

**EVALUATION OF THE
“JIANGXI MOUNTAINOUS AREAS
AGRIBUSINESS PROMOTION PROJECT”
IN JINGGANGSHAN CITY, CHINA**

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ABBREVIATIONS AND ACRONYMS

AQSMS: Agro-Products Quality and Safety Monitoring Stations

ASF: African Swine Fever

BOA: Bureau of Agriculture of Jinggangshan City

BOF: Bureau of Finance

BOT: Bureau of Transportation

BOWC: Bureau of Water Conservancy

BPAC: Business Plan Appraisal Committee

CNY: Chinese Yuan

CPMO: County Project Management Office

DRC: Development and Reform Commission

EPA: Environmental Protection Agency

FSC: Farmers Specialized Cooperative

IFAD: International Fund for Agricultural Development

ITSS: Integrated Technical Service Stations

JiMAAPP: Jiangxi Mountainous Areas Agribusiness Promotion Project

M&E: Monitoring and Evaluation

MOA: Ministry of Agriculture and Rural Affairs of People's Republic of China

OEM: Office of Emergency Management

OPAI: Office of Poverty Alleviation and Immigration

PLG: Project Leading Group

PMO: Project Management Office

PPMO: Provincial Project Management Office

SEO: Science and Education Office

TOR: Terms of Reference

USD: US Dollar

WF: Women's Foundation

CURRENCY EQUIVALENTS

Currency Unit = CNY

US\$1.0 = CNY ¥6.89 (As of 21st of December, 2018)

EXECUTIVE SUMMARY

Introduction

As an intern at the International Fund for Agricultural Development (IFAD) in China, an evaluation is carried out as one of the evaluator's tasks to assess the implementation of the Jiangxi Mountainous Areas Agribusiness Promotion Project (JiMAAPP) in Jinggangshan City, Jiangxi Province, China. The project is still ongoing and will be completed in 2020. The purpose of this evaluation is to: (1) measure the project implementation adopting OECD/DAC criteria (relevance, efficiency, effectiveness, impact, and sustainability); (2) identify strengths and weaknesses that may have occurred during the project implementation; (3) provide a holistic review of project activities to improve IFAD's understanding of how the project is perceived among different stakeholders; and (4) indicate recommendations to promote a more comprehensive guide for future implementation.

Methodology

The evaluation employs the mixed methods approach integrating both quantitative and qualitative data by conducting: (1) semi-structured surveys with 37 participating enterprises/cooperatives; (2) face-to-face interviews (audio-recorded) with 9 CPMO members and representatives at local authorities; and (3) desk research based on reviewing the JiMAAPP internal reports and work papers.

Recommendations

The key recommendations provided to the CPMO as the result of the evaluation are summarized as follows:

- If possible, simplify procedures during the project implementation in order to increase work efficiency and fasten loan disbursement. Customize and localize rules and procedures in order to better adapt to the local contexts of Jinggangshan City as well as be adaptable to different situations and opportunities for various enterprises/cooperatives.
- Engage more vulnerable households in the project.

- Boost women's self-confidence through more gender awareness activities.
- Place a gender quota on women during systematic and long-term education and training to progressively improve their knowledge and skills. Knowledge and skills are the foundation of women's empowerment.
- More stable and solid schedules for training, education and social activities offered to employed farmers through participating enterprises/cooperatives need to be established.
- Encourage enterprises/cooperatives to enhance agro-products commercialization, supply chain, value chain, and distribution chain.
- Increase subsidies to further facilitate enterprises/cooperatives applying for more certifications in order to improve brand-marketing and shape the reputation of agro-products quality.
- Promote further development in livestock-breeding, fishery, agroforestry, and horticulture sub-sectors in order to increase the variety of agro-products produced in Jinggangshan City.
- If possible, integrate agriculture, tourism and entertainment together and launch agritourism and agritainment activities to generate more job opportunities and sources of income for farmers. This will also enhance commercialization of agro-products and broaden the distribution chain targeting tourists.
- Greatly encourage using e-commerce to sell agro-products. This includes further supporting an existing e-commerce center in Jinggangshan City and introducing more e-commerce professionals as well as establishing collaborations with major e-commerce online platforms and mobile apps in China.
- Further strengthen the prevention deployment of and emergency responses to natural disasters, animal epidemics, and other unexpected threats.
- Enhance collaborations with education authorities at all levels, faculties of agriculture at universities, agricultural institutions and colleges to attract more professionals working at ITSS, SEOs and AQSMS.
- Increase the number of full-time members and part-time interns at the CPMO to further facilitate the JiMAAPP implementation. Students/researchers at universities may be considered as potential candidates since they would benefit from the practical experience and could also bring in new information, knowledge and technology learned in academia.

1. INTRODUCTION

This report is an evaluation of the Jiangxi Mountainous Areas Agribusiness Promotion Project (JiMAAPP) carried out by the International Fund for Agricultural Development (IFAD) in Jinggangshan City, Jiangxi Province, China. As the intern within IFAD and the local host agency - Bureau of Agriculture of Jinggangshan City (BOA), the evaluator is involved with the task of assessing the implementation of the above-mentioned ongoing project (JiMAAPP) in Jinggangshan City. The evaluation is divided into the following sections: Background introducing the local contexts in Jinggangshan City; Project Background interpreting activities and objectives conducted by the main project implementer (e.g. IFAD and BOA), stakeholders and beneficiaries (e.g. participating agro-enterprises and farmers); Methodology identifying the choice of methods and the presentation of data collection; Findings highlighting discoveries throughout the evaluation; Conclusion summarizing key findings and main points that need to be emphasized; and Recommendations explaining possible contributions to the ongoing project implementation. The evaluation intends to answer the following questions:

1. In what ways and to what extent has the project influenced participating enterprises/cooperatives and poor farmers to contribute to the rural development in Jinggangshan City?
2. Are beneficiaries fully engaged and determined in the project? Are their capacities for agricultural production enhanced through the project implementation and has this significantly improved their quality of life?
3. Do the project interventions and practices properly address beneficiaries' real needs? What else are they looking for?
4. What impact has the project made so far? Are these impacts benefiting the beneficiaries to their maximum extent?
5. Is the project implementation effective and efficient to beneficiaries? What improvements can be made in future implementations?
6. How sustainable is the project? What are the potential risks and opportunities in maintaining sustainability?

2. BACKGROUND

Jiangxi Province is a province located in the southeast of the People's Republic of China. Jinggangshan City, a county-level city in southwest Jiangxi Province, under the administrative jurisdiction of a prefecture-level city called Ji'an, is selected as the specific geographic focus in this evaluation. Currently, Jinggangshan City has a population of one hundred and sixty-three thousand people (Jinggangshan Municipal Government, 2018). In May 2017, the Jinggangshan Municipal Government announced the 13th 5-Year-Plan in modern agricultural development analyzing both favorable advantages and potential risks/challenges for modern agricultural development.

Favorable advantages of the agricultural sector in Jinggangshan City are connected with the superior natural ecological environment, the good foundation of ecological agriculture, supportive policies, enriched agricultural characteristics, and continuous implementations of transportation and infrastructures (Jinggangshan Municipal Government, 2017). Being a former revolutionary base, the city is one of China's first batch of 5A (top graded) national scenic areas with forest coverage above 86 per cent. Fresh air, clean water and fertile land have made this city a national demonstration zone of ecological agriculture. The agricultural sector in Jinggangshan City is thus backed up by the implementations of the highlighted national policy of strengthening and benefiting farmers, the increased scope and scale of agricultural subsidies, and the improved coverage and construction of agricultural infrastructures. In addition, to be benefited by general policies, Jinggangshan City also joined Jiangxi's key areas of organic and green rice production, exhibition areas of special breeding, and leisure agricultural development areas in Jiangxi Province (Li, Wu and Zuo, 2017).

However, the agricultural sector in Jinggangshan City still faces a few major challenges and risks. Firstly, although investments in agriculture are increasing, gaps in funding still exist. Being a small county-level government, the Municipal Government of Jinggangshan City is unable to provide ample budgetary appropriations for agricultural development. Insufficient funds limit the development of the agricultural sector and restrict high cost improvements of agricultural infrastructures (Jinggangshan Municipal Government, 2017). Backwardness in general infrastructures and agricultural-specified infrastructures have

weakened the city's ability of natural disaster prevention and mitigation (Xie, J., Liu, F. and Ning, L., 2006). At enterprise/cooperative level and individual level, financing options (e.g. loans) are often limited due to high credit thresholds and high repayment interest challenging their ability to bear hardships such as withstanding natural disasters and financial shortages (Jinggangshan Municipal Government, 2017). Secondly, agricultural professionals who are knowledgeable in both theoretical knowledge and practical skills are scarce in Jinggangshan City. In the past few years, grassroots Integrated Technical Service Stations (ITSS) and Science and Education Offices (SEOs) have not attracted enough new workforce graduates from agricultural colleges and universities (ibid.). This makes it harder to use new knowledge and technology to promote systematic training and education to the mass farming populations. Last, but not least, agricultural extension systems are weak due to insufficient public services available and uneven resources distribution between the urban and the rural (Xie, Liu and Ning, 2006; Li, Wu and Zuo, 2017). Knowledge and technologies extension is subject to institutional, financial and resources constraints (Wen, 2018). Insufficient funds, the non-growing number of professionals, a variety of difficulties in the prevention of and control over pests, planting diseases and animal epidemics as well as limited market information and supporting services (Jinggangshan Municipal Government, 2017; Xie, Liu and Ning, 2006) are impeding the progress of developing modern agriculture in Jinggangshan City.

3. PROJECT BACKGROUND

Since February 2015, in collaboration with local Chinese authorities, IFAD has been gradually carrying out the Jiangxi Mountain Area Agribusiness Promotion Project (JiMAAPP) in ten counties of south Jiangxi Province (mainly in Luoxiao Mountain Block Area) aiming at enabling the poor rural populations. Among the ten target counties, Jinggangshan City is selected as the geographic focus of this evaluation. A timely evaluation will assist the project in running smoother and appropriate adjustments can be applied under considerations. The project is still ongoing and mainly focusing on extending agricultural production, increasing productivity and promoting commercialization through improved supply chain, value chain and distribution chain to ensure sustainable livelihoods can be initiated and maintained

through enhanced agricultural development (IFAD, 2014: vii - viii). Expected project completion year is 2020 and the loan repayment period will last 13 years.

Considering credibility issues, IFAD loans in this project are not distributed to individual farmers directly, but are granted to agro-enterprises/cooperatives once their business plans get approved by Business Plan Appraisal Committee (BPAC) (IFAD, 2014: 14; IFAD, 2016: 3). In order to obtain IFAD loans, a compulsory requirement is applied to participating enterprises/cooperatives: at least half of the farmers they hired must come from poor (based on the national poverty line in China) and vulnerable households¹ as well as giving women more opportunities to be engaged. IFAD will be responsible for covering up to 62 per cent of the total costs proposed by enterprises/cooperatives during the project implementation while the remaining 38 per cent should be covered by enterprises/cooperatives' self-raised funds and counterpart subsidies financed by the government. In return, the main project implementer (e.g. the CPMO and BOA) and enterprises/cooperatives are responsible for providing agricultural education and technical training to hired farmers (IFAD, 2014: 12-14). Transparency is underlined in all IFAD financial transactions and beneficiaries' personal information (IFAD, 2014: 27). All these information will be used in project follow-ups and evaluations. Transparency of the use of IFAD loans during the project implementation is ensured through intensive paperwork handling, monitoring, and auditing conducted by PMO members. The evaluator has attended all IFAD meetings held in Jinggangshan City since August 2018 and noticed that the PPMO and CPMO members have informed attendees about negative consequences if falsification of supporting materials occurs and reinforced the importance of IFAD transparency rules multiple times in every meeting. It is certain that the PMOs are fully determined and are striving to achieve an excellent transparency level. As well, the project requires participating enterprises/cooperatives to fully engage hired farmers in actual agricultural production and management activities whereas enterprises should unify procurement of means of production/production materials, technology sharing, and marketing activities of agro-products produced. Individual farmers hired by participating enterprises/cooperatives will receive annual dividends² from the shares. In order to create a

¹ Household who have officially gotten out of poverty recently but might return to poverty.

² Annual dividend rate depends on the actual circumstances of each enterprise/cooperative. Suggested rate is

self-sustainable agricultural development after the project completion, participating enterprises/cooperatives will invest 5 per cent of their annual net revenues into a public agricultural foundation to support their future development as well as development of other agro-enterprises, cooperatives and family farms that are not involved in the JiMAAPP.

The JiMAAPP, as described in the project design report, consists of three key components which support and complement each other to achieve anticipated outcomes (IFAD, 2014: vii):

Component A: Agribusiness promotion and development.

This component includes capacity building for enterprises/cooperatives and the establishment of linkages between these agribusinesses and target farmers.

Component B: Farm production expansion and productivity enhancement.

This component includes enhancing incomes for farmers through the efficient agricultural production and improved production infrastructure, improved product quality, adoption of agricultural techniques, increased number of certifications, as well as increased varieties of agro-products.

Component C: Project management.

This component includes the establishment and operation of project management offices (PMOs) at province, prefecture, county and township levels. These PMOs will provide the functions of planning, coordinating, monitoring and reporting. In this evaluation, project management at county level (CPMO) will be assessed.

4. METHODOLOGY

The evaluation will primarily be based on the mixed methods approach integrating both quantitative and qualitative data for analyzing. Quantitative data, usually generated from a relatively larger sample size than qualitative data, often “answers questions about what happened” while qualitative data, which contains detailed views of participants, often “provides the answers to why or why not it happened” (GFRAS, 2012: 20). By incorporating quantitative (close-ended) and qualitative (open-ended) data, the mixed methods approach

draws different perspectives from different stakeholders and contributes to a better understanding of the impacts of an intervention program/project/study (Creswell, 2014: 219). In this project evaluation, quantitative data is mainly collected through surveys distributed to participating agro-enterprises/cooperatives while qualitative data is mainly obtained through interviews conducted with CPMO members and local authorities. Taking gender sensitivity into consideration in the evaluation, women's perspectives will be applied since "information is not neutral and is likely to differ between women or men" (Brambilla, 2001: 3).

4.1 Data Collection

Data collection for this project evaluation consists of desk research (reviews of IFAD internal documents and meetings), semi-structured surveys, face-to-face interviews and participants observations. Participants were selected through non-probability sampling, also known as judgemental sampling, as the method aims to select sample units that can be observed by the evaluator's own judgement and that "can be logically assumed to be representative of the population" (Lavrakas, 2008: 645; Rubin & Babbie, 2014: 665). Because this sampling methods allows the evaluator to target participants that would be the most appropriate for the evaluation (as long as the needed information is obtained), it provides flexibility and convenience to the evaluator to efficiently focus on particular characteristics and/or interests of a population with intention of generalizing findings of a certain intervention program/project/case study (Tongco, 2007). The data collection process consists of primary research (A-C) and secondary research (D) and is structured as follows:

A. *Semi-structured surveys*: all 46 participating enterprises/cooperatives in Jinggangshan City were invited to take a semi-structured survey with 31 questions created by the evaluator via a Chinese online survey platform called wenjuan.com of which 37 (80.43%) have responded. The representative in every enterprise/cooperative has the right to decide whether to participate or not.

