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**Final CSPE  
meeting  
最后会议**

## **Country Strategy and Programme Evaluation (CSPE) China 中国国别战略与项目评 (CSPE)**

28 June 2023  
2023年6月28日

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Agenda  
议程

Background 背景

Findings 发现

Conclusions 结论

Recommendations 建议

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# Background 背景



## ► Objectives

- To assess the results and performance of the IFAD strategy; understand the factors that contributed to the outcomes.
- To identify practices and lessons that could be shared beyond the China Programme.
- To generate findings and recommendations to inform the future partnership between IFAD and the Government of China.

## ► Scope

- IFAD-supported projects and activities in China since 2014 (loans, grants, non-lending activities)
- Focus on country strategic and programme level

## ► 目标

- 评估农发基金战略的成果及表现, 总结产生这些成果的因素。
- 鉴别项目的主要成功经验和教训, 并探讨它们对外分享交流的可行性。
- 为建立农发基金和中国政府未来的合作伙伴关系提供有效的依据和建议。

## ► 范围

- 自2014年以来农发基金在中国支持的项目和活动 (包括贷款、赠款、非贷款活动)
- 重点关注战略层面, 不对个别项目评估

## Desk review, portfolio data analysis

- IOE evaluations (PPEs, PCRVs)
- Impact studies (poverty impact studies and surveys (legacy projects, Guangxi, Qinghai, Shaanxi))
- IFAD databases (ORMS, OBI)
- Project reports (PCRs, MTRs, supervision and design reports)
- Grant reports
- Knowledge products

## E- survey to stakeholders

- 70 responses, 46 per cent response rate
- Includes 12 provincial government, 6 central government, 25 IFAD consultants and staff

## Interviews (remote)

- Implementing partners: 7 provinces and 6 counties
- Cooperating partners
- Research institutions and NGOs
- Consultants from design and supervision missions

## 项目资料研究及数据分析:

- 独立评估办公室进行的各种项目评估报告, 如PPEs, PCRVs等
- 影响性分析研究 (贫困影响研究和调研, 早期项目, 广西、青海、陕西)
- 农发基金数据库 (ORMS, OBI)
- 项目报告 (终期报告, 中期评估, 项目监督和设计报告)
- 赠款项目报告
- 知识管理相关材料

