



UNDP

**Culture-based Development for Ethnic Minorities in China:
Entrepreneurship and Employment Development for Ethnic
Youth and Women**

Program Final Evaluation Report

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2019-7

Summary

Program Title: Sustainable Development of Culture based-Minorities	
UNDP Grand ID:	00044494
UNDP Program ID	00094723
Period	Aug. 2015- Sept. 2019
Report Time	Aug. 2019
Overall Budget:	USD 700,000
UN System:	UNDP
Implementation Partner/ In-country partner	CICETE YYEEF
International Partner	
3rd-party cost sharing	Jala Group
UNDP coordinator	Li Liping

The project aims to build on the special cultural and natural environment of ethnic minority areas to strengthen the economic empowerment of ethnic minority women through supporting the entrepreneurship and employment in local handicrafts and rose plantation. The project intends to achieve the above objective through: raising gender awareness in local governments and communities; advancing employment skills and business knowledge of poor minority women; integrating the resources of both public and private sectors; strengthening advocacy and publicity.

There are 4 outputs designed for this program as following:

Output 1: A sustainable poverty alleviation modality created through supporting entrepreneurship and employment in cultural industries.

Output 2: A sustainable development model of rural economy in minority regions explored through promoting characteristic agriculture industry and adopting concepts of fair trade

Output 3: Policy environment improved through policy research

Output 4: Through program advocacy and publicity, the public awareness on sustainable development in minority regions raised, the pride of local youth in their own cultural identity increased, and favorable social environment created for the youth and women employment and entrepreneurship, as well as for sustainable development.

Overall implementation: The program is carried out from 2015 to the end of 2019 with a 4-year period in Mouding County. The total program budget is US\$ 700,000, and since the signing of the cooperation agreement in August 2015 (June 2019), CICETE has allocated US\$ 60,4645.58 to the program at a funding rate of 86.38%. As of June 2019, the completion or implementation rate of program activities was 85.96%.

Overall conclusion of this review: The activities implemented by the program consistent with the objectives and activity indicators set out in the Program Document (ProDoc), it basically covered identified stakeholders, the capacity of young women groups has been improved, their ability to participate in the governance of association and access to technical and market information, has improved accordingly as well as the ability to make self-decisions.

Through activities of excavation and inheritance of the traditional culture of the local Yi people that have further enhanced the national cultural identity of the local community and the embroidery women. they carried out the initiative of innovation and inheritance activities dynamically. A range of best practices that deserve to be promoted and communicated through different perspectives during program implementation.

The program outcomes and the way to be achieved that well cooperated with the strategic layout of the county economic development for the Yi embroidery industry and the rose industry development goals and provided a good demonstration and exploration pilot at the practical level.

Major recommendations from this review:

1. No cost extension needed

On the objective of Yi embroidery products, based on realistic capabilities and the time cost of program activities, depending on the remaining funding with no new resources input, it is recommended to extend the program until September 2020. It could let the initially operated embroidery associations and community embroidery teams have added a year for practice and self-regulation in terms of governance, adaptation and development of the embroidery industry, so they can make the outputs and indicators of the program as complete as possible, which could further enhance the sustainability of outputs. At the same time, it is believed that the UNDP, CICETE and YYEEF have more than a year of company, will bring more opportunities and resources channels to the local team.

2. Suggestions for Results sustainability

Regard to keeping of mechanisms and results developed during the implementation of the program, suggestions are recommended as follows:

1) The embroidery association (including e-company) should started use simple business plan to manage the association. Tools for cost analysis, pricing and marketing strategy, people management and communication could help them in a better management of production and marketing. There are some simple BP development guidelines in place for community-based association and company users.

2) The revolving fund mechanism established by the program has played a better role in the capacity building of embroidery women, at the end of the program, it is suggested that the returned revolving fund should be reviewed and it should be clearly defined by the partner for future uses

3) The 55-mu rose planting base established by the program is an important output of the program which uses public welfare donation funds, which should be counted and announced at the end of the program. Encourage and require Xin Nong to continue participate in the cooperative governance process and maximize the benefits to the community around the base. In accordance with the principles of fair trade, the company should continue help to achieve the empowerment process for women in the community.

3. Develop a Phase out plan

As a program partner of the UNDP, CICETE, YYEEF and the County Youth league, it is proposed to jointly develop a program Phase out plan. The purpose of the phase out plan is to ensure that the embroidery association and the e-company can fully assume the production and marketing of Yi embroidery products, continue to serve the empowerment and cultural heritage of Yi women. It should achieve the final purpose of giving people “fishing”. The period of phase out plan is proposed for a period of six months from August 2019 to February 2020. The phase out plan mainly refers to the withdraw and handover from existing team to local team with operation, decision-making, use of resources and responsibilities. while the Quartet of cooperation focuses on observation of its development and continues to seek providing opportunities and other resource channels to strength their capacity if needed. It is to avoid that all operating mechanisms is stopping after the program is withdrawn.

4. Communication with Jala Company

It is suggested that the program partners conduct a communication with the senior management of Jala, ask them to send technical experts to do a cultivation technology assessment of the cultivation effect of small roses, and propose proposals and give further support to further cultivation testing and promotion, so as to ensure that the results of corporate social responsibility efforts are further consolidated and expanded.

Summary	1
1、Background	6
1.1. Partnership	6
1.2. Selection of Pilots.....	7
1.3. Outputs of the program	7
2、Program progress and results.....	8
2.1. Output 1: A sustainable poverty alleviation modality created through supporting entrepreneurship and employment in cultural industries.....	8
2.1.1. Establish the Association of Yi Embroidery Industry in Mouding County ..	8
2.1.2 Competition for Minority Handicraft Entrepreneurship	8
2.1.3 Capacity Building.....	9
2.2 Output 2: A sustainable development model of rural economy in minority regions explored through promoting characteristic agriculture industry and adopting concepts of fair trade	10
2.2.1. Build rose plantation demonstration base	10
2.2.2 Staff training in the Plantation Base.....	11
2.2.3. Setup farmer's association	11
2.3 Output 3: Policy environment improved through policy researches	11
2.4. Output 4: Through program advocacy and publicity, the public awareness on sustainable development in minority regions raised, the pride of local youth in their own cultural identity increased, and favorable social environment created for the youth and women employment and entrepreneurship, as well as for sustainable development.....	12
2.4.1. Participation of Exhibition and Fair	12
2.4.2. Social media promotion.....	12
2.4.3. UNDP goodwill ambassador site visit	13
2.4.4. Traditional embroidery products into the international view	13
3、Program Evaluation	14
3.1. Contents and methodology	14
3.2. Time arrangement.....	14
3.3. Evaluation Team and acknowledgement.....	15
4、Findings of the evaluation	15
4.1. Program design and strategies.....	15
4.2. Program Management.....	16
4.2.1 Institutional arrangement and team.....	16
4.2.2 Work plan.....	16
4.2.3 Fund utilization and program implementation rates.....	17
4.2.4 Program activity tracking.....	17
4.2.5 Stakeholder and partner management	17
4.2.6 Program reporting	21
4.2.7 Internal communication and out reach	22
4.3. Program Sustainability	23
4.3.1 Financial Sustainability.....	23
4.3.2 Social Economic Sustainability.....	24

4.3.3 Institutional Sustainability.....	24
4.3.4 Environment Sustainability.....	24
5、 Conclusion and Recommendation	25
5.1. Conclusion.....	25
5.1.1 Overall conclusion.....	25
5.1.2 具体评估结论表： A detail Evaluation results templet.....	26
5.2. Recommendations.....	27
5.2.1 No cost extension needed	27
5.2.2 Suggestions for Results sustainability	27
5.2.3 Develop a Phase out plan	28
5.2.4 Communication with Jala Company	28
Appendix:	29
1、 Case One: Growth experiences from Ms. Li Yucui.....	29
2、 Case Two: Youth make transformational change in their job to help the local traditional embroidery product innovation.....	31
3、 Program Evaluation Inception Report.....	33
4、 Terms of Reference.....	34

The Final Evaluation Report for Jialan Program in Yunan

1、 Background

The program aims to build on the special cultural and natural environment of ethnic minority areas to strengthen the economic empowerment of ethnic minority women through supporting the entrepreneurship and employment in local handicrafts and rose plantation. The program intends to achieve the above objective through: raising gender awareness in local governments and communities; advancing employment skills and business knowledge of poor minority women; integrating the resources of both public and private sectors; strengthening advocacy and publicity.