B. *Face-to-face interviews with key informants*: key informants refer to CPMO members in Jinggangshan City who are also members at different local authorities directly implementing the JiMAAPP in Jinggangshan City. Interviews were audio-recorded.

C. *Face-to-face interviews with local authorities*: representatives at different local authorities

that are indirectly supporting the JiMAAPP implementation in Jinggangshan City. Interviews were audio-recorded.

D. *Desk research/secondary research* based on reviewing IFAD internal documents: including, but not limited to, IFAD JiMAAPP design completion report, president's report, supervision report, mid-term review, work papers, meeting notes, and business plans submitted by participating enterprises/cooperatives.

4.2 Scope and Limitations

According to Bamberger, Rugh and Mabry (2012), budget constraints, time constraints, data constraints and political influences are four common types of limitations that often occur in real world evaluations. It is worth mentioning that the aforementioned four types of limitations could all happen to varying degrees in this project evaluation. Since the evaluation is conducted within a relatively shorter period of time given the internship duration and evaluation report deadline, time constraints may limit available time for arranging stakeholders consultations and interviews, especially when the evaluator needs a certain period of time to adapt to the unfamiliar project site area and when stakeholders (as participants taking surveys and interviews) have time conflicts/conflicts in availability with the evaluator. Budget constraints occur due to a tight budget the evaluator has for project evaluation. As a result, it "may not be possible to collect enough desirable data" to provide a more complete evaluation. Both time constraints and budget constraints can hinder the evaluator's plan from spending enough time in the field. These factors may lead to reduced amount of data collected for in-depth data analysis especially when sensitive topics like women's participation and empowerment is involved. There may be minor political influences on the evaluation since most CPMO members, at the same time, are also members at different local authorities. Additionally, the JiMAAPP implementation in Jinggangshan City has required local authorities to allocate government subsidies as counterpart incentive funds for local agro-enterprises/cooperatives. With the deep involvement of human resources and monetary supports from the local authorities, representatives at different government agencies may be less open to respond to interviews questions because they have to comply with certain ethical codes and confidentiality of information required by their authorities.

The scope of the data collection is shown in the table below:

Data Collection Method	Respondents/ Interviewees	Number of Responses Collected	Response Rate	Sufficiency³
Survey	Participating Enterprises/Cooperatives	46 Invited 37 Responded	80.43%	Good
Interview	The CMPO members and representatives at local authorities	12 Invited 9 Responded	75.00%	Reasonable

4.3 Ethical Considerations

Due to ethical considerations, the informed consent agreement for interviews was signed by all participants involving in audio-recorded interviews. The participants were informed of the intended purpose of the interview and the evaluator's role in IFAD. They were informed their participation is completely voluntary and they are free to skip any question and/or leave or break off the interview at any time. The same rule applied to the survey conducted with participating agro-enterprises/cooperative. Before they took the survey, they were informed, through the statement included in the survey, that their participation is voluntary and they were free to opt out the survey at any time. Considering the importance of confidentiality, identifiable information of all participants will remain anonymous. The evaluator has also informed them that at their request, the final version of the project evaluation report can be provided to them so they can ensure their personal identity is protected.

5. FINDINGS

³ There is no magic figure on response rates. Higher is better: 60% would be marginal, 70% is reasonable, 80% would be good, 90% would be excellent (Gordon, 2002: 25).

Since 1991, five evaluation criteria developed by the Development Assistance Committee of the Economic Cooperation and Development (OECD/DAC) has been widely used by international development organizations in assessing aid/project interventions (Chianca, 2008: 41). The purpose of adopting OECD/DAC criteria is to determine “the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability” (Austrian Development Agency, 2009:12). If followed, these criteria contribute to improving the quality of evaluations, which is in line with purposes of future changes on project interventions, decision making, and other funding plans (Chianca, 2008: 41).

Definitions of the five criteria are listed as follows (OECD, 2010: 13-14; OECD: 2002):

Criterion	Definition
Relevance	The extent to which the objectives of a development intervention are suited to the requirements, priorities and policies of the target group and recipient/beneficiaries.
Efficiency	A measure of the extent to which a development intervention attains its objectives, or how economically resources/inputs are converted to results.
Effectiveness	The extent to which the objectives of a development intervention were achieved, or are expected to be achieved. It is a term which is used to assess the extent to which aid uses the least costly resources possible in order to achieve the desired results.
Impact	The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended.
Sustainability	The continuation of benefits – environmentally, financially, and technologically – from a development intervention after major development assistance has been completed.

5.1 Relevance

Relevance of the project implementation is considered to be high. Three main

components of the project development objectives are still valid and the CPMO has been strictly implementing the project following the project provisions and objectives.

Project component A, which consists of establishing the links between the agribusiness and target farmers as well as capacity building for agro-enterprises/cooperatives has been consolidated intensively as the fundamental objective. Poor/vulnerable households and individual farmers were reached out by Office of Poverty Alleviation and Immigration (OPAI) and participating enterprises/cooperatives. As of December 2018, 46 agro-enterprises/cooperatives in Jinggangshan City have actively participated in the project and linkages between them and target farmers have been built successfully. According to 38 available business plans submitted by participating enterprises/cooperatives, 727 poverty-stricken households and 26 vulnerable households have been engaged by enterprises/cooperatives in agribusiness development through the JiMAAPP implementation benefiting 3,967 poor and vulnerable population in Jinggangshan City. By engaging more farmers, participating enterprises/cooperatives have received IFAD loans once their business plans got approved by the Business Plan Appraisal Committee (BPAC). According to IFAD transparency rules, the loans can only be used in project-related activities. Participating enterprises/cooperatives have reported that the use of loans have been strictly monitored by the CPMO and they have been required to provide receipts and/or evidence of detailed transactions to get access to loan disbursement. The aim of the loan is to increase capacity through activities including increased purchase of means of production/production materials, support for hired farmers, expansion of the scale of agricultural production, improvement of agricultural production infrastructure and equipment and enhancement of agro-products supply chain, value chain and distribution chain. All above-mentioned activities are strongly related to proposed project objectives in terms of capacity building and outputs of those activities are consistent as participating enterprises/cooperatives have reported stable operational activities using the IFAD loans. Following the development objectives of component A, the CPMO and local authorities have been offering agricultural education and training regularly to participating enterprises/cooperatives and farmers which led to increased knowledge and technical capacities.

Project component B refers to enhanced and stabilized incomes for farmers through

improved enterprises/cooperatives capacity building and is considered to depend mainly on how well component A has been implemented. As mentioned, the relevance between activities and objectives of component A is considered to be high, which creates a good foundation for enhanced incomes for farmers. Farmers who are hired as members of enterprises/cooperatives enjoy an average income 20% to 25% higher than non-members (IFAD, 2014: 23). Survey results showed that 62.16% of responding enterprises/cooperatives have already started distributing annual dividends to employed farmers while the other 37.84% are planning to do so on the upcoming dividends distribution. Dividends distribution to employed farmers is required by the JiMAAPP implementation in Jinggangshan City in order to stabilize farmer's income, which is closely associated with the achievement of objectives of component B.

Project component C focuses on establishment of PMOs as well as their functional operations of project implementation with emphasis on communicating, coordinating and monitoring. In this evaluation, project component C is mainly evaluated at the county level (CPMO). Based on the evaluator's observations, CPMO in Jinggangshan City is composed of multiple local authorities and organizations, engaging Bureau of Agriculture (BOA, the main project implementer), Women's Foundation (WF), Development and Reform Commission (DRC), Bureau of Finance (BOF), Bureau of Auditing, Environmental Protection Agency (EPA), Office of Poverty Alleviation and Immigration (OPAI), Bureau of Transportation (BOT), and Bureau of Water Conservancy (BOWC). The CPMO has been conducting training, knowledge management, workshops/sessions and visits, monitoring and evaluation, and project supervision and guidance on a regular basis. All these functional activities are well-suited and closely related to the JiMAAPP management plan issued by the IFAD Project Leading Group (PLG).

5.2 Efficiency

In this evaluation, efficiency is measured primarily by two standards: efficiency in the use of loans to further the project goals helping farmers and efficiency of procedures/coordination for enterprises/cooperatives to get the assistance they need. Both two standards are considered to be high.

In terms of efficiency in the use of loans, nearly half (45.95%) of all responding enterprises/cooperatives have received a moderate amount of IFAD loans ranging from CNY ¥ 200,001 to ¥ 300,000 per enterprise/cooperative. 13.51% have received loans ranging from ¥ 300,001 to ¥ 400,000 per enterprise/cooperative. 24.32% have received the relatively bigger amount of loans ranging from ¥ 400,001 to ¥ 500,000 per enterprise/cooperative. 5.41% have received loans for more than ¥ 500,000 per enterprise/cooperative. Only 10.81% received loans less than ¥ 200,000 per enterprise/cooperative. While most enterprises/cooperatives (75.68%) are satisfied with their IFAD financial support and explained that IFAD loans have efficiently made great impacts on their operations, some of them hoped to receive a larger amount of loans and faster loan disbursement. Loans obtained by the enterprises/cooperatives have been efficiently used to support employed farmers through annual dividend distribution. 90% of responding enterprises/cooperative provide high annual dividend rate (6% and above) to employed farmers and 62.16% have already started distributing annual dividends ensuring an efficient way to increase farmers' income level.

Despite the efficient use of IFAD loans, participating enterprises/cooperative have also received monetary (e.g. government counterpart subsidies) and non-monetary supports from local authorities. 75.68% of enterprises/cooperatives indicated that they have received monetary supports and 89.19% indicated that they have received non-monetary supports from local authorities and showed satisfaction. While most enterprises/cooperatives showed satisfaction, 13.51% revealed that they have not received monetary support and 10.81% were unsure about it. In addition, 8.11% revealed that they have not received non-monetary support and 2.70% were unsure about it. Monetary and non-monetary supports provided by local authorities is associated with efficiency in improving farmers' income and life quality because the more supports enterprises/cooperatives received through the project implementation, the more able they are in assisting farmers.

In terms of efficiency of procedures/coordination of enterprises/cooperatives getting the assistance they need, most responding enterprises/cooperatives gave positive (78.37%) or neutral (18.92%) feedback on communication and coordination efficiency between themselves and the project implementer and actions the project implementer had taken. Only

2.70% of responding enterprises/cooperatives pointed out that communication was inefficient stating that “no notification had been received from the local authorities”. In the last open-ended question of the survey asking about their additional thoughts about project implementation, respondents suggested they need more simplified procedures/more efficient procedures during the IFAD project implementation, more information sharing and guidance, more efficient communication with the project implementer, more timely notifications, faster loan disbursement, and if applicable, preferably larger amount of IFAD loans. In general, enterprises/cooperatives hope the efficiency of procedures/coordination work can be as high as possible. However, CPMO coordinators are unable to provide this efficiency. According to interviews with CPMO coordinators, difficulties in improving efficiency of procedures/coordination work have been frequently mentioned. Playing the role of coordinators bridging communication between supervisors and beneficiaries can be challenging because supervisors’ viewpoints may be different from beneficiaries, whereas all stakeholders have high hopes for work efficiency of project coordinators. Coordinators hope that the beneficiaries and supervisors can understand the degree of difficulty of their coordination work.

Although survey results and interviews showed very high efficiency of the project implementation, CPMO members have pointed out an alternative that could possibly help the project implementation approach even higher efficiency. During interviews, the CPMO members have mentioned that more flexibility in project implementation in line with the JiMAAPP rules will be greatly appreciated because simplifying procedures can better increase work efficiency for both the project implementer and the beneficiaries. Although the CPMO members genuinely understand that fixed rules for JiMAAPP implementation are fundamental since managing the JiMAAPP across 10 counties is challenging, they suggested to customize and localize some rules in order to better adapt the project implementation into the local contexts of Jingangshan City as well as be adaptable to different situations of various agro-enterprises/cooperatives. They revealed fixed rules require all participating enterprises/cooperatives to use IFAD loans to purchase more means of production/production materials. However, some enterprises/cooperatives already have enough means of production/production materials storage and purchasing more production materials is not

optimal. If such rules could be more flexible, these enterprises/cooperatives can use IFAD loans more efficiently to mitigate risks or expand on opportunities such as enhancing their supply chain, value chain and distribution chain.

5.3 Effectiveness

Overall, the effectiveness of the project intervention is considered to be moderately high. While some interventions are considered to be effective and successful, a few interventions can be further improved in the future.

At the enterprises/cooperatives level, the loans were effective in expanding agricultural production. Almost all responding enterprises/cooperatives (35 out of 37 respondents) indicated using the loans to purchase more means of production/production materials for the sake of production expansion, a rule required by the JiMAAPP implementation in Jinggangshan City. Enterprises/cooperatives are also actively using loans to support employed farmers, showing a relatively high effectiveness in engaging farmers. In contrast, strengthening infrastructure and equipment as well as enhancing agro-products supply chain, value chain, and distribution chain have been neglected. 10 responding enterprises/cooperatives reported using loans to improve infrastructure and equipment while only 4 enterprises/cooperatives aim to enhance the supply chain, value chain, and distribution chain. Lack of attention on the matters of infrastructure/equipment improvement and supply chain/value chain/distribution chain enhancement has hindered intended project outcomes in terms of promoting agribusiness of enterprises/cooperatives and gaining higher incomes for farmers through strengthened infrastructure/equipment and enhanced supply chain/value chain/distribution chain. Interviews with the CPMO members and representatives of local authorities revealed brand-marketing, value chain and distribution chain development, as well as commercialization (especially e-commerce) of agro-products, are still underdeveloped in Jinggangshan City. Obtaining certifications has been highlighted as one of the JiMAAPP activities since it may help gain customers' trust, boost commercialization, increase the added value of agro-products and broaden distribution chains through a better brand-marketing. There is still room for enterprises/cooperatives to increase the number of certifications they obtained. Among 37 responding enterprises/cooperatives, 18 have registered trademarks, 14

have certification of organic products, 12 have certification of green products, 9 have certification of green products, and only 5 have geo indication. In order to improve effectiveness of the intervention in terms of obtaining certifications, the CPMO and BOA are fully supporting enterprises/cooperatives to apply for more certifications through the green channel/fast track. The Office of Certification Management under BOA provides introduction, guidance, and contacts of specialized agencies/laboratories for testing and appraisal. Government subsidies in line with the JiMAAPP implementation are also available to encourage enterprises/cooperatives to apply for more certifications. However, standards of obtaining certifications vary (some can be very difficult to apply for) and the cost of applying is relatively high hindering some enterprises/cooperatives progress to get more certifications.

