

## **PEOPLE'S REPUBLIC OF CHINA**

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### **MODULAR RURAL DEVELOPMENT PROGRAM**

### **SUPERVISION REPORT**

#### **Main Report and Appendices**

Mission Dates: 4-17 July 2013  
Document Date: October 2013  
Project No. 1323  
Report No: 3166-CN

Asia and the Pacific Division  
Programme Management Department



**PEOPLE'S REPUBLIC OF CHINA**

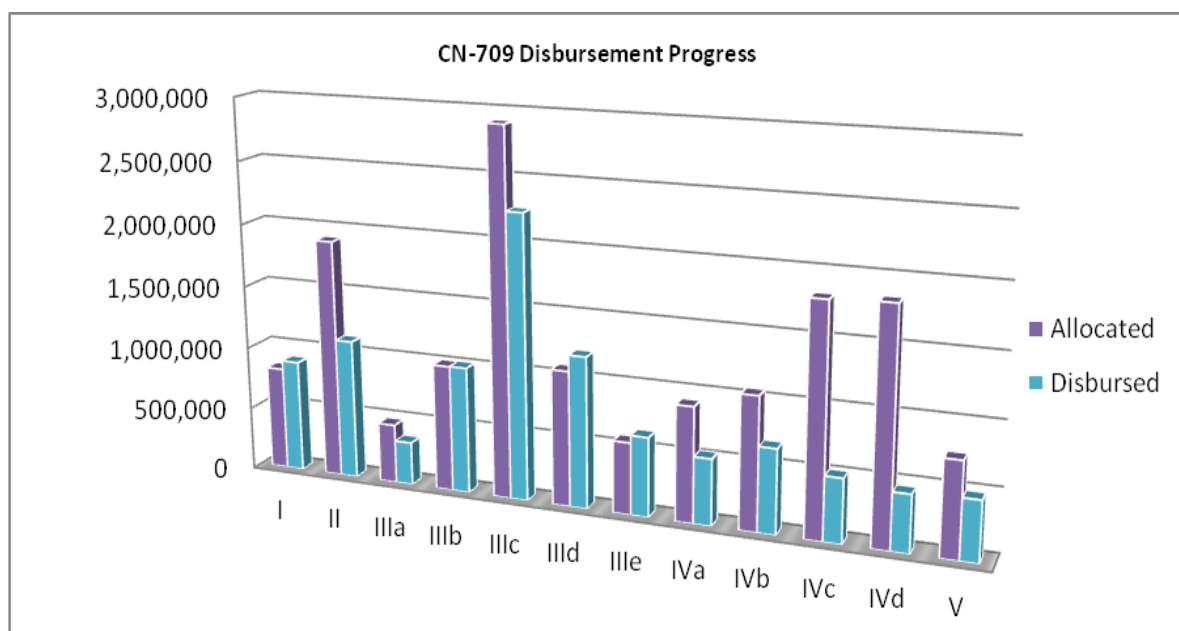
**Modular Rural Development Program – 709-CN**

**Supervision Mission: 4-17 July 2013**

**Main Report**

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### CURRENCY EQUIVALENTS

Currency Unit	=	Yuan (CNY)
USD 1.00	=	CNY 8 (Appraisal)
USD 1.00	=	CNY 6.1222 (16 July 2013)
USD 1.00	=	SDR 0.664851 (16 July 2013)
SDR 1.00	=	USD 1.504096 (16 July 2013)

### WEIGHTS AND MEASURES

1 ha	=	15 mu
1 mu	=	0.067 ha
1 kg	=	2 Jin
1 Jin	=	0.5 kg

### FISCAL YEAR

1 January – 31 December

### ABBREVIATIONS AND ACRONYMS

ACPO	Associate Country Program Officer (IFAD)
AWPB	Annual Work Plan and Budget
BOA	Bureau of Agriculture
BOF	Bureau of Finance
CNY	Chinese Yuan
CPM	Country Program Manager (IFAD)
CPMOs	County Program Offices
DOF	Department of Finance
HH	Household
IA	Implementing Agency
ICO	In-Country Office (of IFAD)
IFAD	International Fund for Agricultural Development
IGA	Income Generating Activities
M&E	Monitoring and Evaluation
MOF	Ministry of Finance
MRDP	Modular Rural Development Program
NRM	Natural Resources Management
PADO	Poverty Alleviation and Development Office
PLG	Programme Leading Group
PMO	Programme Management Office
PPMO	Prefecture Program Management Office
RCC	Rural Credit Cooperative
RIMS	Result and Impact Management System
RMB	Renminbi Yuan (Chinese Yuan, same as CNY)
RPMO	Regional Program Management Office
SDR	Special Drawing Rights
TE	Technical Envoy
USD	United States Dollar
VIG	Village Implementation Group
VCF	Village Credit Fund
WA	Withdrawal Application
WF	Women Federation
XUAR	Xinjiang Uyghur Autonomous Region

## **A. Introduction**

1. An IFAD supervision and implementation support mission<sup>1</sup> to the Modular Rural Development Program (MRDP) in Xinjiang Uyghur Autonomous Region (XUAR) was undertaken from 4 to 17 July 2013. During this period, the mission made 9-day field visits to four counties of two prefectures in northern XUAR, namely Balikun and Yiwu counties in Hami Prefecture and Chabuchaer and Nileke counties in Yili Prefecture<sup>2</sup>. Throughout the visits, the mission had consultations with the main stakeholder agencies of the program at various levels, staff of VIGs, associations and farmer cooperatives established under the program and private companies related to the project, and interviewed beneficiaries.

2. MRDP became effective on 29 April 2008 and is anticipated to complete on 30 June 2014. With an investment of USD 55 million estimated at appraisal, the Program aims to contribute to the reduction of rural poverty in XUAR in sustainable and gender equitable way, through piloting and scaling up innovative approaches and measures. About 176,000 households in 1,171 poverty villages were anticipated to benefit from the program. The Program is designed with four major components: a) natural resources management; b) agricultural development; c) strategic support to women; and d) microfinance. Participatory village planning and management support aimed to avail the implementation with better effects. The first three years were for piloting and the next three years for scaling up of innovative modules.

3. Being the 6th and probably the last annual supervision to the program and in view of the project completion by June 2014, the mission was tasked mainly to: a) review program progress and performance against the anticipated targets and objectives; b) assess effectiveness of components/modules, the sustainability and replicability of program values; c) provide implementation support for smooth completion especially in financial management, project M&E and knowledge management, and in facilitating the adoption of exit and upscaling strategy, as appropriate.

4. A final wrap-up chaired by Mr. Chen Lei, Chief Economist of Xinjiang Poverty Alleviation and Development Office (PADO), was held on 16 July 2013 in Urumqi, with presence of official representatives from Regional PMO, DRC, DOF, WF, and RCCU. This aide memoir is signed as joint agreement to the assessment of past performance, suggested actions and follow-ups for the remaining life of the program. The AM represents the best judgement of the mission based on reporting from RPMO and field visits to the somewhat better performed northern counties of XUAR, there may be variations to project performance with the unvisited southern counties. The mission wishes to renew its appreciations to the governments, PMOs, DOF/BOFs, IAs and beneficiaries for their cooperation, contributions and hospitalities extended to the mission.

## **B. Overall Assessment of Project Implementation Progress**

5. *Overall program performance is rated satisfactory.* MRDP sustained the momentum of expedited implementation during the past two years and has completed most of the project module activities by the time of the mission, especially in the two northern prefectures visited. The RPMO estimated that by December 2012, cumulative project expenses and budgetary commitment have exhausted about 94% of the loan funds in SDR, despite that the 2012 AWPB was 67% delivered. With the 2013 AWPB reportedly delivered at 87% by 31 May 2013, the project would have attained 98% of the loan amount target in SDR.

6. Information collected by the RPMO indicates that MRDP has so far extended its services and support to about 164,300 rural beneficiaries in 2,250 villages of the 10 project counties, mostly reaching the originally planned beneficiary coverage but in more poor villages against the appraisal estimation of 1,171 villages. Poor households and women were mainly targeted as result of the good alignment of MRDP with ongoing government and other donor supported poverty reduction projects, thanks also to the considerate planning and implementation by the system of Poverty Alleviation Office of XUAR being the PMOs for MRDP at each level.

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<sup>1</sup> The mission is composed of Mr. Zheng Bo, Agricultural Specialist; Mr. Wang Sangui, Rural Finance Specialist; Ms. Irene Li, Finance Officer, CFS/IFAD; Mr. Liu Ke, M&E and KM Officer of IFAD China ICO and Mr. Sun Yinhong, IFAD CPO and mission leader.

<sup>2</sup> Due to security considerations, the mission followed the suggestion of RPMO to have visited Yili prefecture instead of Kashi in Southern XUAR.

7. Following the initial design of two staged implementation from pilot to scaling up phases, MRDP delivered over 90% of the planned module financing during phase I till end of 2010 and will certainly have the carry-forwarded funds and original allocation to phase II almost delivered by end of 2013. Such phased path of implementation demonstrated its logic in the counties visited, with increasing share of government financing as project exits. This facilitated scaling up and replication of many project interventions evidently being promoted to ensure the piloting role of the project. Furthermore MRDP was able to be adapted along the process of implementation to suit the development context. Modifications were made to original design in solar energy, organic agriculture, credit for women and modular approach. Some implementation details were elaborated and improved mostly by project IAs on a learning-by-doing approach. In the end these efforts turned out to be helpful in assuring good results and effectiveness of project interventions. In the four northern XUAR counties visited by the mission, MRDP demonstrated satisfactory effects in poverty reduction through production improvement and income generation, improved capacity and engagement of beneficiaries in social and economic activities. In this regard the project monitoring and evaluation was under performed to well capture project results, as it largely confined to the output results to satisfy IFAD requirements, whereby data quality was a lingering issue throughout the project implementation. Project management may further enhance its outcome and impact monitoring taking chance of the project completion survey to explore and validate these effects of the program.

8. The program involved several revolving financing schemes aiming to ease the access to credit by poor beneficiaries. During implementation, the availing of IFAD loan financing somehow lagged the desired pace where earlier advancing of funds to these revolving schemes could enable beneficiaries to have benefited sooner from such support. Withdrawal of such funds was somehow delayed to many months after the actual disbursement of credit at beneficiary level. Nevertheless, government advances was partly able to fill up such gap and more time space was allowed for the learning and adaptation of such schemes. From this perspective the delay did not cause major negative impact to the implementation of these modules. Otherwise the implementation progress of other modules and activities were on their right track, the project can anticipate early completion of module activities.

### C. Outputs and Outcomes, by Component

9. The Program was designed with 4 components and 14 modules at appraisal, which after the MTR were consolidated to the following four components:

- **Natural Resource Management:** community participatory NRM module (consolidated from previous 6 modules);
- **Agricultural Development Component:** Agriculture development module (consolidated from previous 4 modules); Organic Farming and Marketing module;
- **Strategic Support to Women:** Women Association module (from previous 2 modules);
- **Micro Finance:** Support to RCCs module and Village Credit Fund (VCF) module.

10. **Component 1: Natural Resources Management (NRM):** *The performance of this module is rated satisfactory.* The NRM component activities implemented so far have already consumed about 106 % of the earmarked budget, most of the project activities were completed by 2012, with over three quarters of the activities implemented during 2011-2012. Physically, the component has achieved only partial of the project targets. For instance, about 16,285 out of the planned 22,239 community leaders and members were trained in NRM knowledge and skills, slightly more than half of the planned farmer exchange visits in phase II were made. It is mostly likely due to the reduced resources in local currency with its appreciation from 8 CNY per USD at time of appraisal to 6.1 CNY at present.

11. Project design anticipated that NRM modules would nurture stronger community ownership and participatory management over natural resources on which their livelihoods depend, through jointly developing more efficient management and sustainable local production systems. Training and inputs in natural resources as well as fund for piloting new technologies and risk coverage managed by the community group were typical investments of the modules. Participatory planning in natural resource management with equitable women participation serves the base for undertaking of these modules. This process would be undertaken by groups of farmers or herders in poor villages with facilitation by the Poverty Alleviation Office and technical support by the relevant Bureaux.

12. Despite of financial and physical fulfillment of the modules, the mission found that module implementation has been somewhat weak in nurturing the community participation and joint management mechanism that is the unique added-value that MRDP would bring to the program area. Further, some activities implemented were tilted towards income generation overlooking the long-term conservation and sustainable use of common resource base. The PMOs and IAs could have performed better at early stage of program to comprehend the module strategy and provide adequate coaching to targeted villages for the implementation of the modules. Module design also seems underestimated the efforts needed to build up participatory community organization on one hand and applied inadequate flexibility in module choice on the other. Fortunately the MTR mission adjusted the NRM modules by adopting more flexibility but the participatory element still was not picked up by the IAs and PMOs. Given the vast area of the program villages and high investment required in natural resource management, program investment was somehow found thin in NRM.

13. Nevertheless, module implementation in most program counties generated positive outcomes in enhancing the productivity and sustainability of the natural resource base of concerned local communities mostly in poor villages. Pasture improvement and fodder production through improved agronomic measures are good examples among various practices leading to economic returns and resource conservation in the program area, scaling up of such practices was possible with government resources. In Daliugou Village of Balikun County, over 4,000 mu of barren land was converted to pasture land contributing to increased pasture lands and annual household income increase by 5,000 CNY. Through the program implementation, government and community leaders and members have built up good awareness about resource conservation and sustainable use. In the long run the project does have its contribution to facilitate community's self-governance in natural resource management along with the deepening of institutional reforms of the counties and the increasing of capacity of farmers and herders.

14. Considering the forthcoming completion of program implementation, it is suggested that the PMOs document the practices of module in fostering community participatory governance of natural resources and take it forward in the related ongoing and future government projects. Similarly, where the practice of community revolving fund for NRM was exercised, similar learning and sharing exercise maybe conducted and a mechanism for sustaining such practice maybe developed, for example merge it with other community-based development funds as appropriate such as VCF.

15. **Component 2: Agricultural Development** *component performed satisfactorily* during the project implementation. The agricultural development module activities of MRDP suit well with the needs of targeted beneficiaries and have been implemented closely in alignment with government sector priorities and projects. Program activities have mostly been completed by end 2012, achieving 99.7% of the allocated budget target. For the 2013 AWPB only a few activities relating to extension facility and equipment were planned. Physically, most of the project targets have been achieved by May 2013. In participatory extension, 140% farmers were trained against the planned sum, more than doubled number of farmers adopted introduced technology, suggesting the replication of technologies by more farmers than trained. 25% more technical stations received project support. In technical envoy support, all output exceeded 100% of plan except for fewer number of counties that established compensation and incentive mechanism, reaching only 47% of the target. Organic agriculture and marketing was well implemented after MTR adjustment, with all activities delivered in full quantity.

16. Mission discussions with program stakeholders at all levels and beneficiaries confirm that component implementation is on the right track towards attaining its development objectives. Productive activities implemented have not only contributed to beneficiaries' income growth but also its potential and sustainability, through improved stock and environment friendly farming practices. In some counties, IFAD program has been instrumental in promoting improved agricultural production leading to diversification of income sources of local communities, prompting even specific product development and agricultural sector re-prioritization in the counties, such as mushroom production in both Balikun and Yiwu counties. An excellent example is the mushroom production in Yiwu where project experiment at 300 m<sup>2</sup> in sheep shed triggered the upscaling of production to present 500,000 m<sup>2</sup> in Yiwu County. Promising gross income from mushroom greenhouse at 50-70 CNY/m<sup>2</sup> on average makes mushroom an emerging income source for rural beneficiaries and local government as well. Herders who have been grazing animals for centuries have now been able to diversify their income sources from crop farming such as vegetables and mushroom, this is particularly helpful in the wake of government's policies such as grazing ban, rotation and nomadic settlement to improve common resource base and reduce pressure on pastureland. The association with farmer cooperatives and marketing enterprises that helped bridge



beneficiaries with market outlets was helpful and indispensable in the process of scaling-up. The concerned PMOs and IAs may wish to pursue it further during and after the remaining project life.

17. In most of the program counties, some new crop varieties and improved farming practices have been introduced and scaled up with resources of the government and other provinces with twinning arrangement in support of the program area. In Nileke County, crop demonstration was able to introduce about 17 crop varieties and cultivation practices with some leading to yield increase by 30% in corn production, a major local crop. The integration with government resources and the staged implementation ascertains reasonable exit arrangements of MRDP in agricultural component.

