
UNDP

**Poverty Alleviation and Sustainable
Development in China**

Final Evaluation Report

Project Evaluation Team

August 20, 2021

Summary

Project/outcome Information		
Project/outcome title	UNDP Poverty Alleviation and Sustainable Development Program	
Atlas ID	107234 (Award)/107574 (Output)	
Corporate outcome and output	<p>CPD outcome 1: A greater proportion of the population enjoy improved living conditions and increased opportunities for economic, social and cultural development.</p> <p>CPD output 1.1: Output 1.1: Targeted poor and most vulnerable have an increased income and better access to financial services.</p>	
Country	China	
Region	RBAP	
Date project document signed	Nov 22, 2017	
Project dates	Start	Planned end
	Nov 2017	July 2021
Project budget	3,468,000.00	
Project expenditure at the time of evaluation	3,461,438.38	
Funding source	Government cost-sharing	
Implementing party ¹	CICETE	

Evaluation information	
Evaluation type (project/ outcome/thematic/country programme, etc.)	Project evaluation
Final/midterm review/ other	Final evaluation

¹ It is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

Period under evaluation	Start	End
	Nov 2017	July 2021
Evaluators	Mr. Zuo Ting (team leader), etc.	
Evaluator email address	zuoting@cau.edu.cn	
Evaluation dates	Start	Completion
	1 May 2021	9 June 2021

This project aims to carry out institutional mechanism innovation for farmers and farmers' cooperative organizations development through the cooperation of international poverty alleviation projects, so as to enhance capacity of local farmers and promote agriculture production and the development of poverty alleviation industries and market-oriented service systems in poor areas, thus help the Chinese government win the fight against poverty and global commitment to SDGs. The project is an umbrella with three pilot-projects in three designated poverty-stricken areas where the Ministry of Commerce (MOFCOM) has been assigned to pairing-off support, which are Chengbu Miao Autonomous County in Hunan Province, Yilong County in Sichuan Province and Guang'an District in Guang'an City, Sichuan Province.

There are 5 outputs designed for this project as following:

Output 1: Service platform/center for poverty alleviation and sustainable development as a social organization (Minfu Center)

Output 2: Foster and develop regulated farmers' cooperatives, standardize and enhance governance of existing cooperatives

Output 3: Promoting cooperatives union's link with agricultural markets to achieve resource convergence, industrial upgrading and develop external markets

Output 4: Support the development of "Trinity" (production, supply and marketing, credit financial service) within cooperatives

Output 5: Project experience exchange and model promotion

In addition, this output includes the further development of regulated mutual fund operations within farmers' cooperatives through the UNDP project "Building the Inclusive Financial Systems in China"(Project Code: 41442/CPR/06/202).

Overall implementation: The project started on November 18, 2017, and was originally planned to end on December 31, 2020. Due to the impact of the COVID-19 epidemic, the project was extended to July 31, 2021. The total project budget is RMB 23 million

(including additional project funds of RMB 2 million for Yilong County, and additional funds of RMB 1 million to mitigate the economic impact of the COVID-19 epidemic on poor areas), which has been largely disbursed as of April 30, 2021. The overall funding implementation rate of the project is 99.1%. The project has basically completed the required contents of each output.

Overall conclusion of this evaluation: In general, the objectives of the project have been achieved. At the end of April 2021, the financial delivery rate of the project had reached 99.1%, with some required contents of the project were slightly delayed due to the impact of the COVID-19 epidemic, but during the evaluation, all local project management offices had received commitments to be able to achieve the project objectives within the project extension period.

The project pilots have implemented all activities well, with standardized and effective organization and management. And the funds utilization is reasonable and compliant. The project is in line with the current policy requirements and has made positive contributions to the local poverty alleviation program, laid a good foundation for linking the consolidation the achievement of fight against poverty with rural revitalization for the new stage. It creates a sound situation to promote the construction of modern agricultural management system and the modernization of agriculture and rural areas in each pilot. The project prospectively connects the fight against poverty with rural revitalization strategies effectively. Its results have played a positive and effective demonstration role.

Major recommendations from this evaluation:

1. Cooperate for further innovative approaches by UNDP and the Ministry of Commerce in the context of rural revitalization

- 1) Promote institutional construction and introduction of credit business within the cooperatives.
- 2) Further improve and innovate the institutional mechanism of market-oriented agricultural and rural service system.
- (3) Further promote the development of "Trinity" cooperative economies.
- 4) Continuously build the awareness of gender mainstreaming for poverty alleviation.

2. Consolidate the project results, and continuously support the sustainable development of Minfu Center

While the existing governmental management and service institutions for farmers' professional cooperatives still have problems such as insufficient services, unclear duties and inadequate workforce , the Minfu Center plays a very important role of supplementation in linking government departments, promoting industry self-regulation, and improving industrial interconnection among cooperatives. Especially for the capacity of market oriented agricultural services, Minfu Center is undoubtedly a system and institutional innovation. Therefore, it is recommended that take advantage of setting-up

of rural revitalization bureaus in various regions, local government should continuously operate the Minfu Center and fully play its roles.

At the same time, with the organizational transformation from poverty alleviation to the rural revitalization and the division of functions between different entities has been basically determined, it's a good opportunity to clarify the institutional positioning and functions of the Minfu Center. On the basis of clarifying the nature and status of the Minfu Center, capacity building of the Minfu Center should be focused including staffing, service delivering, etc.

3. Support the summarizing, exchanges and dissemination of project results

From poverty alleviation campaign to rural revitalization, China's rural areas urgently need to strengthen the research and promotion of adaptive policies. This project has accumulated a lot of good experiences and cases in market-oriented services, regulated management of cooperatives, "Trinity" model of cooperatives, mutual finance, cooperative union, integrated development of rural industries, etc. It played a demonstration role for the primary-level government to cultivate a market-oriented, professional, and regulated operation of the integrated agricultural service platform. It is recommended to further strengthen the cross-sectoral policy research of the project results, enhance the communication between project pilots and different regions, and strengthen the summarizing, publication and propaganda of the results.

Some important project results should be summarized soon and submitted to the central decision-making departments such as the Ministry of Agriculture and Rural Affairs and the National Bureau of the Rural Revitalization, also the All China Federation of Supply and Marketing Cooperatives.

It is also recommended to strengthen the international exchange of agricultural and rural development experiences under the SDG Agenda through the UN system.

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1、 Background

1.1 Policy background of the project

The Chinese government formulated the decision to win the battle against poverty in 2015, committing itself to lifting all poor of poverty by the end of 2020 and achieving the goal of building a moderately prosperous society in all respects. In 2017, the 19th National Congress of the Communist Party of China (CPC) proposed the rural revitalization strategy and the task of achieving an effective linkage between poverty alleviation and rural revitalization. Winning the battle against poverty with high quality and comprehensively promoting the rural revitalization strategy require a series of innovations of production, operation, and management system in rural areas. 2018's No. 1 document of central government "Opinions on Implementing the Rural Revitalization Strategy of the CPC Central Committee and the State Council" proposed to foster various specialized market-oriented service organizations, promote socialized services throughout agricultural production, and help small farmers save costs and improve efficiency. Developing diversified association and cooperation, enhancing the organization level of small farmers, and promoting the effective connection between small farmers and modern agricultural development.

The United Nations Development Programme (UNDP) has been working with the Chinese government on rural poverty alleviation and development. And in 2014 the UNDP-supported Yilong County project was a successful pilot of mutual credit fund within cooperatives, forming the "Yilong model" with the socialized organization – Minfu (Enriching people) Center as the core innovation. In response to the Chinese government's poverty alleviation campaign and the Global Sustainable Development Goals (SDGs), in 2017 the Ministry of Commerce (MOFCOM) and the United Nations Development Programme (UNDP) decided to launch the "Poverty Alleviation and Sustainable Development in China project" based on past experience. The project is implemented by the China International Center for Economic and Technical Exchanges (CICETE).

The purpose of this project is to explore and expand institutional innovation through capacity building and interconnection of county government, social and community resources (financial, human, and productive). The core objective is to build a platform and mechanism for cooperation among farmers' cooperatives, leading enterprises, social organizations, and local governments, and to carry out institutional mechanism innovation with farmers and farmers' cooperative organizations in the project implementation areas through the cooperation of international poverty alleviation projects, so as to enhance the organization of local farmers and agriculture, and promote the development of poverty alleviation industries and socialized service systems in poor areas.

The project focuses on the integrated development of rural areas, and explores the innovation and promotion of the "Trinity" of production, credit and marketing of farmers' cooperatives, which includes credit cooperative financial services, which is beneficial to transforming "blood transfusion" into "hematopoiesis" to support high-quality rural poverty alleviation and sustainable community development. The project will further build the effective linkage between the consolidation and expansion of the poverty alleviation achievement and rural revitalization.

1.2 Background of Pilots

The project designated three poverty-stricken areas where the Ministry of Commerce (MOFCOM) has been assigned to pairing-off support, which are Chengbu Miao Autonomous County in Hunan Province, Yilong County in Sichuan Province, and Guang'an District in Guang'an City, Sichuan Province.