At household and individual levels, a lot of attention has been paid to increasing the number of poor/vulnerable households and farmers participating in the the project. This intervention to increase participation is considered to be effective because (as mentioned in the sub-section of relevance) the JiMAAPP has already engaged 727 poverty-stricken households and 26 vulnerable households benefiting 3,967 poor and vulnerable people through 38 out of 46 participating enterprises/cooperatives. Since available business plans (38) only account for 82.6% of the total number (46) of participating enterprises/cooperatives, about 880 poverty-stricken households and 31 vulnerable households are estimated to be engaged in JiMAAPP, benefiting approximately 4,803 poor and vulnerable people. In addition, the number of poverty-stricken households and vulnerable households account for about 50% of the total participating households, meaning a significant number of normal/ordinary farming households are also involved in the project as part of target farmers. However, responding enterprises/cooperatives have engaged more poverty-stricken households than vulnerable households expected. In addition, survey results showed responding enterprises/cooperatives hired more part-time/seasonal farmers than full-time farmers due to the characteristics of seasonal agricultural activities in different sub-sectors. Stability of part-time/seasonal farmers' income is thus questionable if they do not have any other source of income. In terms of empowering farmers through knowledge, training of skills and social inclusion, the project has observed improved effectiveness. The CPMO and BOA have been offering education and training to enterprises/cooperatives and

farmers. Enterprises/cooperatives are required to provide necessary education/ training and organize social activities to farmers they hired as well. According to survey results, 86.49% of enterprises/cooperatives have provided agricultural education and training to employed farmers. However, 50% of them do not have a solid schedule or maintain a stable frequency in doing so. In addition, 91.81% of enterprises/cooperatives have organized social activities to employed farmers improving their communication. However, 47.22% of them do not have a solid schedule or maintain a stable frequency in doing so. Unstable frequency of holding education, training, and social activities to farmers has led to ambiguities about effectiveness indicators, making the CPMO hard to measure the accurate effectiveness of education, training and social activities provided to farmers through enterprises/cooperatives.

5.4 Impact

Impact refers to changes (achieved or have not yet materialized) produced by project interventions. In this evaluation, impact on gender equality (i.e. women empowerment) will be assessed since women are prioritized in the JiMAAPP. In addition, impact on the agricultural sector in Jinggangshan City will be evaluated as well since the JiMAAPP aims to improve the overall development of agricultural sector. Both impact on women empowerment and impact on the agricultural sector in Jinggangshan City are considered to be moderate.

According to survey results, responding enterprises/cooperatives have shown the dedication to improve women farmer's participation to some extent. 89.19% of them have engaged 50 or fewer women farmers per enterprise/cooperative while the rest have engaged more than 50 women per enterprise/cooperative. Statistics of business plans revealed that 1,601 women have been engaged in the project implementation. Since available business plans (38) only account for 82.6% of the total number (46) of participating enterprises/cooperatives, the total number of women engaged in the project is estimated to be 1,938. In terms of increasing the number of women engaged, the impact is indeed significant. However, gender disparity in the agricultural sector is still obvious. Overall, men are more dominant than women in managerial, administrative, and technical positions in agro-enterprises/cooperatives, especially in the livestock breeding sub-sector. 51.35% of responding enterprises/cooperatives indicated that the number of men in managerial,

administrative, and technical positions is significantly or moderately higher than women. 21.62% indicated that the sex ratio of staff is balanced while only 27.03% indicated that the number of women in managerial, administrative, and technical positions is moderately higher than men. In contrast, women are more dominant in grassroots agricultural work handling farming tasks. 62.12% of responding enterprises/cooperatives reported that the number of women farmers handling grassroots farming work is significantly or moderately higher than men. 16.22% indicated that the sex ratio of grassroots farmers is balanced while only 21.62% responded that the number of male farmers handling grassroots farming work is significantly or moderately higher than women. Women's leadership in the agricultural sector is particularly weak. 91.89% of key decision makers in responding enterprises/cooperatives, who usually play the role as the head of enterprises/cooperatives, are men. With this being said, women need to be further empowered. It is necessary for the CPMO and Women's Foundation (WF) to pave the way for women and empower them to be employees in managerial, administrative and technical teams as well as heads of enterprises/cooperatives.

Interviews with the CPMO members and local authorities have pointed out that at the government level, policies are gender-neutral and empowerment is in relation with both genders. Although the project implementer thinks it is vital to place a gender quota on women through the JiMAAPP implementation, the number of women engaged does not always equal to significant changes in women empowerment. They think the fundamental incentive is thorough, systematic and long-term agricultural education and training for women. A CPMO member said that patriarchal impacts did happen before, but nowadays people do not care about gender differences anymore. More and more people agree with a concept that "you make a living by your own ability, not by your gender". In contrast, a female BOA member mentioned in the interview that consequences of patriarchal society still exist because women from poor households have fewer educational opportunities than men. If a family is too poor and is unable to afford all children's educational costs, educational opportunities are often given to sons. She stated that although such situation has been mitigated significantly, for those women who had lost their educational opportunities in their early years, it is particularly hard for them to compete with male counterparts for work, especially for knowledge-based and technology-related positions. Placing a gender quota on women is

essential to close the gender gap between the two sexes. She also added family support is crucial to women working in the agricultural sector because in general, women still take more responsibilities in taking caring for their families (especially taking care of dependents, including children and seniors) and it hinders them from getting promoted. Due to extensive internal migration in China, many rural men have left their families behind and migrated to more developed cities seeking higher incomes. Rural women took care of both household and agriculture responsibilities. The lack of extra family support makes it more difficult for rural women to be fully engaged in agricultural work. A male BOA official stated in the interview that growing gender awareness should take the priority because he has noticed through his work experience that many women are unconfident about their potentials and abilities especially related to technology. He indicated that some women perceive agritech as a “masculinized” field and did not have enough courage to try. He suggested that the WF will need to further increase women’s awareness and help them break into these positions and improve their confidence working with new technology.

Impact on the overall development of agricultural sector in Jinggangshan City is currently moderate and will need to be further improved in the future. The project aims to make changes by engaging diverse sub-sectors in order to increase the variety of agro-products and promoting commercialization in order to enhance the value of agro-products. However, unbalanced representativeness among different agricultural sub-sectors has been discovered in Jinggangshan City. 78.38% of responding enterprises/cooperatives belong to crop farming, 10.81% belong to livestock breeding and 8.11% belong to fishery. Only 2.70% belong to horticulture. No responding enterprise/cooperative belongs to agroforestry while the forest coverage rate is particularly high in Jinggangshan City implying a strong and untapped potential. According to *Work Paper 5: Cooperative Support* affiliated to the IFAD JiMAAPP design report (2014: 5), by the end of 2012, there were 40 forestry enterprises/cooperatives in Jinggangshan City. However, they are not actively participating in the JiMAAPP implementation in Jinggangshan City. Therefore, more balanced sub-sectors development and diversity in agro-products need to be further improved.

Interviews with the CPMO members and local authorities have discovered that

ecological agritourism may be an ideal commercialized way to boost agricultural development in Jinggangshan City since the Jinggangshan National Park, a famous 5A (top graded) scenic area in China, has generated abundant employment opportunities and sources of income. By integrating agricultural development and tourism development together, commercialization of agro-products in Jinggangshan City can be promoted and distribution chains can be broadened targeting tourists. Furthermore, agritourism provides potential opportunities to farmers establishing and/or expanding farm-based agritainment - entertainment endeavors in an agricultural setting. Scaling up agritourism and agritainment has relatively greater potentials in Jinggangshan City than other counties and can promote harmonized multi-sector integration. More marketable and higher value-added surplus agro-products may be achieved if IFAD rules could allow loan-usage in these two areas. Furthermore, agritourism and agritainment provide flexible choices to farmers who are not physically strong or capable enough to engage in grassroots production work and would prefer to participate in the agricultural service setting. However, neither agritourism nor agritainment is highlighted as one of the key activities of JiMAAPP implementation. Therefore, agro-enterprises/cooperatives in Jinggangshan City using IFAD loans to launch agritourism and/or agritainment-related activities might be a difficult task to procure, which has limited the impact on value-added agro-products development.

5.5 Sustainability

Sustainability of the project intervention is considered to be moderate. In the future, after project completion, the corresponding plans for sustainable development have been established. However, the implementation of sustainable plans have not yet been tested or carried out and the operability of sustainable plans remains to be tested. A few relevant findings regarding the continuation of environmental and financial benefits of the project were discovered through the evaluation.

Environmentally speaking, the agricultural sector is one of the most affected by threats and consequences of natural disasters and animal epidemics. Although mechanization and modernization of the agricultural sector in Jinggangshan City is growing, the sector is still depending on manual work, fundamental prerequisites of good weather, sustainable

environment and strong prevention of animal epidemics. In other words, the negative consequences of natural disasters and animal epidemics can have direct impacts on farmers' income and life quality, as well as the development of agro-enterprises/cooperatives. Although the prevention of natural disasters and animal epidemics has been seen as one of the key cross-cutting issues in line with IFAD's climate change policy (IFAD, 2014: 116), the ability to defend against natural disasters needs to be further strengthened. From interviews with IFAD CPMO members and BOA official, the capacity of defending against natural disasters and animal epidemics will directly affect the sustainability of the project and mitigate potential risks. They also mentioned existing capacity of defending against natural disasters and animal epidemics in Jinggangshan City is not concrete enough. For example, African Swine Fever (ASF) is spreading in China recently. The plague has been investigated in Jiangxi Province and surrounding provinces and poses a potential threat to swine-breeding enterprises/cooperatives in Jinggangshan City. Prevention and mitigation plans have been set up at country, provincial, and county levels. The Office of Emergency Management (OEM) under BOA will be responsible for taking emergency actions on disaster prevention and mitigation. However, an official mentioned even though there are existing emergency plans and rules, real-life situations could be different from predicted scenarios. If outbreaks of severe disasters or epidemics happen, the effectiveness and efficiency of emergency responses remain to be tested.

On the financial side, the allocation of funds for agricultural development after the project completion has been proposed and planned also remains to be tested in the future. According to an IFAD meeting held in Jinggangshan City, participating agro-enterprises/cooperatives will invest around 5% of their annual net profit into a public foundation in order to support their future development as well as the development of other agro-enterprises/cooperatives that are not involved in the JiMAAPP. However, if participating agro-enterprises/cooperatives' profitability is insufficient or if they lose money, allocation of public development funds may be challenging. Profitability could be challenging, especially when some participating agro-enterprises/cooperatives are not experienced enough in the agricultural sector. Survey results showed that most participating enterprises are newly-established, run by small teams and have relatively insignificant operating experience.

48.65% of agro-enterprises/cooperatives were established in or after 2015 (which were established even later than the completion of JiMAAPP project design), 32.43% were established between 2010 and 2014, 16.22% were established between 2005 and 2009, 2.70% were established between 2000 and 2004, and none was established before 2000. If fundraising is insufficient at enterprises/cooperative level, the future agricultural development in Jinggangshan City may depend mainly on government funding driven by agricultural support policies and poverty alleviation policies. Uncertain prospect for sustainable development at agro-enterprises/cooperatives level may occur since relying on government funding cannot be regarded as self-sustained.

In terms of agricultural education, knowledge sharing, agritech services, and food security monitoring, long-term sustainability may face some challenges as well. CPMO members and officials of local authorities have revealed in interviews that most poverty-stricken households and vulnerable households are poorly educated and some are illiterate. As well, cultivating study capacities and habits is a long-term commitment requiring dedication and patience. Although Integrated Technical Service Stations (ITSS) and the Science and Education Offices (SEO) under administration of BOA can provide education and training to the poor rural population and agro-enterprises/cooperatives, it is still challenging for them to engage the mass rural population in the long-term systematic education and training. Although cooperation between them and educational institutions have been established, they would need a considerable amount of extra support from education authorities at all levels, faculties of agriculture at universities as well as agricultural institutions and colleges. An interview conducted with a SEO member pointed out much attention has been paid to provide education/training and the number of rural population trained by SEOs remained stable at approximately 4,000 people annually for the past 3 years. However, follow-up checks were insufficient and comprehensive post-education/training evaluations on rural population's learning outcomes remain absent. This absence of follow-up checks on farmers' learning outcomes makes the evaluations of SEOs' training by CPMO and BOA difficult to assess, which could directly affect long-term sustainability. Furthermore, as mentioned in the background section, grassroots ITSS and SEOs have not attracted enough new professionals. The same situation also occurs at the Agro-Products Quality and Safety

Monitoring Stations (AQSMS). Interviews with ITSS, SEO and AQSMS representatives have also confirmed this fact. The adequacy of agritech services, agricultural education/training, and agro-products quality monitoring demands more professionals participating in expanding knowledge, technologies, and food security to the rural population and agro-enterprises/cooperatives, which is in line with improvements of long-term sustainability.

6. CONCLUSION

In response to the evaluation questions, conclusion summarizes key findings in relation to the project implementation.

During the project implementation, farmers and households are engaged through agro-enterprises/cooperatives (direct IFAD loan receivers) participating in the JiMAAPP project initiatives. Participating enterprises/cooperatives are required to purchase means of production distributed to engaged farmers, particularly woman from poor and vulnerable households, in actual production and managerial work and giving them annual dividends. This will increase and help stabilize the incomes of farmers and households directly contributing to improved life quality. Beneficiaries (participating enterprises/cooperatives and farmers) have shown strong determination in the project and their capacities for agricultural production have been progressively improved by the financial support of IFAD loans, local government counterpart funding and non-monetary support (e.g. regular education, skills training, consulting, food security monitoring, and so on).

Overall, the project interventions and practices have addressed beneficiaries' needs with moderate efficiency, but some of their needs have not yet been met. At enterprise level, some enterprises/cooperatives expressed their needs in simplifying procedures to improve efficiency, more flexible rules regarding the usage of loans, more information sharing and guidance, faster loan disbursement and access to larger amount of loans. At individual level, although the number of engaged women in the project has improved, women's empowerment is still not sufficient to effectively promote woman leaders and enhance their participation in managerial, administrative, and technical positions. There are many woman in grassroots agricultural initiatives looking for better opportunities. They should be prioritized and given

more training and education opportunities to realize their potentials.

Impacts on increasing the variety of agro-products and promoting commercialization through enhanced brand-marketing, supply chain, value chain, and distribution chain is moderately limited because: (1) unbalanced representativeness of different sub-sectors has been observed that agroforestry enterprises/cooperatives are absent in the project while the crop-farming sub-sector is too dominant; (2) only 4 out of 37 responding enterprises/cooperatives aim to improve supply chain, value chain, and distribution chain by using IFAD loans; (3) brand-marketing through obtaining more certifications needs to be further encouraged; (4) e-commerce is still underdeveloped in Jinggangshan City; and (5) using loans for location based commercialization like agritourism and agritainment in Jinggangshan City due to the national scenic park can be difficult due to not being an explicit supported project activity.