18. Project support to technical envoys (TE) together with other module activities in crop and livestock farming and natural resource management has been successful in improving beneficiary access to technical services. Integrated with and complementing to traditional supply-driven governmental extension services, technical envoys in most program counties have played vital role in transferring farming technologies to program beneficiaries on a demand basis. Other than contributing to beneficiaries' production and income improvement, TE activities also facilitated the expansion of TE team, TE's technical capacity enhancement and the strengthening of grassroots extension service network with farmer technicians as key actors. In Yiwu County, the TE team was expanded from 7 in 2008 to 53 in 2013. Some of the TEs have moved further ahead to lead farmer cooperatives or other entities whereby some mechanism of risk and profit sharing with the beneficiaries was included. However in some module implementation, participatory extension was not adequately incorporated, project support was mostly focused on providers (e.g. improving demonstration capability) without necessary differentiated target to poor beneficiaries.

19. MRDP was found strategically designed in achieving objective through promotion of organic agriculture and marketing. Indeed the project areas provide good opportunity and potential for organic production, not just to attain environmental benefit but more for improved food quality and increased grower's income. This is the first IFAD China program that introduced organic farming. However through the experience from MRDP and reviewing module implementation at the last years of the program, the mission noted that the module design was somehow over ambitious. This is considered in the context of farm production at the time, the high opportunity cost during production conversion, the cost and administrative threshold for product certification unbearable to smallholder producers. Program resources allocated in support of the organic production activities were limited, which caused slow implementation progress particularly prior to the MTR. As the PMO and IAs pointed out that it was hasty to apply for certification of organic farm products when the conditions were not mature yet.

20. After MTR adjustment in 2010, project support shifted from business led towards production preparedness. The RPMO reported that so far about 29 farm products have been organically certificated, including Hami melon and mutton in Hami prefecture. A number of others are undergoing the process of certification, such as organic rice production in Chabuchaer County. It is to be noted that MRDP may have contributed a very small proportion of support leading to the certification. The common approach of organic farming implemented in most of the program counties is "enterprise + farmer cooperative + beneficiary farmers" whereby the presence of government agencies is also very high in gluing the actors of the value chain together, most of the times involving economic incentives.

21. Implementation of organic farming activities as both a strategy and process has demonstrated its viability and provided good experiences to the program stakeholders. The mission wishes to reiterate the previous suggestion that by nurturing a few selective demonstrations, PMOs and the IAs make extra efforts to capture lessons learnt so as to further advance organic agriculture in the program counties where conditions permit.

22. **Component 3: Strategic Support to Women** *component performed satisfactorily* during the period of review. This component, with about a third of project budget, appears to be one of the very welcomed supports that MRDP has designed and delivered. The component made steady progress in implementing the 2012-2013 AWPB in both financial and physical terms. As estimated by the RPMO, the component has so far achieved about 93% of the six-year financial target, with more progress attained during phase II as result of the rapid delivery of revolving development funds. Women group/association formation and training is one of the two major activities. During the period of 2011-2013, 124 women associations have been established covering 463 villages. Various forms of training activities have been organized by WFs, women associations and cooperatives and most of the trainings are IGAs related and take different forms, e.g. lectures, workshops, apprenticeship. 38,989 women members have received training which are generally

effective. The micro-credit scheme operated by WFs has been managed smoothly. A total number of 14,076 loans have been made during this period, of which 8,445 are repeat loans to the same women. 60% of the borrowers are women from the poor households. The loan repayment rate is 100% up till now.

23. In every county visited, the mission was presented with impressive examples of women empowerment both economically and socially as result of project support. Project provided training improved skills of women. Micro-credit delivered through women associations and leveraged from RCCs enabled women to be organized in associations to engage in productive activities. This gave full play of their ethnic and unique skills such as embroidering, carpet weaving, food processing and mushroom production. Economic gains from such IGAs were very encouraging. Per capita annual income increase of 4,000 participants is estimated to be 1500 CNY in Nileke in recent years. Some women have become entrepreneur and played a leading role in organizing women to expand their production as well as enhance their marketing ability.

24. Institutional capacity of WFs at various levels has been significantly strengthened with the implementation of the project. Through enhanced trainings, action planning, organization of women's associations and cooperatives, revolving fund management and negotiation and coordination with PMOs and other organizations such as RCCs, the WFs are more capable of promoting economic and social development of rural women.

25. As observed by 2012 supervising mission, 80% of the seed capitals were used as guarantee deposit in RCCs to leverage 3 to 10 times of loan fund from RCC capitals for women borrowers. This was implemented in partnership with government subsidized loan program for women entrepreneurs. Due to rapid increase of the loan volume and limited amount of interest subsidies received from the central government, a large number of borrowers have not gotten any subsidies and increasing number of loans became overdue. This situation frustrated both WFs and RCCs as well as women borrowers, and WFs and RCCs decided to stop the lending since late last year. In most program counties, RCCs were much more interested in making loans to capable women and did not follow the role of 3 to 10 times leverage ratio. WFs at all levels are insistently asking for retrieval of guarantee deposit and pool it to the revolving credit fund operated by WFs.

26. Mission suggest that careful assessment of the ongoing guarantee deposit policy with RCCU should be made at XUAR level, an exit plan also be developed to ensure that the deposit be transferred back to WFs at appropriate time. A clear division of responsibility be also made when it concerns overdue or bad loans. RCCs should take full responsibility to recover the loans in counties where the pre-determined leverage ratio is not followed.

27. The revolving fund is important for poor women to set up a new business or to buy inputs for existing small production activities. However, when a program participant reached a reasonable income level, she should turn to formal financial institutions for large amount of credit support. 60% of the beneficiaries are found to be repeated borrowers, and sometimes rich members (usually the leader of the association/cooperatives) are also accessing the revolving funds. This deprives other poorer women in and outside of the associations from benefiting from program support in long run, limiting the sustainability of such schemes. A graduation plan for the WF credit scheme should be made for better off women borrowers. Similarly, as the project draws to conclusion, it is important to clarify the ownership of WF revolving fund for the sake of smooth continuation.

28. **Component 4: Micro Finance Component:** *The component is performing moderately satisfactory.* The component includes the support to RCCs module and VCFs module. Overall the component has so far achieved 92% of the program budget target.

29. The Support to RCC module did not report any progress against the 2013 AWPB while the phase II target of 87% was achieved by 2012. The cause is that either some RCCs have already completed the desired activities, or some are awaiting reimbursement from previous year expenditures before they incurring further expenditures due to slow disbursement from special account. Among the module activities, training to RCCs staff, equipment RCCs and operational support to RCCU were satisfactorily undertaken in line with the module objectives. 1,405 RCC staff has been trained with the support of the module. However, several RCCs were unclear on the type of deliverables in knowledge management and who should deliver them. For instance, one of the RCC branch managers at Chabuchaer thinks local RCC is in charge of knowledge management, while the RCCU director at Nileke think that the task is assigned to the XUAR RCCU though the budget is divided and allocated to each program county.

30. RCCs are the main financial service provider in rural China providing 94% of household loans in XUAR. The main objective of this module is to facilitate RCCs to adopt pragmatic approaches to serve the rural poor. The mission found that RCCs in the program counties have been making great efforts and progress in expanding financial services to the rural households. Overall, RCCs clientele represent about 60% of the total rural households in program areas. RCC outstanding loans have increased from 30.1 billion CNY in 2007 to 114.7 billion in 2012 in XUAR. Though the loan approval procedures are relatively complex and time consuming, the RCCs have indeed significantly extended their lending portfolio to rural households in program counties since 2009. A good example of improved rural financial service is the coverage change of an IFAD program targeted local township RCC in Chabuchaer, namely Chuohuoer RCC. In 2008, only 230 households received loans from Chuohuoer RCC with 7 million CNY outstanding. By 2012, more than 678 households got loans from this RCC in total amount 32 million CNY. The coverage rates increased from less than 30% to 60% and the average amount of loan also increased from 30,000 CNY to about 60,000 CNY.

31. RCCs in program counties have done a great job in extending their services to middle and high income households. However, the 40% lowest income groups are still not covered by RCC system due to high transaction cost of small amount of loans and complex procedures to apply a loan. To extend their services to poor households, more institutional reform and product innovations are required. When RCCs are in a monopoly position in rural financial sector and competition is very limited, there is no incentive for RCCs to do so. IFAD programs could encourage new entry of formal and semi-formal financial institutions in rural China in the future when rural financial policies are more open and flexible. In this respect, MRDP is anticipated to distill the learning from this module, through such as an analytical work on this module. Supporting the development of micro-financial institutions in rural China is also an effective way to serve the poor. Another possibility is to help formal financial institutions such as ABCs and RCCs to establish some linkage with informal financial organizations such as PVMDFs or VCFs. The latter can act as a retail agency for the former. In this respect some type of business partnership may be explored between RCC and WF to reach target groups at different segments.

32. Village Credit Fund (VCF) module progressed satisfactorily with 107% of phase II budget and 119% of the 2013 AWPB target achieved by time of mission. Due to budget control purpose the 2013 AWPB was not properly implemented and reported as the CNY available is far less than originally planned due to CNY appreciation. Satisfactory progress of VCF module in 2013 mainly derives from the expansion of large amount of seed capital used as loans to households. They were mostly pre-financed from the government-run village mutual development fund program which twinned with VCF module in most program counties and helped the rapid expansion of VCF in recent years. RPO reported that VCF is now operational in 76 villages of the 10 project counties, with 3,843 loans made to beneficiary households in total amount of 14.8 million CNY, of which 38% loans were made to women.

33. VCF modules in most counties are incorporated with the government supported poor village mutual development fund (PVMDF) scheme which is identical to the VCF of MRDP. A few counties such as Balikun still manage the VCF separately. Partnering with the village mutual fund scheme, the VCF module is availed with matching fund and thus being implemented smoothly in terms of financial delivery. A major difference between VCF and PVMDF is that beside seed capital, VCFs also provide training, equipment and survey, as well as operational support to management and IAs while the government only provide seed capital. If it is properly integrated and managed, VCF can have a much bigger effects on improving the operational efficiency of PVMDF. It is noted that, the VCFs have different target clients than the RCC, women group microcredit program and national women subsidized loan program. The VCFs is more focused on the poorer households which need small amount of loans and are not served by current credit providers in remote villages. The non bankable poor farmers can easily borrow from VCF for starting or expanding their IGAs. The management of VCFs are satisfactory and repayment rates in program counties are 100% even though there was small amount of overdue loans when VCFs started.

34. Sustainable development of VCFs depends on good governance and management. Currently, WFs, PADO and BOA play the key role in the management of VCFs in program counties. In the long run, VCFs should mainly be self-governed and managed by villagers themselves. More trainings and capacity buildings should be implemented at the village level with the purpose of improving the management skill of elected management committees. To meet the demand of different households who engage in different production activities, more flexible credit terms should also be adopted.

Agreed action	Responsibility	Agreed date
<b>NRM Module:</b> PMOs document the practices of NRM module in fostering community governance of nature resources and take it forward in ongoing and future government projects	CPMOs, IAs	30 June 2014
<b>Agricultural Module:</b> PMOs nurture a few selective demonstrations of organic production and marketing and capture lessons and learning to further advance organic agriculture in program counties	RPMO, CPMOs, IAs	31 Dec 2013
<b>Women Support Module:</b> Assess the deposit guarantee policy and develop plan/agreement to retrieve credit guarantee deposit in RCC back to WF for revolving fund, by closure of project if possible	WF, RCCU, RPMO at XUAR level	30 June 2014
Overdue loans from RCC disbursed but WF guaranteed lending be reviewed, a proposal be worked out with clarity of responsibilities and actions, to be submitted to appropriate government agencies for resolution	WF, RCCU, RPMO and PLG	30 Dec 2013
Graduation plan for better off members in WF credit scheme be introduced in the present credit manual of WF	WF, RPMO	30 Sept 2013

Clarify the ownership of WF revolving fund for the sake of smooth continuation	WF, RPMO	30 June 2014
<b>RCC Module:</b> RPMO undertakes an experience capture exercise from the implementation of RCC support module and share it with government and IFAD	PMOs, RCCU	31 Dec 2013
<b>VCF Module:</b> More training and capacity building exercise be undertaken at village level to improve the management skills of VCF committees	PMOs	By 30 June 2014

#### D. Project Implementation Performance

35. **Project management performance.** *The performance of the project management is rated moderately satisfactory.* With MRDP completing the fifth year of implementation and having attained most of the project financial and physical targets, focuses of project management shifted largely towards disbursement and knowledge management related activities. During the period under this review, training and workshops were organized by RPMO on financial management, M&E and KM, annual review exercise to the project was also undertaken by RPMO with participations of all PMOs. Project management especially enhanced commitments to document project effects and best practices, with some financial and task arrangements made in this regard.

36. County PMOs are critical in coordinating with line agencies the implementation of the project in tandem with counterpart financing projects. Vested within the county poverty alleviation office, county PMOs have been generally performing well in comprehending project strategy and implementation approaches, while continued undertaking planning, overall coordination, supervision, fiduciary and reporting tasks of the implementation. The mission commend some CPMO's effort in comprehending and adapting project strategies and approaches throughout the implementation for better effects, though only well in grasp towards the later part of the project life. CPMO staffing and capacity largely meets implementation requirement, except for the demanding functions in M&E and KM.

37. Regional PMO continued to be short-handed and over-stretched due to other parallel non-project tasks, its oversight and guidance to the project implementation quality was realised mainly through limited on-site supervisions and through financial progress monitoring, somewhat further enhanced by increasing KM efforts in the past year though. Performance of prefecture PMOs varied among the four, with some providing proactive support to CPMOs and others less. As result, focuses to project during the past year diluted somehow, evidenced by limited follow up to previous mission recommendations. There will be increased tasks at the project completion process, including the conduct of end of project survey and preparations for the project completion report and analysis. Mission suggests to capacitate the PMOs especially the RPMO to satisfactorily fulfill the day-to-day project implementation tasks and additional M&E and KM work related to project completion.

38. Program implementation agencies performed generally well in undertaking module activities. IAs for strategic support to women and rural finance services performed especially satisfactory in the counties visits. Due to lack of design sophistication and implementation

difficulties, IAs related to NRM and organic agriculture modules delivered less convincing effects against the targets at appraisal. Without adequate guidance and facilitation from PMOs, there were some missed opportunities for modules to be satisfactorily delivered, though IAs were still trying their best efforts to adapt.

39. Most PMOs and PLGs have good commitment and buy-in in IFAD strategy and approaches. It was apparent to the mission that the implementation of MRDP has well impressed and enriched the local officials with poverty reduction related dedication and experiences.

40. **Monitoring and Evaluation.** *The performance of M&E during 2012-2013 is rated moderately unsatisfactory.* During this review period, the project M&E system was found effective in monitoring financial results of the project, but largely remained still in monitoring and evaluating physical results of the project. RPMO was meticulous in updating the cost information by county and components to reflect the most realistic financial progress taking into account the variations in exchange rates and the two-phased and different financing ratio arrangements. This was helpful when the financial delivery is approaching the appraisal targets. With regards to physical project results, though the PMOs continued to collect output information based on the phase II indicators, the M&E information for the past year presented to the mission was sub-standard, including the RIMS report, with conflicting and sometimes missing data. Apparently the staffs in charge at all levels have not given due emphasis and thoughts to M&E work. Similarly the previous mission recommendation to align project indicators was not followed, likely due to lack of emphasis and hands at the RPMO. The mission discussed with the RPMO on the approach to align the indicators of two phases in order to present a clear overall picture of the project outputs. It is suggested that RPMO organizes a small team of relatively experienced M&E staff in MRDP to align the project logframe and RIMS indicators of two phases, also to validate the previous year output information, so that a more holistic and accurate data presentation is in place conducive before project completion.

41. In view of the upcoming project completion where M&E tasks will be further increased, appropriate M&E task assignment and staff capacity especially at county level remains inadequate. A training plan is suggested to secure improvement in this respect, participation in and benefit from the forthcoming China program M&E group being architected by IFAD China ICO may help avail MRDP with experiences and guidance conducive for its M&E tasks especially at project completion.

42. During the visit, mission was given reports on the outcome of project interventions, especially in terms of economic benefits. Balikun County in Hami conducted survey to 75 households to monitor the effects of various project interventions, mostly on household income. Other counties also monitors project effects of project activities, such as mushroom production in Yiwu county, organic paddy in Chabuchaer and women IGA in Nileke. It was good to note also that some qualitative and outcome reports were presented to the mission. This suggests that the IAs were making some outcome and results monitoring. However, such outcome information is largely descriptive in content, sporadic and confined to the implementers, instead of being systemic collected and adequately shared. It would be much value-adding if they are analyzed in such as how and why it has happened and extract lessons for readily sharing and absorption laterally. M&E in MRDP is yet to be a fine work in light of the somewhat impressive program effects. Internal drive for M&E from the project management is inadequate at all levels. It is suggested that the MRDP project management reaffirm their own demand from M&E especially for project outcome and impact information, and complement such to a strengthened existing M&E results system and have them well captured at the project completion process.