(1) Chengbu County, Hunan Province

Chengbu Miao Autonomous County of Hunan Province is in the border of southwest Hunan, located in the junction of two provinces (Hunan, Guangxi), three cities (Shaoyang, Huaihua, Guilin), the ancient "Pole in South Chu, Key area in Miao territory". The county has a total area of 2647 square kilometers, 13 townships (towns or fields), 191 administrative villages (communities), inhabited by Miao, Han, Dong, Yao and other 24 ethnic groups, with a total population of about 300,000, including a rural population of about 220,000, and was the national key county for poverty alleviation. The Ministry of Commerce (MOFCOM) has been assigned to pairing-off support the Chengbu County. As located in the Wuling Mountains, the topography of the county has the characteristics of "lots of mountains with few water and field". With a weak economic foundation and remote transportation location, as one of the deep poverty counties supported by the state and one of the eleven deep poverty counties in Hunan Province, there were 12,366 poor households and 48,177 people in the county by the end of 2018, of which 9,580 households and 39,030 people had been lifted out of poverty and 2,786 households and 9,147 people had not (including 102 households and 334 people returned to poverty), which is a poverty incidence rate of 4.08%. The county faced a relatively heavy task of poverty alleviation. In recent years, with the strong support of the Ministry of Commerce, under the strong leadership of the Hunan Provincial Government and Shaoyang Municipal Government, Chengbu County implements the decisions and arrangements on poverty alleviation of central, provincial, and municipal with sustained efforts. Poverty alleviation in Chengbu County has achieved remarkable results, the full realization of the "one exceeds, two assurances and three guarantees " ("One exceeds" means the per capita net income of rural households in the current year exceeds the current national poverty alleviation standard, " two assurances " means free from worries over food and clothing, "three guarantees" that is, having access to basic medical care, compulsory education, and housing security. In 2020, the Hunan Provincial Government approved Chengbu County to be removed from the poverty list, and in June of the same year, the county successfully passed the evaluation and random inspection of poverty-stricken counties organized by the Poverty Alleviation Office of State Council.

In December 2017, the China International Center for Economic and Technical Exchanges (CICETE), the United Nations Development Programme (UNDP), and the government of Chengbu County signed the *International Cooperation on Poverty Alleviation and Sustainable Development Chengbu County Subproject*. The subproject aims to follow the rural revitalization strategy and the United Nations 2030 SDGs as guidelines to cultivate and standardize farmers' professional cooperatives in compliance with the *Law of the People's Republic of China on Farmers' Professional Cooperatives* in Chengbu Miao Autonomous County, Hunan Province. With the participation of poor households and other farmers, the subproject provides members of the cooperatives (including poor households) with comprehensive services in terms of capital, technology, market, rural community and public services to help improving members' skills, developing industries, increasing income, and get rid of poverty, while strengthening the collective economy of the cooperatives, and achieving the sustainable development of the rural revitalization strategy.

(2) Yilong County, Sichuan Province

Yilong County, Sichuan Province, the hometown of De Zhu Commander-in-Chief of the Chinese People's Liberation Army and Comrade Side Zhang, belongs to Nanchong City, Sichuan Province, is located in the transition zone of low mountains and hills in northeast Sichuan. The county covers an area of 1791 square kilometers, 37 towns (streets), with a total population of 1.13 million, is a national designated poverty-stricken county. As a old revolutionary area, Yilong County's development has attracted much attention. Especially since 1986, the Ministry of Commerce (MOFCOM) has been assigned to pairing-off support Yilong county and gives special care to the county including project assistances, industrial poverty alleviation, talent training, labor export and other aspects. By the end of 2016, the incidence of poverty in Yilong County was 4.17%, and by August 2018, Yilong County has been lifted out of poverty successfully.

In March 2018, in order to further advance the various tasks of the Ministry of Commerce (MOFCOM)'s assistance to Yilong, and further consolidate the achievements of poverty alleviation, the China International Center for Economic and Technical Exchanges (CICETE) and the People's Government of Yilong County jointly signed the *United Nations Development Programme 'Poverty Alleviation and Sustainable Development' Project Implementation Agreement*. In October of the same year, Yilong County compiled the *Project Implementation Plan*. For more than two years, under the implementation of the Minfu Sustainable Rural Development Service Center in Yilong County, the project has been operating functionally and has achieved remarkable results. It has provided strong support for the standardized development of peasants' mutual help cooperatives and poverty alleviation in Yilong County.

(3) Guang'an District, Guang'an City, Sichuan Province

Guang'an District, Guang'an City, Sichuan Province, is the main urban area of Guang'an City, located in the eastern part of the Sichuan Basin, the western foot of the middle part of the Huaying Mountains, the western bank of the Qu River, is the political, economic and cultural center of Guang'an City. The district has a total area of 1027.93 square

kilometers, with a registered population of 901,000 people, and now has 6 streets, 19 towns and 238 administrative villages. The average registered population of towns and villages is 33,000, and the average area is 49.5 square kilometers. Guang'an District is one of the national designated poverty-stricken areas and supported by the state. By the end of 2017, the district has 14,869 households, a total of 47,322 people out of poverty, there are 2,068 households with a total of 6,268 people were still in poverty, the incidence of poverty was 0.96%. In October 2017, Guang'an District passed the national special assessment and inspection, and was officially approved by the People's Government of Sichuan Province to get rid of the poverty-stricken areas. Guang'an District is one of the first 28 national designated poor counties in the country and first 2 in Sichuan Province to remove their title of poverty, and was named the province's advanced county (district) in poverty alleviation. In 2019, the district has achieved the goal of 100% completion of poverty alleviation indicators, 100% villages exit of poor villages list, and 100% of poverty households out of poverty.

Guang'an District has completed the construction of "provincial e-commerce demonstration district in rural areas" and e-commerce industrial park. The three-level logistics and distribution system in the district and countryside also tends to be gradually improved. In the process of the development of the primary, secondary and tertiary industries, the cooperative and service organizations (such as cooperatives) formed by farmers on their own initiative are a force to be reckoned with, effectively promoting the development and gradual improvement of the industrial system.

2、Project Framework

2.1 Core tasks and implementation strategies of the project

Based on the project design and implementation strategy, the core objective of this project is to build a platform and mechanism for cooperation among farmers' cooperatives, leading enterprises, social organizations, and local governments, which is the Minfu Center.

The Minfu Center should be a service organization with independent legal personality, with a sound management system, with full-time and professional staffs, and able to organize cooperation among all parties in the following areas.

- ✓ Effectively cultivate and support the construction of farmers' cooperative organizations.
- ✓ Effectively screen and support local poverty alleviation industries.
- ✓ Effectively mobilize financial, productive and market resources.
- ✓ Effectively deliver marketplace services, especially e-commerce innovation.

Specifically, the functions of the Minfu Center are: to foster and promote the development of compliant farmers' cooperative; to be responsible for providing capacity building to farmers' cooperative; to be entrusted by the government to oversee the conduct of cooperative businesses; and to build a cooperation platform to help cooperatives and local businesses connect to external markets and financial resources.

The specific implementation strategies for this project are.

- ✓ Improve and strengthen the precision poverty alleviation approach to achieve inclusive and sustainable development. Guided by the national strategy of precise poverty alleviation, project activities should target poor households and directly benefit them as much as possible.
- ✓ Establish a transitional arrangement between the current poverty alleviation campaign and the goals of the 2030 sustainable development strategy. In conjunction with the UN SDGs and Agenda, establish a long-term mechanism for poverty alleviation by taking integrated regional development into account while implementation of precise poverty alleviation.
- ✓ Build the development capacity of poor farmers, small and medium-sized farmers. Capacity building is the main way to enhance the capacity of farmers, cooperatives, village, county governments and other related institutions for sustainable development.
- ✓ The core content of the project is to promote the establishment, development and perfection of the "Trinity" of farmers' cooperative system, and to drive poor households to participate in the development through the model of cooperative + farmers.
- ✓ Build innovative cooperative platforms to link cooperatives with enterprises, financial institutions and external markets to form effective industrial chains and give farmers a stable source of income; develop new market channels and trading models such as e-commerce; and mobilize resources from all parties to participate in the project.
- ✓ To fully learn from successful poverty alleviation experiences at home and abroad, to carry out experience exchanges among each project pilots, to summarize successful project achievements and to promote them appropriately.

2.2 Outputs of the project

2.2.1 Service platform/center for poverty alleviation and sustainable development as a social organization (Minfu Center)

Specific outputs of this component include:

- (1) Establish an independent socialized service platform: Minfu Center, as the implementing agency for the UNDP Poverty Alleviation and Sustainable Development Project in China

(2) Capacity building of the Minfu Center. The capacity building of the Minfu Center includes system building, expert support, and staff training

2.2.2 Foster and develop regulated farmers' cooperatives, standardize and enhance governance of existing cooperatives

(1) Foster and develop regulated farmers' cooperatives

(2) Establish and improve the development plans and regulations of cooperatives

(3) Training for cooperative managers and members

(4) Develop and customize cooperative management software services

2.2.3 Promote cooperatives union's link with agricultural markets to achieve resource convergence, industrial upgrading and develop external markets

(1) Promote the establishment of cooperatives unions and provide capacity building for cooperatives unions

(2) Promote the unions to connect with various resources such as the market

2.2.4 Support the development of "Trinity" (production, supply and marketing, credit financial service) within cooperatives

(1) Transformation ²and development of regulated credit cooperative finance service within farmers' cooperatives

In addition, this output includes the further development of regulated mutual fund operations within farmers' cooperatives through the UNDP project "Building the Inclusive Financial Systems in China"(Project Code: CPR/06/202).

2.2.5 Project experience exchange and model promotion

(1) Experience exchange and study tour activities

(2) Evaluate, summarize and disseminate project's successful experiences

3、 Project Evaluation

² Yilong County is the development of industry and supply and marketing cooperation on the basis of mutual funds, to convert the existing mutual funds society into farmers' professional cooperatives.

3.1 Methodology

The methodology used in this evaluation is a positivist methodology, with emphasis on evaluating the completion of the project's objectives and the problems that existed during its implementation.