1.1. Partnership

UNDP is responsible for the overall achievement of program outcomes through enhancing effectiveness of program management, monitoring the program's progress and intended results, and coordinating its evaluation. UNDP will ensure the introduction of the most suitable international practices on women's entrepreneurship and youth development and support the capacity, piloting and public information dissemination of the Program.

The China International Center for Economic and Technical Exchanges (CICETE) is nominated by the MOFCOM to coordinate UNDP's programme assistance to China and serves as the Government's Implementing Partner. CICETE is responsible for ensuring program implementation is in compliance with UNDP NIM rules and regulations and support monitoring and evaluation throughout program implementation. CICETE is responsible for program delivery and insuring that program outputs are produced according to program objectives and related work plans.

Yunnan Youth Entrepreneurship and Employment Foundation (YYEEF) is responsible for local coordination of the program implementation, mobilization of government counterparts including Youth League systems from provincial to county level, and other relevant government departments, as program participants to implement the Program. Set up the Program Management Office, designate Program Director, provide operational support and appoint focal point to oversee and coordinate local program implementation. It will also obtain the government support in financial, and/or in kind inputs for the Program.

The Jala Group, which puts a strong emphasis on Corporate Social Responsibility, will financially support this Program. In addition, it will take the rose plantation component as its corporate “fair trade” pilot, by specifying the variety and acreage of roses planted, setting prices of roses and purchasing roses planted.

The program will establish partnerships and collaborations with the Youth Leagues at provincial and country levels, in connection with social organizations, companies and academia to seek multi-faceted support from stakeholders.

1.2. Selection of Pilots

The program selects Yunnan as the pilot province and Mouding County in Chuxiong Yi Autonomous Prefecture as the pilot county. It aims to build an environment that enables greater access for women to local social and economic development, and promotes handicrafts industry and rose plantation industry.

1.3. Outputs of the program

Output 1: A sustainable poverty alleviation modality created through supporting entrepreneurship and employment in cultural industries.

Output 2: A sustainable development model of rural economy in minority regions explored through promoting characteristic agriculture industry and adopting concepts of fair trade

Output 3: Policy environment improved through policy research

Output 4: Through program advocacy and publicity, the public awareness on sustainable development in minority regions raised, the pride of local youth in their own cultural identity increased, and favorable social environment created for the youth and women employment and entrepreneurship, as well as for sustainable development.

The program is carried out from 2015 to the end of 2019 with a 4-year period in Mouding County

2、 Program progress and results

2.1. Output 1: A sustainable poverty alleviation modality created through supporting entrepreneurship and employment in cultural industries.

2.1.1. Establish the Association of Yi Embroidery Industry in Mouding County

Mouding Youth Yi Embroidery Enovation Association(Association) was established in January 14, 2016 with 250 memberships developed until now, most members are age from 20 to 55 year old, among memberships that 98% are women and 2% are gentlemen. They are manly from County town, Dujia village in Xinqiao township, Monsi and Maojie village in Anle township, Wanchang village in Shujie township Guyan Village in Panmao township and Lawan village, those villages are manly Yi communities gathering areas. The Association is managed through a board with 18 members which lead by one chairman and 2 vice chairmen. Under the board's supervising, a secretary was setup for day to day management of the association. A general secretary was nominated for taking leadership role by members. Since then, internal management guidelines have been developed and a logo with Yi culture characteristic has been designed for communication and promotion of the association.

A module is called 'Association + company + member' that is connecting government, entrepreneurs and members together for better communication. This mechanism helps to build quality standards for the embroidery products in Mouding county and create a platform for price negotiation.

Since the establishment of Yi Embroidery association, they have done number of activities which including Yi culture T stage show, organizing trainings and study tour in other places. The association with its capacity building and good performance has been recognized by local government and partners, in the meantime, number of young people attracted to be participated in and contributed a lot to good performance of the association.

2.1.2 Competition for Minority Handicraft Entrepreneurship

In May 2016 the program supported the county Youth group, other associations and relevant agencies to organize a Yi culture dress T stage show in Mouting county. This culture show was presented to audiences with unique Yi traditional dresses for man and woman and variance styles for Youth and elder. The event was promoting Yi culture

very widely and raising high awareness in the area.

In May 2018 the program support the Yi embroidery association that working with the youth group at Chuxiong Yi autonomy prefecture and Mouding county levels to organize the Competition for Minority Handicraft Entrepreneurship (CMHE). There are 110 competitors from 9 counties and one city in Chuxiong prefecture and collected 312 embroidery handcrafts with their stories. Through an internet voting system the event got 18.9 million with its total reach.

Based on two times competition results, one in 2016 and another one in 2018, 15-woman competitors have been rewarded with 45 thousand RMB revolving fund by each as seeds money for entrepreneurship and innovation development. This revolving fund has provided direct and indirect job opportunities for at least 1500 women working locally.

According to “the revolving fund assessment report” which conducted in October 2018, 100% of revolving fund users are shown that they enlarged work spaces to be able to having more productions and selling scales up to RMB 20 or 230 thousand as well as net profit increased by RMB 10 or 100 thousand.

Second, the revolving fund helped 5 embroidery enterprises hired more women as fulltime works, that led to each enterprise hired more than 4 or 26 works if compared with before using of the revolving funds. The range of increased workers up to 12 in average of each users.

With above data collected, it shows that the revolving fund has direct economy impact to users by increased sell scale and profit and supported about 60 women working locally.

2.1.3 Capacity Building

(1) In January 2016, the county youth league has collected 500 questionnaires to assess training needs and baseline information for better understanding current operations, marketing and innovations of Yi embroidery processing interest groups.

(2) From 2016 to 2018, there were 6 trainings conducted for 500 Yi embroidery entrepreneurs on art design, color adaptation, product innovation and e-commerce and etc. Among 4 trainings, a tool package with new and improved tools provided for trainees to learn not only theory but practicing in the same time. Those trainings are dramatically increased beneficiary groups in the whole prefecture

(3) From 2016 to 2018, with support from the program the association has organized 3 study tours for whom well skilled embroidery and high motivated people to go out for learning and experiencing of new embroidery products, exploring their view on marketing chain and possible resources.

(4) With a corporation of the Youth Solution Trip, 4 young people recruited as youth

practitioners working for this program on two topics one is Yi culture and another is rose planting fair trade. From October to November 2017, 4 young practitioners have conducted a 20-day field trip in program area. They have identified challenges and solutions according to their knowledge and experiences during engagement of local people. In the end of the trip, they have developed a Reading Notes which titled Yi Embroidery. In the reading notes, they review and collected traditional Yi embroidery skills and culture aspects. The reading notes could be saved as a format for traditional culture protection and passing down.

(6) There are number of weaknesses that identified for current Yi embroidery products by the program in the area as: too local style to attract outside consumers, materials and processing too rough, too much old-style clothes and producers lack of innovation idea. Given by this situation in the area, from 2017 the program started to support and encourage members from the association to participate in designing of embroidery products with innovations and gaining ideas from markets. In the meantime, members working with professional designers and design studios together for creating new series of designs and 40 products made proof successfully. Some of products are made with environment friendly materials. With those new designs and products it built members capacity for innovation and gained more experiences on price setting, packaging, promotion from this activity. It helps members to manage their production in a standard way with diversified choices for markets.

The overall program beneficiaries is about 800 people, each of them has raised income up to RMB 1500. From 2018 until now, RMB 130 thousand as total income has been generated for entrepreneurs from development of new products and markets. As an estimation that RMB 1.5-2 million as income for embroidery workers in whole county could be reached in next 3-5 years.