43. **Gender focus.** *MRDP performed satisfactorily in its gender focus.* MRDP is one of the IFAD projects in China designed with heavy gender focus, with a third of program resources dedicated to strategically supporting women and promoting gender equitable approach in all project. Further the WF was designated as a key party in the PMO system. During the past year implementation, project sustained its good performance in achieving women participation in module activities and various IGAs for social and more importantly economic empowerment. Women participation in various project activities during 2012 was satisfactory and recorded at 63%. In every county visited the mission was encountered with excellent examples of women attaining economic and social empowerment. Embroidery works and *nang* (a kind of baked bread) making by women associations are typical examples of activities enabling women empowerment and social inclusion. The Women Federations were also capacitated and become more dynamic in further advocating gender mainstreaming agenda. The IFAD approach of focusing on poor population and women empowerment is now well familiar to and recognized by local officials of the related institutions and involved rural communities.

44. **Poverty focus.** *Program performance in poverty focus is rated satisfactory.* Poverty focus of the project was already ascertained at the design stage. The project implementation is under the overall coordination of offices of the Poverty Alleviation and Development Office of three levels in Xinjiang. Selection of project villages followed the targeting threshold, adjusted in 2011 to the income level or 2300 CNY per capita. Project has so far covered 2250 villages, of which 2027 are poor villages.

45. Targeting of poor households (HH) in villages largely relates to the nature of the modules. But mostly the poor households were given priority, taking advantage of the PADO poor household registration and identification system covered all poor villages in XUAR. Ethnic minorities take a high percentage among the population in the program counties, as high as over 98% in all of the southern counties and above 70% in northern counties. Program is naturally achieving excellent coverage to ethnic minorities.

46. Following the government integrated village development program, some activities applied inclusive targeting in poor villages without differentiating the households. In NRM and agricultural modules, some demonstration households were supported, who are relatively capable and better off but were set as samples being part of the government extension approach. In WF managed credit scheme, some previous poor beneficiaries become better-off after project support but continued to enjoy project support, this will need to be properly handled. But overall the poverty focus of the project is satisfactory.

47. **Effectiveness of targeting approach.** *The performance of targeting effectiveness is rated satisfactory.* The mission echoes the same positive observations during last supervision in this respect. Targeting of project villages and households relying on PADO's existing database has been reliable in ensuring project focus on poor villages and poor households. During 2012, 292 poor villages were covered among 335 total, and additional 18 villages outreached in 2013 were all poor villages. Within the villages, poor households were given priority. Program M&E indicated average 79% (35,774/45,327) of poor household coverage in 2012 and 84% (550/650) in 2013. Somehow the project M&E system did not adequately capture the information of poor household number reached without repetitive calculation.

48. Some activities such as those in natural resources management and agricultural development modules, may not only focus on poor households due to industrial zoning and requirement for production in scale or in specific location. Targeting was inclusive in such cases. Such inclusive approach is considered appropriate to eventually benefit the other poor HHs from industry growth and from demonstration. For example, mushroom growth in several counties and green-food melon production in Yiwu may lead to capable and suitable poor households be eventually engaged in same production with continued government support and commercial production. Ethnic minority households are the major beneficiary of MRDP given the high concentration of Uyghur, Kazakh, Mongol and other ethnic groups.

49. **Knowledge management (KM).** *Knowledge management is rated moderately satisfactory in MRDP.* MRDP project was regarded by Xinjiang Poverty Alleviation and Development Office a valuable demonstration and learning opportunity for innovative poverty reduction approaches and concepts, other than the financing it brings in to support the poor households. Indeed as the project is growing into the final stage, value of knowledge and experiences is increasing in addressing sustained impacts. It is encouraging to witness commitment of project leadership in enhancing knowledge management, reflected by the formulation of MRDP KM strategy and action plan and secured additional resources. Knowledge sharing events were organized internally within the project. MRDP also actively participated in KM related workshops organized by IFAD China ICO, which facilitated the sharing and learning with peers. During the mission, it was observed that the RPMO and CPMOs are taking measures to collect best practice cases as the means to document project experiences. A number of KM activities were planned aiming for presentation by August 2013, including a video documentation. Learning from MRDP also demonstrated with the PADO leaders summarizing IFAD project impact to government policies and programs, and with officials of local PMOs and IAs citing benefits from IFAD strategies and approaches. All these shall help address the issue of scaling up and sustainability.

50. Nevertheless, in order to ensure KM outputs are well delivered in time and quality, the KM action plan can be further refined by clarifying roles and deliverables of the PMOs at three levels, keeping in consideration the pursuance of scaling up and sustainability from such KM actions. KM action should also involve other stakeholders of the project, including the beneficiaries. Monitoring of actions and deliverables should be included to ensure timely fulfillment of tasks. Budget be identified and earmarked. If considered feasible, a learning and sharing event maybe organized for

other projects or local government to exchange MRDP experiences, which can be in variable forms but serving the ultimate purpose of sharing and learning.

51. **Partnerships.** MRDP project is yielding good results largely due to its alignment and partnership with various government and donor projects relating to poverty reduction, sector development and in a few cases aid projects from peer provinces, where these projects mostly providing matching funds to the IFAD loan. MRDP also fits well within the overall government plan for poverty reduction, such as the lately approved block area development plan (2011-2015) in southern Xinjiang following the new poverty reduction strategy of the central government. In most counties, the VCF modules were closely partnered with the government promoted village mutual development fund. In Balikun County, the WF operated revolving credit fund is partnered with UNICEF micro-credit fund for ethnic women. In Shufu County, MRDP also benefited from the UNDP supported Technical Envoy (TE) program with TE continues to support IFAD beneficiaries. A number of private sector companies and entrepreneurs have also developed win-win partnership with the project, such as jujube companies in Hetian and mushroom companies in Hami.

Agreed action	Responsibility	Agreed date
PMOs especially RPMO be further capacitated to address demanding tasks before closure	CPMOs	30 Sept 2013
PMO organizes a core team of relatively experienced M&E staff to align project logframe and RIMS indicators and validate previous year output information, and prepare for the end of project survey	RPMO, CPMOs	30 Sept 2013
PMOs confirm and incorporate their own demand for project outcome and impact information in the M&E system	RPMO, CPMO	30 Oct 2013
Further refine the KM plan with clarified roles of different players, deliverables and budget source	RPMO	Immediately by 15 Aug 2013

## E. Fiduciary Aspects

52. **Financial management.** Project *Performance in Financial Management (FM)* is rated *moderately satisfactory*. The PMO continues to maintain financial records by using an accounting software called "LangChao" at Provincial, Prefecture and County PMOs. The Project Accountants have the input right to maintain the basic book keeping. Some basic information can be retrieved from the accounting system. The Mission noted with pleasure that the financial staff in key financial management functions are professionally competent, in light of their educational backgrounds and based on mission's face to face interactions.

53. As the common practice in IFAD China projects, most project activities were pre-financed by Governments and so far the project completion rate reached 94%, which is far ahead of the disbursement rate of 71% inclusive of the authorized allocation.

54. Regardless of the above mentioned positive performance, mission noted that monthly bank reconciliations were not conducted. Mission also noticed that there has been an unspent balance in the Project Account of Chabuchaer in the amount of about Yuan 176,000 (about USD 28,000) since July 2012. The CPMO was unable to provide further explanations other than the cause of handover from the previous accountant to the current. In order for IFAD to close the loan account timely, any outstanding balance of the Project Account should be fully justified by closing date. In this connection, mission urges the CPMO to obtain the necessary information about the balance in the Project Account and take remedial action as needed.

55. The timely closure of accounts often poses challenges and requires careful monitoring. Furthermore, in accordance with IFAD procedures, all project activities must be concluded by completion date, which means that only eligible expenditures (payments made or due) for activities concluded prior to the completion date, as well as expenditures for winding up the project (such as auditor's fees, limited operating costs, salaries of core staff, project completion report) will be considered eligible.

56. The Mission advised the Project to carefully manage completion and handover of works and services and prepare withdrawal applications in a timely fashion. The Mission requested the RPMO to adhere to a suggested recovery plan for the advance to the special account, preparation of the last financial statements and the final audit process. The mission also requested the project to take measures to ensure that the final completion report and all withdrawal applications shall be submitted to IFAD within the prescribed deadline of 31 December, 2014.

57. **Project disbursement** is rated *satisfactory*, which represents 100% of the Project Disbursement Profile (PDP) benchmark 71%. As of 30 June 2013, the total disbursement for the Project stood at about USD17.8 million (SDR 11.8 million), 71% against the IFAD loan of about USD 25.1 million (SDR16.7 million) including USD 2.7 million (SDR 1.78 million) advance to the project Special Account.

58. Mission reviewed the withdrawal applications (WA) and SOEs and randomly selected WAs, the supporting documents were found satisfactory.

59. Two pending WAs in amount of USD 2.3 million (WA 13 -expenditures incurred in 2013 and WA14 – expenditures incurred in the second half of 2011) have been submitted to IFAD for replenishment to the SA. IFAD reviewed the withdrawal applications and requested the Project to provide additional information to support the expenditures that have exceeded the SOE threshold of USD 50 000 in accordance with the Schedule II of Financing Agreement. Response from RPMO was received on 15 July 2013, subsequently RPMO should receive the payments in the following week.

60. The Project informed the Mission that additional WAs in the amount of about USD 6.2 million will be submitted to IFAD for replenishment. Mission drew the project attention to the cash flow difficulty of the project. Thus, timely submission to IFAD to replenish the Special Account is crucial for the success of the project implementation. In order to facilitate loan administration and disbursement efficiencies and to promote best practice, the Mission recommends that WAs requesting a replenishment of the SA cover approximately twenty per cent of the Authorised Allocation or 90 days of eligible expenditure incurred from the said account, whichever occurs first. Mission also reminds the RPMO to observe the ceiling of loan categories especially Cat. IV, and adopt necessary solutions should actual expenditure will eventually exceeds, including loan agreement amendment if all necessary though discouraged by IFAD. Mission indicated that if the amount overdrawn is less than 30% of the category and can be covered through the existing funds in the unallocated category, the payment may be processed.

61. **Special Account/Project Accounts.** Mission reviewed the management of the Special account (SA), and the reconciliation of programs accounts. The balance of SA as of 16 July 2013 was USD 416,564.26. Mission advises that improvement shall be made in the management of the SA to ensure sufficient balances to meet funds requirements of planned activities. The monthly bank reconciliations of the PMO Project accounts at Prefecture and County level shall be prepared timely. Given the program completion on 30 June 2014 and loan account closing on 31 December 2014, the outstanding balance of the initial deposit to the SA amounting to USD 2.7 million (equivalent to SDR 1.78 million) should be fully justified by closing date. The mission drew attention that timely replenishment of the SA is crucial in view of imminent closure of the project in 2014. In this connection, mission and the RPMO initiated an indicative recovery plan as specified in the Letter to the Borrower (LTB), showing WAs to be used for recovery, their respective amounts and the estimated recovery rate in the table below. Mission noticed that the project has already faced with cash flow stringency. Thus the recovery plan was set up with a lower recovery rate up to Project Closing Date (PCD).

Recovery Plan of Initial Advance USD 2,700,000					
WA No	Amount (USD)	Recovery %	Paid Amount	Recovery Amount (USD)	Balance of SA (USD)
13	1 022 384	0%	1 022 384	-	2 700 000
14	1 266 093	0%	1 266 093	-	2 700 000
15	2700000	40%	1620000	1 080 000	1 620 000
16	2000000	50%	1000000	1 000 000	620 000
17	1200000	50%	580000	620 000	-
18 and 19	1 840 000	0%	1 840 000		
Total Paid	10 028 477		7 328 477	2 700 000	0

62. **Counterpart funds.** *The provision of counterpart funds is satisfactory.* Counterpart funding by the Government stood at 100% of the committed amount over the program life. Counterpart funding amounting to about USD 30 million has been contributed to the program to match the IFAD investment in line with the Financing Agreement.

63. **Compliance with loan covenants** is rated *satisfactory*. In general, most provisions of the Financing Agreement are being complied with except the delay in transferring resources to the project accounts.



64. **Procurement.** *The project procurement is satisfactory.* The majority of the Procurements were incurred in the phase I of the program. There were no major procurements happened in the current year. Procurements of goods for project were mostly done locally, e.g. materials, animals and small office equipment in accordance with IFAD and Government Procurement Guidelines.

65. Fixed Assets in some counties are recorded in the accounting system and others maintained the data on MS Excel spreadsheets or in manual registers. Mission verified that the PMO currently did not maintain an adequate tracking system for project assets as part of its internal control framework. Mission recommends that: 1) the PMOs establish an inventory system recording primary information showing the description, location, and cost of all project assets; 2) Physical verification of assets shall be conducted on an annual base; and 3) fixed assets such as furniture and computers shall be labelled properly.

66. **Audit and Financial Reporting.** *Audit performance is rated satisfactory.* The Mission was pleased to note that the Project had submitted Audit Report for fiscal year 2012 to IFAD within the deadline. The related financial statements were prepared following the Chinese Accounting Standards (accrual basis). The XUAR Audit Office conducted the audit in accordance with International Standards on Audit (ISA) and Government Auditing. The Auditors expressed an unqualified opinion on the financial statements, the Special Account and the WA schedule/SOEs.

67. The issues of delayed fund transfer in Kashi prefecture were identified by auditors in the last three consecutive years. In 2012, the Auditors identified that Shufu County BOF deferred transfer of funds in amount of RMB 2,071,820.97 (about USD 334 164). The mission indicated that delay in transferring resources to the project would impede the flow of funds that can effectually prevent the smooth completion of the project. The mission recommends that the DOF and Kashi BOF monitor the fund transfers at the country level to ensure that BOF allocate the funds to intended recipients timely (within 15 days of its receipt).

68. The mission noted that project completion will occur in six months after the fiscal year of 2013. In the interest of economy and efficiency, the mission provided approval to receive a final audit covering the final 18 months from 1 January 2013 to 30 June 2014 soon after the project completion date but no later than the Project closing date.

69. The program has submitted an unaudited consolidated annual financial statement to IFAD within the deadline specified in the Financing Agreement.

Agreed action	Responsibility	Agreed date
Prefecture BOFs monitor the fund transfers at the country level to ensure that BOFs allocate the funds to PMU timely (within 15 days of its receipt)	PBOF, CPMO	Immediately and continuous
Implement a procedure for timely replenishment of the special account	RPMO, DOF	Immediately
PMOs undertake bank account reconciliations ( SA and Project Accounts) on monthly basis and lodge files	CPMOs, BOF	Beginning of each month
Monitor the category expenditures to ensure the amount overdrawn is less than 30% of the category allocation	RPMO	Immediately and continuous
Recovery of the initial advance to the SA and maintain the key FM staff till the loan closing date	PMOs	From July 2013
Undertake final audit covering the final 18 months from 1 January 2013 to 30 June 2014 and submit audit report immediately after but no later than the project closing date.	PMO, Audit Office	By loan closing date
Justify and resolute the account balance with Chabuchaer PMO	Chabuchaer PMO, RPMO	By 31 July 2013
Establish project asset inventory system at PMOs recording primary information showing the description, location, and cost of all project assets, with proper asset labelling and annual verification	PMOs	Immediately and continuous

## F. Sustainability

70. MRDP is well embedded in the overall poverty reduction and rural development plans and objectives of the local governments. Good alignment of the program with ongoing efforts was observed in terms of program areas, target groups, resources, institutions, approaches and sector

of priorities. Sustainability was not only already considered during the design but further demonstrated at this stage of implementation.

71. **Institutional sustainability.** *Performance is rated satisfactory.* The implementation of MRDP was tasked to existing government agencies which are mainly responsible for poverty reduction and rural development. Many of them expressed having significantly improved institutional capacity, largely due to conceptual and methodological upgrade and experience gained from implementing MRDP. These institutions are performing leading role in intermediate and long-term poverty reduction and development program of the government, the benefit attained from MRDP will contribute to their better performance in their undertaking. For example, the Technical Envoy system expanded by the project will sustain in all counties.

