally accepted targets for reducing poverty, enhancing sustainability and raising the living standard of vulnerable populations.

Since the start of South-South cooperation in the 1960s, political forces have been its drivers, with inter-governmental arrangements and international organizations as key tools and players in the arena. As a result there have been times when South-South cooperation seemed more of a slogan and a topic of discussion than a concrete reality. It is only in the past few years that economic forces, i.e. trade, investment, tourism, transport and banking credit have emerged as dominant levers in promoting international flows of goods, capital, technology and human resources among developing countries, with an increasing part driven by private sector. According to Chinese official statistics, the value of bilateral trade between China and Africa increased from US\$ 40 billion in 2005, to 56 billion in 2006 and further to 73 billion in 2007.

In the meantime, Chinese outwards direct investment in Africa rose from US\$ 317 million in 2004, to 392 million in 2005 and further to 519 million in 2006. As declared in November

2006 by Chinese President *Hu Jintao* in his speech at the opening ceremony of *the Beijing Summit of the Forum on China-Africa Cooperation*, China promised to double its 2006 assistance to Africa by 2009; to provide US\$ 3 billion of preferential loans and US\$ 2 billion of preferential buyer's credits to Africa in the period of 2007-2009; and to set up a *China-Africa Development Fund* which will reach US\$ 5 billion to encourage Chinese companies to invest in Africa. All of the above figures have demonstrated the momentum and bright future of closer economic exchange between China and Africa.

Strategically, the tool of public private partnerships (PPP) has huge potential in China, with both challenges and opportunities. It is well-timed for UNDP China to scale up its efforts, to mobilize more resources, so as to realize good results. In order to make our outreach efforts more effective, strategic and systematic, the strategy of UNDP China on PPP is to help intensify our partnership efforts with the private sector to contribute to the attainment of the United Nations Development Assistance Framework (UNDAF) and UNDP Country Programme. As an integral part of the country programme, PPP will be integrated into the UNDP Programmes aiming at helping achieving the expected outcomes and results.

UNDP outputs and associated projects

The outputs are to be accomplished through a group of UNDP-supported projects and various non-project activities (soft assistance). The following table shows the UNDP-supported projects that are associated with the outputs and the outcome. Currently, the total approved budget under UNDP-supported projects in China with regard to the above outcome is around US\$ 15.5 million in the whole project cycles of the listed projects.

Table: Summary of UNDP-supported projects that are associated with the outcome

No.	Project Number	Project Title	Source of Fund	Total Budget (in USD)	Project Duration	Executing Agency	Counterparts
1	00043576 (CPR/04/618)	China-African Business Council (CABC)	TRAC SU/SSC	700,000	2005-2008	CICETE	Guangcai Programme
2	00034283 (CPR/04/606)	Chinese New Silk Road (Phase II)	TRAC Gov't C/S	1,384,965	2004-2008	CICETE	Some Silk Road Cities
3	00037848 (CPR/04/608)	Promoting SSC in the 21st Century (TCDC II)	TRAC Gov't C/S	1,606,339	2004-2007	CICETE	TCDC Internet Members
4	00055702 (CPR/07/17)	Cross-Border Economic Zone (CBEZ)	TRAC Gov't C/S	3,000,000	2007-2009	CICETE	Guangxi Yunnan
5	00012158 (INT/01K50)	Strengthening SSC through Pivotal Countries	TF (China)	2,698,769	2001-2008	CICETE	
6	00057549 (INT/07K51)	South-South GATE	SU/SSC TF(China)	323,000	2007- 2008	CICETE	SUAEE
7	00032172 (RAS/01/430)	Tumen III	TRAC CPR ROK TF ROK Gov't	3,155,302	2001-2008	UNOPS	Five Tumen Member countries
8	00043576 (RAS/04/SRSP)	Silk Road Regional Programme	RBAP RBEC	1,069,784	2005-2007	DEX	Five Central Asian Countries
9	00012119 (Pending)	Public Private Partnership Facility (Umbrella Project)	TRAC Third Party	1,470,000	2001-2008	CICETE	

B. OBJECTIVES OF THE EVALUATION

As one of the CPD outcome evaluations in the Country Programme Cycle 2006-2010, the evaluation is to conduct an overall assessment of the relations between the outcome and its variables, by ways of reviewing important projects/programmes in this portfolio and their responding inputs/outputs to the outcome, examining the contribution of non-project activities and soft assistance to the outcome, and looking into the effectiveness of the current partnerships.