The evaluation team obtained the information using project document reviews, key informant interviews, panel discussions and related second-hand literature collection. Among them, the project document review includes the project documents, the annual reviews, and the reports of some important project activities.

The specific analytical approach are mainly qualitative analysis, including case studies and comparative analysis methods. Participatory survey techniques were extensively used in the fieldwork.

A number of online and offline symposiums were held during the evaluation, including internal symposiums by the evaluation team and external symposiums with the participation of relevant stakeholders.

3.2 Time arrangement and Evaluation team

The evaluation was originally planned to be carried out in December 2020, but due to the impact of the COVID-19 epidemic, the evaluation and project closure was postponed to July 2021. This evaluation covers the specific situation in the three pilots and the overall assessment of the project.

China International Center for Economic and Technical Exchanges (CICETE) commissioned three teams of experts to conduct field research in each of the three pilots (see Table 1 for details), and led by Professor Ting Zuo from China Agricultural University (with Dr. Jingwen Gu from Minzu University of China as assistant) to conduct the overall assessment.

Table 1 Field research expert groups in three locations

Pilots	Expert Team Members	Field Research Period
Chengbu County, Hunan Province	Rural Development Institute, Chinese Academy of Social Sciences Prof. Hongzhi Cui	May 13-20, 2021
	Rural Development Institute, Chinese Academy of Social Sciences Du Xin	
Yilong County, Sichuan Province	College of Humanities and Development Studies (COHD), China Agricultural University Prof. Ting Zuo	May 10-16, 2021
	College of Humanities and Development Studies (COHD), China Agricultural University Prof. Le Rong Yu	

Guang'an District, Guang'an City, Sichuan Province	School of Public Policy and Administration, Chongqing University Professor Bao Yang	May 9-13, 2021
	College of Economics (College of Cooperatives), Qingdao Agricultural University Associate Professor Qian Miao,	

In addition, the Director of UN Operations III of the China International Center for Economic and Technical Exchanges (CICETE), Mr. Chengyu Bai, Deputy Director, Mr. Jin Xie, and Project Officers, Mr. Daxing Zhao and Mr. Jinhong Xie, also participated in the field research in the three pilots.

4. Findings of the evaluation: completion and impact of the project

4.1 Project Management

(1) Institutional arrangement and team

The United Nations Development Programme (UNDP), the China International Center for Economic and Technical Exchanges (CICETE) and the local government jointly set up the steering committee for this project. The Minfu Center in each project pilot is the core implementing agency of the project. And the specific institutional arrangement and team of each project pilot is adjusted according to the specific situation of the pilot.

Chengbu County has established a project management committee in the county government, and the headquarters of the designated poverty alleviation work in Chengbu County has commanded for overall management. Project management office set in the County Bureau of Agriculture and Rural Water Resources. Minfu Center was set up to specifically promote the work.

Yilong County in the county government has set up a project management committee within county government. The office was set up in the County Poverty Alleviation and Development Bureau, the director of the bureau is also the director of the project development center and also the deputy director of the project. The Minfu Center has been established to promote the specific work.

Guang'an district has set up a project management committee within district government. the project authority has been adjusted several times. The initial adjustment is from the District Business Bureau to the District Supply and Marketing Cooperative, and finally assigned the District Agricultural and Rural Bureau as the project authority based on the principle of counterpart. The bureau director is also the director of project development center director and also the deputy director of the project. The Minfu Center has been set up to promote the work.

(2) Work plan

The project is managed in accordance with the Project Implementation Manual jointly endorsed by UNDP and the China International Center for Economic and Technical Exchanges (CICETE). The CICETE and the local governments of each of the three project pilots signed the *Project Implementation Arrangement*, and each project pilot implemented the project in accordance with the specific contents of the *Arrangement*.

(3) Fund utilization

In terms of project finance, the China International Center for Economic and Technical Exchanges (CICETE) has managed the project in strict accordance with the UNDP project management manual. First, audits were strictly conducted during the implementation process, and a third-party auditing company was hired to conduct special audits in the three project pilots; second, a reporting system on the use of funds was established, and the progress of the fund utilization of project was reported on a monthly basis; third, the procedures for signing and approving the fund utilization of the project were clear, all the expenditures were double signed by the project manager and the project director; fourth, the targets of the use of funds met the project objectives, and the funds were mainly used to support local farmers and farmer cooperative organizations.

See table 2 for an overview of fund utilization of each pilots.³

Table 2 Fund utilization of the three pilots

Pilots	Total budget	Fund allocation rate	Fund implementation rate
Chengbu County	¥ 8 million	100%	77.3% by the end of April 2021
Yilong County	¥ 7.6 million	97.5%	94.4% by the end of June 2021
Guang'an District	¥ 6 million	100%	83.7% by the end of April 2021

4.2 Achievement of the outputs

4.2.1 Service platform/center for poverty alleviation and sustainable development as a social organization (Minfu Center)

(1) Establish an independent socialized service platform: Minfu Center

Minfu Center is the implementing agency of the UNDP's "Poverty Alleviation and Sustainable Development" project. The three project pilots - Chengbu Miao Autonomous County in Hunan Province, Yilong County in Sichuan Province, and Guang'an District in Guang'an City in Sichuan Province - have all set up standardized Minfu Centers, and

³ For specific information of fund utilization of the three pilots, see *Evaluation Report of Subproject* for each pilot.

have hired three organizations - Sichuan Haihui Poverty Alleviation Service Center, Cooperative College of Qingdao Agricultural University, and Yizhong Community Development Center from Chengdu High-tech District - as technical support agencies. Technical support institutions to provide special management and institutional governance support, and organized three pilots' Minfu Center respectively to Qingdao Agricultural University, Yilong County, Chongqing Kaizhou District and other places to exchange experiences and learning from outside.

Chengbu County Minfu Center was established in November 2017. Yilong County Minfu Center was prepared in 2013 and has been compiled in March 2018. Guang'an District Minfu Center was registered in March 2018.⁴

During the project implementation period, the Minfu centers in three pilots have all improved their governance structures and work promotion mechanisms, such as councils, supervisory boards, division of labor, etc. In accordance with the management system of private non-enterprises, and have established a rather complete internal management system and project management system to be able to perform the duties of project implementation in the pilots and expand in different business directions according to the actual situation in each place.

(2) Capacity Building of the Minfu Center

The capacity building of Minfu Center includes system building, expert support, and staff training.

Chengbu County Minfu Center further adjusted and improved its internal governance structure after the institutional restructuring, developed and improved its internal management system and project management system, and made it operate in accordance with the requirements of the social organization constitution and project implementation project. For the institutional capacity building, the project has hired Sichuan Haihui Poverty Alleviation Service Center as a professional support institution, and as of April 2021, a total of 16 capacity building training sessions have been attended, benefiting 87 people. The project implementation plan originally scheduled the Minfu Center to participate in 25 sessions of capacity building training, but due to the adjustment of the organization, the planned completion rate was 64%.

Yilong County Minfu Center has introduced the *Management System (Trial)* and the *Special Fund Use Project* in 2014 to establish a sound management system for the center. The project has hired UN Volunteers to provide professional support; experts from the Cooperatives College of Qingdao Agricultural University have provided several training and consulting services for the Minfu Center. In terms of personnel training, according to the center's work and project requirements, business training was conducted mainly on topics such as institutional culture, internal management, teamwork, financial accounting, mutual fund management, risk control, system management, cooperative law, marketing,

⁴ For specific information of Minfu Center of the three pilots, see *Evaluation Report of Subproject* for each pilot.

e-commerce, etc. to improve the management level and service capacity of the center's staff and enhance the center's sustainable development and project implementation capacity. By the end of April 2021, a total of 18 sessions of 183 staff trainings were conducted.

After listening to relevant experts and third-party institutions' suggestions related to the capacity building of the Minfu Center, Guang'an District Minfu Center has completed the *Management System of Guang'an District Minfu Rural Sustainable Development Service Center (for trial implementation)* based on its own situation, which stipulates the organizational structure, job settings and responsibilities, financial management, human resource management, office management and staff leave and dismissal of the Minfu Center. The institutional capacity building component has hired Yizhong Community Development Center from Chengdu High-tech District as a professional support institution. From March 2018 to April 29, 2021, Minfu Center has conducted 53 internal capacity building trainings, with a total of 137 training sessions for local government cadres and 240 sessions for internal staff, for a total of 377 sessions. Among them, there were 195 times for men and 182 times for women.

4.2.2 Foster and develop regulated farmers' cooperatives, standardize and enhance governance of existing cooperatives

(1) Cultivate and develop regulated farmers' cooperatives

Chengbu County has accumulated 22 standardized cooperatives and selected 3 of them to cultivate demonstration cooperatives, which are Chengbu Miao Xiang Pear Planting Professional Cooperative, Chengbu Miao Lin Beekeeping Farmers Professional Cooperative and Chengbu Yanji Vegetable Planting Professional Cooperative. Chengbu MiaoXiang pear planting professional cooperative was reorganized from the original LanRongXiang MiaoXiang pear cooperative under the help of Minfu Center. The cooperative complies with the requirements of *farmers' professional cooperative law*, by 25 growers contribute to the stock. In 2019, the Miao Xiang Pear cooperative reached an annual profit of 100,000 yuan, driving more than 200 farmers, including 120 from poor households, realized realization of the surplus dividend initially. Under the promotion of the project, some of these cooperatives were obtained the provincial farmers demonstration cooperatives, and some get county-level demonstration cooperative certification.