The project sustainability is considered to be moderate and is facing the following risks: (1) potential threats of natural disasters and animal epidemics; (2) Uncertainties in enterprise/cooperative profitability after project completion may limit self-sustainability of the agricultural development and lead to limited public development funds invested by JiMAAPP participating enterprises/cooperatives; and (3) ITSS, SEOs, and AQSMS have not attracted enough new professionals to provide long-term and systemic education, training, and food security monitoring to the mass population.

7. RECOMMENDATIONS

The recommendations are developed on the basis of aforementioned evaluation findings in order to explore how the project can be improved, how risks can be mitigated and how the project can be sustainable. These recommendations may seem idealistic but the evaluator intended to shed light on practical actions *for the CPMO* (recommendations receiver). The following recommendations are categorized into the five OECD/DAC criteria to improve upon each component listed in the findings section.

7.1 Relevance

7.1.1 Project Component A

- The CPMO needs to ensure the linkages between the agribusiness and target farmers will keep going strong. This requires the CPMO to increase the frequency of site/field visits monitoring the tenacity of linkages.
- The CPMO needs to keep recording information of participating enterprises/cooperatives and farmers and update information if new participants joining the project in a timely manner.
- Transparency of the use of IFAD loans in project activities need to be further consolidated to ensure the use of loans can progressively achieve intended objectives. This will require the CPMO to carefully keep checking evidence of the use of loans (receipts of transactions submitted by enterprises/cooperatives) in relation to project activities.

7.1.2 Project Component B

- Encourage enterprises/cooperatives to distribute annual dividends to hired farmers on time.
- Check on transactions that have been made by enterprises/cooperatives in terms of dividends distribution annually.
- Conduct random sampling/spot checking (based on individual beneficiaries' personal information submitted to the CPMO) to investigate if farmers have received the correct amount of dividends in time.

7.1.3 Project Component C

- Conduct regular internal evaluation on the CPMO's functional operations of project implementation with emphasis on communication, coordination and monitoring.
- Further engage local authorities and organizations in the project implementation and balance workloads among different authorities/organization since the CPMO and BOA are currently dealing with most project implementation activities.

7.2 Efficiency

- If possible, simplify procedures during the project implementation in order to increase work efficiency and fasten loan disbursement.
- Within the scope of IFAD policies and rules, allow enterprises/cooperatives to modify or expand the scale of project activities they are conducting in case they hope to obtain larger amount of loans.

- Keep supporting enterprises/cooperatives in both monetary and non-monetary ways and make sure all participating enterprises/cooperatives can receive adequate assistance.
- Improve communication frequency with enterprises/cooperatives and provide timely notifications to them.
- Provide more project-related information sharing and necessary guidance to enterprises/cooperatives during the project implementation. The CPMO and local authorities need to be more proactive and initiate more communications with enterprises/cooperatives and farmers in order to identify their different needs and provide customized help.
- If possible, customize and localize some rules and procedures in order to better adapt to the local contexts of Jinggangshan City as well as be adaptable to different situations of various enterprises/cooperatives. By doing so, enterprises/cooperative can be granted a certain degree of flexibility in the use of loans when carrying out project activities.

7.3 Effectiveness

- Intensely encourage enterprises/cooperatives to strengthen infrastructure and equipment as well as grow strong awareness of enhancing agro-products commercialization, supply chain, value chain, and distribution chain.
- Increase government subsidies to further facilitate enterprises/cooperatives applying for more certifications in order to improve brand-marketing and shape the reputation of agro-products quality. This also requires the Office of Certification Management under BOA to provide more guidance in application processes to enterprises/cooperatives.
- At the government level, greatly encourage using e-commerce to sell agro-products. This includes further supporting an existing e-commerce center in Jinggangshan City and introducing more e-commerce professionals as well as establishing collaborations with major e-commerce online platforms and mobile apps (e.g. Alibaba, Taobao, Tmall, Freshhema, NetEase, Suning, JD, YHD, Yiguo, Sfbest, Meituan, PDD, etc) in China. Local authorities need to work together more closely to assist enterprises/cooperatives becoming “model enterprises/cooperatives in e-commerce”. Other enterprises/cooperatives can thus follow the experience of these models to further improve commercialization.
- Engage more vulnerable households in the project. Participation of vulnerable households is

significantly lower than poverty-stricken households.

- Enterprises/cooperatives need to establish more stable and solid schedules for training, education and social activities offered to employed farmers. This would also help the CPMO measure the effectiveness of training, education and social inclusion activities.

7.4 Impact

- Further collaborate with the WF to design more gender awareness activities for women.
- Provide more sessions targeting women farmers and informing them about their legitimate rights and benefits at work as well as supporting existing policies and institutional approaches. Such sessions are advised to be held in the long-run to ensure women are aware of their rights and benefits. The online information platform summarizing relevant information should be advertised more.
- Place a gender quota on women during thorough, systematic and long-term education and training to progressively improve their knowledge and skills. This would help them access more job opportunities, be promoted to managerial, administrative and technical positions, and can lead to entrepreneurship.
- Collaborate with other authorities (especially the education and health care authorities) to offer necessary assistance to women. Helping them take care of their dependents will help women reduce stress and allow them to spend more time focusing on their careers in the agricultural sector.
- Promote further development in livestock-breeding, fishery, agroforestry, and horticulture sub-sectors in order to achieve a more balanced representativeness of sub-sectors and increase the variety of agro-products produced in Jinggangshan City.
- If possible, integrate agriculture, tourism and entertainment together and launch agritourism and agritainment activities to generate more job opportunities and sources of income for farmers. This will also enhance commercialization of agro-products and broaden the distribution chain targeting tourists.

7.5 Sustainability

- The CPMO and BOA need to further strengthen the prevention deployment of and

emergency responses to natural disasters, animal epidemics, and other unexpected threats.

- Elaborate more comprehensive prevention plans against natural disasters/animal epidemics and learn more experience through natural disasters/animal epidemics prevention exercises.
- Communicate more with other offices of emergency management in neighbouring cities and counties (where the environment for agricultural development is similar). Exchange information, knowledge, resources, lessons learned, and practical experience in relation to natural disasters/animal epidemics prevention and control.
- Enhance collaborations with education authorities at all levels, faculties of agriculture at universities, agricultural institutions and colleges to attract more professionals working at ITSS, SEOs and AQSMS.
- Increase the number of full-time members to further facilitate the JiMAAPP implementation. Through participants observation, the evaluator noticed that CPMO members have been working very hard (sometimes overworked) and assumed the small number of CPMO members might be an influencing factor.
- Employ more part-time members or interns. Students and researchers at universities may be considered as potential candidates for part-time work/internship. This will create a win-win situation. The CPMO needs more members to carry out the JiMAAPP implementation while students/researchers at universities would benefit from the practical experience. Simultaneously, students/researchers could also bring in new information, knowledge, and technology learned in academia.
- Deepen the linkage between the JiMAAPP implementation and China's local policies. For example, the CPC No.1 Central Document released by the State Council in 2012 as well as the 13th Five Year (2016-2020) Plan for National Economic and Social Development advocates the following agritech improvements and education for new professional farmers: (1) agricultural production and management specialists, (2) agritechnologies specialists, and (3) social service specialists in the agricultural setting (MOA, 2012; MOA, 2017). The difference between new professional farmers and traditional farmers is that the former is a self-selected occupation while the latter is a passively labeled identity. By providing systematic and long-term education and training to farmers, they would be better facilitated to acquire more opportunities as trained professional farmers.

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Terms of Reference

Evaluation of the “Jiangxi Mountainous Areas Agribusiness Promotion Project (JiMAAPP)”

Evaluation Purpose

As an intern at the International Fund for Agricultural Development (IFAD) in China and the local host organization - Bureau of Agriculture of Jinggangshan City, a project evaluation is carried out to measure relevance, efficiency, effectiveness, impact and sustainability of the JiMAAPP implementation, especially assess impacts on direct receivers of IFAD loans (i.e. participating agro-enterprises/cooperatives) and individual beneficiaries (i.e. poor farmers hired by participating agro-enterprises/cooperatives) during its 2018 implementation in Jinggangshan City. Since the project is still ongoing, a timely evaluation is needed to reflect the level of achievement of proposed project objectives. This evaluation will help the project management team’s decision making for future project development and increase transparency for stakeholders.

Project Background

IFAD is an international financial institution and a specialized agency of the United Nations headquartered in Rome, Italy dedicated to investing in poor rural communities enabling them to overcome poverty through enhancing agricultural development. On the 16th of December 2014, the JiMAAPP project design was approved by IFAD. The official agreement between IFAD and the Chinese government was signed in February 2015. The project implements across ten counties in Luoxiao Mountainous Areas of Jiangxi Province. Jinggangshan City is selected as the target area of this evaluation. In Jinggangshan City, the IFAD County Project Management Office (CPMO) operates collaboratively with the Bureau of Agriculture of Jinggangshan City.

The JiMAAPP aims to engage poor farmers pursuing enhanced rural development. This

will reduce poverty in rural communities in Luoxiao Mountainous Areas by increasing agricultural production bases and improve efficiency of their agricultural production. By granting loans to qualified agro-enterprises/cooperatives after receiving Business Plan Appraisal Committee's approval, participating enterprises/cooperatives are expected to use IFAD loans to increase their capacity and agricultural production, improve production efficiency, and engage with more farmers that come from poverty-stricken and/or vulnerable households likewise increasing and stabilizing personal income. Under the leadership of those agro-enterprises/cooperatives, quality and margins of agro-products produced by farmers are also emphasized in the project. A particular focus is given to poor women farmers in order to stimulate women's participation and gender equality. In order to measure impact, three key components of the development objectives are:

1. Agribusiness promotion and development through the capacity building for participating enterprises/cooperatives and the establishment of linkages between poor farmers and these enterprises/cooperatives.
2. Agricultural production expansion and productivity enhancement through more efficient production of agro-products, more effective commercialization and marketing methods and improved production infrastructures.
3. Project management system overarching managerial functions at the local level to ensure sustainability.

Evaluation Questions

The ultimate objective of this project evaluation is to measure impacts of the project against the proposed development objectives mentioned above and assess the sustainability of project implementation to ensure effective and efficient working practices and project activities. The following questions will guide surveys and interviews to be conducted in the project evaluation:

1. In what ways and to what extent has the project influenced participating enterprises/cooperatives and poor farmers to contribute to the rural development in Jinggangshan City?
2. Are beneficiaries fully engaged and determined in the project? Are their capacities for

agricultural production enhanced through the project implementation and has this significantly improved their quality of life?

3. Do the project interventions and practices properly address beneficiaries' real needs? What else are they looking for?

4. What impact has the project made so far? Are these impacts benefiting the beneficiaries to their maximum extent?

5. Is the project implementation effective and efficient to beneficiaries? What improvements can be made in future implementations?

6. How sustainable is the project? What are the potential risks and opportunities in maintaining sustainability?

Recommendations and Lessons

Part of the purpose of this project evaluation is to provide information and recommendations on relevance, efficiency, effectiveness, impact and sustainability of the project adopting OECD/DAC criteria. Furthermore, gender perspectives will be applied since a particular focus will be given to women in the project. The host organization is particularly interested in receiving feedback from beneficiaries and understanding their real needs amending future implementation plans to ensure maximum benefit is carried out by IFAD CPMO in Jinggangshan City. Therefore, as requested by the host organization, recommendations on improving project implementation will also be stated in the recommendation section.

Methodology

The project evaluation will employ the mixed methods approach by conducting semi-structured surveys and face-to-face interviews (audio-recorded) with participating enterprises/cooperatives, the CPMO members, and local authorities. Quantitative data and qualitative information collected from surveys and interviews will help facilitate a descriptive evaluation of the project at the local level. Data supplemented by internal documents and other academic resources will also help determine how the project is perceived by different stakeholders and desk research (secondary research).

IFAD and Bureau of Agriculture of Jinggangshan City have allowed the use of internal

documents and reports regarding the local contexts as well as project design, implementation, and M&E for analyzing purposes. Due to ethical considerations and confidentiality concerns, they requested identifiable information should remain anonymous and not published publicly. In other words, the personal identity of individual farmers, participating enterprises/cooperatives, and IFAD CPMO members (employees from the local government agencies) cannot be shared. With permission granted from participants, data and information provided by their survey results and interviews can be quoted or reported in the project evaluation for analyzing project-related circumstances and presentation of findings.

Some limitations need to be mentioned in the project evaluation. Firstly, difficulty in generalizing findings may appear during the evaluation progress taking in to account the small number of CPMO members available for interviews. Secondly, due to time constraints, the number of survey collected from participating enterprises/cooperatives may be limited resulting in difficulty generalizing analytical findings. Lastly, the project implementation in Jinggangshan City has not yet completed and activities being undertaken are still ongoing. This can cause difficulty measuring direct and long-term impacts made by the project. These aforementioned limitations will be supplemented by desk research in the local contexts, adapting project-related concepts into Jinggangshan context for a more comprehensive project evaluation. Semi-structured surveys which will be distributed to all participating enterprises/cooperatives may help generalize project-related findings if sufficient feedback is received.

Work plan and Schedule

The proposed evaluation will be carried out from October to December. In October, desk research and analysis of IFAD meetings and training records will be conducted in order to contribute to an overview of the project and local context. We will also be reaching out to participating agro-enterprises/cooperatives. Semi-structured surveys will be carried out during early and mid-November with possible extension if participating agro-enterprises/cooperatives request a longer feedback time. From late November to early December, audio-recorded interviews will be conducted with participating agro-enterprises/cooperatives as well as CPMO members in order to explore a deeper

understanding of the project implementation status with consideration of stakeholders' different standpoints. The first draft will be submitted to Lund University Master's Programme in International Development and Management (LUMID) in early to mid-November. The final draft will be submitted to LUMID on or before December 21, 2018.

Reporting

The project supervisor in Jinggangshan City did not specify any compulsory format of reporting giving the evaluator freedom of format selection. Taking into account the priority of project evaluation components and meeting the requirements of both IFAD project evaluation in Jinggangshan City and LUMID MIDM 48 assignment, the format will consist of the following parts: 1. Contents, Abbreviation and Acronym, and Currency Equivalents; 2. Executive Summary; 3. Introduction; 4. Background; 5. Project Background; 6. Methodology; 7. Findings; 8. Conclusion; 9. Recommendations; 10. References; and 11. Appendices.

Appendix II: Enterprises/Cooperatives Survey Results

2018 the International Fund for Agricultural Development (IFAD)

Jinggangshan City, Jiangxi Province - Project Implementation Survey

* Thank you (enterprises/cooperatives/organizations) for taking a few minutes of valuable time to participate in this survey. This survey aims to evaluate the IFAD project implementation in Jinggangshan City, Jiangxi Province.

* Your privacy will be fully protected and data collected in this survey will only be used for two purposes: (1) An evaluation assessing progress and results of the IFAD's JiMAAPP project implementation; and (2) A relevant academic research conducted by the project evaluator. If identifiable information or sensitive information needs to be quoted, you will be contacted in advance and your permission will be asked for.