72. MRDP also introduced the formation of VIGs, Women Groups/Associations and VCFs during the project implementation. Such beneficiary self-help groups were found instrumental in delivering project services and support to the intended target groups. Women associations and VCFs will continue the credit practice and even expand. The VIG experience in participatory and self-planning for development has benefited the village level community groups and will sustain. Due to its good performance, Nileke WF was even assigned to manage the government sponsored village mutual development fund, demonstrating further institutional strengthening and sustainability.

73. Thought out the life of the project, RCCUs also significantly improved their lending portfolio, service capability and outreach to rural households, as well as profitability. Most RCCUs are dominating the rural markets in financial services. Though not all due to project support, the RCCUs are moving towards being more sustainable financial institutions.

74. **Social sustainability (Empowerment).** *The performance is rated satisfactory.* Through technical and skill improvement, economic better off from IGAs and inclusion in self-help groups and associations/farmer cooperatives established or associated by the project, MRDP project beneficiaries have reportedly improvement their social empowerment as result of benefit from the project. Given the favorable conditions and potential for development in XUAR, the development of skills and inclusion in groups actions are the most helpful and sustainable interventions of the project. IFAD support women associations are demonstrating increasing viability to foster gender mainstreaming and women empowerment.

75. **Economic and financial sustainability.** *Performance is rated satisfactory.* The Program has a priority in ensuring economic and financial returns to the beneficiaries through the various interventions mostly promoting locally advantaged forestry products, livestock and poultry and protected agriculture production. Introduction of mushroom in Hami is significantly diversifying and sustaining the income of herders. Some activities have lasting effects in stabilize household income such as conservation of pasture land, production of nuts, grapes, jujube and greenhouses. The performance of VCF and women association credit schemes as well as the RCCUs sustains farmer's access to micro-credit and skills, and sometimes market access. Promotion of organic production through MRDP will eventually be rewarded with sustainable niche market dominance given the favorable climatic and productive conditions. Overall the economic and financial sustainability is assessed as very positive in MRDP.

76. **Technical sustainability.** *Performance is rated satisfactorily.* While the technical sustainability still needs to be assessed systematically along the project completion process, it is evident that technical induction and application in MRDP is critical to ascertain the effects of module interventions, mostly related to NRM and agriculture component. Water saving irrigation is commonly applied in MRDP; livestock breeds improvement, land improvement and greenhouse cultivation are common activities adopted. In Yiwu county, greenhouses for mushroom production has been advanced from initial animal shed to automated temperature control greenhouses allowing year-round production, demonstrating excellent technical sustainability of the project interventions.

77. **Environmental sustainability.** *Performance is rated moderately satisfactory.* Agricultural production in Xinjiang is mostly dependent on irrigation and climate sensitive natural resources. Environmental considerations are well embedded throughout module implementation, mostly relating to the NRM and agriculture component. Project promoted community management of natural resources and organic production for the sake of environmental sustainability. For example in Nileke county, through NRM module implementation barren land was converted to pastureland. In some counties though, the NRM modules were gave less focus to resources conservation but shifted focus towards attaining economic and production benefits. Overall the mission did not come across evidence of activities with negative environmental impact.

78. **Exit strategy.** *Exit performance of MRDP is rated satisfactory.* MRDP was designed as a pilot project adopting two-staged implementation approach, reflecting some degree of exit arrangement for government to further necessary follow up after project completion. A number of strategic and innovative elements were incorporated in the design and implementation, such as participatory community planning, community governance, women associations supported by revolving credit scheme, village self-governed credit fund, organic agriculture, special gender focus. The designation of PADO being the PMO of the program is also strategically beneficial to relay the value and approaches introduced by MRDP in the government run poverty reduction plans and programs. Alignment of IFAD financing with government programs of various sources and association with other players (enterprises, cooperatives and RCCs) in agricultural modules further facilitates transfer of same knowledge for sustained performance. The RPMO, several PMOs, WFs and RCCs met by the mission all indicated the value obtained from MRDP that can sustain within their own operation.

79. The mission discussed with the RPMO on the options and areas where sustainability of the MRDP may be explored along the completion process, and suggested that an exit plan is developed before the project completion to ensure capture of learning and sustainability of project generated mechanisms and values.

## **G. Impact**

80. With MRDP delivering most of the project activities and budget, visible impact can be evidenced during the mission. Though eventual analysis will be undertaken during the project completion process, the mission feels comfortable to assert that MRDP is making satisfactory impact in various aspects on the basis of positive findings from the mid-term survey conducted in 2010.

81. **Physical and financial assets.** *Performance in building assets for beneficiaries is rated satisfactory.* Program interventions are mostly conducive in generating physical and financial assets of the beneficiaries. With program support, farmers have reportedly increased their stock/performance of animals through revolving and restocking sheep in Yiwu; acreage/performance of fruit trees such as hazelnut expansion from 400 mu in 2011 to 34,000 mu by June 2013; tools for conducting IGA for women associations; and improved land and household assets. Access to financial services has much improved with RCC expanding clientele and program provided credit, as suggested in descriptions under the concerned modules.

82. **Food security.** *Performance of program in this respect is satisfactory.* MRDP addresses food security from the aspect of increasing sustainable availability and quality through NRM and agricultural modules, and through ensuring accessibility from household income increase through IFAD activities. Interventions in both aspects are effectively contributing to improved food security. It was reported that project interventions in Yiwu County helped to increase dairy production by 1-2 kg per day. Introduced new varieties and cultivating practices leads to 30% corn yield increase in Nileke. Diversification of production especially in northern XUAR counties from traditional livestock to more crop and horticulture improves nutrition and household food security.

83. **Increase in incomes.** *Project performance is rated satisfactory in increasing beneficiaries' income.* MRDP has been implemented in the process of fast economic growth in Xinjiang, similar to rest of China. The increasing central emphasis to Xinjiang further accelerated the overall development of Xinjiang. Farmers' income in the program counties have been increasing in a pace of about 15% to 20% annually. Nevertheless, MRDP interventions have been effective and conducive in contributing to the overall income increase of poor households. Project survey suggests that VCF in Balikun contributed to household income increase by 1500 Yuan per year. IGAs through women associations helped members to increase annual income by 3,000 CNY in Nileke and as high as 15,000 CNY in Chabuchaer. The production of mushroom in greenhouses secured each household an annual income of 18,500 CNY per year. Cases of project contribution to household income increase was presented to the mission throughout the visits, beneficiary and local government expressed their welcome to IFAD project.

84. **Policy impact** *is moderately satisfactory.* The project brought about some policy influences at all levels, particularly in introducing poverty reduction related management approach and prompting production structural change in some counties. RPMO indicated that program approaches such as focus on training and capacity building of beneficiaries, participatory planning, reimbursement based financing arrangements etc. have been applied in government poverty reduction programs. The excellent potential explored by the program in mushroom production in the counties of Hami influenced the sector policy of local government. The success in focusing and

empowering women has given rise the institutional significance of WF in the government structure of related support policy, such as the example in Nileke. The implementation of MRDP has laid good foundation for further pursuing sustainable community driven development by government in several areas such as organization of farmers in scale through cooperatives and associations, market oriented commercialised production by exploration of local comparative advantages and development of niche products, coupled by responsive and sustained technical services to enhance farmers own capacity.

85. There are a number of such cases of project impact to local decision making. Along with the process of project completion and hopefully enhanced KM, it is anticipated that MRDP will draw more emphasis from local governments, prompting further policy impact of the project. As indicated in para 50, a learning and sharing event at project completion is highly recommendable for this sake.

86. **Other impacts.** Through facilitating trustworthiness based lending culture involving RCCs and self-governed community credit revolving funds, the project is contributing towards the building of favorable credit culture in the program areas. Social status and decision making improvement of ethnic communities has positive influence on social cohesion in communities of multi nationalities.

## H. Conclusion

87. MRDP is one of the IFAD China projects designed and implemented with a number of strategic elements, aimed to serve as pilot for replication and upscaling by government and donor resources based on successful experiences gained through a two phased implementation. There were embedded challenges in implementation of the program, such as introduction of innovative elements of solar energy, community based NRM, organic production etc. The program is also geographically over-stretched to a vast area of ten counties in four distantly located and distinctive prefectures in XUAR, implying need for attentive adaptation to suit local context during implementation.

88. Despite of the challenges and limitations of the project management in certain function areas, the program has been implemented with satisfactory progress, with financial achievement attaining 94% of the target by end 2012 and almost full delivery if the 2013 achievements are included. Throughout the visit, the mission found the program is achieving impressive effects on ground. MRDP has generated a number of good experiences and practices that proved to be effective in poverty reduction, and can be valuable for government to replicate and upscale. Among others, organic production, special support to women, community governed natural resources management, community managed revolving funds etc. are the testified approaches yielding good results. Though in some modules the PMOs and institutions may continue to explore and improve the details of approaches. Success also attributes to the close alignment of the program with government priorities and programs, which ensured financial availability for implementation and relay of project experiences to ascertain sustainability.

89. Program management has been overall strong, which assured a good focus and outreach among others. But should extra efforts in fully comprehending program and strategies had been invested upfront, plus consistent emphasis in M&E and KM, the program would have achieved even better results. Generally speaking, the envisaged program strategic elements of innovation, access and gender would be mostly attained by the time of project conclusion. A number of cases presented to the mission echoes MRDP's attainment in these strategic focuses, as reflected in this AM and the working papers.

90. As MRDP enters the final year of implementation, the program management is encouraged to mount extra hands and efforts in the PMOs to ascertain the full realisation of program results and impacts, assisted by an enhanced M&E system. The KM plan should be further clarified and tuned to ensure a good harvest, distilling and sharing of project experiences and knowledge from the various cases of success the mission was presented. Exit plans for the modules concerned are to be made following the recommendations contained in the report. Preparations for project completion following the IFAD guidelines need to be made in advance, to which the IFAD China ICO will provide support in addition to what has been discussed during the mission. The project would need to submit the draft project completion report (with English translation) before its final withdrawal, but not later than project closing date.

91. With signatures below, IFAD and the Government of XUAR endorse the findings and recommendations of the supervision mission.

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Sun Yinhong  
IFAD Country Program Officer  
China

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Date: 16 July 2013

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Zhao Guoming  
Director General  
Poverty Alleviation and Development Office, XUAR

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Date: 16 July 2013

## **Appendices**

- Appendix 1: Summary of Project Status and Ratings (with follow-up actions)
- Appendix 2: Updated logical framework: Progress against objectives, outcomes and outputs
- Appendix 3: Progress Against Previous Mission (2012) Recommendations
- Appendix 4: Physical progress measured against AWP&B and appraisal targets, including RIMS indicators
- Appendix 4: RIMS Tables
- Appendix 5: Financial: Actual financial performance by financier; by component and disbursements by category
- Appendix 6: Compliance with financing agreement covenants
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## Appendix 1: Summary of Project Status and Ratings (with follow-up actions)

### A. Basic Facts

Country	China	Project ID	1323	Loan/Grant No.	709-CN
Project	Modular Rural Development Program, XUAR			Supp. Loan/Grant	
Date of Update:	17 July 2013	Last Supervision	Oct 2011	Financing terms	HC
Supervising Inst.	IFAD	No. of Supervisions	6		
				USD million	Disb.rate %
Approval	14-Dec-06	Quality at entry rating		Total costs	55
Agreement	13-Feb-07	Effectiveness lag		IFAD loan	25
Effectiveness	29-Apr-08	Problem project		DSF grant	
MTR	Aug/Sept 10			IFAD grant	
Current completion	30-June-14	Last Amendment		Domestic	35
Current closing	31-Dec-14	Last Audit	June 2013	Cofinancing	
No. of extensions	0			Cofinanciers	

### B. Project Performance Ratings

B.1 Fiduciary Aspects	Last	Current	B.2 Project implementation progress	Last	Current
1. Quality of financial management	4	4	1. Quality of project management	4	4
2. Acceptable disbursement rate	5	5	2. Performance of M&E	4	3
3. Counterpart funds	5	5	3. Coherence between AWPB & implementation	4	4
4. Compliance with loan covenants	5	5	4. Gender focus	5	5
5. Compliance with procurement	5	5	5. Poverty focus	5	5
6. Quality and timeliness of audits	4	5	6. Effectiveness of targeting approach	5	5
			7. Innovation and learning	5	5
			8. Climate & environment focus	N/A	4

B.3 Outputs and outcomes	Last	Current	B.4 Sustainability	Last	Current
1. Component 1: Natural Resources Management	5	5	1. Institution building (organizations, etc.)	5	5
2. Component 2: Agricultural Development	5	5	2. Empowerment	4	5
3. Component 3: Strategic Support to Women	4	5	3. Quality of beneficiary participation	4	4
4. Component 4: Micro Finance (RCC & VCF)	4	4	4. Responsiveness of service providers	5	5
			5. Exit strategy (readiness and quality)	5	5
			6. Potential for scaling up and replication	5	5

C. Overall Assessment and Risk Profile	Last	Current
C 1 Physical/financial assets		5
C 2 Food Security	5	5



C 3 Quality natural asset improvement and climate resilience	N/A	4
C 3 Overall implementation progress (Sections B1 and B2)	5	5
Rationale for implementation progress rating: Financial and physical progress was evident during the past year in all modules.		
C 4 Likelihood of achieving the development objectives (section B 3 and B4)	5	5
Rationale for development objectives rating: Program interventions were effective yielding positive impact on target groups.		
<b>C 5 Risks</b> <i>Short description of major risks for each section and their impact on achievement of development objectives and sustainability</i>		
Fiduciary aspects	No major risks.	
Project implementation progress	No risks. Progress ahead of PDP	
Outputs and outcomes	No major risks. M&E to beef up for validation and demonstration of program results before completion. KM to be enhanced for presentation and share project success and experiences.	
Sustainability	No major risks. Exit strategy to be developed for some mechanism.	

#### D. Follow-up Action

Issue/problem	Recommended Action	Status/Timing
<b>Outputs and outcome:</b>		
NRM Module	PMOs document the practices of NRM module in fostering community governance of nature resources and take it forward in ongoing and future government projects	30 June 2014
Agricultural Module	PMOs nurture a few selective demonstrations of organic production and marketing and capture lessons and learning to further advance organic agriculture in program counties	31 Dec 2013
Women Support Module	Assess the deposit guarantee policy and develop plan/agreement to retrieve credit guarantee deposit in RCC back to WF for revolving fund, by closure of project if possible	30 June 2014
	Overdue loans from RCC disbursed but WF guaranteed lending be reviewed, a proposal be worked out with clarity of responsibilities and actions, to be submitted to appropriate government agencies for resolution	30 Dec 2013
	Graduation plan for better off members in WF credit scheme be introduced in the present credit manual of WF	30 Sept 2013
	Clarify the ownership of WF revolving fund for the sake of smooth continuation	30 June 2014
RCC Module:	RPMO undertakes an experience capture exercise from the implementation of RCC support module and share it with government and IFAD	31 Dec 2013
VCF Module	More training and capacity building exercise be undertaken at village level to improve the management skills of VCF committees	By 30 June 2014
<b>Implementation Performance</b>	PMOs especially RPMO be further capacitated to address demanding tasks before closure	30 Sept 2013
	PMO organizes a team of relatively experienced M&E staff to align project logframe and RIMS indicators and validate previous year output information, as well to prepare for the end of project survey	30 Sept 2013
	PMOs confirm and incorporate their own demand for project outcome and impact information in the M&E system	30 Oct 2013
	Further refine the KM plan with clarified roles of different players, deliverables and budget source	Immediately by 15 Aug 2013
<b>Fiduciary Aspects</b>	Prefecture BOFs monitor the fund transfers at the country level to ensure that BOFs allocate the funds to PMU timely (within 15 days of its receipt)	Immediately and continuous

	Implement a procedure for timely replenishment of the special account	Immediately
	PMOs undertake bank account reconciliations ( SA and Project Accounts) on monthly basis and lodge files	Beginning of each month
	Monitor the category expenditures to ensure the amount overdrawn is less than 30% of the category allocation	Immediately and continuous
	Recovery of the initial advance to the SA and maintain the key FM staff till the loan closing date	From July 2013
	Undertake final audit covering the final 18 months from 1 January 2013 to 30 June 2014 and submit audit report immediately after but no later than the project closing date.	By loan closing date
	Justify and resolute the account balance with Chabuchaer PMO	By 31 July 2013
	Establish project asset inventory system at PMOs recording primary information showing the description, location, and cost of all project assets, with proper asset labelling and annual verification	Immediately and continuous

## Appendix 2: Updated logical framework: Progress against objectives, outcomes and outputs

Narrative Summary	Indicators	Achievements
<b>Goal</b>		
Successful innovative pilot approaches to poverty reduction adopted on a large scale in XUAR by government and other donors.	No. of non-project counties within the Region who have adopted the new conceptions and methodologies	No report
<b>Objective</b>		
Decrease the poverty prevalence of project villages in a sustainable and gender equality manner	<ul style="list-style-type: none"> <li>- 50% decrease in poverty prevalence compared to baseline.</li> <li>- 50% of households with improved food security, compared to baseline*.</li> <li>- 50% drop in child malnutrition incidence compared to baseline, by gender*.</li> <li>- 50% increase in HH asset ownership of poor compared to baseline *.</li> </ul>	
<b>Outcomes</b>	<b>Indicators</b>	<b>Achievements<sup>3</sup></b>
<b>1. Natural resources management</b>		
1.1 Pasture	Pasture for livestock coverage increase by 20%	n/a
1.2 Farmland reservation and improve	50% participation HHs claimed at least 5% increase in crop production yield	90% participation HHs claimed at least 5% increase in crop production yield
1.3 Forest plantation	80% forest area planted under the project has been managed effectively	99% forest area planted under the project has been managed effectively
1.4 Integrated mountain area resources	Output rate of old orchard increased by 30%	n/a
	Carrying capacity of grassland increased 10%	n/a
1.5 Community-based NRM methodologies and concepts adopted by the farmers	80% of HHs in the project area adopted recommended technologies	86.7% (based on MTR average)
	80% NRM groups still function after 3 years	100%
<b>2 Agriculture Development</b>		
2.1 Agriculture technical extension strategy was adopted and extended, and HHs access to need-oriented technical services	<ul style="list-style-type: none"> <li>80% participated HHs adopted the extended technologies</li> <li>50% HHs who adopted the technologies claimed at least 10% increase in agricultural production income</li> </ul>	<ul style="list-style-type: none"> <li>90% participated HHs adopted the extended technologies</li> <li>70% HHs who adopted the technologies claimed at least 10% increase in agricultural production income</li> </ul>

<sup>3</sup> Unless otherwise specified, outcome achievements were results of mid-term survey in 2010, since there was no annual survey conducted by MRDP.