Specifically, the outcome evaluation shall assess the following: (i) *outcome analysis* - what and how much progress has been made towards the achievement of the outcome (including contributing factors and constraints), (ii) *output analysis* - the relevance of and progress made in terms of the UNDP outputs (including an analysis of both project activities and soft-assistance activities¹³), and (iii) *output-outcome link* - what contribution UNDP has made/is making to the progress towards the achievement of the outcome (including an analysis of the partnership strategy), (iv) *future intervention strategies and issues*. Most importantly, the evaluation report should be forward-looking by making recommendations on future programming strategies and issues in line with the Country Programme Document.

C. SCOPE OF THE EVALUATION

This outcome evaluation will be looking at the relevance and contributions of UNDP project activities with regard to the outcome. Specifically, the outcome evaluation is expected to address the following issues:

Outcome analysis

- How has UNDP's support for Global partnerships positively contributed to a favorable environment for the attainment of MDGs in China and abroad?
- How is the Global partnerships used to improve trade, investment, tourism, transport and banking credit in promoting South-South cooperation?
- How is the Global partnerships promoted as part of sustainable development strategy in China and other developing nations?
- Has there been improvement in key institutions in terms of institutional and individual capacities in servicing public and private sectors, as a result of UNDP's support? Is it more likely that coordinated efforts will be made among various institutions?
- How has the concept as well as the achievement of global partnerships been distributed among the network of partnerships of UNDP?
- To what extent have the partners of UNDP been inspired and empowered by UNDP in either policy making or business operations?

¹³ For UNDP, soft assistance activities include advocacy, policy advice/dialogue, and facilitation/brokerage of information and partnerships.

- To what extent have the good practices and lessons been shared among developing nations? Are there any follow-up actions in institutional changes, knowledge products, or individual capacity improvement?

Output analysis

- How have the UNDP's outputs been relevant to the outcome?
- Has sufficient progress been made in relation to the UNDP outputs? If not, what are the factors (positive and negative) that affect the accomplishment of the outputs?
- Has UNDP's strategy in producing the outputs been effective and cost-efficient?
- Assessment of UNDP's ability to advocate best practices and desired goals both in China and abroad.

Output-outcome link

- Whether UNDP's outputs or other interventions can be credibly linked to the achievement of the outcome (including the key outputs, projects and assistance soft and hard that contributed to the outcome)?
- What are the key contributions that UNDP has made/is making to the outcome?
- What has been the role of UNDP's soft-assistance activities in helping achieve the outcome? Has UNDP been able to advocate for change and reform, promote public participation, or support drafting/implementation of rules in line with international practices?

Forward-looking analysis and recommendations

- With the existing partnerships with other actors and stakeholders, has UNDP achieved the outcome within the set timeframe and inputs – or whether additional resources are required and new or changed variables/factors are needed in the future?
- To what extent are the focus areas in the new Country Programme Document (CPD) relevant to the development needs of China during the new programme cycle? What strategies should UNDP undertake to achieve intended development results? What are the priority issues that UNDP could focus on in the short-term?
- Whether UNDP's partnership strategy has been appropriate and effective. Has UNDP been able to bring together various partners across sectoral lines to address global partnerships of China? Will these concerns be taken into account in national policy and “go abroad” strategies?
- Assessment of UNDP's ability to develop national capacity in a sustainable manner. Has UNDP been able to respond to changing circumstances and requirements in capacity development?
- What is the prospect of the sustainability of UNDP activities related to the outcome? Can it be ensured that outcome will be reached and maintained even after the UNDP engagement?

D. PRODUCTS EXPECTED FROM THE EVALUATION

The key product (deliverable) expected from this outcome evaluation is a 20-25 page comprehensive analytical report in English that should, at least, include the following content:

- Executive summary
- Introduction
- Description of the evaluation methodology
- An in-depth analysis of the situation with regard to the outcome, the outputs and the partnership strategy
- Key findings (including best practice and lessons learned)
- Conclusions and recommendations
- Annexes: TOR, field visits, people interviewed, documents reviewed, etc.

