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**Jiangxi Integrated Agricultural Modernization Project
(JIAMP)**

Beneficiary Participation Manual

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1 Objective and Principles for Participation

1.1 Objective and Principles for Participation

The nature of the project requires close involvement of the beneficiaries in the detailed design of the various project activities. In order to streamline beneficiary participation in implementation, this Beneficiary Participation Manual (BPM) has been prepared. The BPM is an integrate part of the overall Project Implementation Manual (PIM). The purpose of this BPM is to describe and formalize the consultation and participation process with affected and beneficiary groups. As such, it is a strategy for allowing stakeholders to influence and share control over the decisions and resources that affect them. The BPM should provide guidance to project implementing units at county, township and village levels (Project Management Units, PMOs) in how to ensure effective participation of project affected groups in project implementation. The BPM is viewed as a working document that is modified to reflect any changes in the project and/or in the economic, political, and social conditions.

1.2 Definition of Participation

“Participation” in the context of this document refers to a wider range of activities than simply taking part in project activities or being in receipt of and then repaying a loan. This broader concept of participation encompasses a broad spectrum of activities ranging from information and disclosure to active involvement. Participation is defined as “informed participation” and “meaningful participation,” depending on the degree that project participants’ views are a factor in decision-making and to what degree that the project reflects their desires. Participation is ranked into four levels from low to high:

- *Information Sharing* = one-way flow of information from project officials to project-involved households
- *Consultation* = two-way flow of information.
- *Collaboration* = shared control over decision-making.
- *Empowerment* = transfer of control over decisions and resources to those affected by the project.

1.3 Participation in JIAMP

The BPM identifies the project's *main stakeholder groups* (beneficiaries in general, women in particular, government leaders, academicians, and any other groups that would be affected by the project; summarizes the *types of activities* project households and affected groups are involved in at different points in the project life cycle for each of the components; describes the *extent of participation* by households and affected groups, and the *forum and means for participation*.

Participation related processes, procedures, and activities, relevant for the various project activities are also described in the Self Managed Irrigation and Drainage District (SIDD) Manual, the Irrigation Manual, the Farm Production Improvement Manual, the Enterprise Lending Manual, and the Minority Nationalities Development Plan. The detailed beneficiary selection criteria and eligible activities are described in the Irrigation Manual, the Farm Production Improvement Manual and the Enterprise Lending Manual. All these manuals are an integrate part of the overall PIM. Annex 1 summarizes the nature and extent of the various beneficiary participation activities

2 General Project Information

JIAMP covers 4 cities¹, 21 counties², 174 townships, 795 villages, and an estimated 283,000 households with about 1,267,000 farmers. In addition, relevant agro enterprises will be able to borrow project funds for activities that support the project objectives.

Project investments in on-farm irrigation and drainage account for about 55% of the total project cost. The component will cover 96 irrigation schemes with an area of about 70,000 ha (1,035,000 mu) with 283,000 farmer households.

About 30% of the project cost is allocated to farm production improvement activities. To ensure integration of project activities, households have to participate in the irrigation and drainage activities in order to be able to participate in the farm production improvement activities. It is estimated that about 85,000 households of the 283,000 households (about 30%) will participate in the farm production improvement activities.

3 Main Stakeholder Groups and the Types of Activities They Are Involved In

The main stakeholder groups under JIAMP may be divided into: (1) farm households; (2) rural women; (3) national minorities; (4) nongovernmental organizations; (5) private and public enterprises, farms, and stations at township/town level; (6) government organizations and agencies; and (7) specific organizations/entities already determined to be involved in project implementation

3.1 Farmers

Since this project specifically aims to improve farmers' livelihoods with focus on the principle of farmers' participation, farmers should be deemed as the main body of active participants. Farmers in rural communities may be divided into groups depending on levels of income (high, middle, low).

Farmers participate in the irrigation and drainage activities in the following ways: (a) participating in the design of irrigation and drainage works; (b) sharing part of the irrigation and drainage investments; (c) participation in construction works, (d) involvement in determining of and collecting water charges; (e) being responsible for operation and maintenance of related irrigation facilities. In the farm production improvement activities, farmers participate in the: (i) investment management; (ii) determination of varieties to be planted; and (iii) arrangements for product sales. Irrigation and drainage activities and farm production improvement activities will be organized through the farmers participation in the water users' associations (WUA). Farmers' participation in the market system development activities are mainly manifested by their affiliation in farmers' marketing groups and involvement in marketing training programs, etc.

