

益贫式商业模式（4P）设计与实践

Design and Practice of Pro-poor Public-Private Partnership (PPPP) Business Models



湖北省国际农发基金项目
管理办公室
IFAD Hubei Provincial PMO



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一、项目区基本情况 I. General Introduction to Project Area

我省国际农基金项目在十堰市所辖的7个县（市、区）实施。项目使用国际农发基金贷款4380万美元。项目实施期5年，2014年3月正式启动，，2019年3月竣工。

The IFAD Hubei project was implemented in 7 counties (towns, districts) under the jurisdiction of Shiyan city. The project was financed USD 43.80 million by IFAD, with an implementation period of 5 years, starting in March 2014 and being completed in March 2019.

该项目主要通过发展我省秦巴山区农业特色产业，培育农民合作组织，支持壮大农产品加工龙头企业，提高项目区农民组织化、市场化、信息化程度，带动项目区农户持续增收，实现精准脱贫。

By developing the characteristic agricultural industries in Qin-Ba mountain area, the project is to cultivate farmer cooperative organizations, enlarge the leading companies in agro-product processing industry, improve farmers' ability in organization, marketization and informatization, realize a steady increase in rural income, and ultimately achieve targeted poverty alleviation.



为了实现上述目标，国际农发基金创新性地提出在中国片区湖北项目实施益贫式商业模式（4P）的设计理念,并获得成功。

To achieve the above goals, IFAD specially put forward an innovative idea of carrying out pro-poor public-private partnership (PPPP) business models in Hubei China, which has made a great success.

我省农发基金在十堰实施的项目区地图
The map of IFAD project area in Shiyan, Hubei

二、益贫式商业模式（4P）项目设计 II. Project Design for PPPP Business Models

4 P 的核心：通过资金支持公共和准公共物品，促进经营主体和小农户形成商业链接，实现包容、公平的利益分配，同时支持经营主体把价值链向市场和消费端延伸，获取额外收益。

The core of PPPP business models: Finance public and semi-public goods to connect operators and small farmers to form their business chains, achieving an inclusive and fair distribution of benefits; at the same time, assist operators in extending their value chains to markets and consumers to make extra money.

我省改革开放以来，农村形势发生了较大变化。在实施国际农发基金项目时，也面临一些困境和问题表现为：一是湖北省农业用地集约化程度较高；二是分散的小农户，特别是贫困农户无法参与到价值链中来，收益受限。三是小农户生产的产品，特别是贫困农户生产的产品无法参与市场并获得较好收益，抗风险能力差。

Although rural areas of our province have taken great changes since the reform and opening-up, we were still facing difficulties and challenges when implementing IFAD project: First, the agricultural land in Hubei province is highly intensive. Second, small farmers, especially those in poverty, are scattered and can hardly join the value chain. They have great limitation in income. Third, the products of small farmers, especially those in poverty, have no access to market and thus cannot bring any profit and are vulnerable to risks.

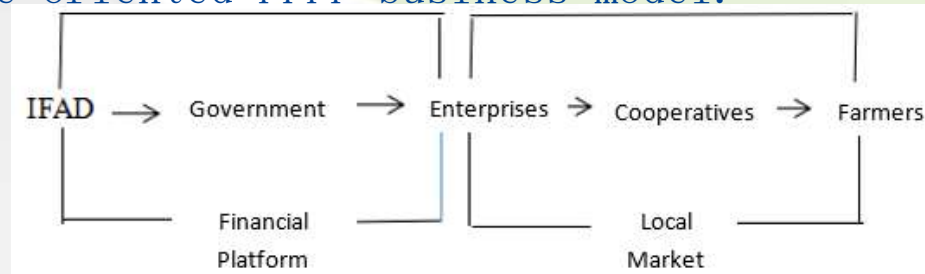
为了解决上述问题，我们从价值链理论、产业价值链的特征及量的扩张、深度合作、利益整合、相互依赖、行业龙头等五个关联方面影响中，提出构建益贫式的公私伙伴关系商业模式，解决贫困户自身发展动力不足的问题，探索益贫式经济增长的方式，农户通过这种利益联结机制，可以从中获益。

To solve the above problems, considering the value chain theory, the extension of value chains and the characteristics of value chains, as well as deep cooperation, interest integration, interdependence and leading enterprises, etc., we put forward the idea of building pro-poor public-private partnership (PPPP) business models to improve farmers' motivation and try to achieve economic growth in a pro-poor way. We hope farmers may get their benefits from this interests binding mechanism.