The evaluation report should provide fact-based answers to the key questions raised in Section C on the scope of the evaluation. (See the *UNDP Guidelines for Outcome Evaluators* for a detailed guidance on the preparation of an outcome evaluation report).

E. METHODOLOGY/EVALUATION APPROACH

An overall guidance on outcome evaluation methodology can be found in the *UNDP Handbook on Monitoring and Evaluating for Results* and the *UNDP Guidelines for Outcome Evaluators*. The evaluators should study those two documents very carefully before they come up with the concrete methodology/approach for the outcome evaluation.

Specifically, during the outcome evaluation, the evaluators are expected to apply the following approaches for data collection and analysis: (i) desk review of existing documents and materials, (ii) interviews with partners and stakeholders (including what the partners have achieved with regard to the outcome and what strategies they have used), (iii) field visits to selected key projects, (the purpose of the field visits is mainly to verify the UNDP produced outputs and the impact of the outputs), and (iv) briefing and debriefing sessions with UNDP and the government, as well as with other donors and partners. Of course, the evaluation team has certain flexibility to adapt the evaluation methodology/approach to better suit the purpose of the evaluation exercise.

F. EVALUATION TEAM

The evaluation team will consist of two consultants: one international consultant (as team leader) and one national consultant (as team member). The international consultant should have an advanced university degree and at least ten years of work experience in the field of development, international trade, foreign direct investment, business administration and finance. The team leader will take the overall responsibility for the quality and duly submission of the evaluation report in English.

Specifically, the international consultant (team leader) will perform the following tasks:

- Lead and manage the evaluation mission;
- Design the detailed evaluation scope and methodology (including the methods for data collection and analysis);
- Decide the division of labor within the evaluation team;
- Conduct an analysis of the outcome, outputs and partnership strategy (as per the scope of the evaluation described above);
- Draft related parts of the evaluation report; and
- Finalize the whole evaluation report and submit it to UNDP.

The national consultant will perform the following tasks with a focus on China-specific analysis:

- Liaise with Chinese project authorities; collect and translate, when necessary, project materials;
- Introduce Chinese background information to international consultant;
- Review project documents particularly including those in Chinese;
- Participate in the design of the evaluation methodology;
- Conduct an analysis of the outcome, outputs and partnership strategy (as per the scope of the evaluation described above); and
- Draft related parts of the evaluation report.
- Draft 6-8 page mid-term evaluation report for the first phase of the project of China-Africa Business Council, if it is possible in both timeframe and budget.

G. IMPLEMENTATION ARRANGEMENTS

To facilitate the outcome evaluation, UNDP China will set up an Evaluation Focal Team (EFT), which will provide both substantive and logistical support to the evaluation team.

During the evaluation, UNDP China will help identify the key partners for interviews by the evaluation team. A total of about 15 work days are required for the evaluation, which are broken down as follows:

Activity	Working days
Evaluation designing	1 day
Desk review of existing documents	2 days
Briefing with UNDP China	1 day
Interviews with CICETE	1 day
Interviews with Guangcai Programme, CABC Secretariat, Tumen Secretariat, IPRCC	2 days
Drafting of the evaluation report	3 days
Debriefing with UNDP China	1 day
Finalization of the evaluation report	2 days
Final revision	2 days in the last week of July 14-18

H. SELECTED DOCUMENTS TO BE STUDIED BY THE EVALUATORS

The following documents should be studied by the evaluators:

- UNDP Handbook on Monitoring and Evaluating for Results
- UNDP Guidelines for Outcome Evaluators
- UNDP Results-Based Management: Technical Note
- United Nations Development Assistance Framework (UNDAF) for China (2001-2005)
- UNDP Country Cooperation Framework (CCF II) for China (2001-2005)
- UNDP Multi-Year Funding Framework (2004-2007)
- UNDP Assessment of Development Results (ADR) for China (2005)
- UNDP Results-Oriented Annual Report (ROAR) for China (2005, 2006, 2007)
- UNDP Project documents and project monitoring reports
- UNDP Strategic Plan, 2008-2011, Accelerating Global Progress on Human Development
- Evaluation of UNDP'S Second Regional Cooperation Framework for Asia and the Pacific, 2002–2006
- Third Cooperation Framework for South-South Cooperation (2005-2007)
- Other documents and materials related to the outcome to be evaluated (e.g. government, donors)