2.2 Organic Farming & Marketing The No. of HHs who work on price premium and certified organic agricultural products production increased	30% of Agri. products applying for organic certification are approved 90% Certified organic agricultural products got 10% premium 60% of involved HHs continue to apply organic farming	n/a n/a n/a
<b>3. Strategic support to women</b>		
3.1 Women groups  Socio-economic status of women and their access to financial services and entrepreneurship support were improved	At least 80% of planned women groups and associations have been materialized and effective At least 50% of women group and association members belong to the category of poor At least 98% of program WGMC funds recovered At least 60% of WGMC members access to micro-credits At least 80% of women groups and associations still function well after 3 years	99% of planned women groups and associations have been materialized and effective 51% of women group and association members belong to the category of poor 100% of program WGMC funds recovered (2012) 30% of WGMC members access to micro-credits 100% of women groups and associations still function well after 3 years
<b>4. Rural finance</b>		
4.1 Support to RCC  Micro-credit services provided by RCCs can cover the economical active poor HHs	At least 50% of program micro-credit borrower were poor, by gender Module MC operation self-sufficiency over 115%	Poverty outreach not monitored, women borrower 9.4% (2012) Module MC operation self-sufficiency >115%
4.2: Village Credit Fund  Community owned and self managed VCF operated well in poor villages	80% VCF micro-credit borrowers were poor Module VCF self-sufficiency over 100% >95% of repayment rate 50% of borrowers are women	60% VCF micro-credit borrowers were poor (2012) Module VCF self-sufficiency >100% 100% of repayment rate 58% of borrowers are women
5. 1. Participatory village planning  Participatory village plan completed and community social infrastructures were confirmed and implemented	80% of HHs living in the village are the poor benefiting from the community infrastructure 80% of program-funded infrastructures still function after 3 years	100% of HHs living in the village are the poor benefiting from the community infrastructure n/a
6.1 Institutional support and project management	35% of staffs are female in the program management 100% of IFAD loan disbursement rate	35% of staffs are female in the program management 62% (May 2012)

## Outputs (by module, accumulative achievements phase II, 2011-2012)

### 1. Community Based Natural Resources Management

<b>1.1 Natural Resources Management</b> Training community members successfully concluded Training community leaders satisfactorily done	18,400 community leaders and members trained by sector CNY 60,417,000 invested by communities	8,980 community leaders and members trained by sector CNY 38,762 invested by communities
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Demand driven community investments carried out Community revolving fund established and operational New technologies successfully piloted	Revolving fund turns over at least 2 times during phase 2 92 villages introduce new technologies demonstration on farmers land 200 sessions of inter-farmers exchange visits organized	Revolving fund turned for 4 times 57 villages introduced new technology demonstration 110 sessions of exchange visits organized
<b>2. Agricultural development</b>		
<b>2.1 Agricultural dev. module</b> Staffs successfully trained with facilitation skills and update knowledge New technologies/update knowledge successfully introduced New technologies successfully demonstrated - Farmer technicians successfully trained with new techniques Training farmers with new technology successfully done Township extension conditions improved  Exchange visits satisfactorily carried out	1,500 Extension staff received training in facilitation  1,300 persons acquired new technologies and knowhow  130 villages established demonstrations  260 farmer technicians trained  6,500 farmers trained 30 township extension stations equipped 600 persons participated in technical exchange and learning	1,485 Extension staff received training in facilitation  20,173 persons acquired new technologies and knowhow  80 villages established demonstrations  495 farmer technicians trained  12,296 farmers trained 110 township stations equipped 389 persons participated in technical exchange and learning
<b>2.2 Organic farming and marketing</b> Buyers for organic products identified Farmer associations for organic production established Post-harvest processing and quality of products improved Certification	10 contracts signed  40 organic farmer associations established  40 organic demos established 10 organic products certified	59 contracts signed  59 organic farmer associations established  59 organic demos established 29 organic products certified
<b>3. Support to women</b>		
<b>3.1 Women associations</b> Women association leaders successfully trained Women associations formed Skill training for WG members carried out  Support women IGAs and micro-entrepreneurship	600 leaders trained  284 women associations formed 30799 association members trained  CNY 66143 thousand development funds used to support women IGAs and micro-entrepreneurship	4,020 leaders trained  112 women associations formed 35,614 association members trained CNY 33,665 thousand development funds used to support women IGAs and micro-entrepreneurship
<b>4. Microfinance</b>		
<b>4.1 Support to RCC</b>  Poor household creditworthiness reviewed  Training of RCC staffs carried out  RCCs operated efficiently	3,500 poverty households accessed to RCC loans 120 staffs trained RCC provides CNY 5977 thousand matching funds One set of RCC pro-poor lending material produced	92,694 poverty HH accessed to RCC loans 1,832 staffs trained RCC provides CNY 3,363 thousand matching funds One set of RCC pro-poor lending material produced

<b>4.2 Village credit fund</b>		
Training of beneficiaries carried out	4000 beneficiary trained	8,765 beneficiary trained
VCF successfully Operated	CNY 1500 thousand of operation fund provided	CNY 7,049 thousand of operation fund provided
Village credit fund received by households	2000 households received village credit fund	12,600 households received village credit fund

\* RIMS indicator

### Appendix 3 Progress Against Previous Mission (2012) Recommendations

Action Area	Action Agreed	Agreed Date for action to be taken	Progress in completion of action
<b>Overall progress</b>	In aligning IFAD financing with government matching funds, CPMOs ensure relevance of IA, maintain strategic focus of modules and poverty outreach not only at planning but also as result of implementation	Immediate and continuous	IAs and CPMOs were requested to keep focus on poverty villages and households as much as possible
<b>Outputs and outcome:</b>	For 2013 AWPB, PMOs advise relevant IAs to include modules for sustainable use of NRM through community participation while maintaining some economic incentives.	31 October 2012	No activities planned in the 2013 AWPB because of exhaustion of program resources.
NRM Module	Intensify the implementation of training and community participation related activities in both NRM and Agriculture development modules.	Immediate and continuous	The financial and physical delivery of these activities still falls behind the overall delivery rate of the modules. Funds remaining is limited.
Agricultural Module	Existing farmer organizations associated with both agricultural and organic modules be supported to avail services to program beneficiaries in production and marketing.	Immediate and continuous	Support granted to the cooperatives is still limited due to funding constraints of the program. PMOs advised to carry on with government budget after completion
Organic Module	Nurture a few exemplary organic modes from existing ones, incorporating marketing and services access and standardized production with adequate farmer participation and equal benefiting.	Immediate and continuous	The mission did not identify any action and progress made against this recommendation.
Women Support Module	Avail matching funds for WF to undertake necessary training activities, including their support to the microcredit scheme for poor rural women.	Immediate and continuous	Matching funds were satisfactorily delivered to WF, sometimes through government projects of same nature.
	Register Women Associations, conduct exchange visits, provide training on management, marketing and skill to sustain performance.	Immediate and continuous	Women association registration and promotion to cooperatives has been underway.
	Extend loans to the poor small scaled women in the villages under the contract of guarantee fund. Report to CPMO on results. Amend agreement with RCC to reflect	By 31 October 2012	Interest subsidized lending stopped due to unavailability of government funds for subsidy. Lending for WF members satisfied through its self-managed revolving funds.

	poverty outreach.		
RCC Module:	Focus staff training on the capacity building in serving the poor. RCC's AWPB should specify actions for this aim.	Immediate and by 31 October 2012	Training is conducted by RCC as routine business.
	RCCs monitor lending to poor HH and gradually increase lending to this category of clientele. Present results to the 2013 supervision mission.	Immediate and continuous	RCCs expanded their clientele rapidly, covering about 60% of rural households, somehow increased their outreach to lower strata groups.
VCF Module	Start all VCF intended or report to RPMO for reasons of not conducting them for a decision by RPMO. Organize training and exposure visits for PMO staff and VCF management to improve confidence and capacity	Immediate and by 31 December 2012	All VCF has been started and funds injected. Training of community management being undertaken but inadequate. The 2013 mission suggested further training.
<b>Implementation Performance</b>	Supervise IAs in delivering module results following the intended strategic focuses and poverty outreach.	Immediate and continuous	Limited action by RPMO and CPMOs.
	Revisit adequacy of M&E indicators/tools and supplement/unify interpretation of certain indicators and measurement method, improve accuracy, facilitate management and for replication/upscaling	By 30 September 2012	No follow up
	Deliver the planned KM strategy and action plan and implement it, guide CPMOs for similar actions at county level	By 30 October 2012	KM strategy was developed and some budgetary commitments secured. Actions being undertaken at county level to deliver KM products
<b>Fiduciary Aspects</b>	Expedite disbursement processing and fund flow	Immediate and continuous	More WAs submitted during the past period, but can be further expedited.
	Develop a standard checklist to guide the review process of disbursement requests at county level	By 31 August 2012	Done by RPMO
	Exercise stringent scrutiny of and sample check disbursement claims to ensure eligibility of expenses and compliance to procedures	From 1 August 2012 and continuous	CPMOs enhanced review and scrutiny. Financial performance found satisfactory
	Calculate loan funds available for whole program and each county	By 31 August 2012	RPMO meticulously monitoring funds progress and availability



## Appendix 4-1: Physical progress measured against AWP&B and appraisal targets, including RIMS indicators

Reporting Period: January 2011 – 31 Dec 2012

Outputs by component/module 按模块分类的产出效果	Indicator 指标	(Physical) Targets					
		Actual achieved during 2011 实际完成的活动 2011	2012 AWP&B (planned)已计划的年度工作计划与预算	Actual (achieved) 实际完成的活动 2012	Logframe (Global) 逻辑框架	Cumulative 累计完成	% achieved 完成百分比
<b>NRM 自然资源管理</b>	<b>Phase I</b>				<b>( 2008-2010)</b>	<b>( 2008-2010)</b>	
1.1 Pasture and livestock MGT 草场和家畜管理	475 community members trained by sector 475 个社区成员得到培训				475.00	919.00	193%
	22 community leaders trained by sector 22 个社区领导得到培训				22.00	25.00	114%
	Revolving fund turns over 7 times 周转金运行 7 次以上				7.00	3.00	43%
	13 new technologies demonstrated on farmers land 13 项新技术得到示范				13.00	7.00	54%
1.2 Dry land livestock MGT 旱区家畜管理	120 community members trained by sector 120 个社区成员得到培训				120.00	Not reported	0%
	10 community leaders trained by sector 10 个社区领导接受了培训				10.00	Not reported	0%
	Revolving fund turns over 2 times 周转金运行 2 次以上				2.00	1.00	50%
	3 new technologies demonstrated on farmers land 3 项技术得到示范				3.00	2.00	67%
1.3 Farmland reservation & improve. 耕地保护及改良	890 community members trained by sector 890 个社区成员得到培训				890.00	1992.00	224%
	46 community leaders trained by sector 46 个社区领导接受了培训				46.00	82.00	178%

	Revolving fund turns over 8 times 循环资金运转 8 次以上				8.00	3.00	38%
	15 new technologies demonstrated on farmers land 15 项技术得到示范				15.00	14.00	93%
1.4 Forest plantation and MGT 森林种植与管理	1,800 community members trained by sector 1800 名社区成员得到了培训				1800.00	2811.00	156%
	80 community leaders trained by sector 80 个社区领导接受了培训				80.00	117.00	146%
	Revolving fund turns over 11 times 循环资金运转 11 次以上				11.00	3.00	27%
	22 new technologies demonstrated on farmers land 22 项技术得到示范				22.00	14.00	64%
1.5 Integrated mountain area resources MGT 山村资源管理	370 community members trained by sector 370 名社区成员得到了培训				370.00	1270.00	343%
	26 community leaders trained by sector 26 个社区领导接受了培训				26.00	89.00	342%
	Revolving fund turns over 6 times 循环 资金运转 6 次以上				6.00	3.00	50%
	9 new technologies demonstrated on farmers land 9 项技术得到示范				9.00	9.00	100%
1.6 Solar power home system 太阳能	480 households having access to solar energy through grid connection 480 户接入并网发电的太阳能系统		-		480.00	Not implemented	0%
	300 household having access to stand alone solar energy system 300 户接入独 立太阳能系统		-		300.00	Not implemented	0%
NRM 自然资源管理	Phase II	Actual achieved during 2011 实际完成的活动 2011	2012 AWP&B (planned) 已计划的年 度工作计划与预算	Actual (achieved) 实际完成的活动 2012	Logframe (Phase) 逻辑框架	Cumulative 累计完 成	% achieved 完成百分比

<b>NRM Module</b>	18400 community members trained 18400 名社区领导和成员得到培训	8060.00	4811.00	920.00	18400.00	8980.00	49%
	60417 CNY invested for community needs 社区需求活动投入资金 60417 千元	33370.86	17337.05	5391.52	60417.00	38762.38	64%
	Community fund revolved at least 2 times 社区至少运行周转金 2 次	2.00	2.00	2.00	2.00	4.00	200%
	92 villages conducted new technology demonstration 92 个村进行新技术示范	45.00	27.00	12.00	92.00	57.00	62%
	200 person participated in exchange visit 200 人参加经验交流考察	50.00	100.00	60.00	200.00	110.00	55%
<b>Ag. Dev. 农业发展</b>	<b>Phase I</b>						
<b>2.1 Participatory Tech. extension –crop 农作物参与式推广</b>	950 Extension staff received training in facilitation 950 名推广人员接受培训				950.00	294.00	31%
	1,361 persons acquired new technologies and knowhow 1361 人获得新技术并熟知该技术				1361.00	3057.00	225%
	232 farmer demonstrations established 成立了 232 户示范农户				232.00	1784.00	769%
	1,106 farmer technicians trained 1106 位农民技术员得到培训				1106.00	430.00	39%
	3,840 farmers trained 3840 位农民接受培训				3840.00	4387.00	114%
	41 township extension stations equipped 使 41 个乡镇推广站正常运转				41.00	35.00	85%
<b>2.2 Particip. Tech. extension –livestock 畜牧业参与式推广</b>	950 Extension staff received training in facilitation 950 名推广人员接受培训				950.00	349.00	37%
	1,361 persons acquired new technologies and knowhow 1361 人获得新技术并熟知该技术				1361.00	4085.00	300%