The implementation of all activities include training of farmer households. The content of training shall be identified in line with farmer's practical needs based on full acquisition of their opinions. The training shall be conducted interactively, using media and methods such as videos and photos, group discussion, field simulation, etc.

¹ Jiujiang, Shangrao, Fuzhou, Ganzhou.

² Quannan, Longnan, Xunwu, Congyi, Xinguo, Shicheng, Gan, Xingfeng, Zhanggong, Golden development district, Yugan, Hengfeng, Guangfeng, Dexing, Wuning, Hukou, Pengze, Yongxiu, Yihuang, Nancheng, Chongren, etc

3.2 Women

In Jiangxi, women represent a major part of the labor force and hence an important target and participation group of the project. Taking into account the realities in the countryside and the need to enhance women's status, women should account for at least about a third of total staff in project management and implementation institutions. In villages where most young male adults are emigrant workers the proportion of women in project implementation agencies at village level should reach at least 50%. Any activity to the detriment of equality between men and women will be rejected

3.3 National Minorities

As a small group of project beneficiaries are national minorities. Their involvement in the project will be guided by this BPM and also a Minority Nationalities Development Plan which is a part of the overall project Implementation Manual.

3.4 Non-Governmental Organizations

There are two main kinds of non-governmental organizations in the project areas: clan and economic organizations. Rural clan organizations should be a target group of the project in rural communities with strong clan influence. By utilizing the integrity evaluation on clan organizations made by rural communities, clan organizations shall be allowed to participate in the design and establishment of nongovernmental economic organizations and coordinate relations among interest groups.

The second type of nongovernmental organizations is rural economic cooperative organizations and market-oriented specialized farmer associations (e.g. vegetable associations, etc.). Such cooperative organizations are gradually developing in Jiangxi. However, they are few in number and have exerted very limited influence on the development of commercial agricultural production, processing, and marketing. An objective of the project is to support Jiangxi's long-term strategy to develop modern farmer associations.

3.5 Enterprises

Rural enterprises and leading households undertaking enterprise like activities can borrow project funds for activities that support the project objectives. The process through which the entrepreneurs can participate in the project is described in detail, in the Enterprise Lending Manual. The rules and decision-making criteria of the lending process have been published and will be communicated to all potential borrowers. Borrower feedback and suggestions for improvement will be discussed in semi-annual training sessions.

3.6 Government Agencies and Institutions

Various types and levels of government organizations participate in the project mainly for the purpose of coordinating implementation and in order to provide public services and institutional assistance to farmers and other project stakeholders.

3.7 Other Entities Involved in Project Implementation

Other types of entities that are stakeholders in the project are the entities involved in project management (Project Leading Groups (PLGs), Project Management Offices, Technical Advisory Groups (TAGs) at provincial, county and townships levels, and an Investment Lending Committee (ILC) at the provincial level.) The roles of these project management entities are described in detail in the PIM. In addition, there are the water supply organizations (WSO), water user's associations (WUA), water user's groups (WUG), loan approval committees; loan implementing teams (LITs), and farmer marketing groups (FMGs). Table 1 summarizes the compositions and key functions of these entities:

Table 1: Composition and Functions of Key Project Entities

Project Entity	Selection Method	Functions	Type of Activity	Supervised By:	Funding Source
PLGs	Appointed by Governor	Guidance and supervision of PMOs	Management		None
PMOs	Appointed by PLG	Project management	Management	PLG	Management fees
TAGs	Selected by PMOs advised by PLGs	Technical advise to PMOs on project issues	Advise	PPMO	Management fees
ILC	Selected by PPMO advised by PPLG	Decision making of enterprise investment proposals (after appraisal)	Decision making	PLG	Management fees
WSO	Reservoir administration, township/town water station	see SIDD manual	Mgmt. and operations (non-profit)	County Water Conservancy Bureau	Water fees
WUA	Elected by water users	see SIDD manual	Management	None	Water fees
WUG	Water users in the irrigated area of a lateral canal	see SIDD manual	Management	WUA	None
County loan approval committee	Appointed by county PLG	Decision making of farmer loan applications	Decision making	PLG	None
Farmer groups	Voluntary farmers	Organizing team members in sales, information feedback, production, training, and loan application	Production, operations, management	None	Self-raised loans