三、实施益贫式商业模式的方式III. Implementation Method of PPPP Business Models

本项目确定两种类型的PPPP 商业模式，即合作社主导的PPPP 商业模式和公司主导的PPPP 商业模式。

There are two types of PPPP business models in the project. One is cooperative-oriented PPPP business model, and the other is enterprise-oriented PPPP business model.



4P模式融资将关注于与PPPP 商业计划相关的半公共性商品投资，4P模式比3P模式拥有更多的参与主体，在继承3P优越性的基础上，又具有益贫式增长的优势。为实现益贫式增长，必须努力实现较高且可持续的经济增长率。

Financing of PPPP business models will focus more on the investment in semi-public goods that are relevant to PPPP business plan. Compared with PPP models, PPPP models has more participants. Based upon the benefit brought by PPP models, PPPP models possess superiority in pro-poor growth. To achieve pro-poor growth, the current task that we have to do is to reach a high rate of economic growth in a sustainable way.

益贫式增长关键是形成一种良性循环的机制，而这种机制主要取决农民参与经济增长过程的机会和能力以及由此所决定的农民从中得益的程度。需要政府、部门的努力，企业、合作社和农民共同参与，才能建立起益贫式增长、可持续的良性循环机制。

To build up a virtuous cycle mechanism is the key to pro-poor growth. And it is how farmers can participate in the economic growth, if they are capable enough, and what benefit those farmers can get, that determines the establishment of this virtuous cycle mechanism. To achieve pro-poor growth and establish a sustainable virtuous cycle mechanism need both the government's efforts and the participation of cooperatives and farmers.

四、益贫式商业模式项目实践 IV. Practice of PPPP Business Models

我们科学运用价值链理论，瞄准辐射面广、带动能力强的产业，灵活运用脆弱性评估方法，采取公开竞争、农户参与意愿，以结果为指导的商业合作模式。选择合作社和龙头企业，瞄准了茶叶、中药材、马头羊、蔬菜、水产、肉鸡六大产业。

We combined the value chain theory with our practice in a scientific way, focusing on the influential and vigorous leading industries and using the vulnerability assessment method in a flexible way. Our business models stick to the principle of fair competition, and selections were made based on the results of open competition. Cooperatives and enterprises selected are mainly engaged in six leading industries, namely tea, Chinese herbal medicines, horse-headed sheep, vegetables, aquatic products and broiler chicken.

如合作社选择至少直接带动贫困农户30户以上，企业选择至少直接带动贫困农户200户以上，对妇女参与项目建设也作了要求。选择了285家合作社、82家农业产业化龙头企业，覆盖2.5万个农户，按照农发A、B、C分类，B类农户1.27万户、C类农户1.23万户。

For example, the selected cooperatives have directly mobilized at least 30 poverty-stricken households; the selected enterprises have directly mobilized at least 200 poverty-stricken households; women were required to participate in the project. Altogether, there were 285 cooperatives and 82 leading enterprises of agricultural industrialization were selected, covering 25,000 households. According to IFAD's category of A, B, C, 12,700 households belong to category B, and 12,300 households belong to category C.

在国际农发基金会的指导下，我省利用国际农发项目资金1296万美元，支持企业和合作社大力发展地方农业特色产业，增强其带动能力。经过五年来的扶持，这些合作社和企业都取得了长足的发展。

Under the guidance of IFAD, our province has used USD 12.96 million IFAD loan in supporting enterprises and cooperatives to develop agriculture characteristic industries and improve their driving capability. After five years' support, great development can be seen in those cooperatives and enterprises.