2.2 Output 2: A sustainable development model of rural economy in minority regions explored through promoting characteristic agriculture industry and adopting concepts of fair trade

2.2.1. Build rose plantation demonstration base

During 2016 and 2017, a 55-mu of rose plantation base has been established completely, which including 10 mu for Jala demonstration area. There are 11 sheds been built with 12 mu in the base, 4 mu for Suxing, 5.5 mu for super rose and 2.5 mu for Dianhong. Another 2 mu for Jinbian Rose and 36 mu for Dianhong varieties being cultivated in

open area.

The rose plantation base is delegated to Xingnong company for daily management which from a local buying and selling association in Muding county. This management is exploring a module as called “company + base + householder” which links stakeholders together. The program is renting unutilized lands from nearby villages and the company hiring 8 Yi minority women age between 20 to 43 as fulltime staff from surrounding communities. They can have stable income from working in the base and can take care of their family members in the same time at this moment when most young people in the rural community have migrated out for jobs. In addition, that 60 people could be rented as seasonal workers annually.

From April 2019 until now, 2.5 tons harvested from open area have sold out at the price 6 yuan per kg. In 2016 with requirement from Jala group, 5 wild small rose seedlings were transferred to the base and 13 seedlings are cultivated successfully. Follow up this activity, the base may need conducting a technical assessment and additional funding support to do further extension of this variety if take consideration, while a guarantee from Jala group for buying harvested products from cultivation of the variety must needed.

2.2.2 Staff training in the Plantation Base

Xinnong company has organized technical training for staff working in the base. The training was including planting and field operations, maintenance of field facilities, safety guards etc. Besides this, in 2018, Xinnong company has conducted a technical and pesticides management training for staff together with 60 villagers living around the base.

2.2.3. Setup farmer's association

Based on the rose plantation, they organized “rose plantation association” and launched in 2018 to play a role in selling agriculture products off-line.

2.3 Output 3: Policy environment improved through policy researches

In May 2016, the program organized the Poverty Reduction and Development Forum in Muding County. About 70 participants from various program partners, embroidery associations and local government departments and invited experts in the relevant fields participated. The forum held a heated discussion on the theme of promoting poverty alleviation in ethnic minority areas in cultural industries. From the Central University of Nationalities, the National Civil Affairs Commission, the Chinese Association of Arts and Crafts, the Chinese Women's College, Yunnan Academy of Social Sciences,

Yunnan Agricultural University School of Economics and Management, Experts from the New Rural Research Institute provided many practical recommendations on the themes of program implementation and poverty reduction and development in local sectors, such as the development of characteristic and agro-industries in the context of poverty reduction and national cultural protection. The Forum provides practical and useful reference for poverty alleviation in Muding County, and also plays a very good role in the formulation and planning of program activities.

2.4. Output 4: Through program advocacy and publicity, the public awareness on sustainable development in minority regions raised, the pride of local youth in their own cultural identity increased, and favorable social environment created for the youth and women employment and entrepreneurship, as well as for sustainable development.

2.4.1. Participation of Exhibition and Fair

In August 2018, seven members of the Muding County Youth Embroidery Association, representing the Association, went to Kunming to participate in the 7-day Creative Yunnan Cultural Industry Expo 2018. As the only group in Chuxiong prefecture to participate in the Expo as a unit of the association, in addition to showing the program's local development and influence, but also showed the first batch of carved embroidery innovative and improved products, the members of the Association also used live dynamic exhibition, for visitors to present embroidery and Yi song and dance culture, Attracted a lot of media attention and interviews, and in the live broadcast for the online audience to share the program story, introduced innovative embroidery products, received a lot of attention. The exhibition raised the public's awareness of the embroidery products, the resulting effect and influence has also been affirmed and recognized by the relevant local departments.

2.4.2. Social media promotion

From 2018 to the present, WeChat's social meddia platform, "Yi Embroidery", which is directly supported by the program, has been registered and successfully reviewed. The platform aims to make Yi embroidery better heritage and sustainable development

through the organization, recording and promotion of embroidery culture. From March 2018 to date, the platform continued to push related articles and content more than 50 articles, the push of the article mainly related to the Yi embroidery culture, Yi embroidery-related knowledge of science and introduction, embroidery practitioners persona introduction, program-related activities of the case report, content covers text, pictures and videos, subject matter are taken from the local, And they're all original content. The WeChat platform currently has more than 600 long-term followers, the average number of tweets read about 300 times, is currently the only publicity and promotion of Yi embroidery more professional and influential WeChat platform. In addition to online publicity and promotion of embroidery culture. The WeChat platform also integrates offline activities, connecting the program to carry out local training and other series of activities, so that local embroidery practitioners immediately understand the relevant training and learning information, quick and convenient registration and participation. At present, the WeChat platform is building a WeStore, through this network sales platform for local embroidery products online sales and promotion.

2.4.3. UNDP Goodwill Ambassador site visit

In line with the work arrangements of the United Nations Development Program, Ms. Yang Ziqiong, The Global Goodwill Ambassador of the United Nations Development Program, and her team visited the Muding program site from 19 to 21 January 2018. Ms. Yang Ziqiong and her team visited the "Jala Rose Garden Planting Base" to experience the planting process of the rose seedlings, and to communicate with the group of farmers employed at the Rose Base to understand the impact of the base on farmers and surrounding villages; And with the Muding County Youth Yi Embroidery Innovation Association members to communicate, understand the impact of the program on local entrepreneurial women. In Fengtun Township, Lawan Village, Ms. Yang Ziqiong visited the embroidery cooperative association, experienced embroidery, visited the embroidery producer's family, learned about the life of the village embroidery girl, and participated in the traditional "Magou" dance, understand the work of the program at the village level and the impact of the program. In addition, the prefecture and county-level league committees and relevant government leaders have actively supported the activity, a total of eight local and provincial media, such as China News Agency, carried out different degrees of coverage of the event, increasing the visibility of the program and publicity efforts. It has also promoted the attention and participation of government at all levels, program partners, local participants and the media, bringing long-term impact and support to the program.

2.4.4. Traditional embroidery products into the international view

In May 2018, the United Nations Development Programme's New York headquarters procured a number of traditional embroidery bag ornaments and embroidery rings from six locally supported embroidery craft makers for online sale and display as UNDP-

supported program products. This batch of embroidery products was shipped to New York and sold in the United Nations Development Programme's global online stores, along with products produced by United Nations from different countries and produced by United Nations Development Programme-supported craft makers. Embroidery traditional products into the international field of vision, not only increased the outside understanding of the traditional Yi embroidery crafts, enhance the impact of the program, promote the support of the crowd, but also let the local embroidery practitioners increase their confidence. June 25-29, 2018, by the State Council Information Office and the State Council Office for Poverty Reduction, China's Permanent Mission to the United Nations, Xinhua News Agency hosted the "Finding a Better Life" China Poverty Relief Exhibition at the United Nations Headquarters in New York, in which "Culture Drives Economic Prosperity" This video shows the program's series of support efforts for local Yi youth and women groups in Muding County. In line with the current Government's "Fight poverty eradication" efforts, the program directly contributes two UN's sustainable development sub-goals of poverty reduction and gender balance through ethnic minority women in the traditional craft industry with the support of relevant local authorities, The video was broadcast in a more vivid way to make more people aware of the groups directly supported by the program and the impact it had on the ground.

3、 Program Evaluation

3.1. Contents and methodology

Contents: Evaluate the output indicators of the program design, summarize the results achieved by the program and the important findings in the implementation of the program. Based on the findings and recommendations of the assessment, the needs analysis of minority communities, and the knowledge and best practices that UNDP can provide, the assessment report is formed.

Methodology: The assessment was based on actual facts, using program files, documents, reports and reading analysis, interviews with program staff and stakeholder representatives of relevant institutions, and field visits to farmers who implemented activities in the community. The interview is carried out in a semi-structural manner.