Yilong County has completed the incubation and cultivation of 42 cooperatives. Among them, 28 cooperatives were successfully transformed from the previous mutual help cooperatives, and 2 are currently in preparation for transformation; 8 of 42 are transformed from traditional cooperatives. Another 5 villages are preparing to establish cooperatives positively. T The total number of poor households living in the villages where these 42 cooperatives are located is 2,248, and there are 503 poor households join the cooperatives, thus the rate of poor households' membership is 22.37%. Under the promotion of the project, the above-mentioned cooperatives are included in "National Comprehensive Agricultural Reform Pilot in Sichuan Comparison Pilot Area" organized

by the Department of Agriculture and Rural Affairs of Sichuan Province. The project has been recognized by the provincial agricultural authorities.

Guang'an District has cultivated a total of 19 regulated farmers' professional cooperatives, including 5 district-level model cooperatives, 6 standardized cooperatives that promote the development of poor households, and 8 general cooperatives. In addition, using support funds from the project, Guang'an District cultivated a rural community cooperative in Gexin Village, Long'an Township. With the project's promotion, most of these cooperatives have been recognized as district-level demonstration cooperatives by the agricultural authorities.

(2) Establish and improve the development plans and regulations of cooperatives

For the weak links in the construction and development of farmers' professional cooperatives, Chengbu County Minfu Center focused on strengthening system construction and management improvement, and achieved remarkable results. Take the example of Miaoxiang Pear planting professional cooperative, the Minfu Center assisted the cooperative to hold the general meeting of the members of the board of directors, and to formulate the internal rules and regulations of the cooperative, annual production plan, annual sales plan, accounting system, and to carry out training on the use of cooperative management software. Minfu Center incubated and cultivated the cooperative in all aspects according to the standards of the model cooperative. The cooperative has achieved specific goals such as "dividends according to transaction volume and second dividends according to shares" as stipulated in the *Law on Professional Farmers' Cooperatives*, and the internal governance and service mechanisms for farmers have also become sustainable.

Yilong County gradually established and improved the cooperative development plans and regulations of cooperatives. On October 29, 2018, Yilong County has issued *Opinions on Transformation and Development of Village-level Poverty Alleviation Mutual Help Cooperatives in Yilong County*. With the help and support of experts from the Cooperatives Collage of Qingdao Agricultural University, and after fully understanding the current situation of cooperatives in the county, the Minfu Center completed a draft compilation of *Compilation of System Design Materials for Transformation and Upgrading of Poverty Alleviation Mutual Help Cooperatives in Yilong County*. The Minfu Center also compiled the draft of *Measures for the Operation and Management of Internal Credit Cooperation of Farmers' Cooperatives in Yilong*, sorted out and printed the relevant materials for cooperative internal credit cooperative finance business. In addition to that, the Minfu Center designed and printed the relevant credentials (such as share certificates and mutual fund certificates, etc.) used by the cooperative credit cooperative finance system, installed the cooperative integrated management software information system developed with project support, and initially realized the cooperative development model of "Trinity (production, supply and marketing, and credit)" that has achieved sustainability in the mechanisms of business development, financial management, and member distribution.

Guang'an County Minfu Center focuses on the standardized cultivation of farmers' professional cooperatives and promotes the construction of model cooperatives in the district. Under the guidance of the *Farmer's Professional Cooperative Law* and the model cooperative standards of the Ministry of Agriculture and Rural Affairs, a team of experts was hired by the China International Center for Economic and Technical Exchanges to combine the actual situation of Guang'an District and relevant award management policies, and the District Agricultural and Rural Affairs Bureau formulated and issued the *Guang'an City Guang'an District Farmer's Professional Cooperative Standardized Management and District-level Model Cooperative Standards* (Guang District Committee Agricultural Leader [2020] No. 6), and issued the *Guang'an City Guang'an District Standardized Cultivation Work Plan for Farmers' Professional Cooperatives* (Guang Agriculture Letter [2020] No. 24) to clarify a series of requirements for the standardized cultivation of farmers' cooperatives and to guide the construction of cooperatives, model cooperatives and unions. In response to the attempt to build rural community cooperatives, Guang'an District Minfu Center has completed the preparation of the *Implementation Plan for the Construction of Rural Community Cooperatives in Guang'an District* after hiring experts to conduct feasibility studies to guide the construction of rural community cooperatives in the district.

(3) Training for cooperative members and managers

Training for cooperative managers and members is very important in capacity building of cooperatives and members, the number of this part in the three pilots as following Table 3.⁵

Table 3 Training for cooperative in the three pilots

Agency	The number of training sessions	The person-time attending the training	The person-time of poor households	The rate of female attending the training	The completion rate
Chengbu County Minfu Center	99	5806	2332	47%	100%
Yilong County Minfu Center	212	12586	2509	40%	100%
Guang'an District Minfu Center	171	7814			

(4) Develop and customize cooperative management software services

With the assistance of the CICETE, through comparison with several software development companies, this project was determined Puhui Xinyuan (Beijing) Technology Service Co., Ltd. as the supplier, and according to the specific conditions of the three pilots, developed the software of information management system integrating "production, purchase and sale, credit cooperative finance" for the cooperatives.. Since its

⁵ For specific information of training for cooperatives, see *Evaluation Report of Subproject* for each pilot.

launch in 2018, the software has been installed in 3 counties' Minfu centers (county-level integrated management service platform), and 64 cooperatives (21 in Yilong, 25 in Chengbu and 15 in Guang'an) have installed the software, covering 15,000 members in total.

Chengbu County, Yilong County and Guang'an District have promoted the use of this software system in local farmers' professional cooperatives. By inviting technical staff of Puhui Xinyuan (Beijing) Technology Service Co., Ltd. to conduct professional explanation and on-site software operation demonstration, the training participants mastered the functions and specific operation process of the cooperative management software, Chengbu County improved the usage rate of the cooperative management software. Yilong County's Xinyuan Tong cooperative management software is based on the mutual credit fund model in Yilong County, and it was first used in Yilong County Dahexi Breeding farmers cooperative. S In the past two years, 19 cooperatives have used the software, 2 are under testing, and 7 cooperatives are preparing for installation. For now, the system is generally stable, and the management personnel of cooperatives are satisfied with the use and management of the system.

4.2.3 Promote cooperatives union's link with agricultural markets to achieve resource convergence, industrial upgrading and develop external markets

(1) Promote the establishment of cooperatives unions and provide capacity building for cooperatives unions

During the project implementation period, Chengbu County has cultivated a total of three farmers' professional cooperatives union, which have accomplished the goal of cultivating cooperatives union in the project implementation plan. The establishment of the cooperatives further promoted the standardized production and standardized development of farmers' professional cooperatives, which ultimately promoted the development of related industries and the enrichment of cooperative members. Driven by the Bee House Union, Chengbu County has now built 6 professional beekeeping cooperatives, driving more than 700 members to engage in bee breeding, establishing 12 beekeeping bases, and bee products have been sold well by several live e-commerce platforms. Because the industry has a good driving effect and the possibility of sustainable development, in December 2020, Chengbu County was awarded by the China Bee Industry Association as "Advanced County for Poverty Alleviation in Bee Industry".

With the help and support of Yilong County Minfu Center, Yilong County has now registered a cooperative union-Deze Union - in July 2019, which was initiated by 9 professional cooperatives. Through the development of the past two years, there are 20 member cooperatives, more than 1600 farmers members, and 12 cooperatives were awarded county-level model cooperatives, 2 cooperatives were awarded municipal-level model cooperatives. At present, 9 county-level model cooperatives are declaring municipal-level model cooperatives, and 2 municipal-level model cooperatives are declaring provincial-level model cooperatives. The cooperative union has basically been able to achieve self-management and self-financing. And, with the support of the UNDP project, the CICETE and the Minfu Center, the management staff of the union and

member cooperatives have gone to many places to exchange experience and learn from each other. The project plans to establish 2 union in Yilong County. At present, Yilong County Minfu Center has completed feasibility study, and went to Guang'an District Minfu Center to learn the construction experience of the cooperatives union. Now The Minfu Center is preparing to build the second association positively There are 9 cooperatives are prepared to join the new cooperatives union.

Guang'an District Minfu Center also tried to establish district-level cooperative union to promote industrial integration and development. After a feasibility study on the establishment of cooperative union, the Minfu Center prepared the *Implementation Plan for the Construction of the Union of Farmers' Professional Cooperatives in Guang'an District*, which standardized the criteria for the formation of union. At present, there are two unions in the district. One was initiated by Minfu Center and is a comprehensive cooperatives union with 33 members. The second is a union of industry and has 7 members. It creates a good organizational basement and service position for the implementation of Guang'an District rural revitalization strategy.

(2) Promote the unions to connect with various resources such as the market s

Chengbu County has performed well in using Internet channels to gather resources, promote industrial upgrading and develop external markets. Through Alibaba Group, Chengbu County Minfu Center introduced 1,000 intelligent beehives for the Bee House Union, which improved the technical level and product quality of the beekeeping industry, enhanced the visibility and reputation of honey products in Chengbu County. And it expanded the sales channels of honey in Chengbu County. From nowt, Chengbu's local honey has become a good business card of Chengbu County. On November 25, 2020, at the National Bee Conference, Chengbu County was awarded the "Advanced County in Poverty Alleviation in Bee Industry" by China Bee Products Association, and the leader of the association, Duan Caitai, was awarded the "Star of Poverty Alleviation in Bee Industry" by China Bee Products Association. To expand sales channels, Chengbu County Minfu Center selected Chengbu County Crawl Culture Communication Co., Ltd. as a third-party e-commerce cooperation platform after careful investigation. And after seeking approval from the County Agriculture and Water Bureau and the Commerce Bureau, the Minfu Center formulated and allocated RMB 300,000 from the e-commerce funds, entrusting Chengbu County Crawl Communication Culture Co. to provide publicity, promotion and sales services for cooperatives' agricultural products. In addition, Chengbu County Minfu Center also helps the union and the cooperatives to participate in Beijing Agricultural Fair, Canton Fair, Hunan Provincial Agricultural Fair and other exhibitions and sales meetings to expand the sales channels of agricultural products.