五、益贫式商业模式项目实践 V. Practice of PPPP Business Models

(一) 合作社和企业参与农发项目的程序:

(I) Procedure for cooperatives and enterprises to participate in IFAD project

选择程序 Procedure of Selection

01

乡镇推荐，必须满足上述指标
Recommended by village and town.
The recommended one must meet the above indexes

02

县项目领导小组批准
Approved by county project leading group.

03

企业、合作社拟定商业计划书
The enterprise or cooperative draws up the
business plan

04

商业计划委员会评审
Reviewed and approved by
business planning committee

05

省项目办审批，并下达计划
Reviewed and approved by provincial PMO.
Provincial PMO releases the schedule.

五、益贫式商业模式项目实践 V. Practice of PPPP Business Models

(二) 益贫式商业模式的运作模式

(II) Operation models of PPPP business models

在4P项目设计中，我们根据合作社和企业的地理、条件和优势，设计了两种模式，一种是单纯的合作社模式，一种是企业加合作社模式：

Considering the geography, situation and advantages of those cooperatives and enterprises, we designed two models for the PPPP project: one is cooperative model, and the other is enterprise-and-cooperative model:

1、合作社运作模式——“合作社+基地+贫困户+市场”

1. Cooperative Operation Model – “Cooperation + Base + Poverty-stricken Household + Market”

这种模式下，小农户尤其是贫困农户可以从几个方面受益。一是土地租赁费，山区每亩600-800元人民币；二是在合作社租赁的土地里打工，获得收入；三是从合作社盈利中分红。农户的收益通过合同的形式固定，具有可持续性。没有租赁土地的贫困农户从中可以享受信贷、农资、技术、订单、补贴等优惠政策，省项目办已下发《项目后续管理办法》，确保农户受益。

In this model, small farmers, especially poverty-stricken households, may benefit in following three aspects: first, land rent – RMB 600-800 yuan per mu in mountain area; second, wages earned by working on the land rented by the cooperative; third, dividends from the cooperation's profit. The contract guarantees the amount and sustainability of Farmers' income. Those poverty-stricken families who do rent their land may enjoy preferential policies concerning credit and loan, agricultural materials, technology, orders, subsidy, etc. The provincial PMO has released *Project Follow-up Management Measures* to guarantee farmers' benefits.

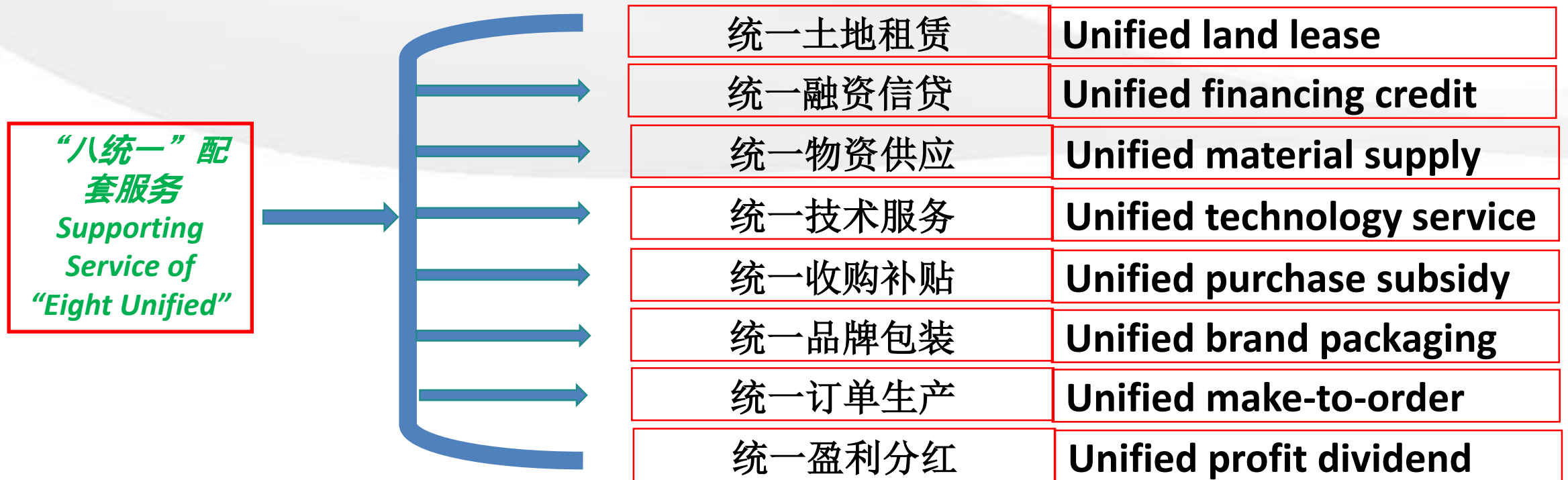
五、益贫式商业模式项目实践 V. Practice of PPPP Business Models