3.2. Time arrangement

Jun 12---13, Documents analysis and discussion on Inception report,
Jun 20---Travail to program site and meet with local staff to discuss on field work arrangement

Jun 21---24, Field work
Jun 25---Information analysis Identify Issues to be discussed with stakeholders
Prepare meeting with stakeholders
Jun 26--- Stakeholder meeting to identify best practices and recommendations for next step
Jun 27--- Rap-up meeting with local staff and back to home
Jun 28---29 First draft report writing
July 01---Feedback from UNDP
July 15---- Finalizing the report

3.3. Evaluation Team and acknowledgement

Mr. Ling Lin led the assessment as an independent assessment expert, and United Nations volunteers Huang Tian, and Zhang Jianxun, who returning youths from the Yi e-commerce platform, assisted in the collection and provision of relevant information and contacted representatives of stakeholders for interviews and group meeting arrangements.

In this evaluation, I would like to thank the secretary of the county league committee, Ms. Zhang Chaofeng and the deputy director of the Program Department of the Youth innovation, Mr. Zhou Yun, in the busy time to provide program information, to receive evaluation interviews. In particular, I am grateful to the members of members from the Embroidery Association for their patient answers and a vivid introduction to embroidery products in their assessments.

Finally, thanks to the UNV Ms. Huang Tian's strong support and thoughtful arrangements during the on-site assessment and report writing, her overall coordination capacity enabled the assessment to proceed smoothly. I admire Mr. Zhang Jianxun, the young boss of Yi Sheng E-Commerce Co., Ltd., for his enthusiasm and efforts in the production and sale of embroidery products, and thank you very much for his support in arranging community interviews, as well as sharing his plans for the next step.

4、 Findings of the evaluation

4.1. Program design and strategies

In the ProDoc, developed at the beginning of the program, the program framework (results and resources framework) is a better target for the development needs of Yi youth and women in Muding County. The activities of the program design are clear lying, specific and easy to operate. At the beginning of the program, the indicators of output and activity were relatively general, and as the program progressed overtime, the group of program beneficiaries gradually became concrete, and the outputs and indicator systems were gradually improved. The program strategy found no significant

risk in the output 1 of "excavation and inheritance of traditional Embroidery for the Yi people". Strategies targeting fair trade concepts and standards and women's beneficiary groups need to be further tangible in terms of the output 2 for rose planting. Output 3, output 4 in the strategy did not find major risk too.

4.2. Program Management

4.2.1 Institutional arrangement and team

The core team currently in the ground is composed of the Embroidery Association and UNV. Embroidery Association key members were from 12 up to 150. Yi E-commerce company has 7 employees, involved in the sales of embroidery products and e-commerce management. Until 2017, the Yunnan Youth Entrepreneurship Foundation (YYEEF) has staffed to carry out and coordinate the program, and a UNV was responsible for the program site coordination after October 2017. At present, the YYEEF is coordinating provincial government departments support to the program and allocate funds according to work plan. A secretary of the Muding County League Committee is responsible for providing government support and management of activities at local level.

At present, the working ability of the core team in the ground has initially met the coordination needs of the program implementation, has formed a regular meeting system, the development of work plans, the selection of partners, the drafting of program contracts, tracking the progress of program activities, the organization of large-scale publicity activities, connecting of external market channels.

4.2.2 Work plan

The Program Core team currently combines program documents (ProDoc) and Program Frameworks to develop an annual work plan (AWP) to guide implementation of activities accordingly. The AWP has established an approval mechanism, which is approved by representatives of UNDP, the CICETE and the Youth Creative Association at the annual coordinated review meeting. Original approved AWP was kept in CICETE and UNDP China office

The AWP's formatting elements need to be relatively consistent with the program framework table.

4.2.3 Fund utilization and program implementation rates

The total program budget is US\$ 700,000, and since the signing of the cooperation agreement in August 2015 (June 2019), CICETE has allocated US\$ 60,4645.58 to the program at a funding rate of 86.38%. As of June 2019, the completion or implementation rate of program activities was 85.96%.

4.2.4 Program activity tracking

As the program is relatively small in size and the outputs are not complex, there is no specific program monitoring plan in the program framework document, and there are no program monitoring reports at the annual work plan. However, the program core team has a track record of the program activities based on the annual work plan to understand the progress of the program. Annual program progress reports are submitted in accordance with the UNDP program format, which details the activities undertaken by the program, the problems that exist and the next steps. It provides a basis for decision-making at the annual coordinated review meeting.

4.2.5 Stakeholder and partner management

At present, the embroidery association and the program implementation team can more clearly identify the stakeholders involved in embroidery products, and can come up with a clearer response strategy.

In the production of rose planting, there are currently relatively few stakeholders involved, and stakeholder identification and response strategies need to be further developed.

In program partnership management, UNDP, CICETE and YYEEF is working together for the program decision-making mechanism and guidance of the program implementation. The county youth league is helping the core team to making communication with the relevant units and local governments of the Meding County and making efforts on integration of local resources. This operating system has been accelerated from 2015 to 2016 through an adaptation period. The CICETE has developed a guideline for the financial management of the program, provided the contract template and approval process for the team to use. Annual work plans and budgets are approved annually in the form of coordinated review meetings, and relevant documents are stored in the UNDP and CICETE. The YYEEF conducted a financial third-party audit in 2018, and in March 2019, the audit reports for this program were mentioned as no-objection by the firm.

This cooperation mechanism has been operating so far, the county Youth league secretary, Ms. Zhang Chaofeng, through participation in the management of the program, she is not only for the implementation of the program to provide a good working environment, while fully understanding the UN advocated the Millennium

Development Goals and SDG specific indicators of the meaning and content, and understand and endorse the people-centered development concept. In addition to providing provincial level support and coordination efforts for the program, Mr. Zhou Yun, deputy director of the program department of the YYEEF, has a comprehensive and profound experience of the steps of program cycle management (including problem identification, strategy identification, finding partners, program design, implementation, monitoring and evaluation, etc.) in addition to the implementation of the program. And the experience gained from this program to manage other programs in YYEEF working areas. He has a very strong sense of ownership of this program.

Under this cooperation mechanism, due to the decision-making power of resource use is done stream, it provides a good room for members in the embroidery association to develop their capacity rapidly. Empowering community women through the capacity-building by the association are gradually enable them making design of program activities and build capacity to analyses market and technical needs. The ability to self-manage and express their wishes and ideas has basically realized through the empowerment process from this program in the community.

In the interview, it was found that the embroidery women in the product list combing and stakeholder analysis has a clear thinking and strong self-confidence.

For example: The Association's embroidery women with program support, has developed a series of products, can further subdivide specific consumer groups. See product list:

1) Products with Flower design

Muding traditional pattern camellia, because among the embroidery types, camellia is the only traditional flower that can represent the embroidery of Mudung. The introduction of camellia can represent the Mudung Yi embroidery.

2) Three-dimensional embroidery mountain camelia flower with bamboo bag / frame painting series

3) Craft: three-dimensional embroidery, flat needle embroidery, seed embroidery, long needle embroidery

4) Meaning: richness with flowers blooming, peace and auspicious, happiness and well-being

To the Yi auspicious pattern mountain camelia flower as the design element, to European-style three-dimensional embroidery, the inheritance of The Yi mountain camelia flower more vivid, more layered, three-dimensional sense.

5) Embroidery Tradition and Sister Improvement Waist

Features: the most traditional, the most classic, the most aesthetic art, human value, the most classic waist materials and accessories, use of reasonable improvement, so that it is more stylish, applicable.

6) Scented bag

Double-sided hand embroidery, the use of embroidery in pin

embroidery, seed embroidery, flat needle embroidery and other traditional needle method, the pattern for the mud-ding-yuan friends in pomegranate flowers, camellias, horn flowers and other hundreds of patterns, filled with grass, Zhu sand and other spices. Top connection rope head into a lanyard, the lower hanging flow, can do sweater long chain, car hanging, wall hanging and other decoration.

Hand-embroidered women's fashion bags, wraps, incense bags, pillows.

7) Story

Folk traditional culture story embroidery works, with embroidery way to show the traditional culture, more intuitive. Objective To make people intuitive embroidery to understand the traditional culture of the local, such as Muding's "March Party Legend" "The Left Foot Dance" "Yu wedding customs" "The 15th of the first month new year to gather in the cat street" and so on.

8) Objects

Gifts (women's products), children's cartoon embroidery, women's national clothing, men's clothing (Ma gua),



Above left: The embroidery lady discussing the product

Above right: Embroidery in group interviews

Right: The product selected of the embroidery and its characteristic content, etc.