4 Mechanisms for Beneficiary Participation

4.1 Nature of Beneficiary Participation

As explained in the beginning of this document, comprehensive beneficiary participation comprises different degrees of involvement: (1) One-way flow of information (information material; posters, village meetings, etc.); (2) Two-way flow of information (to and from potential beneficiaries); (3) Joint decision-making; and (4) "Empowerment." While all approaches are needed for effective participation, communication approaches and channels need to be adjusted according to the specific target group. A number of different methods and methodologies can be utilized in facilitating participation. A common method is Participatory Rural Appraisals (PRAs). Annex 2 provides short explanation of the PRA method.

4.2 Communication Approaches and Channels

In order to ensure effective participation, different channels and approaches have to be utilized when communicating with the different stakeholder groups.

- **Communication with higher income, middle income, and poor farmer households.** The higher income, middle income and the poor exist in all village communities and can be classified according to their financial situation. A simple and highly reliable method to assess and communicate with these groups is to draw village social maps (Annex 2).
- **Communication with women.** The project will take advantage of China Women's Federation groups that are wide in coverage and experienced working with women in a number of areas. Women's Federation groups will be used to link women beneficiaries in the project areas and project management entities. Specially assigned representatives from provincial/county/township Women's Federation shall act as women coordinators. County and township coordinators will do door-to-door interviews and hold regular women's discussion meetings to hear women's views, understand their desires and needs, and provide timely feed back on problems to county PMOs. County PMOs shall respond to and address these problems individually and report to the Provincial PMO accordingly. The Provincial PMO shall follow up. The women coordinators will also participate in recommending which project households should participate in the project, assist the county PMO in ensuring timely allocation of loan funds to farmer households as well as organize and provide training to women. See Annex 3 for guidance on gender training for project personnel.
- **Communication with non-governmental organizations.** PMOs at various levels will reinforce the communication with clan organizations in the project areas, especially the liaison with clan leaders and elders, and take active counsel with them on matters related to the project to strive for their understanding, coordination and support. All such communications will be documented and kept in the PMO offices.
- **Communication with minority nationality groups.** In addition to the regular channels of communication to project entities described in this document, national minority groups will have an additional, exclusive channel to communicate with project management organizations, the National Committee of Minority Affairs and its affiliated provincial/county minority administrations. These administration are an effective medium for communication due to their specialized knowledge in policies and regulations with relation to minority nationalities and the knowledge of the local situation of minorities development issues.

Possible participation approaches to be utilized during the complete project implementation cycle by various levels of project management are summarized in Table 2.

Table 2. Participation Approaches for Different Target Groups

Target group	Key issues	Main communicators	Details of participation	Manners of participation
Low income households	- Low self-esteem - Weak ability to self-develop. - Low volumes of product and no infrastructure to handle it - Limited market information	All levels of PMOs	- Groups of poor to implement activities - Consult farmers about detailed design - Target Training for productive and operational skills for poor	Group approach
Women	- Less opportunities - Lower literacy than men - Long labor hours	- Women's Federation - women development coordinators	-Projects applicable to women or specially designed for women, -Women participate in project management - Training in productive skills. - Gender training.	Individual or household based
National minorities	-Cultural mechanisms that constrain participation in development activities - Poorly informed - Low literacy	- Local Minority Administration - All levels of PMOs	See MNDP	See MNDP
Clan organizations	For benefit of clansmen only	All levels of PMOs	- Project detailed design. - Approval of borrowers' qualifications - Supervision	Independently or jointly with villagers' committees
Farmer associations	-Not existing, or badly organized -Lack of skills, information, etc	All levels of PMOs	- Training in productive, management and marketing skills; - legal and commercial advice - transfer of experience from elsewhere in China - access to loans.	Communication to utilize structures related to these groups' activities.

4.3 Possible Conflicts During Interactions and their Mitigation

Interactions among interest groups (target groups) during project implementation may impact the project in various ways due to the differences of the various interest groups in targets of development, expectations for the project, attitude and manner of participation in the project, and the conflict of interests among these groups. Interactions will take place among the various income level households, households and project management officials, non-governmental organizations and government organizations, etc. Some of these interactions may lead to conflicts. Table 3 describes a number of possible interaction conflicts and suggest mitigation measures.