(二) 益贫式商业模式的运作模式

(II) Operation models of PPPP business models

我以郟西县恒达扫帚专业合作社为例，如何帮助农户特别是贫困农户、妇女的典型案列。

Hengda Broom Professional Cooperative in Yunxi county is a typical example to show how farmers, especially poverty-stricken families, and women benefit from it.



(1) 合作社支持农户案例 (1) Cases of households supported by cooperatives



图为：时任全国政协常委、经济委员会副主任陈锡文（左三）莅临恒达扫帚合作社调研、检查指导企业加工生产。

Mr. Chen Xiwen, then member of the standing committee of the CPPCC national committee and deputy director of Economic Committee, is visiting Hengda Broom Cooperative for inspecting and instructing the processing production.



合作社铁扫帚加工现场
Indigofera bungeana processing site
of the cooperative

(2) 获得支持的社员 (2) Cooperative members assisted by the project



一、汪传名，务工年收入超过8000元。

① Wang Chuanming: The annual income as a worker is more than RMB 8,000 yuan.



二、袁观玉，年可实现收入8000元。

② Yuan Guanyu: has an annual income of RMB 8,000 yuan.

五、益贫式商业模式项目实践 V. Practice of PPPP Business Models

(二) 益贫式商业模式的运作模式 (II) Operation models of PPPP business models

2、企业的运作模式：“基地+农户+合作社+公司+市场”

2. Enterprise Operation Model – “Base + Farmer Household + Cooperatives + Market”

参与益贫式商业模式的龙头企业通过“基地+农户+合作社+公司+市场”的产业化联结发展模式，采取“农户土地入股、现金入股、年底收益分配红利”的经营模式，创新扶贫新机制，带动贫困农户脱贫。

这种模式，不仅发挥了企业在资金、技术、市场的优势，推动了特色产业的发展，使合作社经营规模不断扩大，企业经济实力不断增强，而且农户从中获得较大收益。

Depending on the industrialized joint development model of “Base + Farmer Household + Cooperatives + Market”, the operation model of the leading enterprises that participate in PPPP business models enables farmers to buy shares by land and cash, and obtain profit distribution at the end of the year, which is a new and innovative mechanism for poverty alleviation and helps farmers get rid of poverty.

This model not only enables enterprises to take full advantage of their capital, technology and market, but also promotes the development of characteristic industries, helping cooperatives to expand their business scale and enhance their economic strength. What's more, farmers may benefit more from this model.

这种模式既解决了农户，特别是贫困农户无法参与到价值链中来，收益受限的问题，又解决了小农户生产的产品，特别是贫困农户生产的产品无法参与市场，抗风险能力差的问题。同时，也扩大了规模，壮大了实力，增强了竞争力，保证了产品的品质，推动了产业的发展，形成良性循环。

This model has not only solved the problems that farmers, especially poverty-stricken farmer households, are hard to join the value chain and have very limited benefit, but also resolved the difficulty that the products of smaller farmers, especially poverty-stricken farmer households, have no access to market and are vulnerable to risks. In this model, business scale is expanded; economic strength is enhanced; competitiveness is improved, product quality is guaranteed, industry development is promoted; and a virtuous cycle is established.