* Please note that there will be no compensation of any kind and your participation is completely voluntary. If you agree to participate in this survey, please continue. If you are not willing to participate or would like to quit the survey, you can do so at any time.

* In order to ensure the fairness and objectivity of this survey, please fill in the survey as honestly as possible. Thank you!

2018年国际农业发展基金会 (IFAD) 江西省井冈山市项目实施情况调查

* 感谢各企业/合作社/组织能抽出几分钟宝贵时间参与本次问卷调查，本问卷调查旨在探究国际农业发展基金会 (IFAD) 在江西省井冈山市的项目实施情况。

* 您的隐私将得到全面保护，本问卷调查所收集数据将仅用于以下两种用途：(1) 国际农业发展基金会内部对项目进展及成果的评估；及 (2) 调研者所进行的相关学术研究。若需引用隐私或敏感信息，必将提前联系您并征求您的意见。

* 请注意，您的参与是完全自愿的，且不会因此而得到任何形式的补偿。如果您同意参与本问卷调查，请继续往下阅读并填写问卷。如果您不愿意参与、或中途想要退出，您可以随时自由选择退出/关闭本问卷调查。

* 为保证本问卷调查的公平性及客观性，请您尽量如实反馈真实情况。谢谢！

Q1. Full name of the enterprise/cooperative/organization:

Number of respondents: 37

Identifiable information remains anonymous due to ethical considerations.

Q2. Contact Information (phone or email):

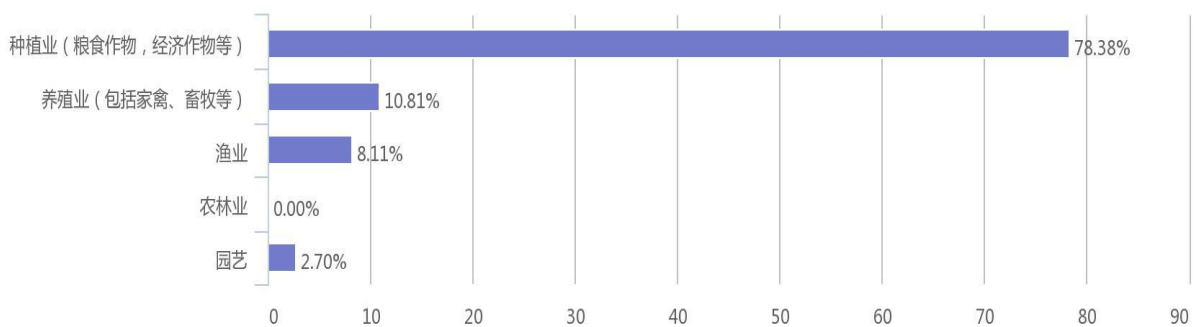
Number of responses: 37

Identifiable information remains anonymous due to ethical considerations.

Q3. The sub-sector that the enterprise/comparative/organization belongs to (if involved in multiple sub-sectors, please select the main sub-sector, or the sub-sector that involved in the IFAD project):

Number of responses: 37

所属领域 (如涉及多个领域, 请选择主营领域或参与农发基金所涉领域)
答题人数 37



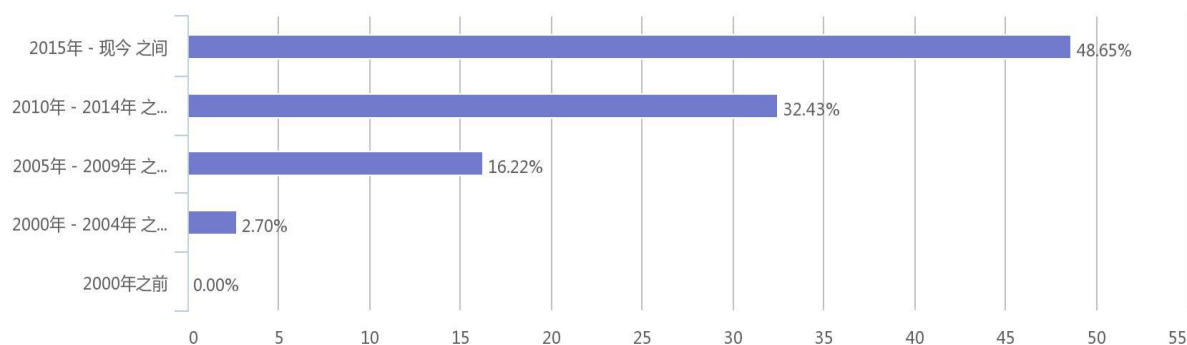
选项	回复情况
种植业 (粮食作物, 经济作物等)	78.38%
养殖业 (包括家禽、畜牧等)	10.81%
渔业	8.11%
农林业	0.00%
园艺	2.70%
回答人数: 37	

- * Crop Farming (subsistence crops, cash crops, etc.) (78.38%)
- * Livestock Breeding (poultry, animal husbandry, etc)(10.81%)
- * Fishery (8.11%)
- * Agroforestry (0.00%)
- * Horticulture (2.70%)

Q4. Year the enterprise/comparative/organization established:

Number of respondents: 37

企业/合作社/组织成立于
答题人数 37



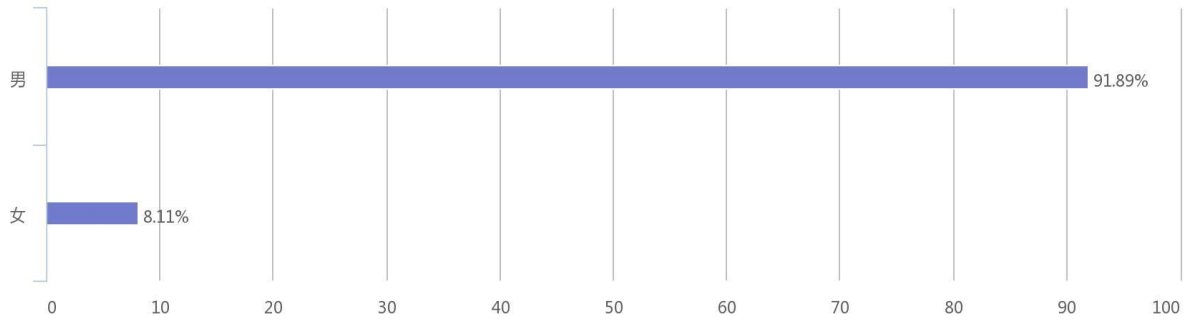
选项	回复情况
2015年 - 现今之间	48.65%
2010年 - 2014年之间	32.43%
2005年 - 2009年之间	16.22%
2000年 - 2004年之间	2.70%
2000年之前	0.00%
回答人数: 37	

- * Between 2015 and current (48.65%)
- * Between 2010 and 2014 (32.43%)
- * Between 2005 and 2009 (16.22%)
- * Between 2000 and 2004 (2.70%)
- * Before 2000 (0.00%)

Q5. Gender of the head of the enterprise/comparative/organization:

Number of respondents: 37

企业/合作社/组织【总负责人】性别
答题人数 37



选项	回复情况
男	91.89%
女	8.11%
回答人数: 37	

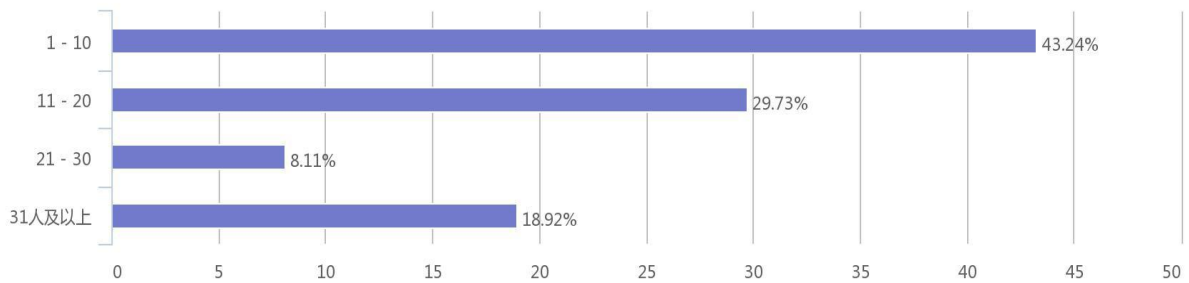
* Male (91.89%)

* Female (8.11%)

Q6. Number of employees in the enterprise/cooperative/organization (including managers, administrators, technicians; not including farmers):

Number of respondents: 37

企业/合作社/组织员工人数 (包含管理、行政、技术等人员, 不包含农民)
答题人数 37



选项	回复情况
1 - 10	43.24%
11 - 20	29.73%
21 - 30	8.11%
31人及以上	18.92%
回答人数: 37	

* 1 - 10 (43.24%)

* 11 - 20 (29.73%)

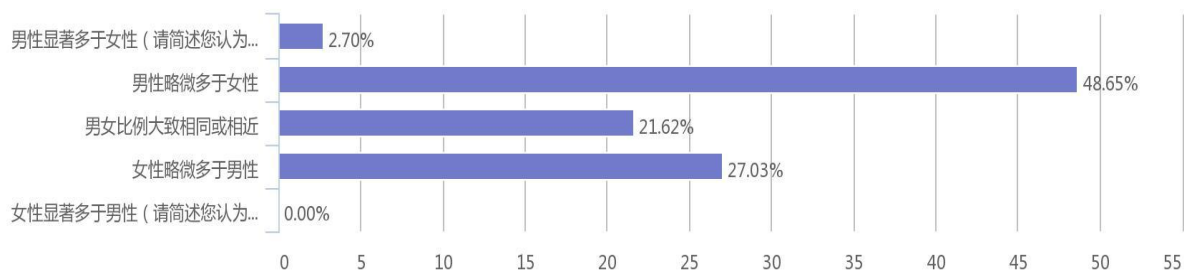
* 21 -30 (8.11%)

* 31 and more (18.92%)

Q7. Gender balance of employees in the enterprise/cooperative/organization (including managers, administrators, technicians; not including farmers):

Number of respondents: 37

企业/合作社/组织员工（包含管理、行政、技术等人员，不包含农民）性别平衡度
答题人数 37



选项	回复情况
男性显著多于女性 (请简述您认为导致这一现象的原因)	2.70%
男性略微多于女性	48.65%
男女比例大致相同或相近	21.62%
女性略微多于男性	27.03%
女性显著多于男性 (请简述您认为导致这一现象的原因)	0.00%
回答人数: 37	

* Number of males is significantly higher than females; please give a brief explanation of what you think contributes to this phenomenon (2.70%)

Received brief explanation(s): 1. There are more males in the livestock breeding sub-sector.

在选项 男性显著多于女性 (请简述您认为导致这一现象的原因) 中填写的内容	
养殖业男性多	
共1人回答	1/1 <input type="checkbox"/> 跳转

* Number of males is moderately higher than females (48.65%)

* Ratio of men to women is roughly the same or similar. (21.62%)

* Number of females is moderately higher than males (27.03%)

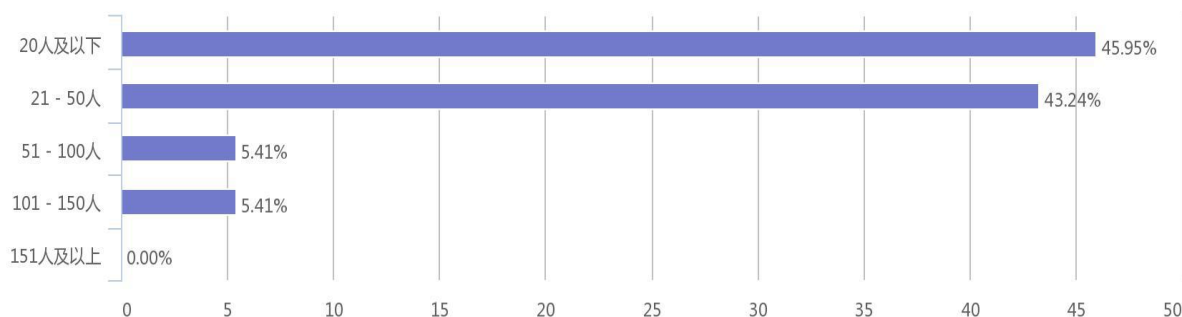
* Number of females is significantly higher than males; please give a brief explanation of what you think contributes to this phenomenon (0.00%)

Received brief explanation(s): N/A

Q8. Number of full-time farmers employed in the enterprise/cooperative/organization:

Number of respondents: 37

企业/合作社/组织所雇佣【全职】农民人数
答题人数 37



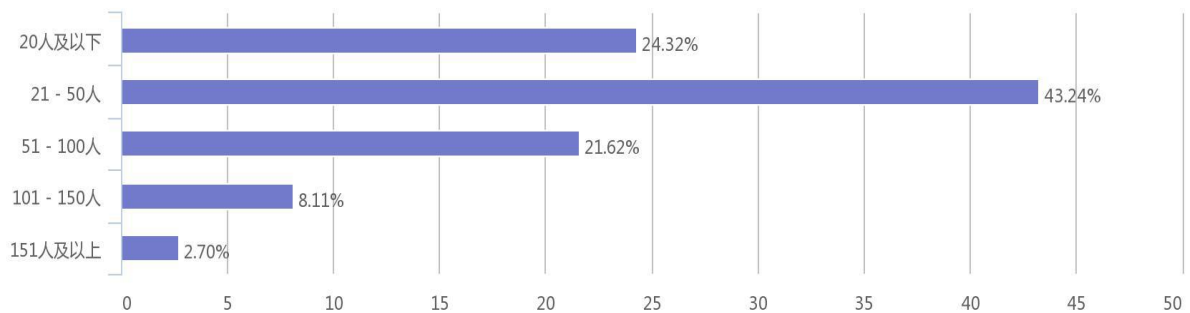
选项	回复情况
20人及以下	45.95%
21 - 50人	43.24%
51 - 100人	5.41%
101 - 150人	5.41%
151人及以上	0.00%
回答人数: 37	

- * 20 and below (45.95%)
- * 21-50 (43.24%)
- * 51- 100 (5.41%)
- * 101 - 150 (5.41%)
- * 151 and more (0.00%)

Q9. Number of seasonal/part-time farmers employed in the enterprise/cooperative/organization:

Number of respondents: 37

企业/合作社/组织所雇佣【季节性/临时】农民人数
答题人数 37

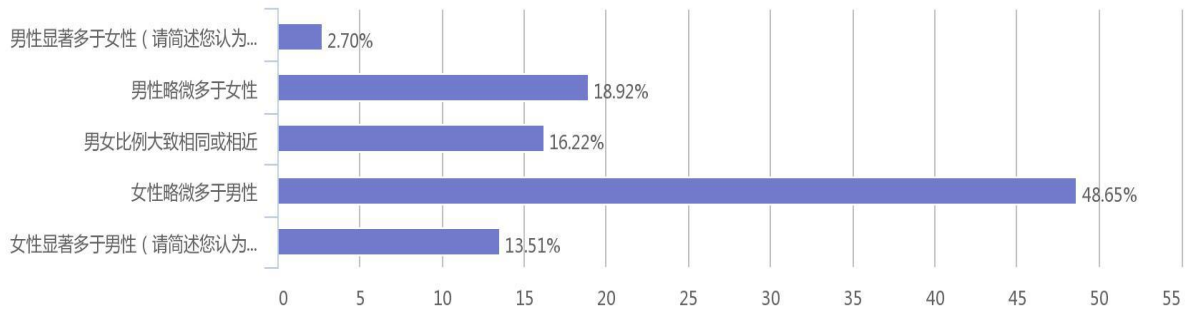


- * 20 and below (24.32%)
- * 21-50 (43.24%)
- * 51- 100 (21.62%)
- * 101 - 150 (8.11%)
- * 151 and more (2.70%)

Q10. Gender balance of farmers (including full-time and part-time) in the enterprise/cooperative/organization:

Number of respondents: 37

企业/合作社/组织所雇农民（包括全
职与季节性农民）性别平衡度
答题人数 37



* Number of males is significantly higher than females; please give a brief explanation of what you think contributes to this phenomenon (2.70%)

Received brief explanation(s): 1. Work demands more physical strength.