	232 farmer demonstrations established 成立了 232 户示范农户				232.00	2112.00	910%
	1,212 farmer technicians trained 1212 位农民技术员得到培训				1212.00	443.00	37%
	3,930 farmers trained 3930 位农民接受培训				3930.00	5122.00	130%
	41 township extension stations equipped 使 41 个乡镇推广站正常运转				41.00	30.00	73%
2.3 Particip. Tech. extension -forestry 林 业参与式推广	950 Extension staff received training in facilitation 950 名推广人员接受培训				950.00	480.00	51%
	1,361 persons acquired new technologies and knowhow 1361 人获得 新技术并熟知该技术				1361.00	3410.00	251%
	232 farmer demonstrations established 成立了 232 户示范农户				232.00	955.00	412%
	1,197 farmer technicians trained 1197 位农民技术员得到培训				1197.00	596.00	50%
	3,870 farmers trained 3870 位农民接受 培训				3870.00	3733.00	96%
	41 township extension stations equipped 使 41 个乡镇推广站正常运转				41.00	16.00	39%
2.4 Technical envoy system 科技特派员	434 technical envoys trained 434 位科技 特派员得到培训				434.00	640.00	147%
	382 farmer demonstrations established 建立 382 个示范农户				382.00	1953.00	511%
	115 counties that have established compensation and incentive mechanism 115 个县建立了补偿 激励机制				115.00	54.00	47%
2.5 Organic Farming & Marketing 有机农业 与市场	10 contracts signed 签订 10 项合同				10.00	7.00	70%

	10 organic farmer associations established 建立十个有机协会				10.00	12.00	120%
	Number of organic products certified 有机产品认证				No target	13	
<b>Ag. Dev. 农业发展</b>	<b>Phase II</b>	<b>Actual achieved during 2011 实际完成的活动 2011</b>	<b>2012 AWP&amp;B (planned) 已计划的年度工作计划与预算</b>	<b>Actual (achieved) 实际完成的活动 2012</b>	<b>Logframe (phase) 逻辑框架</b>	<b>Cumulative 累计完成</b>	<b>% achieved 完成百分比</b>
<b>Agricultural dev. Module</b>	1500 staff trained in new technology and knowledge 1500 人员得到技术及知识更新等方面的培训	1335.00	800.00	150.00	1500.00	1485.00	99%
	1300 HH introduced new technology 1300 户得到新知识、新技术的引进	12000.00	10000.00	8173.00	1300.00	20173.00	1552%
	130 villages undertake technology demonstration 130 个村进行技术推广示范	55.00	39.00	25.00	130.00	80.00	62%
	260 farmer technicians trained 260 个农民技术员得到培训	345.00	200.00	150.00	260.00	495.00	190%
	6500 farmers trained 6500 个农民得到培训	9463.00	3500.00	2833.00	6500.00	12296.00	189%
	30 township extension station improved facilities and equipment 30 个乡镇站技术设备得到改善	30.00	10.00	80.00	30.00	110.00	367%
	600 undertake exchange visit 600 人参加交流考察	189.00	200.00	200.00	600.00	389.00	65%
<b>Organic farming Module</b>	Organic certification conducted with 10 sales agreements signed 有机产品生产和销售的商家得到认证, 签署 10 个合作协议	47.00	10.00	12.00	10.00	59.00	590%
	40 farmer associations established for organic production 成立 40 个有机产品生产农民协会	47.00	20.00	12.00	40.00	59.00	148%
	40 demonstration sites established 建立 40 个示范点	47.00	20.00	12.00	40.00	59.00	148%

	2400 members trained 培训 2400 人	4805.00	3290.00	2363.00	2400.00	7168.00	299%
	10 products certified with organic production 10 个有机产品得到认证	24.00	20.00	5.00	10.00	29.00	290%
<b>Support to women</b> 妇女支持	<b>Phase I</b>						
3.1 Women groups	2,136 staffs trained 2136 职员得到培训				2136.00	1779.00	83%
妇女小组	1,074 women credit groups formed 1074 妇女信贷小组建立				1074.00	884.00	82%
	10,000 persons trained by gender and by subject 10000 人接受性别培训				10000.00	10461.00	105%
	CNY 22,704 K seed capital granted 发放 22704 千元人民币的种子资金				22704.00	21259.58	94%
3.2 Women associations	630 staffs trained 630 位职员得到培训				630.00	637.00	101%
妇女协会	200 women associations established 200 个妇女协会建立				200.00	66.00	33%
	12,300 association members trained by gender and by subjects 12300 协会成员 得到性别和知识培训				12300.00	8493.00	69%
	104 township WFs receiving programme support				104.00	83.00	80%
<b>Support to women</b> 妇女支持	<b>Phase II</b>	<b>Actual achieved during 2011 实际完成的活动 2011</b>	<b>2012 AWP&amp;B (planned) 已计划的年 度工作计划与预算</b>	<b>Actual (achieved) 实际完成的活动 2012</b>	<b>Logframe (present phase) 逻辑框架</b>	<b>Cumulative 累计完 成</b>	<b>% achieved 完成百分比</b>
<b>Women association Module</b>	600 women association officials trained 600 人妇女协会领导得到培训	2867.00	200.00	1153.00	600.00	4020.00	670%

	284 women association established 成立妇女协会 284 个	67.00	126.00	45.00	284.00	112.00	39%
	30799 women association members trained 30799 个妇女协会会员得到培训	10569.00	16765.00	25045.00	30799.00	35614.00	116%
	66143K CNY invested in women IGA and SMEs 66143 千元发展资金用于支持妇女创收和微型企业发展	17219.20	44348.83	16445.95	66143.00	33665.15	51%
<b>Microfinance 小额信贷</b>	<b>Phase I</b>						
<b>4.1 VCF 村级信贷基金</b>	Number of households that participate in VCF by category 参加村级信贷基金的农户				2082.00	5736.00	276%
	Number of beneficiary trained 受益人培训数				4008.00	7149.00	178%
	Amount of seed capital provided 提供的种子资金总额				3893.76	4995.56	128%
<b>4.2 Support to RCC 支持农村信用社</b>	Number of poverty households that were established to be creditworthy				2082.00	3978.00	191%
	Number of staffs trained 职员培训的数量				371.00	278.00	75%
	Market research carried out 每人每天执行的工作量				248.00		0%
<b>Microfinance 小额信贷</b>	<b>Phase II</b>	<b>Actual achieved during 2011 实际完成的活动 2011</b>	<b>2012 AWP&amp;B (planned) 已计划的年度工作计划与预算</b>	<b>Actual (achieved) 实际完成的活动 2012</b>	<b>Log frame (Present phase) 逻辑框架</b>	<b>Cumulative 累计完成 Present Phase</b>	<b>% achieved 完成百分比</b>
<b>VCF</b>	4000 persons trained 4000 人受益人得到培训	4952.00	14289.00	3813.00	4000.00	8765.00	219%
	15257K CNY revolving fund successfully managed by VCF VCF 成功运行 15257 千元贷款资金	5642.96	7502.66	1406.08	1500.00	7049.04	470%
	2000 HH received VCF loans 2000 户获得村级信贷基金贷款	8441.00	1000.00	4159.00	2000.00	12600.00	630%

<b>Support to RCC</b>	3500 poor HH received RCC loans 3500 户贫困农户获得信用社贷款	55071.00	2500.00	37623.00	3500.00	92694.00	2648%
	120 RCC staff received training 120 个信用社员工得到培训	427.00	4035.00	1405.00	120.00	1832.00	1527%
	5977K CNY provided by RCC as counterpart financing 信用社提供 5977 千元配套资金	2331.72	2401.43	1032.08	5977.00	3363.80	56%
	1 package of advocacy document produced to promote RCC lending for poor 制作 1 套有关信用社支持贫困户贷款的材料	1.00	1.00	1.00	1.00	1.00	100%
<b>Programme MGT &amp; PVP</b>	<b>Phase I</b>						
<b>5. 1. Participatory village planning 参与 式村级规划</b>	Number of staffs trained 培训职员数量				374.00	398.00	106%
	Number of village annual plans formed 制订的村级规划数量				100.00	100.00	100%
	Number of community projects implemented by sector 执行的社区项目数 量				30.00	30.00	100%
<b>Programme MGT &amp; PVP</b>	<b>Phase II</b>						
	Number of PMO/IA staffs trained 培训职 员数量	347		462		809	



## Appendix 4-2: RIMS Tables

First Level Results							
Outputs by component/module 按模块分类的产出效果	Indicator 指标	(Physical) Targets					
					Logframe (Phase I) 逻辑框架	Cumulative results Phase I 累计完成	% achieved 完成百分比
<b>NRM 自然资源管理</b>	<b>Phase I</b>				<b>( 2008-2010)</b>	<b>( 2008-2010)</b>	
1.1 Pasture and livestock MGT 草场和家畜管理	475 community members trained by sector 475 个社区成员得到培训				475.00	919.00	193%
	22 community leaders trained by sector 22 个社区领导得到培训				22.00	25.00	114%
	Revolving fund turns over 7 times 周转金运行 7 次以上				7.00	3.00	43%
	13 new technologies demonstrated on farmers land 13 项新技术得到示范				13.00	7.00	54%
1.2 Dry land livestock MGT 旱区家畜管理	120 community members trained by sector 120 个社区成员得到培训				120.00	Not reported	0%
	10 community leaders trained by sector 10 个社区领导接受了培训				10.00	Not reported	0%
	Revolving fund turns over 2 times 周转金运行 2 次以上				2.00	1.00	50%
	3 new technologies demonstrated on farmers land 3 项技术得到示范				3.00	2.00	67%
1.3 Farmland reservation & improve. 耕地保护及改良	890 community members trained by sector 890 个社区成员得到培训				890.00	1992.00	224%
	46 community leaders trained by sector 46 个社区领导接受了培训				46.00	82.00	178%

	Revolving fund turns over 8 times 循环资金运转 8 次以上				8.00	3.00	38%
	15 new technologies demonstrated on farmers land 15 项技术得到示范				15.00	14.00	93%
1.4 Forest plantation and MGT 森林种植与管理	1,800 community members trained by sector 1800 名社区成员得到了培训				1800.00	2811.00	156%
	80 community leaders trained by sector 80 个社区领导接受了培训				80.00	117.00	146%
	Revolving fund turns over 11 times 循环资金运转 11 次以上				11.00	3.00	27%
	22 new technologies demonstrated on farmers land 22 项技术得到示范				22.00	14.00	64%
1.5 Integrated mountain area resources MGT 山村资源管理	370 community members trained by sector 370 名社区成员得到了培训				370.00	1270.00	343%
	26 community leaders trained by sector 26 个社区领导接受了培训				26.00	89.00	342%
	Revolving fund turns over 6 times 循环资金运转 6 次以上				6.00	3.00	50%
	9 new technologies demonstrated on farmers land 9 项技术得到示范				9.00	9.00	100%
1.6 Solar power home system 太阳能	480 households having access to solar energy through grid connection 480 户接入并网发电的太阳能系统		-		480.00	Not implemented	0%
	300 household having access to stand alone solar energy system 300 户接入独立太阳能系统		-		300.00	Not implemented	0%
NRM 自然资源管理	Phase II	Actual achieved during 2011 实际完成的活动 2011	2012 AWP&B (planned) 已计划的年度工作计划与预算	Actual (achieved) 实际完成的活动 2012	Logframe (Phase II) 逻辑框架	Cumulative 累计完成 2011-2012	% achieved 完成百分比

<b>NRM Module</b>	18400 community members trained 18400 名社区领导和成员得到培训	8060.00	4811.00	920.00	18400.00	8980.00	49%
	60417 CNY invested for community needs 社区需求活动投入资金 60417 千元	33370.86	17337.05	5391.52	60417.00	38762.38	64%
	Community fund revolved at least 2 times 社区至少运行周转金 2 次	2.00	2.00	2.00	2.00	4.00	200%
	92 villages conducted new technology demonstration 92 个村进行新技术示范	45.00	27.00	12.00	92.00	57.00	62%
	200 person participated in exchange visit 200 人参加经验交流考察	50.00	100.00	60.00	200.00	110.00	55%
<b>Ag. Dev. 农业发展</b>	Phase I				<b>Logframe (Phase I)</b> 逻辑框架	<b>Cumulative results Phase I 累计完成</b>	<b>% achieved 完成百分比</b>
<b>2.1 Particip. Tech. extension -crop 农作物参与式推广</b>	950 Extension staff received training in facilitation 950 名推广人员接受培训				950.00	294.00	31%
	1,361 persons acquired new technologies and knowhow 1361 人获得新技术并熟知该技术				1361.00	3057.00	225%
	232 farmer demonstrations established 成立了 232 户示范农户				232.00	1784.00	769%
	1,106 farmer technicians trained 1106 位农民技术员得到培训				1106.00	430.00	39%
	3,840 farmers trained 3840 位农民接受培训				3840.00	4387.00	114%
	41 township extension stations equipped 使 41 个乡镇推广站正常运转				41.00	35.00	85%
<b>2.2 Particip. Tech. extension -livestock 畜牧业参与式推广</b>	950 Extension staff received training in facilitation 950 名推广人员接受培训				950.00	349.00	37%

	1,361 persons acquired new technologies and knowhow 1361 人获得新技术并熟知该技术				1361.00	4085.00	300%
	232 farmer demonstrations established 成立了 232 户示范农户				232.00	2112.00	910%
	1,212 farmer technicians trained 1212 位农民技术员得到培训				1212.00	443.00	37%
	3,930 farmers trained 3930 位农民接受培训				3930.00	5122.00	130%
	41 township extension stations equipped 使 41 个乡镇推广站正常运转				41.00	30.00	73%
2.3 Particip. Tech. extension -forestry 林业参与式推广	950 Extension staff received training in facilitation 950 名推广人员接受培训				950.00	480.00	51%
	1,361 persons acquired new technologies and knowhow 1361 人获得新技术并熟知该技术				1361.00	3410.00	251%
	232 farmer demonstrations established 成立了 232 户示范农户				232.00	955.00	412%
	1,197 farmer technicians trained 1197 位农民技术员得到培训				1197.00	596.00	50%
	3,870 farmers trained 3870 位农民接受培训				3870.00	3733.00	96%
	41 township extension stations equipped 使 41 个乡镇推广站正常运转				41.00	16.00	39%
2.4 Technical envoy system 科技特派员	434 technical envoys trained 434 位科技特派员得到培训				434.00	640.00	147%
	382 farmer demonstrations established 建立 382 个示范农户				382.00	1953.00	511%
	115 counties that have established compensation and incentive mechanism 115 个县建立了补偿激励机制				115.00	54.00	47%

2.5 Organic Farming & Marketing 有机农业与市场	10 contracts signed 签订 10 项合同				10.00	7.00	70%
	10 organic farmer associations established 建立十个有机协会				10.00	12.00	120%
	Number of organic products certified 有机产品认证				No target	13	
<b>Ag. Dev. 农业发展</b>	Phase II	<b>Actual achieved during 2011 实际完成的活动 2011</b>	<b>2012 AWP&amp;B (planned) 已计划的年度工作计划与预算</b>	<b>Actual (achieved) 实际完成的活动 2012</b>	<b>Logframe (Phase II) 逻辑框架</b>	<b>Cumulative 累计完成 2011-2012</b>	<b>% achieved 完成百分比</b>
<b>Agricultural dev. Module</b>	1500 staff trained in new technology and knowledge 1500 人员得到技术及知识更新等方面的培训	1335.00	800.00	150.00	1500.00	1485.00	99%
	1300 HH introduced new technology 1300 户得到新知识、新技术的引进	12000.00	10000.00	8173.00	1300.00	20173.00	1552%
	130 villages undertake technology demonstration 130 个村进行技术推广示范	55.00	39.00	25.00	130.00	80.00	62%
	260 farmer technicians trained 260 个农民技术员得到培训	345.00	200.00	150.00	260.00	495.00	190%
	6500 farmers trained 6500 个农民得到培训	9463.00	3500.00	2833.00	6500.00	12296.00	189%
	30 township extension station improved facilities and equipment 30 个乡镇站技术设备得到改善	30.00	10.00	80.00	30.00	110.00	367%
	600 undertake exchange visit 600 人参加交流考察	189.00	200.00	200.00	600.00	389.00	65%
<b>Organic farming Module</b>	Organic certification conducted with 10 sales agreements signed 有机产品生产销售的商家得到认证, 签署 10 个合作协议	47.00	10.00	12.00	10.00	59.00	590%
	40 farmer associations established for organic production 成立 40 个有机产品生产农民协会	47.00	20.00	12.00	40.00	59.00	148%