(3) 企业支持农户的案例 (3) Cases of households supported by enterprises

如郟阳区支持红薯专业合作社和鄂鲁淀粉公司采用“合作社+公司+基地+农户+市场”的生产模式，为解决贫困农户资金、技术和信息方面的问题，实行“六统一分”，即统一签订订单、统一红薯良种、统一供应种苗、统一技术指导、统一收购红薯、统一产品销售、基地农户分散种植的管理模式，带动全区346个自然村留守在家的妇女种植红薯，免费提供优质的红薯种苗4.8亿株，并提供高产优质种植技术等服务。

In Yunyang district, the Potato Professional Cooperative and Hubei-Shandong Starch Company are encouraged to adopt the production model of “cooperative + company + base + farmer household + market”. To solve financial, technological and information problem of poor farmers, the management model of “six unified and one scattered” is adopted, namely, unified ordering, unified fine breed of potato, unified seedling supply, unified technical guidance, unified potato purchase, unified product sale, and scattered planting. As a result, women left behind home in 346 natural villages were mobilized. 480 million seedlings of high-quality potato were provided for free. And planting technology for high yield and high quality were provided.



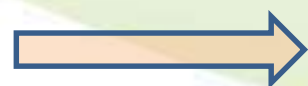
五、益贫式商业模式项目实践 V. Practice of PPPP Business Models

(三) 益贫式商业模式实施的效果 (III) Effect of PPPP business models

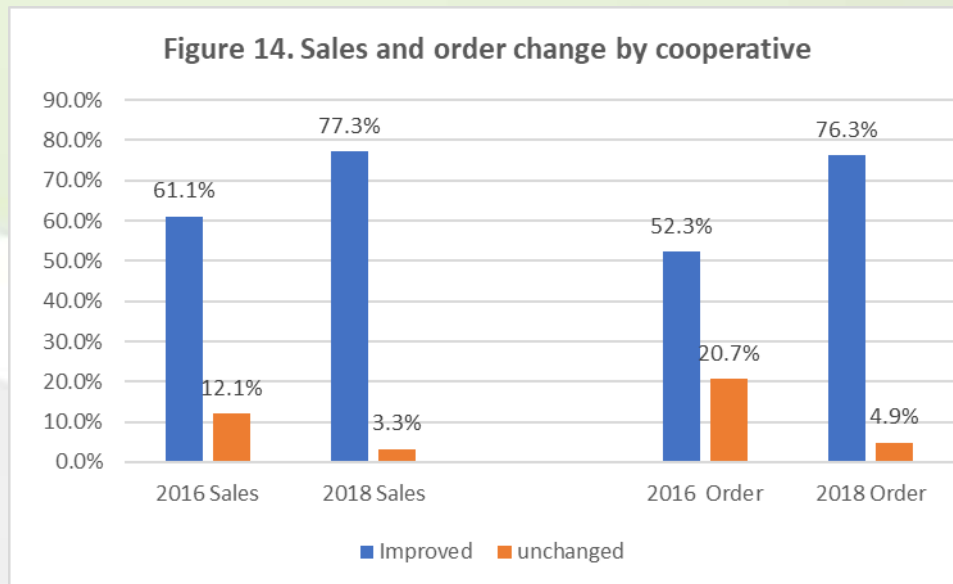
1、对销量与订单的影响

1. How does it influence the sales and orders?

越来越多的农户认为通过合作社带动，农产品销量和订单都有明显增加。



An increasing number of farmers agree that with the help of cooperatives, the sales and orders of agricultural products have obviously increased.