Yilong County Minfu Center plan help the cooperatives unions on multiple aspects icluding production supply and marketing, online and offline, agricultural capital and agricultural machinery, etc. The center wants to carry out a large joint among cooperatives across the county, and to form a community of shared destiny of market information exchange, brand technology sharing, and responsibility and risk sharing. For now, Yilong County Deze Union have achieved joint development in the field of

production and sales. It has introduced new rice bamboo rice for member cooperatives, and has introduced of Sichuan University College, Chengdu Ke An Technology Co., Ltd. and Sichuan Kai Cai Science and Technology Company to promote the development of Yilong County cooperative grass-farming project with the Union jointly. The Minfu Center has also organized agricultural companies, food sales enterprises and member societies to carry out coordination meetings to assist member societies to sell agricultural products. Deze Union has bamboo rice and passion fruit development for the main products, and plans for bamboo rice brand registration. In terms of expanding sales channels, Yilong County Deze Union has successfully established an e-commerce sales channel, and its bamboo rice has been sold online through the Sannong online store platform, with demand exceeding supply. In addition, Deze United has opened a WeChat public account to release information about the Union and its members.

Guang'an District has made good achievements in building the county-level agricultural industry union and promoting the cluster development of rural special industries. Guang'an District Minfu Center investigated the innovative model of rural financial model in Gutian and the operation model of Gutian County Minfu Center and the union in details, accumulating many experiences for the establishment and construction of the union in Guang'an District. In practice, the pilot formed a comprehensive union, and co-located it with the Minfu Center with one set of staff and two plates. Through the preparation of the professional cooperatives union, it is responsible for guiding and regulating the operation of farmers' professional cooperatives, providing technical guidance, market matching, mutual fund support and other market-oriented comprehensive management and e-commerce supporting services for farmers' professional cooperatives in the region. It also gradually establishes financial and taxation agents for farmers' professional cooperatives, and provides public services such as market development, brand building and product promotion for farmers' professional cooperatives in the region. The aim is to lead more farmer professional cooperatives to participate in modern agricultural development and rural construction so that more small farmers could be involved in cooperatives. It then gather advantageous industries, realize large-scale operation and better participate in socialized and market-oriented services through the radiation-driven role of the demonstration cooperatives.

4.2.4 Support the development of "Trinity" (production, supply and marketing, credit financial service) within cooperatives

(1) Development of regulated credit cooperative finance within farmers' cooperatives

The three project pilots have different processes in the development of credit cooperative finance in cooperatives due to different pre-project bases. Among them, Yilong County carried out the standardized management and "Trinity" development of cooperatives based on the previous project, while Guang'an District and Chengbu County have not yet formally launched credit cooperative finance due to various objective factors. The internal risk control instruments of the credit cooperative finance business are relatively

standardized.⁶ From the operational level, they are easy to implement and can control the various types of risks that may occur.

(2) Support cooperatives to expand their access to external credit services

Guang'an District, drawing on the successful case of financial inclusion in Yilong County, Sichuan Province, has set up a small borrowing revolving fund and cooperative industry support fund using project funds. It provides credit loan services for the supported cooperatives and farmers. On April 8, 2020, the *Management Measures of UNDP Poverty Alleviation and Sustainable Development Project Guang'an District Project Small Borrowing Revolving Fund Use* was issued by the District Rural Work Leading Group and issued to all townships and departments. The district Minfu Center strictly implements the management measures, conducts pre-loan investigations on cooperatives and members that have funding needs, reviews the applications based on the members' funding needs, and reports to the District Agriculture and Rural Bureau or district government leadership for approval, and finally release the loan. In September 2020, all of the 1.5 million yuan fund in the project was lent out. The small-borrowing fund was used to support the cooperatives and their members, which solved the problem of difficult borrowing for the cooperatives and members. The fund benefited 887 cooperative members. At the same time, Minfu Center positively seeks to cooperate with the financial sector to pilot the "financial credit assessment" and implement unsecured loans within the credit limit.

(3) The "Trinity" business of farmers' cooperatives has started to develop.

The "Trinity" means the farmers' cooperatives requires cooperatives to develop synergistically in the areas of production, supply and marketing, and credit cooperative finance service.

Cooperatives in Chengbu County have positively carried out agricultural production and supply and marketing cooperation. For example, in order to make full use of the secondary fruit of Miao Xiang Pear and increase the income of the members, Minfu Center provided 20,000 yuan of standardized construction award funds for the cooperative to purchase pear paste processing machinery and equipment, and set up the first pear paste processing plant in Chengbu County, while using sales resources from all parties to assist it to complete the sales target in 2019. In 2019, the annual profit of the cooperative reached 100,000 yuan. The cooperative has driven more than 200 farmers, including the 120 people from poor households to participant, and initially realized the surplus dividend. But its credit cooperative finance service has not yet been launched.

Some cooperatives in Yilong County have a good foundation in credit cooperative finance service, some farmers' cooperatives have successfully developed the "Trinity" (production, supply and marketing, credit finance service) business. For example, Yilong

⁶ For specific *Management and operation process* and *The internal risk control instruments*, see *UNDP Poverty Alleviation and Sustainable Development Project, Evaluation Report of subproject in Yilong County*.

County Dahexi cooperative has 133 members, 272,000 yuan of member shares, 2,686,000 yuan of mutual funds, and 3 million yuan of loans for members' production and development. The dividends of member share of 6.9% in 2020 and dividends of mutual fund of 4.5% in 2020. In addition to the credit cooperative finance business, the current industries carried out by Dahexi Cooperative are urban and rural shared fields, streamside fishing table, Dahexi river environmental protection projects and so on⁷.

Guang'an District builds three agricultural service platforms for production, supply and marketing, and credit in accordance with the work method of district-level department coordinate, Minfu Center organizes, cooperatives participate, with a focus on service supply innovation. The production factors and various services in each link organically integrated together to form a service chain covering pre-production, production, post-production, then forming the Minfu Center as the core of the county "Trinity model of integrated cooperatio. One of the attempts is to cultivate a rural community cooperative in the Gexin village of Longan Township. The village uses the farmers' cooperative as an organizational vehicle, based on two main lines of community public services and digital empowerment, provides diversified comprehensive services for the community, such as economic development, social services, community education, rural tourism and community retirement. For now, the cooperative is operating well and has driven the sales of agricultural products of 150 households in the village and included whole 33 poor households in the village into the cooperative to share dividends, with cumulative sales of 1.52 million yuan from 2019 to December 2020 and a net profit of about 400,000 yuan.

4.2.5 Project experience exchange and model promotion

(1) Experience exchange and study tour activities

All three project implementation pilots have conducted effective experience exchange and study tours. Due to the impact of the COVID-19 epidemic, resulting in outbound study tour project was not fully completed. But the three pilots are all promoting outbound study activities positively and hopefully to fulfill the objects.

See Table 4 for the situation of experience exchange and study tour activities.⁸

Table 4 Experience exchange and study tour activities

Pilots	The number Study tours	The number of beneficiaries	The implementation rate
Chengbu County Minfu Center	7	30	71.4%
Yilong County Minfu	17	212	68%

⁷ For the specific industry content, see *UNDP Poverty Alleviation and Sustainable Development Project, Evaluation Report of subproject in Yilong County*.

⁸ For specific information of experience exchange and study tour activities, see *Evaluation Report of Subproject* for each pilot.

Center			
Guang'an District Minfu Center	12	145	

Chengbu County plans to carry out 7 outbound study tours to advanced regions to learn from successful experiences. By the end of April 2021, 5 study tours have been carried out to Beijing, Yilong in Sichuan, Kaizhou in Chongqing, Ningbo in Zhejiang and Gutian in Fujian to learn successful project management experience, benefiting 30 people in total, with an overall project target completion rate of 71.4%. Due to the impact of the COVID-19 epidemic, resulting in outbound study tour project was not fully completed.

Yilong County plans to carry out a total of 25 periods of a total of 580 people to study and exchange activities. As of the end of April this year, Yilong County has carried out 17 periods of study activities 212 people. Among them, 9 out-of-province study 95 person-times; 6 in-province study 61 person-times; 1 in-city study 12 person-times; 1 in-county study 44 person-times. Due to the actual implementation of the impact of the COVID-19 pneumonia epidemic, the outbound study activities have not yet been completed, the cumulative distance to meet the target still needs 8 study tours, 368 people. Among them, out-of-province and in-province study tours basically meet the standard, the city and the county study tour difference is large.

Guang'an District Minfu Center has organized 12 study tours, benefiting a total of 145 people, including 73 cooperative managers and 72 local government cadres; 107 for men and 38 for women. Among them, a total of 6 periods outside the province; a total of 6 periods inside the province. At present, Guang'an District is still actively promoting outbound study activities.