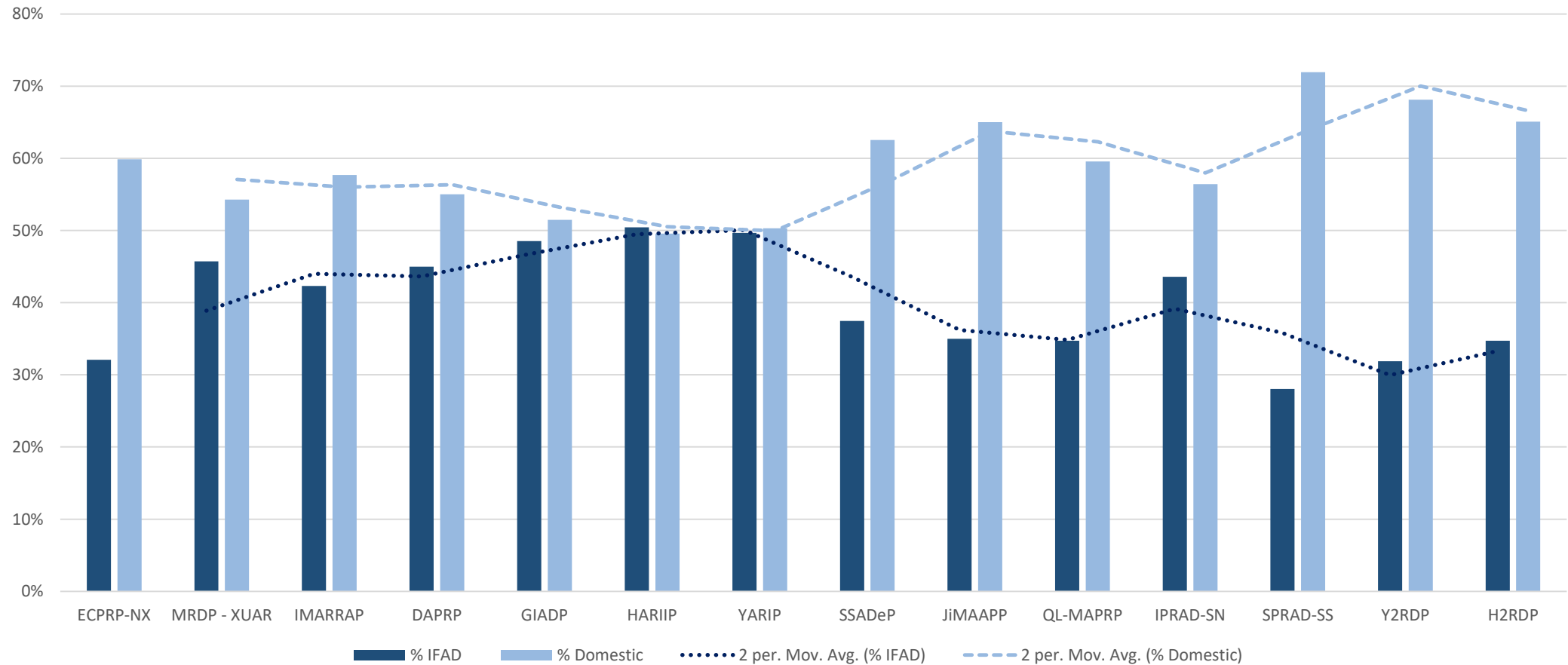
## 利益相关者线上调查问卷

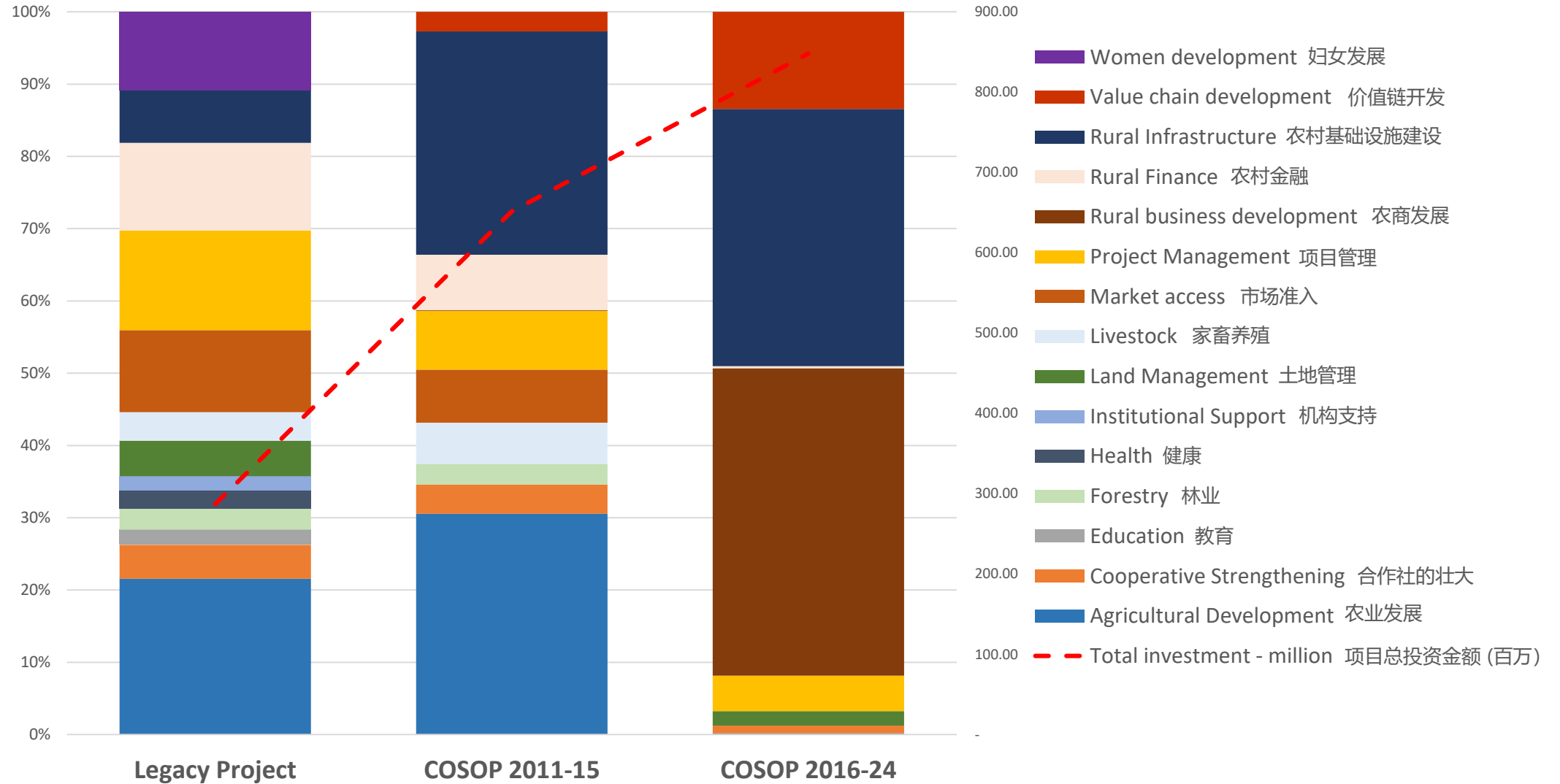
- 70份回复, 46%回复率
- 答复者中12位来自省级政府、6位来自中央政府、25位农发基金顾问和工作人员