	40 demonstration sites established 建立 40 个示范点	47.00	20.00	12.00	40.00	59.00	148%
	2400 members trained 培训 2400 人	4805.00	3290.00	2363.00	2400.00	7168.00	299%
	10 products certified with organic production 10 个有机产品得到认证	24.00	20.00	5.00	10.00	29.00	290%
<b>Support to women</b> 妇女支持	Phase I				<b>Logframe (Phase I)</b> 逻辑框架	<b>Cumulative results Phase I</b> 累计完成	<b>% achieved</b> 完成百分比
3.1 Women groups	2,136 staffs trained 2136 职员得到培训				2136.00	1779.00	83%
妇女小组	1,074 women credit groups formed 1074 妇女信贷小组建立				1074.00	884.00	82%
	10,000 persons trained by gender and by subject 10000 人接受性别培训				10000.00	10461.00	105%
	CNY 22,704 K seed capital granted 发放 22704 千元人民币的种子资金				22704.00	21259.58	94%
3.2 Women associations	630 staffs trained 630 位职员得到培训				630.00	637.00	101%
妇女协会	200 women associations established 200 个妇女协会建立				200.00	66.00	33%
	12,300 association members trained by gender and by subjects 12300 协会成员 得到性别和知识培训				12300.00	8493.00	69%
	104 township WFs receiving programme support				104.00	83.00	80%
<b>Support to women</b> 妇女支持	Phase II	<b>Actual achieved during 2011</b> 实际完成的活动	<b>2012 AWP&amp;B (planned)</b> 已计划的年 度工作计划与预算	<b>Actual (achieved)</b> 实际完成的活动	<b>Logframe (Phase II)</b> 逻辑框架	<b>Cumulative</b> 累计完 成 2011-2012	<b>% achieved</b> 完成百分比

		2011		2012			
<b>Women association Module</b>	600 women association officials trained 600 人妇女协会领导得到培训	2867.00	200.00	1153.00	600.00	4020.00	670%
	284 women association established 成立妇女协会 284 个	67.00	126.00	45.00	284.00	112.00	39%
	30799 women association members trained 30799 个妇女协会成员得到培训	10569.00	16765.00	25045.00	30799.00	35614.00	116%
	66143K CNY invested in women IGA and SMEs 66143 千元发展资金用于支持妇女创收和微型企业发展	17219.20	44348.83	16445.95	66143.00	33665.15	51%
<b>Microfinance 小额信贷</b>	Phase I				<b>Logframe (Phase I)</b> 逻辑框架	<b>Cumulative results Phase I</b> 累计完成	<b>% achieved</b> 完成百分比
4.1 VCF 村级信贷基金	Number of households that participate in VCF by category 参加村级信贷基金的农户				2082.00	5736.00	276%
	Number of beneficiary trained 受益人培训数				4008.00	7149.00	178%
	Amount of seed capital provided 提供的种子资金总额				3893.76	4995.56	128%
4.2 Support to RCC 支持农村信用社	Number of poverty households that were established to be creditworthy				2082.00	3978.00	191%
	Number of staffs trained 职员培训的数量				371.00	278.00	75%
	Market research carried out 每人每天执行的工作量				248.00		0%
<b>Microfinance 小额信贷</b>	Phase II	<b>Actual achieved during 2011</b> 实际完成的活动 2011	<b>2012 AWP&amp;B (planned)</b> 已计划的年度工作计划与预算	<b>Actual (achieved)</b> 实际完成的活动 2012	<b>Logframe (Phase II)</b> 逻辑框架	<b>Cumulative</b> 累计完成 2011-2012	<b>% achieved</b> 完成百分比

<b>VCF</b>	4000 persons trained 4000 人受益人得到培训	4952.00	14289.00	3813.00	4000.00	8765.00	219%
	15257K CNY revolving fund successfully managed by VCF VCF 成功运行 15257 千元贷款资金	5642.96	7502.66	1406.08	1500.00	7049.04	470%
	2000 HH received VCF loans 2000 户获得村级信贷基金贷款	8441.00	1000.00	4159.00	2000.00	12600.00	630%
<b>Support to RCC</b>	3500 poor HH received RCC loans 3500 户贫困农户获得信用社贷款	55071.00	2500.00	37623.00	3500.00	92694.00	2648%
	120 RCC staff received training 120 个信用社员工得到培训	427.00	4035.00	1405.00	120.00	1832.00	1527%
	5977K CNY provided by RCC as counterpart financing 信用社提供 5977 千元配套资金	2331.72	2401.43	1032.08	5977.00	3363.80	56%
	1 package of advocacy document produced to promote RCC lending for poor 制作 1 套有关信用社支持贫困户贷款的材料	1.00	1.00	1.00	1.00	1.00	100%
<b>Programme MGT &amp; Village Planning</b>	Phase I				<b>Logframe (Phase I)</b> 逻辑框架	<b>Cumulative results Phase I</b> 累计完成	<b>% achieved</b> 完成百分比
<b>5. 1. Participatory village planning</b> 参与式村级规划	Number of staffs trained 培训职员数量				374.00	398.00	106%
	Number of village annual plans formed 制订的村级规划数量				100.00	100.00	100%
	Number of community projects implemented by sector 执行的社区项目数量				30.00	30.00	100%
<b>Programme MGT &amp; Village Planning</b>	Phase II						
	Number of PMO/IA staffs trained 培训职员数量	347		462		809	



<b>Second Level Results</b>				
<b>Component</b>		<b>MTR</b>	<b>2013 Results/Rating</b>	
			<b>By Project</b>	<b>By Mission</b>
<b>Total Project Outreach</b>				
Project interventions extended to 1171 project villages			2,250	6
Project outreach to 176,000 households			Not available	5
<b>1. Natural Resources Management (NRM)</b>				
<b>1.1 Pasture and livestock MGT</b>	Pasture for livestock coverage increased by 20%	No report	5	4
	80% of HHs in the project area adopted recommended technologies	80%	5	6
	80% pasture and livestock management groups still function after 3 years	100%	5	3
<b>1.2 Dry land livestock MGT</b>	80% of households who got support from the project adopt the technologies	90%	5	6
	80% dry land and livestock management groups still function after 3 years	100%	5	3
<b>1.3 Farmland reservation &amp; improve.</b>	50% participation HHs claimed at least 5% increase in production yield	90%	5	6
	80% farmland reservation and improvement management groups still function after 3 years	100%	5	3
<b>1.4 Forest plantation and MGT</b>	80% forest area planted under the project has been managed effectively	99%	5	5
	Output rate of old orchard increased by 30%	No report	5	5
	80% HHs adopted the project recommended technologies	90%	5	6
	80% farmland reservation and improvement management groups still function after 3 years	100%	5	4
<b>1.5 Integrated mountain area resources MGT</b>	80% of project beneficial HHs adopted the livestock and resources management technologies	90%	5	6
	Carrying capacity of grassland increased 10%	No report	5	4
	80% management groups still function after 3 years	100%	5	3
<b>1.6 Solar power home system</b>	No. of HHs installed the system	Not implemented	n/a	n/a
	No. of solar systems still function well after 3 years		n/a	n/a
<b>2. Agricultural Development</b>				
<b>2.1 Particip. Tech. extension --crop</b>	80% participated HHs adopted the extended technologies	90%	5	6
	50% HHs who adopted the technologies claimed at least 5% increase in production yield	70%	5	6

2.2 Particip. Tech. extension – livestock	80% participated HHs adopted the extended technologies	95%	5	6
	50% HHs who adopted the technologies claimed at least 15% increase in income		5	5
2.3 Particip. Tech. extension – forestry	80% participated HHs adopted the extended technologies	90%	5	6
	50% HHs who adopted the technologies claimed at least 15% increase in income		5	5
2.4 Technical envoy system	80% HHs adopted the services claimed at least 20% increase in production yield	No report	5	5
2.5 Organic Farming & Marketing	30% of ag. Products applying for organic certification are approved	No report	5	5
	90% certified organic agricultural products got 20% over-value	No report	5	4
<b>3.Strategic Support to Women</b>				
3.1 Women groups	At least 80% of planned women groups have been materialized and effective	99%	5	6
	At least 50% of women group members belong to the category of poor	51%	5	5
	WGMC repayment rate achieves 95%	100%	5	6
	At least 60% of WGMC members access to micro-credits	30%	5	6
	At least 80% of women groups still function well after 3 years	100%	5	6
3.2 Women associations	At least 80% of planned women associations have been materialized	No report	5	6
	80% of association members formerly belonging to the category of poor have their income increased over poverty line at program completion	No report	4	4
	At least 80% of women associations still function well after 3 years	100%	5	6
<b>4. Micro-Finance</b>				
4.1 Village Credit Fund	80% VCF micro-credit borrowers were the poor	No report	5	5
	Module VCF self-sufficiency over 100%	<100%	5	6
	> 95% of repayment rate	100%	6	6
	50% of borrowers are women	58%	5	4
4.2 Support to RCC	At least 50% of program micro-credit borrower were poor, by gender	50%	5	4
	Module MC operation self-sufficiency over 115%	125%	6	5
5. Participatory village planning	80% of poor HHs living in the village are benefiting from the community infrastructure	100%	6	5
6. Institutional support and project MGT	35% of staffs are female in the program management	35%	5	5
	100% of IFAD loan disbursement rate			71%

Third Level Results					
Indicators	Unit	Baseline	Mid-term	Completion	Target
50% decrease in poverty prevalence compared to baseline	%	51%	49%	Too early	
50% of households with improved food security, compared to baseline	%	88%	99%	Too early	
50% drop in child malnutrition incidence compared to baseline, by gender*	%				
Boys	%				
<i>Acute</i>		13%	5%	Too early	
<i>Chronic</i>		39%	32%	Too early	
<i>Underweight</i>		17%	9%	Too early	
Girls	%				
<i>Acute</i>		11%	5%	Too early	
<i>Chronic</i>		37%	27%	Too early	
<i>Underweight</i>		15%	7%	Too early	
50% increase in HH asset ownership of poor compared to baseline *	%				
<i>Poorest</i>	%	20%	20%	Too early	
<i>Poor</i>	%	21%	19%	Too early	
Safe water		87%	93%	Too early	
Sanitation		4%	2%	Too early	
Total number of farmer beneficiaries trained (during 2011-2012) *	Pers			89,147*	
<i>men</i> *				19,630*	
<i>Women</i> *				69,517*	

\*Note: these indicators are not standard RIMS indicators, but added in reaction to the APR requirement for the 2013 supervisions. Figures are reported against years 2011-2012 only, may have included repeated counting of same beneficiaries trained in different modules. Beneficiaries trained in 2013 not yet captured by PMOs.

**Appendix 5: Financial: Actual financial performance by financier;  
by component and disbursements by category**

**Table 5A: Financial performance by financier**

Financier	Approval (USD '000)	Disbursements (USD '000)	Per cent disbursed	implemented (USD '000)	Per cent implemented
IFAD loan	25,148	18,341	73%	24,134	96%
Government	29,866	29,877	100%	29,887	100%
Total	55,014	48,218	87%	54,014	98%

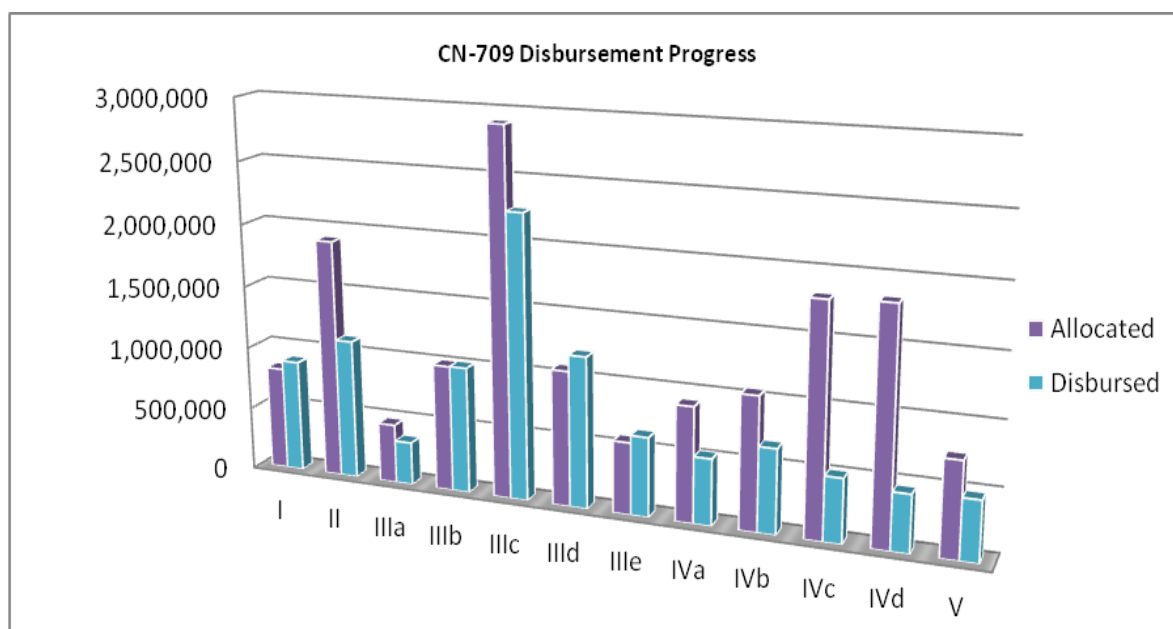
**Table 5B: Financial performance by financier by component (USD '000)**

Components/Modules 子项目/模块	IFAD loan/农发贷款			Government/政府			Total/总额		
	Approval	Actual	%	Approval	Actual	%	Approval	Actual	%
	批准金额	实际完成金额		批准金额	实际完成金额		批准金额	实际完成金额	
NATURAL RESOURCES MANAGEMENT	2,289	2,455	107%	6,868	7,366	107%	9,157	9,822	107%
AGRICULTURAL DEVELOPMENT	3,413	3,493	102%	8,870	9,106	103%	12,283	12,599	103%
STRATEGIC SUPPORT TO WOMEN	7,883	7,546	96%	6,312	6,813	108%	14,195	14,359	101%
MICROFINANCE	4,839	4,574	95%	2,701	2,211	82%	7,540	6,785	90%
PROGRAM MANAGEMENT	6,724	6,067	90%	5,115	4,390	86%	11,839	10,456	88%
TOTAL	25,148	24,134	96%	29,866	29,887	100%	55,014	54,020	98%

**Table 5C: IFAD loan disbursements (SDR, as at 16 July 2013)**

Category 类别	Category description 费用支出内容	IFAD %	Allocated	Disbursed	Per cent disbursed	expenditures not submitted (b)	Actual Impl. =(a)+(b)	% disbursed (Actual)
99Z	Initial Deposit to Special Account			1,776,211				
I	Vehicles, Equipment and Materials	100	820,000	890,591	109%	52,223	942,814	115%
II	Training, Studies, Implementation Support	60	1,900,000	1,111,389	58%	573,338	1,684,727	89%
III	Rural Development Modules - Pilot Phase					-	-	
III a	Natural Resource Management	25	470,000	341,794	73%	-	341,794	73%
III b	Agricultural Development	32	1,000,000	1,003,432	100%	-	1,003,432	100%
III c	Strategic Support Women	65	2,900,000	2,251,725	78%	-	2,251,725	78%
III d	Microfinance	100	1,070,000	1,197,468	112%	-	1,197,468	112%
III e	Participatory Village Planning	45	570,000	628,466	110%	-	628,466	110%
IV	Scaling-up Rural Development Modules					-	-	
IV a	Natural Resource Management	25	910,000	525,293	58%	742,040	1,267,333	139%
IV b	Agricultural Development	25	1,050,000	666,194	63%	599,596	1,265,790	121%
IV c	Strategic Support Women	45	1,810,000	506,352	28%	2,159,492	2,665,844	147%
IV d	Microfinance	55	1,830,000	451,942	25%	1,331,936	1,783,878	97%
V	Operation & Maintenance	45	750,000	476,110	63%	188,242	664,352	89%
99	Unallocated		1,620,000	-	0%		-	
<b>Total</b>			<b>16,700,000</b>	<b>11,826,967</b>	<b>71%</b>	<b>5,646,866</b>	<b>15,697,623</b>	<b>94%</b>

**Figure 1: IFAD loan/grant disbursement, comparisons between original and revised allocations and actual disbursement**  
 (as of June 2013)