在选项 男性显著多于女性（请简述您认为导致这一现象的原因） 中填写的内容	
偏重于体力活	
共1人回答	1 / 1 <input type="checkbox"/> 跳转

* Number of males is moderately higher than females (18.92%)

* Ratio of men to women is roughly the same or similar. (16.22%)

* Number of females is moderately higher than males (48.65%)

* Number of females is significantly higher than males; please give a brief explanation of what you think contributes to this phenomenon (13.51%)

Received brief explanation(s):

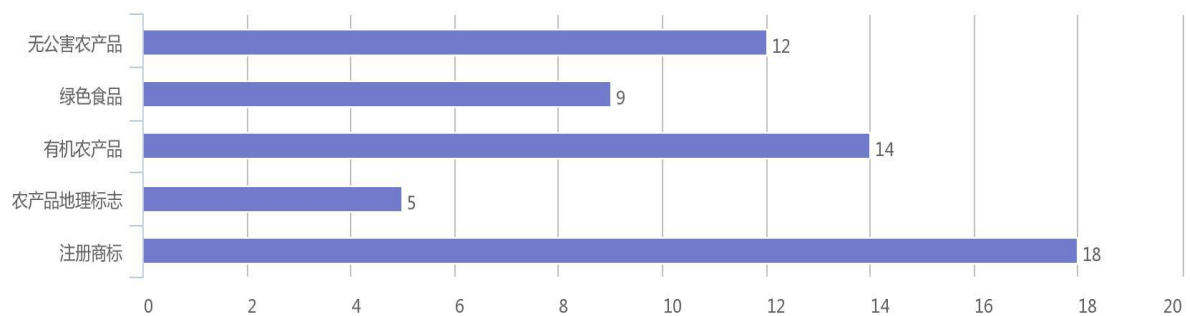
1. Because most women stay behind at home.
2. Mainly left-behind people.
3. Most women are unemployed at home and are taking care of of the seniors or other family members. They are more suitable for the cooperative production mode of work.
4. Labor cost of females is relatively lower.
5. Most men have left the city and are engaged in the labor force market elsewhere.

在选项 女性显著多于男性 (请简述您认为导致这一现象的原因) 中填写的内容	
因为女性大多数留守在家	
留守人员为主。	
女性大多在家待业, 带小孩, 照顾老人或家人, 适合合作社生产劳作模式	
工价相对要 低一点	
男性多数外出务工	
共5人回答	1 / 1 <input type="checkbox"/> 跳转

Q11. Certifications that the enterprise/cooperative/organization has received (Multiple choices are available):

Number of respondents: 37

企业/合作社/组织已获资质及认证 (可多选)
答题人数 37



选项	回复情况
无公害农产品	12
绿色食品	9
有机农产品	14
农产品地理标志	5
注册商标	18
回答人数: 37	

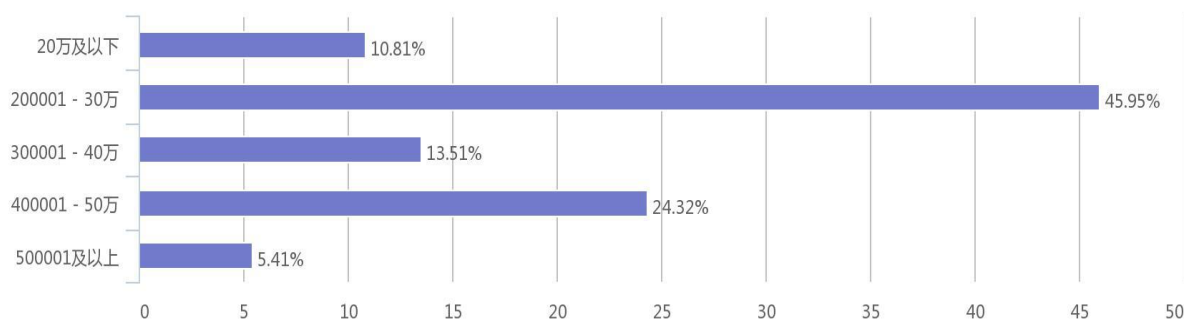
- * Certification of pollution-free products (12)
- * Certification of green products (9)
- * Certification of organic products (14)
- * Geo indication (5)
- * Trademark registration (18)

Q12. Amount of the IFAD loans that the enterprise/cooperative/organization receives:

(Currency unit: CNY)

Number of respondents: 37

企业/合作社/组织获得农发基金贷款
 数额 (货币单位: 人民币)
 答题人数 37



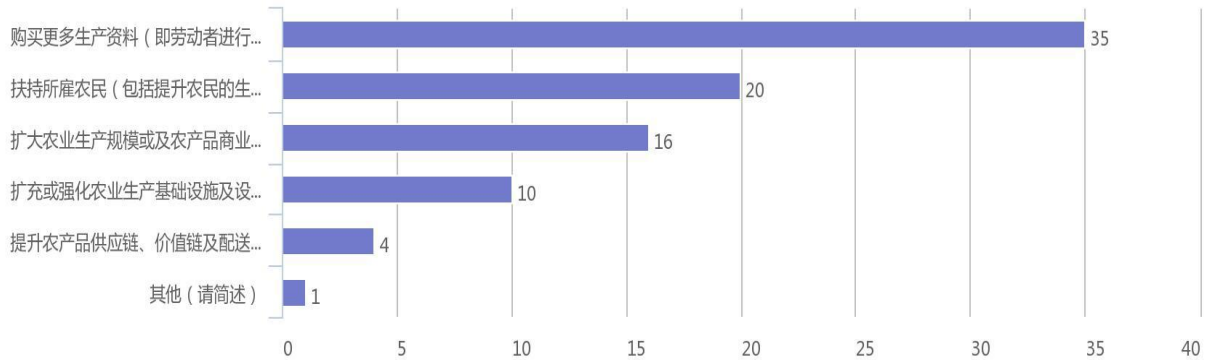
选项	回复情况
20万及以下	10.81%
200001 - 30万	45.95%
300001 - 40万	13.51%
400001 - 50万	24.32%
500001及以上	5.41%
回答人数: 37	

- * 200,000 and below (10.81%)
- * 200,001 - 300,000 (45.95%)
- * 300,001 - 400,000 (13.51%)
- * 400,001 - 500,000 (24.32%)
- * 500,001 and above (5.41%)

Q13. What activities are the IFAD loans used for in the enterprise/cooperative/organization (Multiple choices are available):

Number of respondents: 37

所获农发基金贷款用于企业/合作社/
组织的哪些活动？(可多选)
答题人数 37



选项	回复情况
购买更多生产资料 (即劳动者进行生产时所需要使用的资源, 例如种植业的种子及肥料、养殖业的育种及饲料, 等等)	35
扶持所雇农民 (包括提升农民的生产能力, 农业知识技术水平, 劳动收入和分红)	20
扩大农业生产规模或及农产品商业化规模	16
扩充或强化农业生产基础设施及设备	10
提升农产品供应链、价值链及配送链	4
其他 (请简述)	1
回答人数: 37	

* Purchase more means of production/production materials (i.e., resources that workers need to use for production, such as seed and fertilizer for crop farming, breeding and feed for livestock breeding, etc.) (35)

* Supporting employed farmers (including upgrading farmers' production capacity, agricultural knowledge and technology, labor income and dividends) (20)

* Expand the scale of agricultural production or the scale of commercialization of agro-products (16)

* Expand or strengthen agricultural production infrastructure and equipment (10)

* Enhance agro-products supply chain, value chain and distribution chain (4)

* Others (please explain briefly) (1)

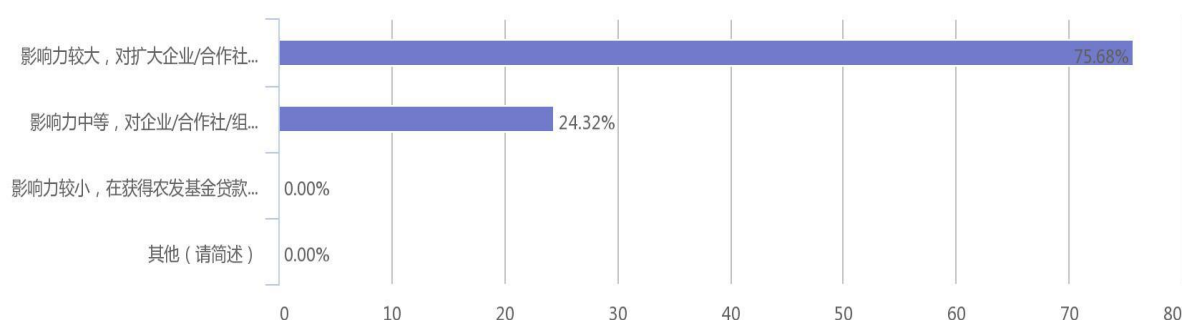
Received brief explanation(s): 1. Motivate poor households to seek employment and help them to produce more agro-products.

在选项 其他 (请简述) 中填写的内容	
带动贫困户生产就业, 帮助贫困户生产	
共1人回答	1/1 <input type="checkbox"/> 跳转

Q14: Level of impact of the IFAD loans on the enterprise/cooperative/organization:

Number of respondents: 37

所获农发基金贷款对企业/合作社/组织产生的影响力
答题人数 37



选项	回复情况
影响力较大, 对扩大企业/合作社/组织的农业生产力、提升农业产出提供了显著的帮助。	75.68%
影响力中等, 对企业/合作社/组织有中等程度的帮助, 属锦上添花。	24.32%
影响力较小, 在获得农发基金贷款之前, 企业/合作社/组织自身本已有相对充沛的资金与完善的计划去扩大农业生产力、提升农业产出。	0.00%
其他 (请简述)	0.00%
回答人数: 37	

* Significant level of impact. The IFAD loans have provided significant assistance in expanding the agricultural productivity and improving agricultural outputs of the enterprise/cooperative/organization (75.68%)

* Moderate level of impact. The IFAD loans have provided moderate assistance to the the enterprise/cooperative/organization and are considered as the icing on the cake (24.32%)

* Low level of impact. Before obtaining the IFAD loans, the enterprise/cooperative/organization itself has relatively abundant funds and detailed plans to expand agricultural productivity and increase agricultural output (0.00%)

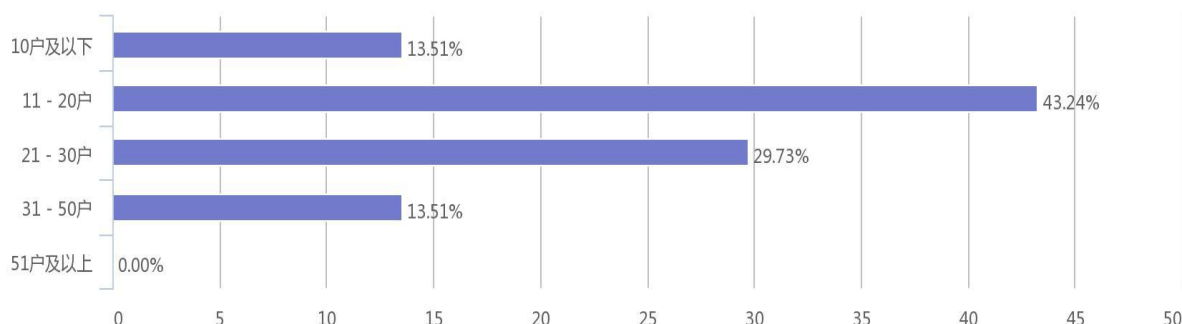
* Others (please explain briefly) (0.00%)

Received brief explanation(s): N/A

Q15: During the IFAD project implementation, the number of poor households/poverty-stricken households is motivated and engaged by the enterprise/cooperative/organization:

Number of respondents: 37

企业/合作社/组织通过参与农发基金
项目带动【贫困户】户数
答题人数 37



选项	回复情况
10户及以下	13.51%
11 - 20户	43.24%
21 - 30户	29.73%
31 - 50户	13.51%
51户及以上	0.00%
回答人数: 37	

* 10 households and below (13.51%)

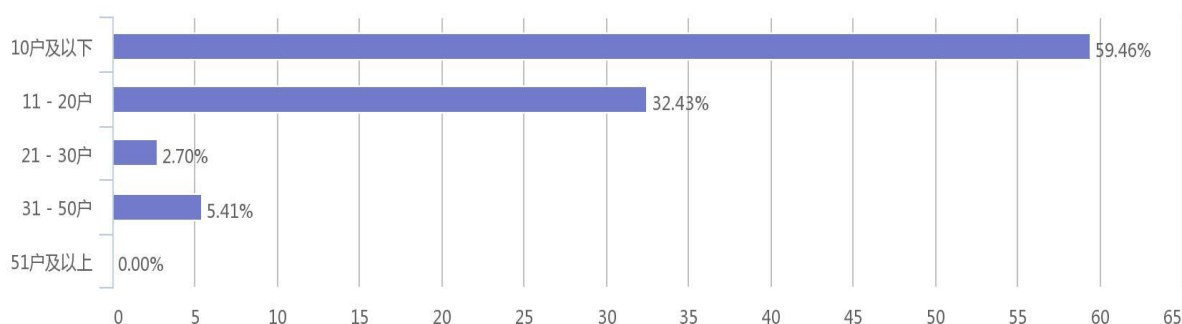
* 11 - 20 households (43.24%)

- * 21 - 30 households (29.73%)
- * 31 - 50 households (13.51%)
- * 51 households and above (0.00%)

Q16: During the IFAD project implementation, the number of vulnerable households is motivated and engaged by the enterprise/cooperative/organization:

Number of respondents: 37

企业/合作社/组织通过参与农发基金
项目带动【脆弱户】户数
答题人数 37



选项	回复情况
10户及以下	59.46%
11 - 20户	32.43%
21 - 30户	2.70%
31 - 50户	5.41%
51户及以上	0.00%
回答人数: 37	