**Specific Terms of Reference for the International Consultant (Team Leader)
as a supplement to the overall TOR for the outcome evaluation**

In consultation with UNDP and within the framework of the overall Outcome Evaluation TOR and available resources (time and financial budget etc.), the International Consultant (Team Leader) has the overall responsibility for the evaluation in terms of the following:

- Evaluation preparation, e.g., design, approach, itinerary, document review, team discussion, focus of the evaluation efforts (past or future orientation etc.);
- Realistic scoping of the evaluation (e.g., format, contents, and length of the evaluation report, level of details expected including the amount of quantitative data, roles and participation of key partners), within the available resources (time and financial budget etc.);
- Designation and clarification of specific responsibilities in the team; supervision and certification of the performance of the national team member;
- Field visits to project sites;
- Interviews with partners and stakeholders;
- Coordination of the actual implementation of the evaluation;
- Within the evaluation team, focusing on overall designing of the mission, methodology, global impacts, key factors to outcome, key partners, and key programme/projects.
- Final report writing with inputs from the team member to meet the objectives of the evaluation TOR.

For the purpose of workload calculation, the following indicative schedule since early June 2008 is drafted. The more specific itinerary of travel and work in China may be adjusted and improved by the evaluation team as necessary, in consultation with UNDP.

Activity	Working days
Evaluation designing	1 day
Desk review of existing documents	2 days
Briefing with UNDP China	1 day
Interviews with CICETE	1 day
Interviews with Guangcai Programme, CABC Secretariat, Tumen Secretariat, IPRCC	2 days
Drafting of the evaluation report	3 days
Debriefing with UNDP China	1 day
Finalization of the evaluation report	2 days
Final revision	2 days in the last week of July 14-18

Before the mission starts, the team leader is expected to communicate with UNDP and team member for the evaluation preparation, and review relevant documents sent by UNDP and the national consultant.

The team leader will prepare a final report to cover the content required by the evaluation TOR and agreed to with UNDP during the specific design of the evaluation. The length of the final report is expected to be 20-25 pages, with any additional details needed to be supplied in supporting appendices/annexes.

Based on the response to the above points and duly preparation of the final evaluation report, the performance of the team leader's services will be certified by UNDP China.

Implementation Arrangements

UNDP China will provide the following inputs, as more specific description of the travel provisions of the SSA:

- Domestic mission travels to and from the project sites in China: round-trip economy-class air tickets and/or land transportation following the actual mission itinerary between Beijing and the project sites;
- International mission travel: one round-trip air-ticket for the most direct route, plus airport charges as required.

Reporting to UNDP China

The evaluation team will maintain close contacts with all the key and relevant partners and stakeholders and will report to UNDP China. Although the team should feel free to discuss any relevant matters with the partners/stakeholders in relation to its assignment, it is not authorized to make any commitment on behalf of UNDP or the Government.

Annex 5: People interviewed

The agenda below provided by UNDP China to the consultants provides a complete list of meetings and interviews.

Mission Agenda of Consultants for Outcome Evaluation

(updated 6 June 2008)

Date	Activity	Focal Point
5 June(Thu) 10:00am- 11:30am	Briefing with UNDP China Meeting (at UNDP Small Conference Room) with Ms. Alessandra Tisot, Deputy Country Director Mr. Renaud Meyer, Deputy Country Director Ms. Hou Xin'an, Team Leader of SED-SSC Ms. Luan Liying, Corporate Advisor Mr. Lu Lei, Team Leader of SPMS Ms. Bai Jing, Programme Manager Mr. Wang Huidong, Programme Manager	BJ//WHD
13:00pm- 17:00pm	Evaluation designing	
6 June(Fri)	Evaluation designing	WHD/MJ
10:00am- 11:00am	Meeting (at Tumen Secretariat) with Ms. Nataliya Yacheistova, Director National Coordinators of five Tumen member counties (through phone call)	
11:00pm	Desk review of existing documents	
16:00pm- 17:00pm	Meeting with Key Stakeholders (at UNDP Small Conference Room) with Mr. Mark George, Policy Analyst, DFID China	
7 June(Sat)	Desk review of existing documents	MJ
8-9 June(Sun- Mon)	Drafting of the evaluation report	WHD/MJ
10 June(Tue) 10:00am- 11:30am	Interviews with CICETE Meeting (at F11 of CICETE office) with Mr. Zhao Yongli, Associate Director General Mr. Wang Wei, Deputy Director Ms. Zhang Wei, Deputy Director	WHD/MJ
13:00pm	Drafting of the evaluation report	