## 远程访谈, 访谈对象包括:

- 项目执行方: 7个省, 6个县
- 合作伙伴
- 研究机构和非政府组织
- 项目设计和监督团的咨询顾问

IFAD vs Domestic Financing  
(Projects in chronological order)  
农发基金与国内配套资金 (按时间顺序排列的项目)





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Findings  
发现







IFAD's support to China's efforts on **poverty reduction** was relevant and has yielded positive results

IFAD programme has been in line with the programmatic priorities of government policies and plans, with a focus on **improving the position of the rural poor in value chains**

IFAD has missed the opportunity to align with China's **new environmental agenda**, through dedicated climate smart agriculture activities

Stakeholders recognize IFAD's expertise on **inclusive and pro-poor value chains**; less so on **environment and climate change adaptation**

IFAD has yet to position itself more clearly on key themes that will remain relevant in China

**Non-lending activities** increased despite limited resources; limited evidence on results



农发基金项目与中国的减贫工作具有相关性，它们的支持产生了良好的效果

农发基金项目与中国的发展政策和规划紧密对接，并把农村产业价值链上的贫困问题列为关注的对象

农发基金没有能够通过实施气候智能型农业活动与中国的新环境议程紧密联系起来

利益相关者对农发基金在具有包容性的，以贫困为中心的农业价值链的开发所具备的专长给与充分肯定，但不太认同其在环境和应对气候变化方面所发挥的作用

农发基金尚未对其在未来与中国合作的主要领域给与明确的定位

非贷款项目活动有所增加，尽管资源有限，但活动的成果不显著



Focus of investments on **infrastructure, business development and value chains**

**Main results:** increased productivity, strengthened cooperatives and improved market access

Increasing focus and resources dedicated to **climate smart infrastructure**; results are not yet visible

Insufficient support to sustainable land management and agrobiodiversity conservation

Support to **farmer cooperatives and village implementation groups (VIGs)** contributed to socio-economic sustainability

Projects did not build effective links to **translate project experiences into broader policy implementation**

Scaling up mainly as a result of **institutional capacity building and exchange** at county levels