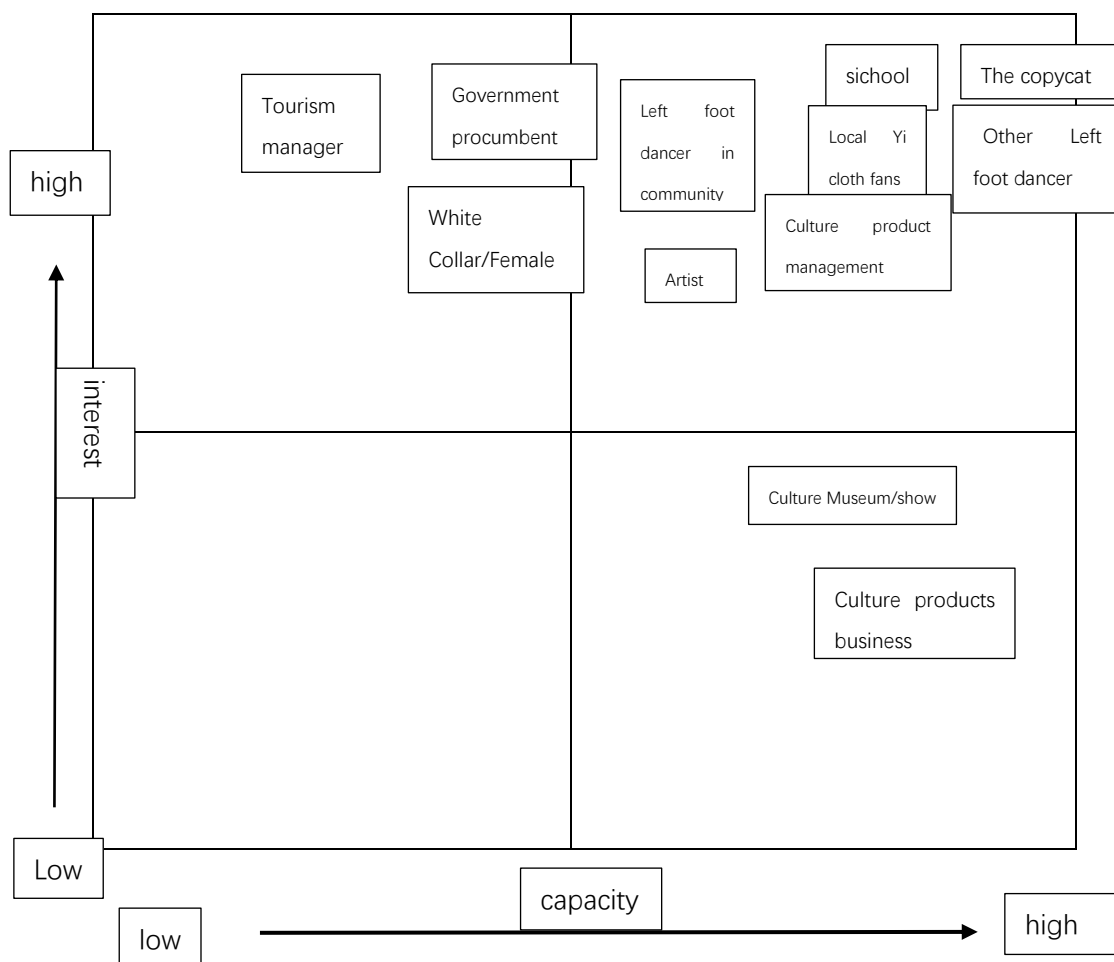
Through the experience of the program, members of the association can more comprehensive identify embroidery product marketing with key stakeholders, and

according to the characteristics of stakeholders, to develop a more accurate response strategy.

As an example, bellowing, embroidery women have done a stakeholder analysis matrix:



- ✓ Tourist attractions
- ✓ Government procurement
- ✓ Urban White Collar/Female
- ✓ Social crowd (left-foot dancer)
- ✓ Artist
- ✓ School
- ✓ Yi cultural products business
- ✓ The copycat
- ✓ Culture Museum/Museum
- ✓ Culture product management / planning

From the point of view of marketing, embroidery women also carried out a stakeholder classification. See the breakdown of stakeholders below:



	
Stakeholder analysis in progress	Stakeholder analysis matrix done by women

Because the cooperation mechanism of this program has characteristics with multi-party decision-making, remote communication and high time cost, so that UNV has a more space to play in management role, UNV's facilitation skills, negotiation skills, conflict resolving and insight ability has gained a great experiences. UNV has played an effective role in the implementation of the program and in ensuring that each activity develops in accordance with the goals of women's empowerment which designed by the program.





	
Ms. Huang Tian, the UNV facilitating e-commerce staff give feedback to embroidery woman on marketing information	Huang Tian, the UNV showing products to the embroidery woman

4.2.6 Program reporting

1) Annual program review meeting: The program was held annual tripartite review meeting for 2015-2016, 2017 and 2018 in October 2016, February 2018 and January 2019 respectively. UNDP、CICETE and YYEEF and related stakeholders participated in the review meeting. Participants were reviewed priory year progress and achievements, and discussed strategies for meeting challenges faced in implementation and discussed approved next year annual workplan and budget

2) **Monthly meeting:** According to the annual work plan and budget, the program coordinator on the "traditional cultural protection" sub-program facilitated the specific implementer - Muding County Youth Yi Embroidery Innovation Association, to update progress being made and plan for next steps forward and sign responsibility for each member through the monthly meeting.

3) **Regular update working progress by Xinnong company:** According to the annual work plan and budget, the UNV coordinator on the "characteristic agricultural planting" sub-program facilitated the implementer - Muding County Supply and Marketing Association Xin Nong company to organize monthly follow-up meeting, for communication and follow up work progress planned, to view the status of the rose demonstration base, give corresponding feedback and suggestions.

	
Rose plantation Base in wild	Freshcut roses planted in the shed
	
Wild small rose variety cultivated in the base	Edible roses planted in the field

4.2.7 Internal communication and out reach

Among the partners, the daily communication between the partners is centered on the core team in the field, through UNV making the exchange and feedback with key

parties, the communication mechanism so far between partners basically meet the requirements of program implementation.

The local implementation team and partners effectively publicize the program's concept, progress results, and some good practices during the program implementation process. Good use of the social media, video production, high-end forum, Fashion show, product display, UN ambassador visit, government leaders at all levels of the site inspection, has played a very good role for the program's concept and practice dissemination, but also let many embroidery women show their self-confidence, so that more young people enhance the Yi culture identity. This program has let the society to understand the cultural heritage of ethnic minorities and issues with development needs of young and Yi women, It has attracted some attention from local authorities, also created a good political environment for the implementation of the program in the locally.

4.3. Program Sustainability

4.3.1 Financial Sustainability

In the process of program implementation, the objectives, outputs and activity indicators, are basically matched with the scale and the funding level. During program operation the embroidery association and rose planting enterprise did not occur any phenomenon of broken financing support, but in the early stage of the program that there has been a delay in the allocation of funds. It is understood from this review that the period from negotiation to signature of the implementation contract is approximately 2-3 months from the first allocation of funds.

After the end of the program, the basic operating funds of the Embroidery Association will not be available from the part which supported by the program. Post-strategies have not been discussed among partners yet. In the discussion with the YYEEF, there is a possibility that in the revolving fund, priority is given to the Mouding Embroidery Association for their basic operating needs for about one year, if the Association applies. It is believed that partners in their respective fields, will look for new resources to supplement and promote the operation upgrade of the Association.

After the program is completed, the rent fee for the land of rose planting site will not be supported by the program, it will be covered by XinNong company totally. Xin Nong also said that after the end of the program, the cultivation of edible roses will continue, in addition to plans to expand the size of 40 mu of planting. Freshcut roses planted in a shed of about 10 mu will be replaced with edible fungus cultivation. Xin Nong also said that the seven women from the nearby communities involved in the work will continue to benefit from the work, and will expand the recruitment of more community women to work.