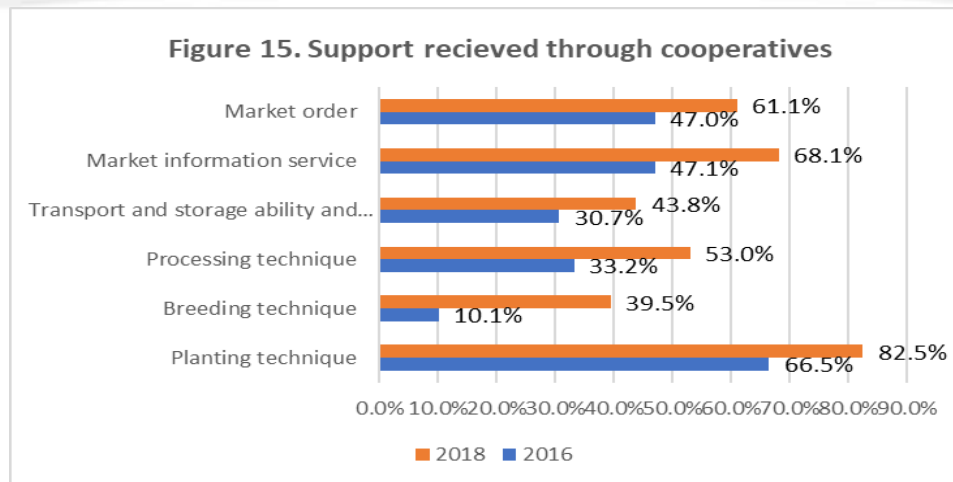
2、农户获得合作社支持的主要内容

2. What did the cooperatives provide to farmer households?

合作社对农户在市场、信息、运输和贮存、加工、新品种推广、种植进行支持和指导。



Cooperatives provide farmers with guidance and support in market, information, transportation and storage, processing, extending new varieties, and planting.



农户获得合作社支持的比例均在稳步增长。

The proportion of supported farmers is on steady rise.

六、项目实施的经验 VI. Experience on Project Implementation

益贫式商业模式是国际农发基金在我省农发项目中的一次创新实践，在项目设计和实施过程中，要坚持和遵循以下原则：

PPPP business models raised by IFAD is an innovative practice for IFAD Hubei project. The following principles should be followed during the design and implementation of the project:

1. 坚持产业发展的原则。我们始终坚持“发展地方特色产业，新型经营主体引路，带动农民脱贫致富”的原则，根据习近平主席提出的绿水青山就是金山银山的绿色发展战略，瞄准地方政府支持、农户积极参与，有市场前景、有优势的产业，做大做强。

1. Focus on industry development. We always uphold the principle of “focusing on the development of local characteristic industries, making new business entities the leading forces, and motivating farmers to get rid of poverty and achieve prosperity”. Depending on government’s support and the participation of farmers, we adopt the development strategy raised by President Xi Jinping “Lucid waters and lush mountains are invaluable assets”, and make great effort to develop our promising and advantageous industries into big business.

2、坚持标准选择的原则。合作社和企业选择的好坏，直接决定农户受益、产业发展的关键。在实施益贫式商业模式子项目中，科学运用价值链理论，描准辐射面广、带动能力强的农村新型经营主体，采取公开竞争、农户有强烈参与意愿，专家评审、以结果为导向的商业运作模式，选择企业和合作社。

2. Adopt a standardized selection procedure. The selection of cooperatives and emprises plays a crucial role in farmers’ benefit and industry development. Therefore, when implementing the sub-components of PPPP business models, we combined the value chain theory with our practice in a scientific way. Focusing on the influential and vigorous new business entities in rural areas, the selection of enterprises and cooperatives was made based on the opinions of assessment expert and the result of open competition, so farmers had strong willingness to participate in it.