项目投资侧重于基础设施，商业发展和价值链

**主要成果:** 农业生产率的提高，农业合作社的发展壮大，市场准入的改善

对气候智能型基础设施建设的逐步关注和资源投入，**成果尚未呈现**

对土地可持续管理和农业生态多样性保护的支持力度不够

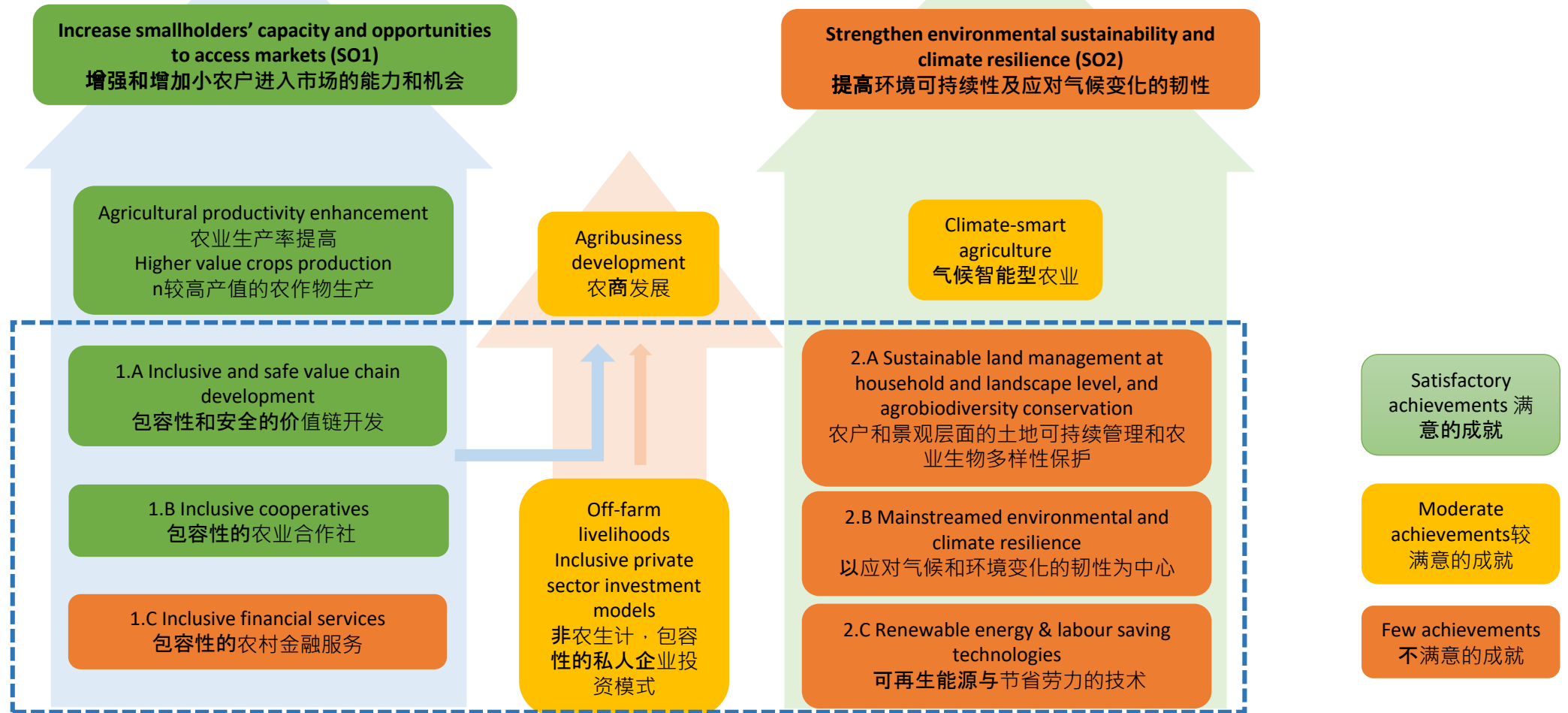
对农业合作社和村级项目实施小组的支持促进了农村社会与经济的可持续发展

项目没有起到将项目经验用于政策影响的有效联系作用

项目的拓展主要集中在县级层面的机构建设和经验交流

ENDGOAL: REDUCE RURAL POVERTY AND ENABLE SMALLHOLDERS IN POOR PRIORITY AREAS TO BENEFIT FROM THE RURAL TRANSFORMATION PROCESS

终极目标: 减少农村贫困 · 促进贫困地区小农户在农村改革过程中获益





The portfolio was set in a context of overall rapid progress in poverty reduction

Improvements in **crop and livestock productivity and value** translated into farm income gains

Positive impact on household assets was from **increased off-farm income** rather than agricultural incomes

IFAD support of **community-level organisations** contributed to human and social capital

Visible impact on very poor and marginalized groups through **combined support of infrastructure, technical assistance and marketing**



农发项目的设计和 implement 是在中国快速减贫的背景下进行的

农作物和牲畜的生产率和价值的提高大大帮助了农民获得更多的收入

项目对农户资产增加的影响来自逐步增加的非农收入，而不是直接的农业收入

农发项目对社区组织的发展给与的支持促进了社区人文和社会资本的增加

通过对基础设施，技术援助和市场营销进行捆绑式的统一支持，农发项目为贫困的弱势群体走出贫困做出了积极的贡献



Consistent participation of women in projects throughout the period

**Infrastructure and micro-credit** activities specifically targeted women

Partnerships with **UN Women** enabled more strategic approach to women's empowerment and gender equality

Involvement of **women's federations** led to enhanced focus on business-minded women

**Broad-based access** to skill-development should have continued more consistently



妇女在项目实施过程中的全程参与

基础设施和小额信贷项目活动中关注了妇女的特别参与

农发基金与联合国妇女组织的合作积极促进了妇女赋权和性别平等

将妇女联合会纳入项目的实施大大提高了相关群体的商业管理意识和能力

农户获得更广阔参与空间来提高自己的技能，这样的活动应该进行得更加连贯些



Outposting of country director to Beijing and increased country presence has made IFAD more visible among the UN agencies in China

IFAD has increased efforts to engage with **national partners** (e.g. MARA)

Partnerships not yet effectively used to scale up good practices related to small-holder agriculture