4.3.2 Social Economic Sustainability

Embroidery Association's products and beneficiary groups meet the objectives of the program, can also contribute to the SDG's related objectives. With the further expansion of marketing, production models have a certain social and economic sustainability, no major risks.

The production mode of the rose planting base is a bit difficult to achieve the standard of fair trade due to its higher technical requirements, higher capital investment and market competition, as well as increasing water costs, and relatively few beneficiaries. Its social and economic sustainability has a challenge to be deal with in following time

4.3.3 Institutional Sustainability

Embroidery Association was established as an organization with well management mechanism, members have done embroidery product design, processing, quality control and marketing capabilities by themselves, with the help of Yisheng e-commerce platform, and many embroidery women also have their own studio and diversified marketing channels, which show a good sustainability.

The rose planting base managed by Xinnong company with its management approach and community benefit mechanism is at some degree risk to the sustainability in terms of program institutional arrangement, due to marketing challenge and intensive cash input as well as.

4.3.4 Environment Sustainability

The production of traditional embroidery products with an impact on the local environment is no risk according to this assessment. The materials purchased do not have sufficient records to be reviewed their ecological footprint because they are not produced locally. In the future large procurement of cloth, if the first choice of environmentally friendly production suppliers, this will contribute to SDG water-related goals to be achieved.

Since the 55 mu of the base is located in a seasonal river side, with high level water use, intensive labor, fertilizer and pesticide input, the rose planting base manager and staff need more training on environmental management measures when they doing operations. This output may present risks to environmental fair-trade principles from the current perspective, to SDG water targets as well. But if they can develop and making its implementation of environmental management guidelines, this risk can be managed on this scale.

5、 Conclusion and Recommendation

5.1. Conclusion

5.1.1 Overall conclusion

The activities implemented by the program consistent with the objectives and activity indicators set out in the Program Document (ProDoc), it basically covered identified stakeholders, the capacity of young women groups has been improved, their ability to participate in the governance of association and access to technical and market information, has improved accordingly as well as the ability to make self-decisions.

Through activities of excavation and inheritance of the traditional culture of the local Yi people that have further enhanced the national cultural identity of the local community and the embroidery women. they carried out the initiative of innovation and inheritance activities dynamically. A range of best practices that deserve to be promoted and communicated through different perspectives during program implementation.

The program outcomes and the way to be achieved that well cooperated with the strategic layout of the county economic development for the Yi embroidery industry and the rose industry development goals, and provided a good demonstration and exploration pilot at the practical level.

5.1.2 具体评估结论表： A detail Evaluation results templet

Results and Resources Framework—Indicator Assessment and Achievement Rating Summary Table							
Indicative Activities	Implementing Partners	Indicator Assessment Key	Achievement Rating	Justification	Best practices	To be improved before the End	To be improved in one year
Output 1 A sustainable poverty alleviation modality created through supporting entrepreneurship and employment in cultural industries.			5 S	Ideas, concept, structure basically have done, the attitude of the association staff, confidence has been enhanced. If can continue for another 1 year, results will be even more in place	The Secretary-General's growth experience is a good case. Innovative with product design and exploration, new market	Need a simple BP if possible	run BP for at least one year
1.1 Establish the Association of Yi Embroidery Industry in Mouding County	UNDP.		5 S	Registered, has a work plan, has staff., structured with responsibilities, regular meeting system was running well	The program has specific activities, provides support, connects resources, and young people set up and manages institutions by themselves	Face out Plan development	
1.2 Competition for Minority Handicraft Entrepreneurship	CICETE.		6 HS	Done twice, the first time issued revolving found to 5 households. The second issued to 10 households entrepreneurship, received more than 300 products, with 110 participants, selected 20 households, as nominations and 10 as winners	show their national identity and self-confidence, Media total reach up to 189,000+		
Establish revolving funds to support local entrepreneurship projects (3-5 SME to be supported)	YYEEF		5 S	Revolving funds gave to 15 households and 5 of them have returned. Guideline and standards in place. Low done the standard can have more beneficiaries.	Need a case show	Summary report for the revolving found and next plan	
1.3 Training – Capacity Building and Enhancement			6 HS	Done 6 trainings. Have training plans and training need assessments. Total reach is about 400 person times. Went out for study tours, attended 5 more exhibitions with more than 50 embryoidary women participated	Fine, needle skills diverse, color matching, paper-cut. Can do paper-cut embroidery training and can reach 20-30 people. No need pay the participants for this training	May provide BP development training	
1.4 Excavate and compile the traditional crafts skills of the Yi people, and publish these documentations to protect and inherit the Yi culture.			6 HS	Done social media promotion gained large. Developed guideline for Yi embryoidary. Planned to have 100 stories and issued out 50, already. Readers more than 3700 per issue and 500-600 readers for each issue in average. Government officers participated in helping promotion actively.	- There are electronic versions of the document, 20 copies. Discover the connection between culture and wildlife. Lay the foundation for the development of the future mind product.		
1.5 Provide training for the local government officials and social workers engaged in the development of cultural industries, with a special attentions to women's employment and entrepreneurship development.			5 S	At the Poverty Reduction Forum, experts from relevant universities and research institutes were invited to explain the employment and empowerment of women in the development of cultural industries.			
Output 2 A sustainable development model of rural economy in minority regions explored through promoting characteristic agriculture industry and adopting concepts of fair trade			4 MS	The base was established with no record of management plan and fair trade implementation progress		Develop management plan is needed and take fair trade and environmental risk management indicators into account	
2.1 Build rose plantation demonstration base	UNDP, CICETE		4 MS	Rose Base 55 mu area, has been harvested and sold 25 tons of red roses, long-term employment of 7 women, the busy season the base can reach about 30 workers a day, each person earning up to 70 yuan per day.		It is recommended that the Environmental Management Guidelines or Standards (Protecting Water and Animals) (Labour Protection) be developed and staff be trained. It is recommended that women participate in the corporate governance structure. After the end of the project should keep the base, 10+mu of greenhouse sage to change the edible bacteria need feasibility analysis. Enterprise plans to increase the cultivation of 41 acres of edible roses need market analysis.	
2.2 Introduce the concept of fair trade to the rose plantation base.	YYEEF		3 MU	No records about managemnet plan and activities can be found in the field office		Concept and indicators need to be translated into the development of management plans and to disseminate	
Output 3 policy environment improved through policy researches			5	Muding County policy environment is conducive to the implementation of this program			
3.1 Cooperate with local government in holding policy workshops on entrepreneurship development of minority youth and women, through which to promote development of relevant policies and institutions, encourage and support entrepreneurship and the employment of local youth and women.	UNDP, CICETE		6 HS	In 2016, the "Muding Poverty Reduction and Development Forum" was held, with the participation of provincial and county leaders, focusing on the theme of Yi embroidery and women's employment and poverty reduction. Into the state committee annual work plan, county government precision anti-poverty action. Embroidery and rose planting incorporated into the 13th Five-Year Plan	The Association organized the T-show, the leader participated in the observation, the exhibition hall one, the state committee official visited, to give encouragement and ask for innovation and quality improvement.		
3.2 Organize research on the employment conditions, challenges and responses regarding the youth and women in ethnic minority regions, policy recommendations and submit to governmental department.	YYEEF		4 MS			Suggestions to the relevant departments to submit a "Regulations on the protection of traditional Culture of the Yi people" or "Muding traditional embroidery patterns and story traceability" proposal. Give official report to the relevant departments.	
Output 4 Through project advocacy and publicity, the public awareness on sustainable development in minority regions raised, the pride of local youth in			5 S	The public has the consciousness and social environment to protect traditional culture. Have a certain understanding of the sustainable cultivation of roses.			
4.1 Build a platform to organize entrepreneurial exchanges on ethnic arts and crafts; select products to participate in local or national cultural to raise the public cognition of cultural products.	UNDP, CICETE		5 S	Social media number set up, catwalk show, left foot dance culture festival held. Participated in the 4th China Youth Volunteering Project Competition held by the Communist Youth League in Chengdu, and won the Silver Award and 5000 yuan prize			
4.2 Document success stories and achievements, and communicate project results to a broader circle of potential partners and the general public.	YYEEF		5 S	Ms. Yang Ziqiong visits the project site. China Poverty Relief Exhibition UN Headquarters "Finding a Better Life" – One of the Top 10 Videos for Culture-Driven Prosperity. A program promotional film is scheduled for April, and the script is complete.			