11 June (Wed)	Interviews with Guangcai Programme, CABC Secretariat and some Member Companies' Representatives	WHD/MJ
9:30am-11:00am	Meeting (at CABC Secretariat) with Mr. Sun Gongling, Secretary General of Guangcai Programme Ms. Zhang Li, Deputy Secretariat General Mr. Mahamat Adam, Programme Manager	
13:00pm	some CABC member companies' representative Drafting of the evaluation report	
12-13 June (Thu-Fri)	Drafting of the evaluation report	MJ
13 June(Fri)	Debriefing with UNDP China	BJ/WHD
10:30pm-11:30pm	Meeting (at UNDP Room 303) with Ms. Bai Jing, Programme Manager Mr. Wang Huidong, Programme Manager	
14:00pm-15:30pm	Meeting (at UNDP Small Conference Room) with Mr. Subinay Nandy, Country Director Ms. Alessandra Tisot, Deputy Country Director Mr. Renaud Meyer, Deputy Country Director Ms. Hou Xin'an, Team Leader of SED-SSC Ms. Luan Liying, Corporate Advisor Mr. Lu Lei, Team Leader of SPMS Ms. Bai Jing, Programme Manager Mr. Wang Huidong, Programme Manager	
14-16 June (Sat-Mon)	Finalization of the evaluation report	MJ
16 June (Mon) 14:00pm-15:30pm	External Debriefing with Key Programme Partners Meeting (at UNDP Small Conference) with CICETE and MOFCOM	HXA/BJ/WHD
14-25 July (3days)	Final revision	WHD

Annex 6: References

Websites:

1. UNDP China country office
www.undp.org.cn
2. Greater Tumen Initiative
www.tumenprogramme.org
The evaluation team was unable to access this web address.
3. Silk Road Regional Programme
none listed in project documents
4. Promoting SSC in the Twenty-first Century (TCDC II)
none listed in project documents
5. China-Africa Business Council
<http://www.cabc.org.cn/english/index.asp>
6. Cross-Border Economic Zones
none listed in project documents

Documents

China-Africa Business Council

- 2005 *Progress Report 2005* (Beijing: CABC)
- 2006 *Progress Report 2006* (Beijing: CABC)
- 2007a *Progress Report 2007* (Beijing: CABC)
- 2007b *Draft Document for CABC Project Extension* (Beijing: CABC)
- 2008 *Draft Document for CABC Extension* (Beijing: ms)

China International Center for Economic and Technical Exchanges (CICETE)

- 2005 *Chinese New Silk Road II: Annual Progress Report 2005* (Beijing: CICETE)
- 2006a *Chinese New Silk Road II: Annual Progress Report 2006* (Beijing: CICETE)
- 2006b *Annual Progress Report 2007: Promoting South-South Cooperation in 21st Century CPR/04/608* (Beijing: CICETE)
- 2007a *Chinese New Silk Road II: Annual Progress Report 2006* (Beijing: CICETE)
- 2007b *Lancang-Mekong CBEZ: Annual Progress Report 2007* (Beijing: CICETE)
- 2007c *Annual Progress Report 2007: Promoting South-South Cooperation in 21st Century CPR/04/608* (Beijing: CICETE)
- 2007d *Silk Road Initiative: An overview of Programme's to-date results and plans for future* (Beijing: CICETE)
- [no date] *China's South-South Cooperation Strategy in the Context of Globalization* (Beijing: CICETE, powerpoint presentation)

China Society for the Promotion of the Guangcai Program

- 1996 *Ten-years of Glory* (Beijing: Guangcai Program)

Global Compact

- 2008a *What is the Global Compact?*
<http://www.unglobalcompact.org/AboutTheGC/index.html>
- 2008b *The Ten Principles of the Global Compact*