(2) Evaluate, summarize and disseminate project's successful experiences

The project hold the "UNDP Poverty Alleviation Project Yilong Experience Exchange Seminar" in March 2019 to systematically summarize and exchange experiences on Yilong's innovative practices of poverty alleviation mutual help cooperatives. The organizers of the meeting are the China International Center for Economic and Technical Exchanges (CIETE), UNDP China, and Yilong County People's Government of Sichuan Province, and the co-organizers are China Association for Cooperative Economics (CACOE) and Microfinance Development Research Branch of China County and Town Economic Exchange Promotion Association (CCEA). The meeting formed the *"UNDP poverty alleviation project Yilong experience exchange seminar case compilation"*, which includes five research reports, 17 cases of mutual help cooperatives and part of the news media reports. For the wide dissemination of Yilong experience, it has played a very good effect.

In addition, the successful experience of Guang'an District has also received media attention and coverage recently. The experience of Minfu Center has been applied and replicated in other provinces.

4.2.6 Carry out follow-up support activities for the economic and social impact of the COVID-19 epidemic on poor areas.

(1) Capacity enhancement project of teachers' online education in Chengbu County

In August 2020, UNDP and the CICETE implemented capacity enhancement project of teachers' online education in Chengbu County, with an overall project budget of RMB 500,000, focusing on training and building a local online education talent team with the primary and secondary school teachers in Chengbu County as the main beneficiaries. By hiring a team of professors from Beijing Normal University and Capital Normal University to conduct special training in online education, building county-level online education demonstration classrooms, developing county-level special upgrading plans for online education, conducting in-county teaching and research and sending teaching to the countryside, and going out for study and exchange. All of these enhance and promote the online education capacity of teachers in Chengbu County, mitigate the impact of the epidemic on teaching quality, and establish a long-term online teaching system. For now, the total budget of RMB 500,000 has been fully implemented. First, the construction of a demonstration classroom for online education in teachers' training schools in Chengbu County has been completed, and the project has procured 100,000 yuan of teaching recording equipment that has been installed and put into use. Secondly, the research on the online teaching ability and training needs of teachers in the county was carried out. By means of research questionnaires, telephone interviews and field research, two research reports were written to grasp the basic situation and core needs of the county accurately. Thirdly, online education training activities have been carried out. 8 training courses on the topic of online education have been conducted, and the training experts have provided comprehensive training on the basic concepts of online education, teaching models and technical tools, etc. A total of 1,920 teachers have been trained.

(2) Capacity building project of medical institutions to respond to epidemics and other public health events in Yilong County

In August 2020, UNDP and the CICETE in Yilong County carried out the capacity building project of medical institutions to respond to epidemics and other public health events in Yilong County. The total budget of the project 500,000 yuan, the key township health centers, village health offices in Yilong County as the main project implementation and beneficiaries. For the different levels of professional and management needs of the key county-level medical institutions, township hospitals, village health offices and the Health Bureau, through a combination way of expert guidance, professional training, material security rationing and management manual development, the project aims to improve the medical material security capacity and medical testing capacity of township hospitals and village health offices. So far, the total project budget of 500,000 yuan has been fully implemented. The project purchases epidemic prevention materials and daily screening and protection equipment for 100 administrative villages in Yilong County, covering 180,000 rural people in 10 areas of the county, basically meeting the epidemic prevention material needs of administrative villages, and employing experts and professors from West China Hospital of Sichuan University to organize several special trainings on COVID-19 screening, equipment use,

flow detection, daily protection, etc. The target beneficiaries include doctors, nurses, testing, hospital induction and flow control personnel in the county health system, with a total of 849 people trained.

4.3 Project results and impacts

Based on the project outputs, the project has achieved a number of positive results, the main outcomes and impacts are summarized below.

4.3.1 The innovation of project institutional mechanism is effective, and the Minfu Center has given full play to its key role

One of the main outputs of this project is the establishment of a socialized service platform that can effectively serve farmers and farmer cooperatives, also known as the Minfu Rural Sustainable Development Service Center, or Minfu Center for short.

The 2021's No. 1 document of central government reads, "Develop and grow specialized socialized agricultural service organizations to import advanced and applicable varieties, inputs, technologies and equipment to small farmers. Support market players to build regional integrated service centers for the whole agricultural industry chain."⁹The Minfu Center, as a county socialized service platform cultivated by the project, is precisely an effective institutional innovation in line with the rural revitalization strategy. First of all, the Minfu Center has a clustering effect and public attributes, which can effectively integrate financial resources, credit resources and social resources, allowing all parties to participate in rural construction and rural governance, building an industry cultivation and driving mechanism with rural cooperatives as the carrier, and realizing cluster development; secondly, as a socialized service platform serving rural area from the period of poverty alleviation, the Minfu Center can provide continuous and stable services for cooperatives and members, which is very beneficial to consolidate the existing achievements in poverty alleviation, and strengthen the regular help for low-income population, further develop "Trinity" cooperatives, and realize the smooth transition from poverty alleviation to rural revitalization.

According to this research, the UNDP project has effectively connected the poverty alleviation and rural revitalization strategies in a forward-looking manner and carried out innovative experiments on institutional mechanisms, among which the Minfu Center has played a key role in the cultivation, development and daily operation of the cooperative and established its own sustainable development mechanism, providing useful experience and demonstration for consolidating the poverty alleviation achievements and effectively connecting it with rural revitalization. Its role can be broadly divided into four levels as follows.

⁹ Beijing, Feb. 21 (Xinhua) -- Opinions on Comprehensively Promoting Rural Revitalization and Accelerating Modernization of Agriculture and Rural Areas of the CPC Central Committee and the State Council, Chinese government website http://www.gov.cn/zhengce/2021-02/21/content_5588098.htm.

(1) The Minfu Center provides organizational and institutional guarantee for the effective implementation of government policies. The Minfu Center has professional expertise and is more likely to be close to the specific needs of service recipients, which makes it more efficient in the process of service provision; the Minfu Center shares some of the previous government's complicated affairs, so that the government can focus more on leadership, decision-making and supervision; the Minfu Center can break through the limitations of government departments' settings and realize horizontal integration at the level of cooperative industry and vertical integration at the level of government management services. It has formed a cross-sectoral cooperation platform.

(2) The Minfu Center has effectively improved the management level of farmers' cooperative organizations. Through a combination of capacity building and financial support, an effective cooperative incubation and cultivation system and method has been formed. As a county socialized service platform, Minfu Center has effectively integrated resources from various parties, including local governments, CIETC, and UNDP, to provide not only development funds for cooperatives, but also rich training on production skills and cooperative knowledge for each cooperative and its members, effectively promoting the healthy and sustainable development of cooperatives. For example, in Guang'an District, the Minfu Center has established a long-term cooperation mechanism with the District Agricultural and Rural Bureau. For the purpose of function transfer, the District Agricultural and Rural Bureau can provide resources support to the Minfu Center, such as government purchase services, which is significant to provide stable sales channels and development direction for the cooperatives, and the Minfu Center can also collect appropriate management service fees through participation in services to achieve its own economic sustainability.

(3) Minfu Center has effectively improved the management level of farmers' cooperative organizations. By providing standardized management technology training and management software services to farmers' cooperatives, the Center has effectively solved the problems of lack of management rules and regulations, irregular accounts and finances, lack of risk control, inaccurate positioning of institutions, inactive business development, and low participation of members in local cooperatives. On the one hand, by organizing collective training and exchanges among cooperatives, the Center promotes collaboration among agricultural cooperatives, strengthens their association, and on the other hand, the Center takes the initiative to provide a platform for local cooperatives to communicate with the outside world, including connecting to export markets, introducing large breeding companies, and importing various public welfare resources and social resources.

(4) The integrated management software for cooperatives has accelerated the pace of digital village construction. By establishing a comprehensive information platform focused on rural development, the Minfu Center has played an active role in effective communication among cooperatives, as well as communication and interoperability between the rural areas of the project pilots and the outside world. The integrated management software developed by the project not only includes the credit mutual help information of the members, but also covers the information related to the farmers' families and rural developments. These information systems can be used as the basis for

the analysis of rural and political conditions, and realize a variety of realistic functions such as business interconnection, multi-point interoperability, overall collaboration, and supervision assistance, which set the pace for digital technology to serve the construction of the countryside.

4.3.2 Healthy and sustainable development of regulated credit cooperative finance within the cooperative.

The project's pilots proved that mutual credit cooperative finance is both socially and economically feasible in rural areas. Credit is necessary for villagers to gain a foothold in their communities, and the rural communities themselves form an excellent social environment for credit. Farmers' careful budgeting and neighborhood supervision also ensure the economic viability of credit cooperative finance. The survey in Yilong shows that credit cooperative finance within cooperatives based on moderate scale rural communities can achieve healthy and sustainable development.

Credit cooperative finance enhances farmers' financial management concept and credit consciousness. The low-threshold credit cooperative finance helps to do that. After completing the poverty alleviation campaign, more farmers have idle capital in their hands. Especially for those who have just get out from poverty, they do not have much money in hand and lack financial management experience. The credit cooperative finance with convenient operation and low threshold has effectively meets their financial management needs, increased the income of their idle funds, and gradually develops credit consciousness in the process.

In addition, most of the rural people in the project pilots are left-behind elderly and children, who are the "blind spots" that cannot be covered by the existing financial institutions. Transportation is inconvenient, and the elderly are also worried about the insecurity of money in the process of access, "financial technological exclusion" phenomenon is still common in rural areas. Therefore, these farmers prefer to keep their cash at home rather than in the bank. However, storing cash at home is not safe. Not only can it get moldy and damaged by rats, but there is also the risk of children taking it without telling them. The cooperative credit finance in cooperatives has solved this problem well, making it possible for farmers to access their money in the village. By developing a low-threshold cooperative credit business and encouraging farmers, especially the poor ones, to join the credit cooperative business, farmers will gradually build up financial and credit consciousness in the benefit.