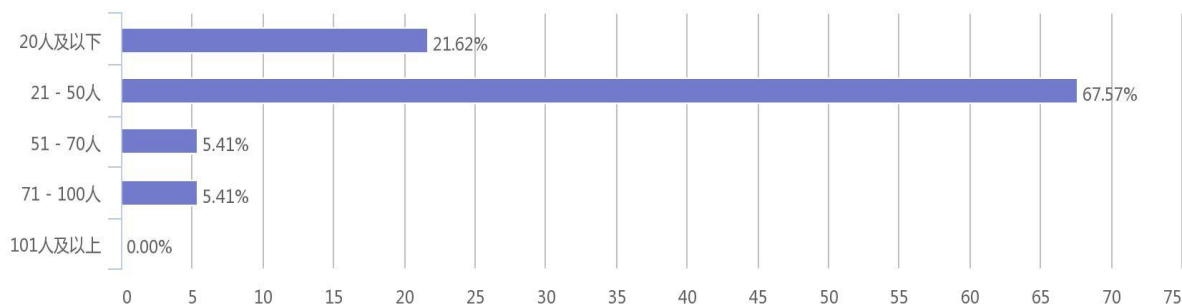
- * 10 households and below (59.46%)
- * 11 - 20 households (32.43%)
- * 21 - 30 households (2.70%)
- * 31 - 50 households (5.41%)
- * 51 households and above (0.00%)

Q17: During the IFAD project implementation, the number of women farmers is

motivated and engaged by the enterprise/cooperative/organization:

Number of respondents: 37

企业/合作社/组织通过参与农发基金
项目带动【农妇】人数
答题人数 37



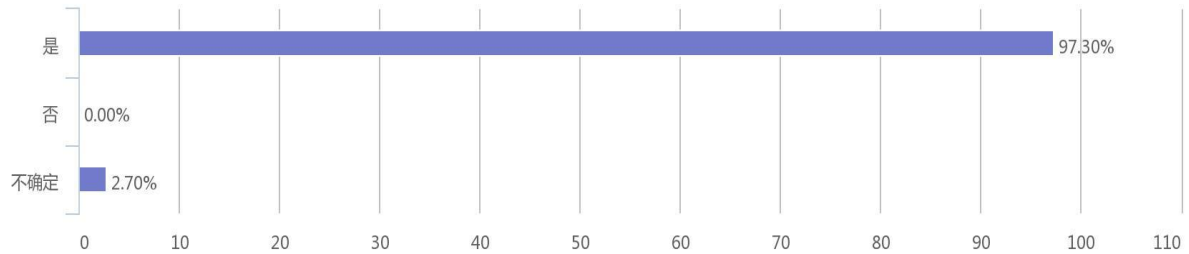
选项	回复情况
20人及以下	21.62%
21 - 50人	67.57%
51 - 70人	5.41%
71 - 100人	5.41%
101人及以上	0.00%
回答人数: 37	

- * 20 and below (21.62%)
- * 21 - 50 (67.57%)
- * 51 - 70 (5.41%)
- * 71 - 100 (5.41%)
- *101 and above (0.00%)

Q18. Has the enterprise/cooperative/organization ever participated in the IFAD project consultations, presentations, training and other related meetings?

Number of respondents: 37

企业/合作社/组织是否参与过农发基金项目咨询会、宣讲会、培训及其他相关会议？
答题人数 37



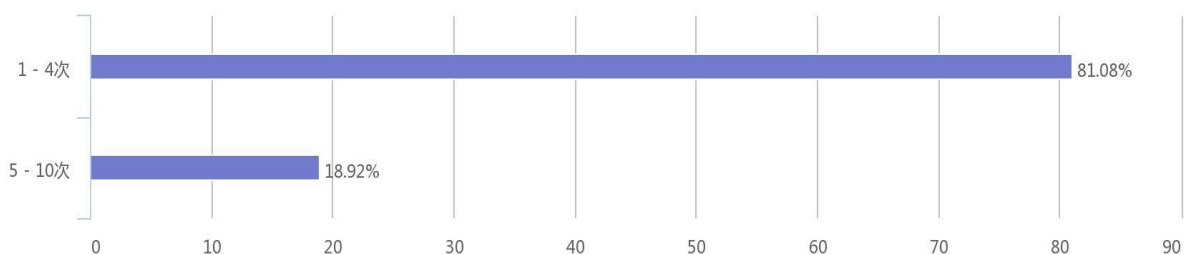
选项	回复情况
是	97.30%
否	0.00%
不确定	2.70%
回答人数: 37	

- * Yes (97.30%)
- * No (0.00%)
- * Unsure (2.70%)

Q19. If the enterprise/cooperative/organization has participated in the IFAD consultations, presentations, training and other related meetings, the number of meetings currently attended:

Number of respondents: 37

如已参与过农发基金咨询会、宣讲会、培训及其他相关会议，迄今为止参与的次数为
答题人数 37



选项	回复情况
1 - 4次	81.08%
5 - 10次	18.92%
回答人数: 37	

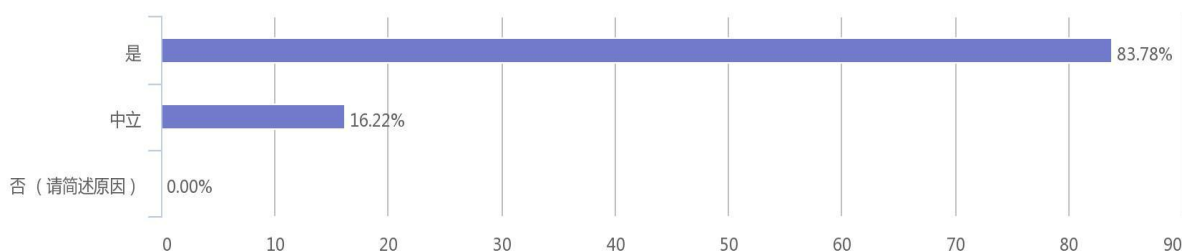
* 1 - 4 (81.08%)

* 5 - 10 (18.92%)

Q20. If the enterprise/cooperative/organization has participated in the IFAD project consultation, presentations, training and other related meetings, do you think the information provided by IFAD is detailed, easy to understand and has answered your questions?

Number of respondents: 37

如已参与过农发基金项目咨询会、宣讲会、培训及其他相关会议，您认为农发基金所提供的信息是否详实、易理解、
答题人数 37



选项	回复情况
是	83.78%
中立	16.22%
否 (请简述原因)	0.00%
回答人数: 37	

* Yes (83.78%)

* Neutral (16.22%)

* No (please explain the reason briefly) (0.00%)

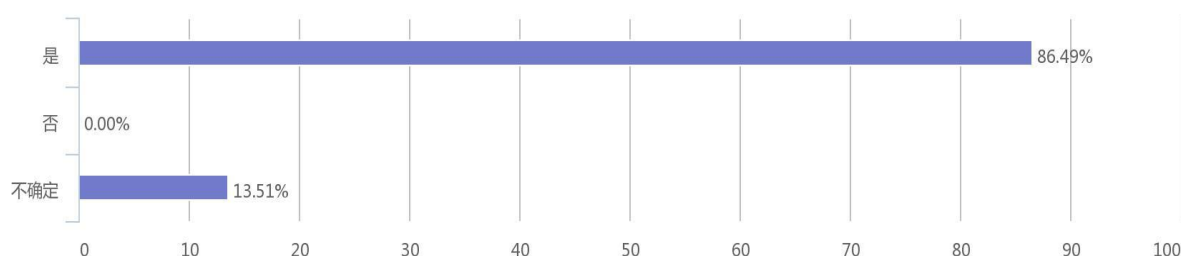
Received brief explanation(s): N/A

Q21. Does the enterprise/cooperative/organization provide necessary agricultural knowledge and technical training to the employed farmers (the IFAD project individual beneficiaries), or visit them regularly?

Number of respondents: 37

企业/合作社/组织是否向所雇农民（农发基金项目受益人）提供过必要的农业知识技术培训，或定期回访？

答题人数 37



选项	回复情况
是	86.49%
否	0.00%
不确定	13.51%
回答人数: 37	

* Yes (86.49%)

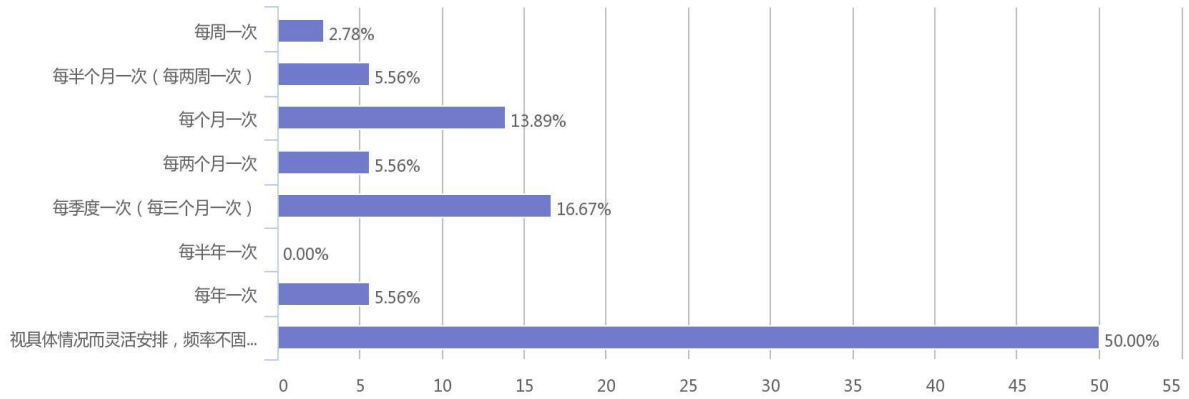
* No (0.00%)

* Unsure (13.51%)

Q22. If necessary agricultural knowledge and technical training have been provided to the employed farmers, or regular visits have been made, what is the approximate frequency?

Number of respondents: 36

如已向所雇农民提供过必要的农业知识
技术培训或定期回访，频率约为
答题人数 36



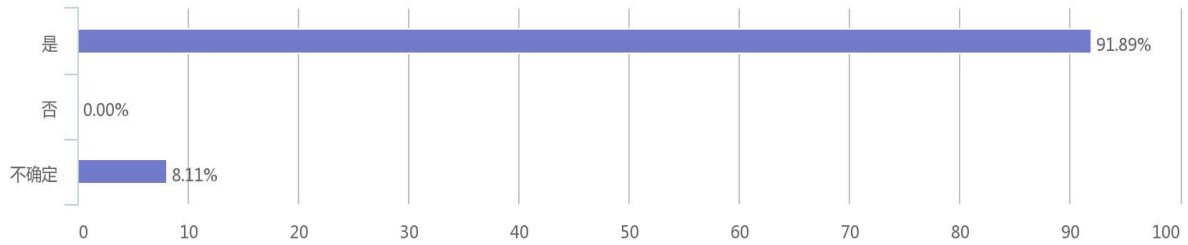
选项	回复情况
每周一次	2.78%
每半个月一次 (每两周一次)	5.56%
每个月一次	13.89%
每两个月一次	5.56%
每季度一次 (每三个月一次)	16.67%
每半年一次	0.00%
每年一次	5.56%
视具体情况而灵活安排, 频率不固定。	50.00%
回答人数: 36	

- * Once a week (2.78%)
- * Once every half month (once every two weeks) (5.56%)
- * Once a month (13.89%)
- * Once every two months (5.56%)
- * Once a quarter (once every three months) (16.67%)
- * Once every half year (0.00%)
- * Once a year (5.56%)
- * Frequency is flexible depending on specific situations (50.00%)

Q23. Does the enterprise/cooperative/organization encourage and engage in social activities as well as promote interaction and communication among employed farmers?

Number of respondents: 37

企业/合作社/组织是否鼓励并牵线所
雇农民们之间的社交活动、促进所雇农
民们之间的互动与交流？
答题人数 37



选项	回复情况
是	91.89%
否	0.00%
不确定	8.11%
回答人数: 37	

* Yes (91.89%)

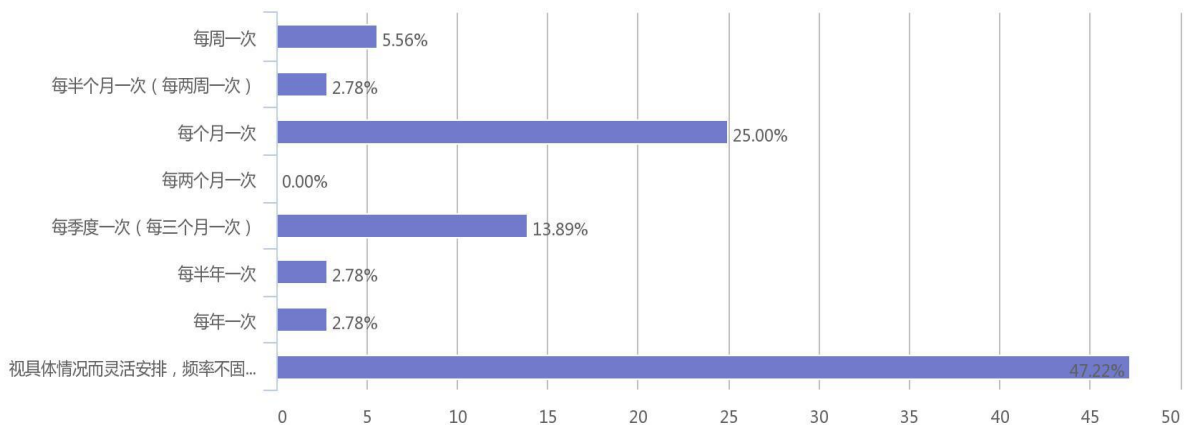
* No (0.00%)

* Unsure (8.11%)

Q24. If the enterprise/cooperative/organization has encouraged and promoted the social and interactive activities among employed farmers, what is the approximate frequency?