- <http://www.unglobalcompact.org/AbouttheGC/TheTENPrinciples/index.html>
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2004 *Support to Establishing the China-Africa Business Council (CABC)* (Beijing: UNDP)
[no date] *Promoting South-South Cooperation in the 21st Century* (Beijing: UNDP), cited as (SSC no date)
2007 *Project Document: Enhancing China-ASEAN Economic Cooperation, Cross-border Economic Cooperation Zones at the China-Vietnam Border* (Beijing: UNDP), cited as (RPC/UNDP no date)
- Kaaria, Tauno
2007 *Evaluation of the Tumen River Area Development Programme (TRADP)* (Espoo, Finland: Ramboll Finnconsult)
- Malik, Khalid
2008 *Statement at China-Africa Business Forum: Promoting China-Africa business partnerships in South-South Cooperation* (Arusha: ms)
- Mahamat, Adam
2006 *China Africa Business Council, Progress Report 2006* (Beijing: CABC)
- Meyer, Renaud
2007 *Statement at China-Africa Private Enterprises Co-operation Forum (Macao): Growing role of Private Sector in China-Africa partnerships* (Macao: ms)
- Ministry of Foreign Affairs, People's Republic of China and United Nations system in China
2005 *China's Progress towards the Millennium Development Goals* (Beijing: Department of International Organisations)
- Nair, Sreeja, and Vivek Kumar
[no date] *Note 2: South-South Cooperation* (New York: UNDP)
- Oya, Carlos
2008 'Greater Africa-China Economic Cooperation: Will This Widen 'Policy Space'?' *Development Viewpoint 4*, June (London: C DPR)
- Tumen Secretariat
2006a *Progress Report September 2005-January 2006* (Beijing: UNDP and Tumen Secretariat)
2006b *Report on the Implementation of the Almay Programme of Action* (Beijing Tumen Secretariat)
2006c *Annual Report 2006* (Beijing: Tumen Secretariat)
2006d *Minutes of the Meeting of 2006 Annual Project Review Meeting of Tumen Project* (Beijing: Tumen Secretariat)
2007a *Annual Work Plan for 2008* (Beijing: Tumen Secretariat)
2007b *Annual Report 2007* (Beijing: Tumen Secretariat)
2007c *Valdivostock Declaration: The 9th Consultative Commission Meeting of the Greater Tumen Initiative (GTI)* (Vladivostock: Tumen Secretariat)
2007d *Background Brief: Greater Tumen Initiative (GTI)* (Beijing: Tumen Secretariat)

- 2008 *Minutes of Meeting of Business Advisory Council (BAC)* (Shanghai: Tumen Secretariat)
- United Nations Conference on Trade and Development
2006 *Report on the China-Kenya Investment Forum* (Geneva: UNCTAD)
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2000 *United Nations Development Assistance Framework For China (2001 – 2005)* (Beijing: UNCT)
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2006a *Human Development Report 2006: Beyond scarcity: Power, poverty and the global water crisis* (New York: UNDP)
2006b *Annual report: Global Partnerships for Development* (New York: UNDP)
2007a *Draft strategic plan, 2008-2011 Accelerating global progress on human development* (New York: UNDP)
2007b *Annual report: Making Globalisation Work for All* (New York: UNDP)
2007c *Human Development Report 2007/2008: Fighting climate change: Human solidarity in a divided world* (New York: UNDP)
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2000 *Project Summary: The Greater Tumen Initiative (GTI)* (Beijing: UNDP)
2001 *Inter-country Programme for Northeast Asian Region, People’s Republic of China, Democratic People’s Republic of Korea, Mongolia, Republic of Korea and Russian Federation* (Beijing: UNDP)
2003a *Project Summary: Capacity Building and Human Resource Development for Provinces along the Chinese New Silk Road (Phase II)* (Beijing: UNDP)
2003b *Project Summary: Promoting South-South Cooperation in the 21st Century (TCDCII)* (Beijing: UNDP)
2004a *Common Country Assessment 2004: Balancing Development to Achieve an All-round Xiaokang and Harmonious Society in China* (Beijing: UNCT)
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2005b *National Human Development Report 2005* (Beijing: UNDP)
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- 2008c *Terms of Reference: Outcome Evaluation on Partnerships (Global Partnerships Promoted for Effective Results)* (Beijing: UNDP)
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