**Private sector partnerships** still limited and mainly related to SSTC activities outside China loan portfolio (e.g. Alibaba group)

Non-government partners mainly included **academic and research institutions** as beneficiaries, undertaking relevant policy-oriented activities (e.g. CAAS)

**International partnerships** initiated under the SSTC initiative outside the China portfolio (e.g. IPRCC).



农发基金在北京设立了驻华主任一职，并不断增强该机构在华的作用，这样，它作为联合国的一个成员在华的影响也就越发明显

农发基金也不断加强与国家部委 (如与农业部) 的联系，但是，上述努力还没能够起到将项目的有关小户型农业的发展的成功经验进行有效拓展的作用

与私企的合作规模仍然很小，主要集中在 中国以外的南南合作活动中，如与阿里巴巴的合作

与非政府机构的合作主要包括学术和研究部门，它们同时也是项目的获益方，进行的活动主要是与政策有关的，如与社科院的合作

国际合作的项目活动是在南南合作的框架内，中国以外的地区进行的，如与中国国际扶贫中心的合作



**Knowledge products** documented success stories and lessons at project level; lessons shared across projects, but not systematically captured and capitalized by the country programme

Knowledge management remained ad-hoc and without a systematic approach to support **scaling up and policy engagement**

Demand for knowledge is high; space for policy engagement and influence is limited

**SSTC resources and partnerships** insufficient to raise IFAD's profile on SSTC in China

**Lack of clarity of goal and focus** of SSTC in China; lack of clarity on link between SSTC and IFAD-supported programme in China



项目的知识管理部分的产出在项目的层面上记录了项目的成功经验和教训，并在项目之间进行了分享交流，但没有在国家整体项目层面进行系统总结和分析

项目的知识管理部分具有临时性，未能起到系统地支持项目经验的拓广和政策参与的作用

项目对知识的需求是高的，但涉及到政策参与和影响，这些知识的活动空间还是有限的

用于南南合作的资源不够充足，影响了农发基金在中国实施相关活动的作用

南南合作的项目活动缺乏明确的目标和侧重点，南南合作与农发基金在中国开展的项目之间的联系也不够清晰

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Conclusions

结论





- IFAD has been able to meet government's interest in **inclusive rural value chains and climate-smart infrastructure**
  - The **introduction of value-chain** approaches has slowed down project performance
  - New concepts and approach would have required **stronger technical guidance and capacity building**
  - Scaling up of experiences would have required **more strategic partnerships**
  - IFAD has to address the growing interest in SSTC as part of its **evolving partnership with China**
  - China will remain an important partner for IFAD
- 农发基金的项目活动与中国政府对发展包容性的农业价值链和气候智能型基础设施的需要相吻合
  - 价值链的开发及应用**延缓**了项目的实施进度
  - **新的概念和方法**在项目上的运用 **需要更多的技术指引和能力建设**
  - 项目经验的推广也离不开更多的机构在更广阔的层面上进行的战略合作
  - 农发基金与中国的进一步合作有必要就南南合作问题做出**更明确的**阐述
  - **中国将继续成为农发基金的重要合作伙伴**

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Recommendations  
建议

## Recommendation 建议 1

In preparation for the 2025 COSOP, position the China programme for strategic support to inclusive agricultural value chains through different modalities.

2025国别战略合作框架的准备应从战略的角度考虑如何给与开发多种模式的包容性的农业价值链更多的支持

## Recommendation 建议 2

The 2025 COSOP should clearly establish IFAD's comparative advantage on environmental sustainability and climate change resilience, with focus on marginal areas and smallholders.

2025国别战略合作框架需要明晰农发基金在可持续环境和气候变化对在边缘地带的弱勢农户影响方面所具有的比较优势

## Recommendation 建议3

The 2025 COSOP should clarify how IFAD will expand the pool of strategic partners, with focus on innovation, scaling up and knowledge sharing in clearly identified thematic areas.

2025国别战略合作框架应更加明确如何建立广阔的战略伙伴关系，明确技术合作领域，将重心放在创新，经验推广与知识分享上

## Recommendation 建议 4

In preparation for the 2025 COSOP, develop a strategic vision and clarify the role for IFAD in China on SSTC.

2025国别战略合作框架的准备需要就农发基金在中国就南南合作问题所起的作用做出战略上的考量

## Recommendation 建议5

Facilitate China's access to IFAD's borrowed resources (BRAM).

推动中国获得农发基金所具备的借入的资源，如BRAM



[ioe.ifad.org/en/](https://ioe.ifad.org/en/)