## Appendix 6: Compliance with legal covenants: Status of implementation

### - Status of implementation at July 2013

Section	Covenants	Compliance Status/Date	Remarks
Section 2. 03	The Borrower, through the DOF, shall open and thereafter maintain in a commercial bank accepted by the Fund, an account denominated in US dollars for the purpose of financing the Program ("Special Account"). The Special Account shall be protected against set-off, seizure or attachment on terms and conditions proposed by the Borrower and accepted by the Fund.	Complied	
Section 2. 04	The Borrower and each Program Party shall use the proceeds of the Loan exclusively to finance Eligible Expenditures in accordance with this Agreement and the General Conditions	Complied	
Section 3.02 (a)	The Region PMO shall prepare a consolidated draft AWPB for each Program Year based on the draft AWPB prepared and submitted by each Prefecture and County PMOs. Each draft AWPB shall include, among other things, a detailed description of planned Program activities during the coming Program Year, a procurement plan for at least 18 months, progress that has been made in the implementation of the AWPBs and the sources, including counterpart funds, and uses of funds therefore. The AWPB shall reflect the guidance and recommendations as provided by the joint Annual Review described in Section B, paragraph 1.2. of Schedule 3.	Complied	
Section 3.03	Each PMO shall open and thereafter maintain in a Bank acceptable to the Fund, an account denominated in CNY at Region, Prefecture and County levels for Program operations (the "Program Accounts"). The Program Accounts shall be funded and replenished from time to time upon request of the PMO from resources of the Special Account in accordance with the AWPB. Each PMO Director shall be fully authorised to operate the relevant Program Account.	Complied	
Section 3.04 (a)	The Borrower through the Region and Prefecture shall make the proceeds of the Loan available to the County Government in accordance with the customary national procedures for development assistance on on-lending, the Lead Subsidiary Agreement and AWPB to carry out the Program. The Fund lending terms and conditions shall apply at all levels. Each County BOF on behalf of the County Government shall forward the loan proceeds to the County PMOs and Implementing Agencies in accordance with the AWPB and the Subsidiary Agreements.	Being complied	Delay in transferring of proceeds identified in Shufu County by the auditors in FY 2012
Section 3.04 (b)	In addition to the proceeds of the Loan, the Borrower shall make available to the LPA, promptly as needed, such funds, facilities, services and other resources as may be required from time to time to carry out the Program in accordance with	Complied	

Section	Covenants	Compliance Status/Date	Remarks
	this Agreement.		
Section 3.04 (c)	Without limiting the generality of paragraph (b) above, the Borrower shall make available to the LPA during the Program Implementation Period, counterpart funds from its own resources in an aggregate amount of thirty million United States dollars (USD 30 000 000) in accordance with its customary national procedures for development assistance. For such purpose, the Borrower shall make budgetary allocations for each Fiscal Year equal to the counterpart funds called for in the AWPB for the relevant Program Year and make such allocations available to the LPA in accordance with the Lead Subsidiary Agreement.	Complied	
Section 3.05	All procurement financed from the proceeds of the Loan shall be carried out in accordance with Schedule 4.	Complied	
Section 4.01	<i>Monitoring.</i> As soon as practicable but in no event later than three (3) months after the Effective Date, the Borrower shall cause Prefecture and County PMOs to establish and thereafter maintain an appropriate information management system	Complied.	To improve completeness of indicators for M&E and data quality
Section 4.02	The Borrower shall cause the Region PMO to submit to the Fund, semi-annually and annually, progress reports on Program implementation required by Section 8.03 (Progress Reports) of the General Conditions, no later than ten (10) weeks after the end of each such reporting period during the Program Implementation Period.	Complied	
Section 5.01	The Borrower shall cause the Region PMO to maintain separate accounts and records required by Section 9.01 (Financial Records) of the General Conditions, and thereafter prepare the financial statements of the operations, resources and expenditures related to the Program required by Section 9.02 (Financial Statements) of the General Conditions in respect of each Fiscal Year, and the Region PMO shall deliver such financial statements to the Fund within three (3) months of the end of each Fiscal Year.	Complied	
Section 5.02	Within 60 days of the Effective Date, the Borrower shall appoint, with the prior approval of the Fund, independent auditors selected in accordance with the procedures and criteria set forth in the Fund's "Guidelines on Project Audits (Borrower's use)"	Complied	
Section 5.02	The Borrower shall cause the Region PMO to have the consolidated financial statements relating to the Program audited each Fiscal Year by such auditors	Complied	
Schedule 3, A-2.1	The Borrower, through the MOF, and the Governor of XUAR shall enter into an agreement (the "Lead Subsidiary Agreement"),	Complied	
Schedule 3, A-3.1	Region, Prefecture and County PLGs shall be established by Decree of the respective Governor and shall be responsible for Program coordination,	Complied	



Section	Covenants	Compliance Status/Date	Remarks
<b>Schedule 3, A-4.1</b>	preparation and planning. The PMOs shall be established in each Region, Prefecture and County levels by Decree by the respective governors. The PMOs shall operate under the guidance of the relevant PLG.	Complied	
<b>Schedule 3, B-1.1</b>	County PMOs shall be the lead for the coordination of Program activities with Implementing Agencies including, WF, RCC and private entities to implement the various development modules	Complied	
<b>Schedule 3, B-1.2.1</b>	The Borrower, through the County PMO, shall enter into an agreement with the Prefecture Electricity Company	Not complied	Regulatory constraint and modified by MTR
<b>Schedule 3, B-3.2</b>	The Borrower shall enter into an agreement with the Region WF	Complied	
<b>Schedule 3, B-4.2</b>	Each County BOF in each of the 10 participating counties shall enter into a RCCU Subsidiary Loan Agreement	Complied	
<b>Schedule 3, D1.1, 1.2</b>	The LPA shall prepare a draft Program Implementation Manual. The draft Program Implementation Manual..... The LPA shall forward the draft Program Implementation Manual to the Fund for comments and approval.	Complied	
<b>Schedule 3A, para 1</b>	Each PMO will undertake monitoring and evaluation of Program activities. For that purpose, extensive use of the existing PADO database will be made, refining their gender aspect. Two systems shall be developed: a Management Information System, and a Results and Impact Monitoring System satisfactory to the Fund.	Being complied.	System established, operation to improve
<b>Schedule 3A, para 6</b>	The Borrower shall ensure that the PMOs established in accordance with Section A, paragraph 4 of Schedule 3 be maintained during and at least five years after the Program Completion Date.	Partly complied	All PMOs established but post project existence too early to assess
<b>Schedule 4, para A-3</b>	Before the commencement of procurement and annually thereafter, the Borrower shall furnish to the Fund for approval, a Procurement Plan as described in Appendix 1, paragraph 1 of the IFAD Procurement Guidelines	Being complied	Procurement plan provided annually
<b>Schedule 4, para 9</b>	The award of any contract for goods estimated to cost USD 50 000 equivalent or more shall be subject to prior review by the Fund. The aforementioned threshold may be modified from time to time as notified by IFAD to the Borrower.	Being complied	
<b>Schedule 4, para 10</b>	The award of any contract for works estimated to cost USD 50 000 equivalent or more shall be subject to prior review by the Fund. The aforementioned threshold may be modified from time to time as notified by the Fund to the Borrower.	Being complied	
<b>Schedule 4, para 11</b>	The award of any contract for consulting services referred to in paragraph 7 above estimated to cost USD 50 000 equivalent or more shall be subject to prior review by IFAD The aforementioned threshold may be modified from time to time as notified by the Fund to the Borrower.	Being complied	

## **Appendix 7: Knowledge Management - Learning and Innovation**

### **Learning: What has worked particularly well in this project during this period? What have been the reasons for this?**

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1. Village Credit Fund has been operated well in the project counties visit, demonstrating project anticipated results in creating community self-governed revolving funds with priority access by poor households to be operated in a sustainable manner. The practice in Hami prefecture is exemplary.

The VCF complement the government operated poor village mutual development fund (PVMDF). However, VCFs also provide additional training, equipment and survey as well as operational support to management and IAs while the PVMDF only provide seed capital. This capacity building was critical and incremental to have ensured the successful operation of the VCF and PVMDF. The management of VCFs are satisfactory and repayment rates in program counties are 100%.

2. Support to women and women federations in the project has been very successful in achieving gender mainstream. This attributes largely to the good design of the project by allocating adequate funds to the component. The smooth cooperation between the PADO and WF at all levels in Xinjiang is also exemplary. The organization of ethnic women through groups and associations supported and added by skill training and exploration of ethnic skills and products yielded excellent IGA potential for women's economic empowerment.

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### **Learning: What has not worked so well? What have been the reasons?**

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### **Innovation: Describe any interesting innovation noted during supervision**

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### **Innovation: How might this be replicated by others, or upscaled here?**

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## **Appendix 8: Supervision Mission Schedule and Persons Met, July 2013**

### **I. Mission Schedule:**

4 July 2013	Thu	Mission assembled in Urumqi, XUAR
5 July	Fri	Consultation in Urumqi with provincial PMO. WF, DOF and RCCU
6 July	Sat	Fly to Hami and travel by road to Balikun County, Hami Prefecture

7 July	Sun	Consultations with Balikun county PLG representatives, PMO, WF, RCCU, BOF and IAs. Field visit to townships/villages with module implementation
8 July	Sun	Travel to Yiwu County, visit module implementation site at Qianshan, Yanchi townships Consultations with Yiwu county PLG representatives, PMO, WF, RCCU, BOF and IAs
9 July	Mon	Field visit to module implementation in Cuomaohu townships Proceed to Hami Prefecture
10 July	Tue	Fly from Hami to Yili Prefecture en route Urumqi Consultations with Chabuchaer county PLG representatives, PMO, WF, RCCU, BOF and IAs
11 July	Wed	Field visits to module implementation sites in Suzaqiniulu, Chuohuoer townships of Chabuchaer County
12 July	Thu	Field visits in Chabuchaer County Travel to Nileke County
13 July	Fri	Consultations with Nileke County PLG representatives, PMO, WF, RCCU, BOF and IAs Field visit to project implementation sites in Subutau, Kalasu townships of Nileke County
14 July	Sat	Field visits and fly back to Urumqi
15 July	Sun	Further consultations and reporting writing
16 July	Mon	Wrap-up
17 July	Tue	Mission disassemble

## II. List of key person met, July 2013

Name	Position	Location
<b>Urmqi, Regional Capital</b>		
Chen Lei	Chief Economist	XUAR PADO
Chai Zhanliang	Director of FCPMC	XUAR PADO
Yang Xiaojie	Deputy Director	XUAR Department of Finance (DOF)
Armitijiang	Officer	XUAR DOF
Su Miao	Officer	XUAR DRC
Sun Hua	Vice Chairperson	XUAR Women Federation
Xiao Wenying	Division Chief	XUAR Women Federation
Li Yuanyuan	Staff	XUAR Women Federation
Gao Zhigui	Division Chief	XUAR Rural Credit Cooperative Union
Ren Shufang	Officer	XUAR RCCU
Sun Lei	Staff	RPMO
Wang Hui	Staff	RPMO
Zhao Long	Staff	RPMO
<b>Hami Prefecture</b>		
Fang Yongxiang	Director	Poverty Alleviation and Development Office
Cheng Runzhu	Deputy Director	Prefecture PADO
Yang Yonghong	Deputy Director	Prefecture PADO
Zhou Jianqin	Vice Chairperson	Prefecture WF
<b>Balikun County</b>		
Chen Peishe	Party Secretary	Balikun County People's Congress
Zhang Xueyi	Director	Balikun County PMO (PADO)
Qian Jianzhu	Deputy Director	Balikun County PMO
Guo Haidong	Director	General Office of Balikun PADO
Yang Liying	Financial Officer	Balikun County PMO

Yang Cheng	Officer	Balikun County PMO
Liu Yongmei	M&E Officer	Balikun County PMO
Zhou Yongling	Officer	Balikun County PMO
Nie Liyin	Officer	Balikun County PMO
Zhao Yanfeng	Staff	Balikun County Finance Bureau
Chen Peiqiang	Director	Balikun County Agricultural Economy Bureau
Jin Ping	Deputy Director	Balikun Facility Livestock Bureau
Ren Xiaoyan	Staff	Balikun County Veterinary Station
Wu Tongsheng	Director	Balikun County Bureau of Culture and Sports
Ma Chun	Director	Balikun County Health Bureau
Chen Chunmei	Director	Balikun County Agro-Technical Extension Station
Cui Lei	Director	Balikun County S&T Bureau
Hadixia	Chairperson	Balikun WF
Ding Jiyun	Vice Chairperson	Balikun WF
Li Xiuzhen	Officer	Balikun WF
Wang Weiji	Deputy Director	Balikun County RCCU
Xiang Xingliang	Staff	Balikun County RCCU
Wang Jianzhong	Chief	Kuitun Township government
Ju Xianwu	Party secretary	Haiziyan Township
Ran Tao	Party secretary	Huayuan Township
Wen Bin	Party secretary	Baqiangzi Township
Huang Shijiu	Chair	Shengye Mushroom Cooperatives
<b>Yiwu County</b>		
Wang Duozhi	Director	Yiwu County PADO
Zhang Laiyan	Deputy Director	Yiwu County Finance Bureau
Yan Jianqiang	Officer	Yiwu County Finance Bureau
Zeng Zhongyu	Director	Yiwu County Agricultural Bureau
Wang Suhai	Officer	Yiwu County DRC
Zhang Huamei	Director	Yiwu County Audit Office
Diao Xunlu	Director	Yiwu County S&T Bureau
Man Xiaoxia	Chairperson	Yiwu County WF
Li Xuehua	Officer in Charge	Yiwu County WF
Shen Juan	Officer	Yiwu County WF
Gao Wei	Director	Yiwu RCCU
Xin Yupeng	Staff	Yiwu RCCU
Halidan	Party secretary	Yiwu County Environmental Bureau
Jianaremu Yahepu	Senior Engineer	Yiwu County Environmental Bureau
Cao Xueyun	Party secretary	Qianshan Township, Yiwu County
Kuermaiti Maili	Chief	Qianshan Township, Yiwu County
Zhou caihui	Party secretary	Yanchi Township, Yiwu County
Liu Jian	Officer	Yanchi Township, Yiwu County
Han Teng	Party secretary	Tuhulu Township, Yiwu County
Reyimu	Officer	Tuhulu Township, Yiwu County
Wu Zhiqiang	Party secretary	Xiamaya Township, Yiwu County
Aikeranmu	Chief	Xiamaya Township, Yiwu County
Xu Jianhui	Chief	Weizixia Township, Yiwu
Liu Xiangqing	Deputy Director	Xiangnan Development Zone, Yiwu County
<b>Yili Prefecture</b>		
Wang Yankang	Director	Prefecture PADO
Wang Lihong	Deputy Director	Prefecture PADO
Xie Xingquan	Officer	Prefecture PADO
Han Yehong	Officer	Prefecture WF
<b>Chabuchaer County</b>		
Ma Kongjun	Vice Governor	Chabuchaer County Government
Tuersunjiang Asmu	Director	Chabuchaer County PADO
Wu Zhikang	Deputy Director	Chabuchaer County Finance Bureau
He Xiaofang	Officer	Chabuchaer County Finance Bureau

Li Wei	Party Secretary	Chabuchaer County PADO
Guli Bunuer	Finance Officer	Chabuchaer County PADO
Ge Lingzhi	M&E Officer	Chabuchaer County PADO
Zhang Ying	Deputy Director	Chabuchaer County WF
Liu Ling	Officer	Chabuchaer County WF
Zhang Kexiang	Deputy Director	Chabuchaer County Forestry Bureau
Zhou Bing	Office Director	Chabuchaer County Forestry Bureau
Wu Yongguang	Deputy Director	Chabuchaer County Livestock Bureau
Bie Ke	Finance Officer	Chabuchaer County Livestock Bureau
Zhang Xiuzheng	Deputy Director	County Agricultural Economy Bureau
Sha Yan	Officer	County Agricultural Economy Bureau
Shi Wenxiao	Director	Chabuchaer County Seed Station
Dai Xiumei	Deputy Director	Chabuchaer County RCCU
Hu Mingfeng	Credit Manager	Chabuchaer County RCCU
Zhang Xiumei	Director	Chuohuoer RCC Branch, Chabuchaer
<b>Nileke County</b>		
Tuersunjiang	Party Secretary	Nileke County Government
Zhang Yuhua	Deputy Director	Nileke County PADO
Duilikun Bieke	Deputy Director	Nileke County PADO
Tong Junyong	Officer	Nileke County PADO
Li Ying	Financial Officer	Nileke County PADO
Duan Xiangni	Director	Nileke County Agro-Technical Extension Station
Zhang Zhihao	Officer	Nileke County Finance Bureau
Mao Judan	Chairperson	Nileke County WF
Zhang Jie	Officer	Nileke County WF
Zhou Lintao	Director	Nileke County RCU
Li Xue	Credit Manager	Nileke County RCU
Wang Haimin	Manager	Tianhui Corporation