As a key link to community relations, credit cooperatives have been effective in organizing villagers to take an active interest and participate in village affairs and livelihood development. It has practical implications for rural areas, where "small farmer economies" are common. Some cooperatives have also developed the "Trinity" business to encourage farmers to use their production materials such as abandoned land and their own farming equipment to join the credit cooperative. It can help them have the awareness that these materials can also be useful in credit cooperative finance to increase their income.

4.3.3 the development of the "Trinity" cooperative has improved small farmers' capacity

The project has helped farmers, especially the poor, to meet their financial needs and improve their production and management capacity by fostering the farmers' cooperatives and developing the "Trinity" business, especially credit cooperative finance and mutual fund business.

Credit cooperative finance, based on acquaintance society, with convenient procedures and reasonable interest, which effectively solves the problems of farmers, especially poor households, in borrowing from banks. It provides a very simple and feasible channels of borrowing money for famers who have such needs. Ms. Song's family in Dahexi cooperative, Yilong County, was a poor household before. In recent years, through the cooperative's convenient borrowing (11.6% annual interest), has run their own small business in Yilong County.¹⁰ Another example of Mr. Zhu, who returned to the hometown in 2017 to start his business, shows the benefit of the "trinity" business of production, sales and credit cooperative finance. Mr. Zhu borrowed 50,000 yuan from the original mutual help cooperative at the beginning of his business, and then borrowed 100,000 yuan from the current cooperative to develop the industry after paying the former off. The farming land was passed down with the support of the cooperative, and the farming technology and marketing were also supported by the cooperative and the union. Mr. Zhu not only benefited from the credit cooperative finance of the cooperative, but also through the synergistic development of production and sales. The development of "Trinity" really enhanced the production capacity of individuals and help farmers to achieve the success.

4.3.4 The project has integrated gender consciousness throughout the project and promoted rural women's capacity enhancement

The project is gender-aware throughout the whole process. The project training and credit cooperative finance are not exclusive to rural women, but consciously includes rural women into the activities, which objectively enhanced the capacity of rural women. From the design and implementation of the project to the implementation of specific activities, special emphasis is placed on women's participation in the project and women's participation in the management of cooperative affairs. For example, in the completed training activities in Yilong County, women accounted for 40.5% in total; among the cooperative managers, there is at least one woman involved; in the training of credit business, the degree of women's participation is even higher. Women accounted for 46.7% of the capacity training targets of cooperative members. The study also found that women are not excluded from the process of issuing loans in cooperatives, but rather, women become the main body of the loan business because they stay at home to facilitate the loan business. This promote women's status in the family somehow. As one male interviewee said, "When I need money, I discuss it with her (wife) first, and then she goes to handle it". During the implementation of the project in Chengbu County, the project supported one woman as the initiator of the cooperative to participate in project activities and study tours for several times. The project also provided various support for her in the

¹⁰ For the details of the case See *UNDP Poverty Alleviation and Sustainable Development Project, Evaluation Report of subproject in Yilong County*.

process of industrial development and internal management. Later, the cooperative was rated as a provincial demonstration cooperative. The cooperative in Gexin Village, Guang'an District, through the development of the e-commerce industry, led one young woman to return to her hometown to start her own business and participate in the affairs of the cooperative and the development of the e-commerce industry. Thus, overall, the project contributed to the capacity enhancement of rural women.

4.4 Problems in Project Implementation

4.4.1 Insufficient integration with local government's development strategies

Due to the large differences in the economic and social development levels of the three counties, the development directions and strategies of local governments are not consistent. As an international poverty alleviation project, it is more focused on soft construction, thus it is difficult to effectively integrate local needs with the project, without forming an implementation pattern of project concept driven first and continuous input of local resources.

4.4.2 The capabilities of county-level project managers and executives are generally weak.

Since the three are all national designated poor counties, the managers appointed by the local governments generally lack the capabilities of project management and innovation. The international alleviation cooperation project focuses on promoting effective development through innovative ideas and models, it is very challenging for the actual project managers to have these capabilities.

4.4.3 It is difficult to achieve greater coordination by relying only on the local authorities

This project involves the coordination of many departments, such as agriculture, poverty alleviation, market supervision, commerce, supply and marketing, etc. However, the project is often led by a certain department, the comprehensive coordination role that should be played is not obvious, and it is difficult to form a synergy, and when each department faces its own central task, the loose project coordination is often difficult to continue to play a role.

4.4.4 The development of project-supported cooperative industry still needs long-term attention and investment

As a social mechanism and organization that links the interests of small farmers, cooperatives must be based on sustainable agricultural industries or social services. The farmer cooperatives piloted by the project in the three counties are in the initial stage of their industries and services, and lack excellent talents, so short-term project interventions can hardly eliminate the effects of the above reasons completely.

4.5 Project Sustainability

The new period's priority is to realize the effective connection between consolidation and expansion of the poverty alleviation achievements and rural revitalization, and it is a landmark transformation. This project is designed under the guidance of the "rural revitalization" strategy and the "2030 Agenda for Sustainable Development" of the United Nations. It is a forward-looking and pioneering exploration of the linkage between poverty alleviation and rural revitalization strategies. The effectiveness of the project shows that the project has a positive effect on effectively linking poverty alleviation and rural revitalization, achieving the goal of no gap during the linkage and promoting rural revitalization in a comprehensive manner.

To do a good job of articulation, firstly, to consolidate the results of poverty alleviation, and secondly, to narrow the gap between areas that have been lifted out of poverty and non-poor areas, and the key is to establish a sound institutional mechanism that can achieve effective articulation. The innovative institutional mechanism of agricultural socialized services in this project provides a practical solution for effective articulation and rural revitalization.

Cooperatives have always been regarded as a new type of business entity in rural China. The No. 1 document of the Central Government in 2021 proposed "deepening the comprehensive reform of supply and marketing cooperatives, carrying out pilot projects for the 'Trinity' of production, supply and marketing, and credit service, and improving the comprehensive platform for serving farmers' production and life."¹¹ Project focuses on cultivating and developing regulated cooperatives, supporting and helping cooperatives to carry out "Trinity" (production, supply and marketing, and credit cooperative finance) business, and exploring new models and policies for cooperative operation ahead of time. This foresight lays a good foundation for the sustainability of this project.

4.6 Experiences and Lessons Learnt

4.6.1 Project design should be centered on the needs of the beneficiaries.

Both local governments and cooperatives are facing multiple tasks and development needs. If the project design cannot effectively meet or deviate from the real needs of the beneficiaries, the project implementation will face greater work resistance.

¹¹ Beijing, Feb. 21 (Xinhua) -- Opinions on Comprehensively Promoting Rural Revitalization and Accelerating Modernization of Agriculture and Rural Areas of the CPC Central Committee and the State Council, Chinese government website http://www.gov.cn/zhengce/2021-02/21/content_5588098.htm.

4.6.2 Strengthen the capacity building of project managers.

Since project managers are generally assigned by the government, their work priorities and working methods are generally managed in an administrative manner, which makes it difficult for them to perform innovative, pioneering, public welfare and market-oriented tasks, so it is necessary to build the capacity of project management personnel throughout the process.

4.6.3 Cooperatives' development still faces many challenges.

As an agricultural business entity and market entity, cooperatives still need a clear interest linkage and distribution mechanism in internal governance, a complete management model in industrial development, and strict compliance with market rules and mechanisms when connecting with external markets, and the above factors seriously restrict the development of cooperatives.

4.6.4 The positioning of Minfu Center still needs to be further clarified.

As a sandwich layer organization and a link organization between government, market, and cooperatives, it can neither be an extension of government administrative functions, nor can it simply be used as an economic organization to seek its own interests. Its own development positioning and development mechanism still need to be further clarified.

5. Conclusions and Recommendations

5.1 Conclusion

In general, the designed tasks of the project have been completed with a half year extension. At the end of 2020, the overall delivery rate of the project has reached 99.1%, with some required contents of the project slightly delayed due to the impact of the COVID-19 epidemic, but during the evaluation, all local project management offices had received commitments to be able to complete the project objectives within the project extension period.

The project prospectively connects poverty alleviation with rural revitalization, and through the establishment of Minfu Center, a socialized service platform for farmers' professional cooperatives to cultivate and regulate farmers' professional cooperatives. These efforts are fully in line with the policy direction of the central government's rural work, and the project has conducted valuable pioneering experiments and achieved practical results in institutional mechanism innovation. It helps solving the long-standing problems of "ineffective management, ineffective service and unsustainable development" in the development of farmers' cooperative organizations in China.

According to the agreement, the specific outputs of this project include five aspects, which are: establishing a socialized service platform, fostering and developing regulated farmers' cooperatives, establishing cooperatives union, supporting cooperatives to develop the "Trinity" (production, supply and marketing, and credit financial service)

within cooperatives, and conducting project experience exchange and model promotion. The project has been implemented in three project pilots. All three project pilots have built the Minfu Center, a socialized service organization, and are functioning in a standardized manner, and have been functioning in a regulated manner. The project pilots have implemented all activities well, with standardized and effective organization and management. And the funds utilization is reasonable and compliant. The project basically completed the planned objectives and tasks.

The project attracts farmers and the poor households to actively participate in the cooperatives, provides comprehensive services such as capital, technology and market for farmers' professional cooperatives and their members, makes full use of the advantageous local resources and special agricultural resources, develops special agricultural industries, increase farmers' income. The project makes positive contributions to the local poverty alleviation and lays a good foundation for linking the consolidation and expansion of the poverty alleviation and rural revitalization in the future. It creates a sound situation to promote the construction of modern agricultural management system and achieve the modernization of agriculture and rural areas in each pilot.