Indicator Assessment Key 产出指标评价

Green= Achieved 实现	Yellow= On target to be achieved 将要实现	Red= Not on target to be achieved 不能实现
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Achievement Rating scale: HS, S, MS, MU, U, HU

产出评估等级：完全满意，满意，基本满意，基本不满意，不满意，完全不满意

5.2. Recommendations

The templet above lists the appropriate specific recommendations, with the following suggestions on the strategy aspects of the program:

5.2.1 No cost extension needed

On the objective of Yi embroidery products, based on realistic capabilities and the time cost of program activities, depending on the remaining funding with no new resources input, it is recommended to extend the program until September 2020. It could let the initially operated embroidery associations and community embroidery teams have added a year for practice and self-regulation in terms of governance, adaptation and development of the embroidery industry, so they can make the outputs and indicators of the program as complete as possible, which could further enhance the sustainability of outputs. At the same time, it is believed that the UNDP, CICETE and YYEEF have more than a year of company, will bring more opportunities and resources channels to the local team.

5.2.2 Suggestions for Results sustainability

Regard to keeping of mechanisms and results developed during the implementation of the program, suggestions are recommended as follows:

1) The embroidery association (including e-company) should started use simple business plan to manage the association. Tools for cost analysis, pricing and marketing strategy, people management and communication could help them in a better management of production and marketing. There are some simple BP development guidelines in place for community-based association and company users.

2) The revolving fund mechanism established by the program has played a better role in the capacity building of embroidery women, at the end of the program, it is suggested that the returned revolving fund should be reviewed and it should be clearly defined by the partner for future uses

3) The 55-mu rose planting base established by the program is an important output of the program which uses public welfare donation funds, which should be counted and announced at the end of the program. Encourage and require Xin Nong to continue participate in the cooperative governance process and maximize the benefits to the community around the base. In accordance with the principles of fair trade, the company should continue help to achieve the empowerment process for women in the community.

5.2.3 Develop a Phase out plan

As a program partner of the UNDP, CICETE, YYEEF and the County Youth league, it is proposed to jointly develop a program phase out plan. The purpose of the phase out plan is to ensure that the embroidery association and the e-company can fully assume the production and marketing of Yi embroidery products, continue to serve the empowerment and cultural heritage of Yi women, which is to achieve the goal of teaching a person how to fish. The period of phase out plan is proposed for a period of six months from August 2019 to February 2020. The phase out plan mainly refers to the withdraw and handover from existing team to local team with operation, decision-making, use of resources and responsibilities. While the Quartet of cooperation focus on observation of its development and continues to seek providing opportunities and other resource channels to strength their capacity if needed. It is to avoid that all operating mechanisms might stop after the program is withdrawn.

5.2.4 Communication with Jala Company

It is suggested that the program partners to have a communication with the senior management of Jala, and invite technical experts to do a cultivation technology assessment of the cultivation effect of small roses, and propose solutions and give support to further cultivation experiment and promotion, so as to ensure that the results of corporate social responsibility efforts are further consolidated and expanded.

Appendix:

1、Case One: Growth experiences from Ms. Li Yucui

Lawan Village is an administrative village in Fengtun Town, Muding County, Chuxiong Autonomous Prefecture, about 31 kilometers from the county town of Muding County, is a typical Yi settlement village, in addition to the well-known Yi traditional "Magu" dance, most women in Lawan also retain the traditional Yi embroidery skills. In Lawan, there is a saying that "girls who can't be embroidered can't marry out", Yi girls from childhood and their mother to learn this craft, and their own hand embroidery and production of traditional Yi costumes.

In the village most of the young people are out to work, Li Yucui is a "returnee", in her early 20s, she had been to Kunming to work, a few years ago returned to Lawan, married and became a mother of two children, she decided to stay to take care of the family. Because of her ability to cut flowers and embroidery in embroidery techniques, many people in the village came to ask her to help design traditional Yi costumes. In addition to her family affairs, she began to take orders for traditional embroidery from the same village and neighboring villages. In 2016, Lawan Village became one of the six cooperation points supported by the program, Li Yucui joined the Muding County Youth Yi Embroidery Innovation Association, and in December of the same year, with the support of the program, she and 32 other youth embroidery workers of the association went to various areas of Yunnan to study. After returning from studying, she had the idea of opening a studio, and in 2017, with her husband's support, Li Yu-cui opened a small studio in a newly built house near her home, so that people in the village could come here directly to buy and order embroidered clothes and spare time. Her sisters and female friends also like to gather here to chat and embroider.

With the development and promotion of the program, Li Yucui actively participated in a lot of embroidery skills training, understand and learn about different embroidery techniques, pattern design and color matching knowledge, she began to use often used wool materials to use embroidery, so that the pattern more exquisite and detailed, and the material to promote the embroidery around. She also took some orders for embroidery innovative products, responsible for product design and quality control, she received a number of orders, will be ordered to know the embroidery woman, and when the recovery of embroidery for acceptance and feedback, compared to the original simple embroidery work, as the village embroidery team's main person in charge, She began to try to manage and coordinate the village embroidery group, in May this year in Lawan, Li Yu-tui also from the original participants became a training lecturer, she designed a training course, in two days in the Yi language more than 40 women in Lawan to the traditional Lawan butterfly pattern of cutting flowers and embroidery skills training , training because of its practicality by many embroidery girl's welcome, training patterns will also be applied to a number of embroidery innovative notebook

products.

In a work-up with the products of the Dutch designer Henny Van Nistelrooy, she also led several Yi women from the village of Lawan, excavating and using a traditional "rope" process in embroidery to make them into a modern embroidered carpet product. They will travel to Beijing for Beijing Design Week, where they will present the production process and embroidery products to more people.



Ms. Li Yucui



Li Yucui is discussing with other embroidery women



A special rope-tie production process in traditional Yi costumes, known in Yi as "laole"

2、Case Two: Youth make transformational change in their job to help the local traditional embroidery product innovation

More than a decade ago, like many of the first batch of Yi women from the village to the county to start a business, Wang Yuping with only 5000 yuan to start her entrepreneurial journey, when most people will wear traditional Yi costumes, relying on the teenage from their mother learned embroidery crafts, She started her own business in a small embroidery workshop in mudding county. From the design pattern, drawing and cutting out the pattern, to complete embroidery and make into a complete Yi dress, work until very late every day, it also takes half a month, but the business is going well, with the initial earning of a little principal, Wang Yuping used to support her husband in the county town opened a restaurant.

A few years later, machine embroidery products began to flood the small county town, because of high production, low prices, most of the local people began to gradually choose machine embroidery products, traditional hand embroidery products and skills began to face the problem of loss of market and loss of transmission.

As an Intangible Heritage of embroidery recipient of Chuxiong state, she realized that her embroidery shop is also facing the transformation problem.

In 2016, with the program was landing in Muding County, Wang Yuping served as the vice president of the Youth Yi Embroidery Innovation Association of Muding County, responsible for the craft and production of the association's products. After participating in several training and study tours of the association, she also realized that the innovation and transformation of new products for embroidery was an urgent matter. With a competition in 2018 for innovation and entrepreneurship in the Yi embroidery, she and several members of the Association, excavated the local traditional Yi patterns, applied it to relatively new materials, made hanging holbags, stationery briefcases, rattan series and other embroidery products, In the initial sale and display has been welcomed by customers. But the local market is still very limited, open the foreign market, is a problem for everyone.



Wang Yuping left her name on the signature edition before taking part in the Yi embroidery innovation and entrepreneurship competition.