Number of respondents: 36

如已鼓励并牵线过所雇农民之间的社交
及互动活动，频率约为？
答题人数 36



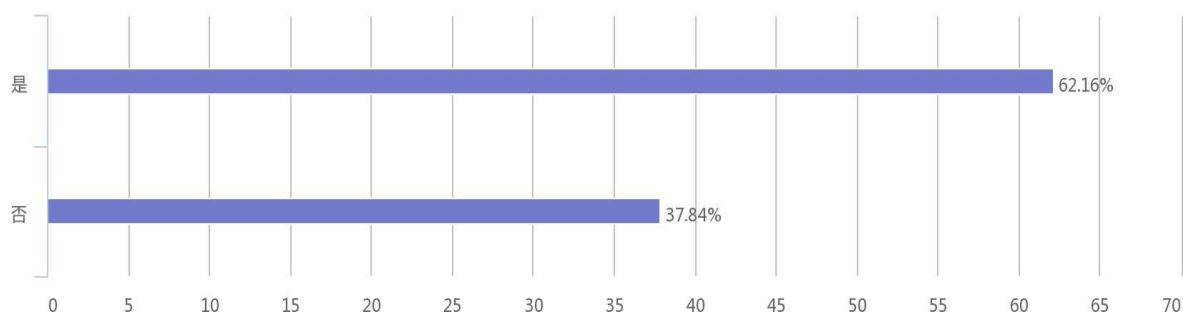
选项	回复情况
每周一次	5.56%
每半个月一次 (每两周一次)	2.78%
每个月一次	25.00%
每两个月一次	0.00%
每季度一次 (每三个月一次)	13.89%
每半年一次	2.78%
每年一次	2.78%
视具体情况而灵活安排, 频率不固定。	47.22%
回答人数: 36	

- * Once a week (5.56%)
- * Once every half month (once every two weeks) (2.78%)
- * Once a month (25.00%)
- * Once every two months (0.00%)
- * Once a quarter (once every three months) (13.89%)
- * Once every half year (2.78%)
- * Once a year (2.78%)
- * Frequency is flexible depending on specific situations (47.22%)

Q25. Has the enterprise/cooperative/organization begun to distribute dividends to employed farmers?

Number of respondents: 37

企业/合作社/组织是否已开始对农民
分发分红
答题人数 37



选项	回复情况
是	62.16%
否	37.84%
回答人数: 37	

* Yes (62.16%)

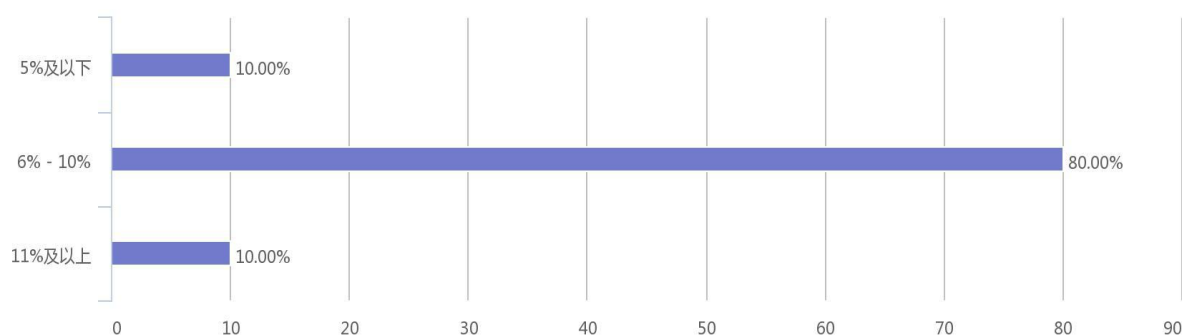
* No (37.84%)

Q26. If the distribution of dividends has already started, the dividend ratio (by integer)

is:

Number of respondents: 30

如已开始分红，分红比例（按整数）为
答题人数 30



选项	回复情况
5%及以下	10.00%
6% - 10%	80.00%
11%及以上	10.00%
回答人数: 30	

* 5% and below (10.00%)

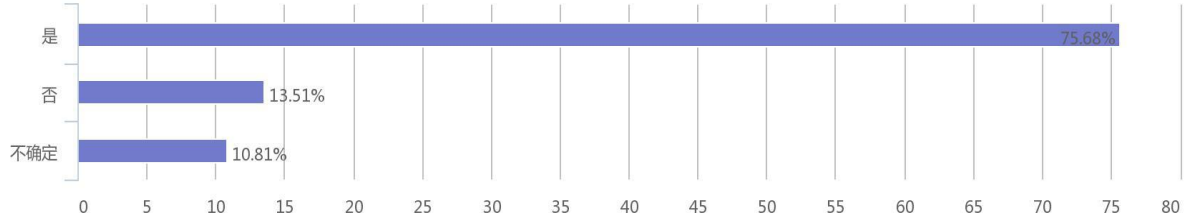
* 6% - 10% (80.00%)

* 11% and above (10.00%)

Q27. During the IFAD project implementation, has the enterprise/cooperative/organization received monetary and resources support from the IFAD CPMO and relevant local government agencies (including subsidies, means of production/production materials, land, human resources, infrastructure, etc.)?

Number of respondents: 37

农发基金项目实施期间，是否获得过农
发基金项目办和当地政府相关部门的经
济及资源方面的支持（包括奖补资金，生产资料，土地，人力，基础设施，等
答题人数 37



选项	回复情况
是	75.68%
否	13.51%
不确定	10.81%
回答人数: 37	

* Yes (75.68%)

* No (13.51%)

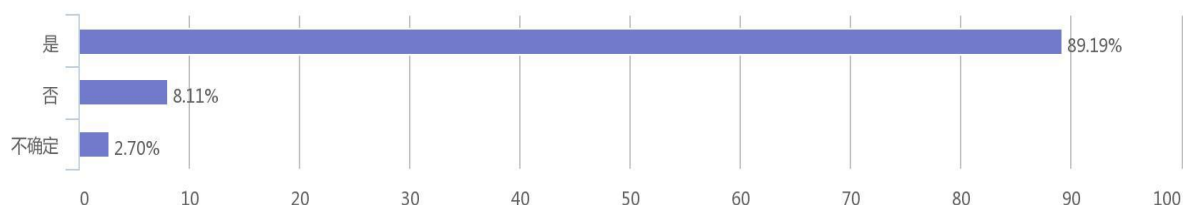
* Unsure (10.81%)

Q28. During the IFAD project implementation, has the enterprise/cooperative/organization obtained knowledge, technical, and social support from the IFAD CPMO and relevant local government agencies (including consulting services, agricultural production technologies, skills of using production equipment, agricultural product inspection and testing, as well as promotion of social interactions among local agro-enterprise/cooperative/organization, etc.)?

Number of respondents: 37

农发基金项目实施期间，是否获得过农发基金项目办和当地政府相关部门知识、技术，及社交等方面的支持（包括咨询服务，农业生产技术，生产设备使用

...
答题人数 37



选项	回复情况
是	89.19%
否	8.11%
不确定	2.70%
回答人数: 37	

* Yes (89.91%)

* No (8.11%)

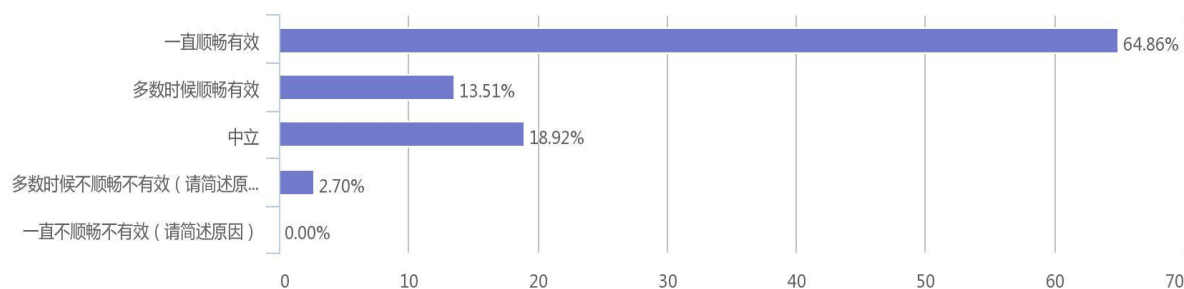
* Unsure (2.70%)

Q29. During the IFAD project implementation, is the communication between the enterprise/cooperative/organization and the IFAD CPMO and relevant local government agencies efficient and effective?

Number of respondents: 37

农发基金项目实施期间，企业/合作社/组织同农发基金项目办和当地相关政府部门的沟通是否顺畅、有效？

答题人数 37



选项	回复情况
一直顺畅有效	64.86%
多数时候顺畅有效	13.51%
中立	18.92%
多数时候不顺畅不有效 (请简述原因)	2.70%
一直不顺畅不有效 (请简述原因)	0.00%
回答人数: 37	

- * Always efficient and effective (64.86%)
- * Mostly efficient and effective (13.51%)
- * Neutral (18.92%)
- * Mostly neither efficient nor effective (please explain the reason briefly) (2.70%)

在选项 多数时候不顺畅不有效 (请简述原因) 中填写的内容	
没有接到当地政任何通知	
共1人回答	1/1 <input type="checkbox"/> 跳转

Received brief explanation(s): 1. no notification had been received from the government.

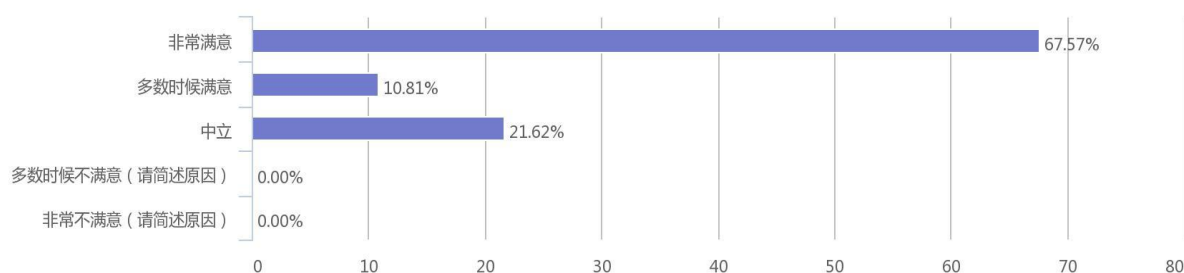
- * Always neither efficient nor effective (please explain the reason briefly) (0.00%)

Received brief explanation(s): N/A

Q30. During the IFAD project implementation, is the enterprise/cooperative/organization satisfied with the initiatives and actions of the IFAD CPMO and relevant local government agencies?

Number of respondents: 37

农发基金项目实施期间，企业/合作社/组织是否对农发基金项目办和当地相关政府部门的举措/行动满意？
答题人数 37



选项	回复情况
非常满意	67.57%
多数时候满意	10.81%
中立	21.62%
多数时候不满意 (请简述原因)	0.00%
非常不满意 (请简述原因)	0.00%
回答人数: 37	

* Always satisfied (67.57%)

* Mostly satisfied (10.81%)

* Neutral (21.62%)

* Mostly dissatisfied (please briefly explain the reason) (0.00%)

Received brief explanation(s): N/A

* Very dissatisfied (please briefly explain the reason) (0.00%)

Received brief explanation(s): N/A

Q31. Please briefly describe other recommendations or needs for the IFAD project, the IFAD CPMO and relevant government agencies:

Number of respondents: 24

答案
应当简化程序, 要注重实地考察调研。重实业, 轻材料
无
希望贷款额度能高点
没有
希望农发基金提前做更多的培训与讲解
因农业产业周期长, 希望资金能多一些, 以解决资金困难
对财务方面的表格知识进行多给予辅导。
无
希望能提前知道农业项目
希望有关部门能更耐心的帮企业解签所提的问题。
受访人数: 24 1 / 3 下一页 <input type="checkbox"/> 跳转

答案
简化办理手续，扩大项目内容。
满意
希望政府能加大对农业的扶持力度。
请对合作社多指导，多支持，多沟通！
无
最好尽量能简化程序，办理起来能方便些
可以适当的加大力度，精准扶持。
农发基金对我们养殖户帮助很大
问卷中所提交的内容如果有不妥，请帮忙通知，谢谢！
没有
受访人数：24 2 / 3 上一页 下一页 <input type="checkbox"/> 跳转

答案
项目资金什么时候可以报账到位
能提供额度大一点贷款
无
多沟通，信息共享！
受访人数：24 3 / 3 上一页 <input type="checkbox"/> 跳转

1. Procedures should be simplified and field investigation should be emphasized. Compared with procedures (e.g. paperwork), practical actions should be more highlighted.
2. N/A
3. Hope the amount of loan can be larger.
4. N/A
5. Hope the IFAD can do more training and explanations in advance.
6. Hope more funds/loans are available to solve financial difficulties, taking into account the long production cycle in the agricultural sector.
7. Provide more guidance on financial knowledge and loan application forms.
8. N/A
9. Hope to know agricultural development projects in advance.
10. Hope IFAD CPMO and relevant government agencies can help the enterprise/cooperative/organization solve problems more patiently.
11. Simplify project procedures and expand the project components.

12. Satisfied.
13. Hope the government can increase support for agriculture.
14. Please give more guidance to the cooperative, more support, more communication!
15. N/A
16. Would be better to simplify project procedures as much as possible in order to handle things more conveniently.
17. Increase the intensity and precision of supports.
18. IFAD loan has helped us a lot.
19. If there is anything wrong with the content submitted in the survey, please let me know, thank you!
20. N/A
21. When can the project loans/funds be disbursed/transferred to the enterprises/cooperatives in place?
22. Provide larger amount of loans.
23. N/A
24. More communication, information sharing!

Appendix III: Interview questions for authorities/project management office (PMO)

1. Based on your position in your authority/PMO, what are your main tasks to enhance agricultural development and women empowerment in Jinggangshan City?
2. What kind of supporting work/activities does your authority/PMO do to enhance agricultural development and engage women farmers in Jinggangshan City? How long has your authority/PMO been working in or supporting the agricultural development in Jinggangshan City?
3. Are there enough institutional supports/supporting policies to engage and empower poverty-stricken and venerable households? If yes, has your authority/PMO informed those households and made them fully aware of supporting policies?
4. Are there enough institutional supports/supporting policies to engage and empower agricultural enterprises/cooperatives? If yes, has your authority/PMO informed those enterprises/cooperatives and made them fully aware of supporting policies?
5. Has your authority/PMO supported agricultural enterprises in Jinggangshan City? What kind of support does your authority/PMO offer? Please explain.
6. Has your authority/PMO informed women, especially women farmers who are working in the agricultural industry about their legitimate rights and benefits at work and in daily life? If yes, since when and how often? Please explain.
7. Are there enough institutional supports/supporting policies to engage and empower women's participation and leadership in the agricultural industry? If yes, how has your authority/PMO informed those women and made them fully aware of supporting policies?
 - 7.1 To your knowledge, is there any new women empowerment strategy/plan in the agricultural industry currently being planned in the future? If yes, please explain.
8. Has your authority/PMO initiated any contact with women farmers to help or assist them? Do you prefer them to visit your authority/PMO when they face problems?
9. Based on your work experience and personal opinions, what are some existing problems in the agricultural industry? In what ways can these problems be mitigated? In what ways can the agricultural development be enhanced?
10. Based on your work experience and personal opinion, what are existing obstacles and

biases that women face in the agricultural industry? In what way can these obstacles and biases be mitigated? In what ways can women be more empowered and engaged in the agricultural industry?

11. Have you faced any difficulties during the IFAD project implementation? If yes, please explain.

12. In what ways do you think the agricultural sector, agro-enterprises/cooperatives, and individual farmers in Jinggangshan City have benefited from the IFAD project? What suggestion do you have?

13. In what ways do you think the sustainability of agricultural development through IFAD project in Jinggangshan City can be achieved, maintained, and improved?