六、项目实施的经验 VI. Experience on Project Implementation

3、坚持主体带动的原则。坚持农业供给侧改革，一手抓农村新型经营主体领路，带动农户脱贫致富。这些农民专业合作社和龙头企业集资金、技术、市场营销三大优势于一身，成为推动产业发展的生力军，成为带动农民脱贫致富的引路人。另一手抓新型经营主体制度建设，规范经营主体行为，确保项目结束后，农户继续受益。

3. Taking new business entities as the leading forces. Stick to agricultural supply-side reform. On one hand, make the new business entities the leading forces and motivate farmers to get rid of poverty and achieve prosperity. These professional farmer cooperatives and leading enterprises, with their great advantages in capital, technology and marketing, have become the leading forces of industry development and are able to lead farmers to their prosperity. On the other hand, improve the institutional structure of those new business entities and standardize their behavior, so that farmers can continue to benefit even after the closing of project.

4、坚持妇女参与的原则。实行规模化经营后，土地向种植大户、专业合作社、龙头企业集中后，农户的土地就更少了。男人在外打工，妇女留守家中成常态。培养妇女种、养能人，是农发基金项目的宗旨，让更多的妇女参与到项目中来。这一条也是我们坚持选择农村新型经营主体的标准。

4. Ensure women participation. Scale operation makes land concentrate in the hand of large planters, professional cooperatives and leading enterprises, thus, farmers possess less land. It is normal that male farmers go outside for work, and women are left behind at home. IFAD aims at cultivating capable women farmers in planting and breeding and enabling them to participate in the project, which we also takes as one of the standards to select new business entities.

七、项目创新和推广 VII. Project Innovation and Extension

1、益贫式商业模式的创新（PPPP）。

这是农发基金中国的创新性活动。这一模式调动了公共和私营部门的资源，建设公共和半公共资产，让非公共部门所掌握的资源参与提供公共产品和服务，服务于项目区贫困和脆弱人群，从而实现合作各方达到比预期单独行动更为有利的扶贫结果。

1. Innovation of PPPP business models

The PPPP business models are an innovative practice raised by IFAD, which fully mobilized both the public and the private resources, built public and semi-public assets, and encouraged the non-public sectors to put their resources into public goods and services to serve the poor and vulnerable population in project area, thus, realizing a more effective poverty alleviation through cooperation.

2、益贫式商业模式的推广。

2. Extension of PPPP business models

①我省农发益贫式商业模式项目实施的合作社和企业这两种模式，其创新点在于：一是撬动更多的金融资本、实现社会融资的功能，小农户、特别是贫困农户分享了合作社、企业发展的红利；二是依靠合作社、企业在技术支持、市场调研、产品开发、认证、市场等方面的优势，提高了产品的数量和质量，获得产业价值链的增值，农户从中受益。目前已在我省的咸宁、荆州、荆门、襄阳等多个地区、多个产业开始复制，特别是在精准扶贫上应用比较广泛。

①IFAD Hubei PPPP business models contains two models: one is cooperative model, and the other is enterprise model. The innovative points of the models are: first, more financial capital is leveraged, realizing social financing. Small farmers, especially the poverty-stricken farmer households, have shared the profits of cooperatives and enterprises; second, relying on the advantages of cooperatives and enterprises in technical support, market and market survey, product development and certification, product quantity has been increased, product quality has been improved, industry value chain has achieved its value add, farmers have benefited from it, poverty-stricken families were motivated to get rid of poverty and achieve prosperity. At present, these models have been duplicated in several industries of the places like Xianning, Jingzhou, Jingmen, Xiangyang, etc. And they are widely used for targeted poverty alleviation.

②我省正在做世行贷款《湖北安全、可持续、智慧型农业项目》可研报告和项目设计，把这一模式引入其中，将会对实施世行项目的效果起到重要的作用。

②Our province is now preparing the feasibility report and project design for Hubei Safe, Sustainable, Smart Agriculture Project financed by the World Bank. If these models are introduced to the WB financed project, they will make it different.



感谢国际农发基金对湖北省贫困地区的大力支持和指导，感谢把我省实施的农发项目作为益贫式商业模式创新示范试点，为我省农业、农村的发展提供了宝贵的经验。

谢 谢！

We appreciate for IFAD's support and guidance to Hubei poverty-stricken area. Thank you very much for taking our project as the innovation demonstration pilot project, from which we has accumulated precious experience in agricultural and rural development.

Thank you!