Zhang Jianxun, Secretary-General of the Embroidery Association, is a young man who returned home to start a business, and because of his concern for traditional handicrafts, he also joined the Youth Embroidery Association and assumed the promotion and e-commerce work of the Association. In several regular meetings of the Association, we decided to try to promote and sell embroidery products through the establishment of the social media network and sales channels. At present, through the promotion of WeChat social media, many embroidery enthusiasts and traditional craft followers, slowly know the Yi embroidery with a clear folk style of embroidery. At present, the network sales platform is being built, Wang Yuping is also because of innovation ability and embroidery traditional skills, was invited as a teacher of the Muding County Vocational High School, to teach students embroidery skills. Embroidery is like a link, so that embroidery practitioners awareness side by side to assume the responsibility of inheritance, so that young people began to pay attention to and participate in traditional non-relict skills, so that more men to join the embroidery industry to support women, but also let embroidery found a better direction of development.

(Returning youth Zhang Jianxun in trying on yi embroidery clothing)



3、 Program Evaluation Inception Report

For Culture-based Development for Ethnic Minorities in China: Entrepreneurship and Employment Development for Ethnic Youth and Women Yunnan June 12, 2019

- Program evaluation Objectives
 - Scope and major Activities:
- Approach and Methodology of the evaluation
 - Timeframe

Objectives

- Evaluation of the Entrepreneurship and Employment Development for Ethnic Youth and Women Programme
- Formulate a comprehensive report and put forward program proposal for next phase

Scope and major Activities:

- Evaluate the implementation of the program against the outcome indicators that were identified in the program documents, summarize achievements and lessons learnt and summarize key findings of program implementation;
- Based on key findings and recommendations of program, comprehensive analysis of the needs of the ethnic minority communities, as well as knowledge and best practices that UNDP can offer, formulate an evaluation report;
- Attend any program activities taking place at the time of the mission (conferences, Advisory Board meetings, program board meetings, field missions to pilot sites) and give informal presentations if required;
- Travel to Beijing or pilot site(s) across China if necessary;
- Debrief with CICETE, UNDP and other partners on initial conclusions and suggestions.

Approach and Methodology

- Document analysis
- Interview with key persons from related organizations
- Interview with stakeholders
- Facilitated Group discussions on topics(identify later) with key stakeholder groups
- Field visit to benefited or targeted farmers from communities
- Others if needed

Timeframe

- Jun 12---13, Documents analysis and discussion on Inception report,
- Jun 20---Travail to program site and meet with local staff to discuss on field work arrangement
- Jun 21---24, Field work
- Jun 25--- Information analysis Identify Issues to be discussed with stakeholders Prepare meeting with stakeholders
- Jun 26--- Stakeholder meeting to identify best practices and recommendations for next step
- Jun 27--- Rap-up meeting with local staff and back to home
- Jun 28----29 First draft report writing
- July 01----Feedback from UNDP
- July 15-Finalizing the report

Thanks!

4、Terms of Reference

Terms of Reference

i. Position information

Title: Independent advisor on Entrepreneurship and Employment Development for Ethnic Youth and Women Programme

ii. Background

Despite strong progress in advancing gender equity, women across the country are still less empowered than men, be it economically, politically or socially. In ethnic minority areas, a large portion of men went to cities for work. The left-over women have gradually become the main force driving social management and economic development of rural areas. Women are the primary custodians and practitioners of traditional culture and productions. They grasped typical cultural skills, such as embroidering, weaving and handicrafts producing, plantation, and some natural food product processing from natural resources. Supporting women to start or expand their own businesses, or explore employment opportunities, not only empowers women, but also reduces inequality and stimulates economic growth.

The program will build on the special cultural and natural environment of ethnic minority areas, to integrate the resources of both the private and public sectors, and strengthen the economic empowerment of women through supporting the entrepreneurship and employment in local handicrafts and rose plantation. The program will raise gender awareness in local governments and communities, advance employment skills and business knowledge of poor minority women, and improve minority women's ability to participate in socio-economic development.

UNDP is responsible for the overall achievement of program outcomes through enhancing effectiveness of program management, monitoring the program's progress and intended results, and coordinating its evaluation. UNDP will ensure the introduction of the most suitable international practices on women's entrepreneurship and youth development and support the capacity, piloting and public information dissemination of the Program.

The China International Center for Economic and Technical Exchanges (CICETE) is nominated by the MOFCOM to coordinate UNDP's programme assistance to China and serves as the Government's Implementing Partner. CICETE is responsible for ensuring program implementation is in compliance with UNDP NIM rules and regulations and support monitoring and evaluation throughout program implementation. CICETE is responsible for program delivery and insuring that program outputs are produced according to program objectives and related work plans.

Yunnan Youth Entrepreneurship and Employment Foundation (YYEEF) is responsible for local coordination of the program implementation, mobilization of government counterparts including Youth League systems from provincial to county level, and other relevant government departments, as program participants to implement the Program. Set up the Program Management Office, designate Program Director, provide operational support and appoint focal point to oversee and coordinate local program implementation. It will also obtain the government support in financial, and/or in kind inputs for the Program.

The Jala Group, which puts a strong emphasis on Corporate Social Responsibility, will financially support this Program. In addition, it will take the rose plantation component as its corporate “fair trade” pilot, by specifying the variety and acreage of roses planted, setting prices of roses and purchasing roses planted.

The program will establish partnerships and collaborations with the Youth Leagues at provincial and country levels, in connection with social organizations, companies and academia to seek multi-faceted support from stakeholders.

The program aims to:

1. Create a sustainable poverty alleviation modality through supporting entrepreneurship and employment in cultural industries.
2. Build a sustainable development model of rural economy in minority regions explored through promoting characteristic agriculture industry and adopting concepts of fair trade.
3. Improve policy environment through policy researches.
4. Through program advocacy and publicity, raise the public awareness on sustainable development in minority regions, increase the pride of local youth in their own cultural identity, and favorable social environment created for the youth and women employment and entrepreneurship, as well as for sustainable development.

As the program is approaching the end, UNDP is working on program evaluating, the program seeks to recruit an independent advisor to lead related efforts.

iii. Objectives

An advisor will be hired to prepare a paper that achieves the following objectives

- Evaluation of the Entrepreneurship and Employment Development for Ethnic Youth and Women Programme
- Formulate a comprehensive report and put forward program proposal for next phase

iv. Scope of work and activities to be undertaken

As the program is approaching the end, an independent advisor is deemed necessary to provide technical advice to the evaluation of the program. Representatives from UNDP, CICETE and YYEEF will provide support and accompany the mission throughout if necessary. More specifically, the advisor will:

- Evaluate the implementation of the program against the outcome indicators that were identified in the program documents, summarize achievements and lessons learnt and summarize key findings of program implementation;
- Based on key findings and recommendations of program, comprehensive analysis of the needs of the ethnic minority communities, as well as knowledge and best practices that UNDP can offer, formulate an evaluation report;
- Attend any program activities taking place at the time of the mission (conferences, Advisory Board meetings, program board meetings, field missions to pilot sites) and give informal presentations if required;
- Travel to Beijing or pilot site(s) across China if necessary;
- Debrief with CICETE, UNDP and other partners on initial conclusions and suggestions.

v. Duration of the assignment

10 working days including report writing time in June of 2019, 2 days home-based preparation before the field mission.

vi. Deliverables

- A comprehensive report on the overview of the program, including substantive comments on program achievements, lessons learnt and concrete recommendations.
- A program proposal, including a logic framework, results and resource framework and an overall work plan for the proposed cooperation between UNDP and further potential collaborators.

vii. Selection criteria

The candidate should have:

- Advanced degree in development studies, economics, sociology, anthropology, or other relevant discipline;
- Outstanding knowledge in promoting entrepreneurship and improving livelihood in ethnic minority communities, preferably China's ethnic minority communities, from a relevant context;
- Excellent overall knowledge of China's ethnic minorities;
- Excellent knowledge of China's economic, social and political context;

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- Experience in working in a consultancy capacity in ethnic minority programs;
 - Previous working experience in the UN, including solid knowledge of UN/UNDP policies, programming frameworks and procedures;
 - Ability to lead and contribute to strategic planning, results-based management, and reporting;
 - Ability to exercise creative thinking and initiative, while also promoting consultative processes and maintaining a catalytic approach;
 - Strong analytical, negotiation, communication, and networking skills;
 - Excellent drafting and communication skills;
 - Experience working on similar programs in China an asset.