The successful experiences of the project has played a good role as a pilot demonstration and has gained a positive and wide impact. The main impacts are: 1) the Minfu Center has given full play to its platform role and realized effective institutional innovation; 2) the credit cooperative finance business has improved farmers' financial management concept and credit consciousness; 3) the development of the "Trinity" cooperative has improved small farmers' capacity; 4) the project has integrated gender consciousness throughout the project and promoted rural women's capacity enhancement; 5) the characteristic industries in some areas have been cultivated and developed, and economic and social benefits have been taken into consideration during the process; 6) a comprehensive social service system for cooperatives has been initially established, which includes internal governance, financial management, comprehensive agricultural services, and communication and collaboration with government departments.

5.2 Recommendations

5.2.1 Cooperate and explore further innovative approaches by UNDP and the Ministry of Commerce in the context of rural revitalization

International cooperation projects have the unique advantage of innovation, especially institutional innovation. An important function of the project is assisting the government to carry out reform and innovation. Thus, through financial and technical support, the international cooperation project carries out institutional and organizational innovations to establish the Minfu Center, solving problems that are difficult for the national government unilaterally. At the same time, UNDP is an agency that focuses on technical assistance, and the project focuses on capacity building through the provision of technical assistance. The project has developed an intensive capacity building framework that covers all levels including the nation, districts, villages, and the farmers. These high-

density technical supports ensure the capacity fit needed for innovation and lay the foundation for sustainable project outcomes by building local capacity.

Based on the above reasons and the strong willingness of local staff to continue or further promote related works, the evaluation team recommends that UNDP and the Ministry of Commerce (MOFCOM) start a new phase of cooperation project around the implementation of the rural revitalization strategy based on the existing projects, so as to truly realize the sustainability of the results of the current phase.

(1) Promote institutional construction and expansion of credit cooperative finance within the cooperatives. It is suggested to further develop professional credit & finance services for cooperatives, promote legal and regulatory systems for cooperatives, and provide institutional establishment and capacity building for cooperative management. Credit cooperative finance is an essential part of developing "Trinity" cooperatives. But at present there is no top-level design of regulatory for cooperatives to carry out credit cooperative finance. Yilong County has accumulated sufficient operating and development experience in the business of credit cooperative finance within farmers' cooperatives, and established a set of effective management rules, including personnel management, operating procedures, financial accounting and risk control tools. Extension of Yilong County's credit cooperative finance experience to more cooperatives, not only can help other cooperatives develop a more regulated credit cooperative finance system quickly, but also constantly further improve the supply of professional rural credit finance services in practice, and provide sufficient practical basis for the top-level design of regulatory.

(2) Further improve and innovate the institutional mechanism of socialized agricultural services. Despite the decentralization of government service functions, there are still gaps and shortcomings in the provision of public services for agriculture and rural areas by the divided administrative departments in view of the vast geographical area and the scattered service targets, which are manifested in the insufficient supply or low quality of public services for agriculture and rural areas, resulting in the failure to respond to farmers' needs effectively. Therefore, the future stage of rural revitalization requires practical exploration at the level of institutional mechanism of socialized agricultural services. On one hand, local government should sort out the number and functions of existing agricultural service supply departments and look for gaps and weakness in the supply of agricultural services; on the other hand, local government should incubate, cultivate, and encourage social institutions to participate in the construction of socialized agricultural service system and explore the route to reform. Specifically, the next phase of the project should encourage implementation agencies to make more attempts in terms of the authorities and management modes of the projects. For example, Guang'an District in this phase of the project finally assigned the project to the Bureau of Agriculture and Rural Affairs as the supervisor by adjusting the project supervisor several times, and through the transfer of functions from the Bureau of Agriculture and Rural Affairs, it established a long-term cooperation mechanism between the Minfu Center and the Bureau of Agriculture and Rural Affairs, providing many resources including government purchased services for the cooperatives. Such an attempt

has accumulated valuable experience for the reform and innovation of the institutional mechanism of socialized services.

(3) Further promote the development of "Trinity" cooperative economies. Although the policies and regulations on cooperative management have been systematized, there are still many problems in practice. As for the phenomenon of "empty-shell cooperatives" which is common across the country, the "Trinity" cooperative model is both a practical solution and an institutional innovation. The standardization of cooperatives is the basis for sustainable development of cooperatives, and the "Trinity" is a mechanism innovation for cooperatives to achieve sustainable development. The development of credit cooperative finance alone, or production and marketing alone will make the sustainable and healthy development of cooperatives impossible. Especially in the stage of comprehensive implementation of the rural revitalization strategy, the new types of agricultural business entities are the key, which can activate resource elements of villages, stimulate rural kinetic energy, and bring substantial cooperative benefits to villagers. Strengthening the capacity building of cooperatives, bringing into play the kinetic energy of grassroots governance, promoting the modernization of primary-level governance capabilities and enhancing the service capacity of villages are crucial to the realization of rural revitalization and agricultural and rural modernization.

(4) Continuously build the awareness of poverty alleviation and gender mainstreaming. Poverty and gender inequality are still important issues in the United Nations SDGs. Although China has addressed absolute poverty, relative poverty persists and manifests itself in regional development disparities, income gaps, and gender inequality, while rural areas remain the regions with greater concentration of these problems. Therefore, the future stage of rural revitalization still needs to strengthen the awareness of poverty alleviation and gender equality at all levels and in all dimensions, and then continuously promote the alleviation of relative poverty and gender inequality.

5.2.2 Consolidate the project results, and continuously support the sustainable development of Minfu Center

Take advantage of the opportunity of forming rural revitalization bureaus in various regions to continuously operate the Minfu Center and reorganize its institutional positioning.

Considering that the regulated construction of farmers' cooperatives and the development of rural industries in each pilot are in the initial stage, they are facing heavy workloads, while the existing governmental management and service institutions for farmers' professional cooperatives still have problems such as insufficient services, unclear duties and inadequate workforce. The Minfu Center plays a very important role of supplementation in linking government departments, promoting industry self-regulation, and improving industrial interconnection among cooperatives. Especially for the capacity of socialized agricultural services, Minfu Center is undoubtedly a system and institutional innovation. Therefore, it is recommended that each project pilot continue to maintain the operation of the Minfu Center after the end of this project. To do so, the districts and counties need to give guarantee for the organization, staffing and operating expenses. In

view of the importance and non-profit nature of the standardized construction of farmers' professional cooperatives undertaken by the Minfu Center, each district and county may consider setting it up as an institution under the relevant government departments, with staffing and office expenses incorporated into the management of the existing public welfare institutions; or, while maintaining the existing nature of the Minfu Center as a private non-enterprise institution, authorizing the Minfu Center to continue to undertake the existing functions by means of government purchase of services. At the same time, it is suggested to explore new areas of socialized agricultural services. Based on clarifying the nature and status of the Minfu Center, strengthening the capacity building of the Minfu Center, enhancing the staffing, improving the service, and contributing to promote the standardized construction of farmers' professional cooperatives in each pilot continuously, drive the development of special industries and increase the income of farmers.

Another important change is that during the implementation period of this project, China completed the historic task of solving absolute poverty, and the Bureau/Office of Poverty Alleviation in various regions were transformed into Bureau of Rural Revitalization. The division of functions between the Bureau of Agriculture and Rural Affairs and the Bureau of Rural Revitalization has been basically determined, with the Bureau of Agriculture and Rural Affairs being the comprehensive coordination and management department of the agricultural sector and the specific guidance department of the cooperatives. This can be an opportunity to strengthen the guidance and supervision of the Bureau of Agriculture and Rural Affairs on the project and the related institutions and business after the project, to and clarify the institutional positioning and functions of the Minfu Center, so as to lay a good foundation for the stability of the institution's personnel and the next development.

5.2.3 Support the summarizing, exchanges and dissemination of project results

From poverty alleviation campaign to rural revitalization, China's rural areas urgently need to strengthen the research and promotion of adaptive policies. 2021's No. 1¹² document of central government points out that to promote the construction of a modern agricultural operation system, it is necessary to "highlight two types of business entities of family farms and farmers' cooperatives," "promote farmers' cooperatives to improve their quality and increase support for regulated farmers' cooperatives. Develop and expand specialized socialized agricultural service organizations, and introduce advanced and applicable varieties, inputs, technologies and equipment to small farmers", "carry out pilot projects on credit cooperative finance within farmers' cooperatives in a stable and standardized manner", etc. The project has accumulated a lot of good experiences and cases in socialized services, regulated management of cooperatives, "Trinity" model of cooperatives, mutual finance, cooperative union, integrated development of primary, secondary and tertiary industries, etc. It played an exemplary role for the primary-level government to cultivate a market-oriented, professional, and regulated operation of the

¹² Beijing, Feb. 21 (Xinhua)--Opinions on Comprehensively Promoting Rural Revitalization and Accelerating Modernization of Agriculture and Rural Areas of the CPC Central Committee and the State Council, Chinese government website http://www.gov.cn/zhengce/2021-02/21/content_5588098.htm

integrated agricultural service platform. It is recommended to further strengthen the cross-sectoral policy research of the project results, enhance the communication between project pilots and different regions, and strengthen the summary, publication and propaganda of the results.

Some important project results should be timely collated and submitted to the central decision-making departments such as the Ministry of Agriculture and Rural Affairs and the National Bureau of the Rural Revitalization, also the All-China Federation of Supply and Marketing Cooperatives.

It is also recommended to strengthen the international exchange of agricultural and rural development experiences under the new development context and SDG Agenda through the UN system.