Table 3: Possible Interaction Conflicts and Mitigation Measures

Potential Interest Groups	Development Objective	Possible activities directly involved in	Possible Conflicts	Influence on project	Possible Mitigation Measures
Higher income households	Increasing income	Enterprise activities	- Enlarged disparity of wealth, skills, access to information and other services - Unfair resource allocation	Low	-Targeted training for various groups in technical issues, commercial practices, crop choice, price information and how to use it, sales strategy, etc
Middle-income households	Increasing income	Construction of water conservancy works SIDD teams Improving agricultural production.		Medium	
Poor households	Altering status of poverty	Recipients and users of market information Members of marketing groups Recipients of training		Medium	
Township Officials (and other government organizations)	Acting for state interests or local political interests	Participating in all management aspects for the government	Control of project resources	High	-Transparency and openness in project implementation - Clear loan allocation criteria - Public announcement of all project activities and beneficiaries - Active promotion of meaningful participation - Effective supervision,
NGOs	Acting for interests of clansmen	Guidance and support for project interventions	Narrow interest	Low	-Active participation in a wide scale of project activities
Men	Increasing social status and income	All project activities	Access to project benefits versus required project input	-	Outside facilitation to define adequate roles for both parties in project activities
Women	Improving family life and income				

5 Minimum Required Participatory Activities

The specific participatory activities to be carried out at the various levels need to be determined at the local levels. However, there are some specific activities/procedures that will be established to. (i) ensure timely availability of information related to the project to stakeholders; (ii) ensure equal opportunities to all project stakeholders to provide suggestions and comments related to the project; and (iii) enable project management to master the dynamics of project implementation, to establish effective monitoring, feedback, examination and supervision mechanism.

The BPM must be subject to continuous amendments at the local levels based on local situation.. The local PMOs shall involve participation of farmer's representatives in any changes and these should be recorded and then formally informed to the beneficiaries. The following non locality specific activities will be implemented.

- (A) **Responsible Staff at PMOs for the BPM.** PMOs at various levels will assign a staff responsible for the implementation of the BPM. PPMO will monitor the beneficiary participation work every semi-annually, county PMOs quarterly. Problems found should be recorded and corrected in a timely manner
- (B) **Women in Project Management.** Women shall comprise at least 30% of project management at all levels
- (C) **Coding of Participating Farmers.** In order to facilitate accurate monitoring supervision of the project, all participating farmers shall be given a code number, which is used in connection with all project activities and funds transfers. This will also allow locating the beneficiary for repeated surveys in monitoring
- (D) **Loan Implementation Teams.** Loan implementation teams will be set up in each township. They will be responsible for (making the final selection of participating households, responsible for appraising the annual lending granted to each village based on the annual village level implementation plan and they will be responsible for collecting comments and feedback from households and feed it back to higher levels of project management. The loan implementation teams will be represented by the WUAs at the village level. The loan implementation teams at the township level shall consist of elected representatives from each WUA. Each WUA shall also appoint 1-2 formal association representatives to join in the loan implementing team. The regularity of the loan implementation team meetings shall be adjusted according to the characteristics at different phases of implementation of the project. In the beginning of the project, the team will hold monthly meetings.
- (E) **Participation in Annual Planning** The loan implementation teams in each village prepare a preliminary plan which shall be presented village representatives for comments and suggestions based on wide discussions by villagers to be fed back to the project managerial bodies. Then, after full consideration of comments and suggestions from all interested parties, the project managerial bodies shall make a final resolution balancing the interests of all parties.
- (F) **Implementation of Annual Plans.** Beneficiaries can choose among the annually defined activities. It is important to keep flexibility of activities based on local conditions. Therefore, beneficiaries can also change the composition of the detailed activities based on local actual situations as long as project regulations are followed. The process of annual planning and implementation of the activities is described in detail in the Farm Production Improvement Manual.

- (G) **Distribution of Basic Project Information** Basic project information in a clear format and free of charge shall be released by the local levels of project management to beneficiaries. This information shall include all project regulations and detailed operation rules. This information shall include loan conditions (interest rate, maturity, grace period, recovery mechanism), supervision criteria, operating regulations and dynamics of organizations founded as required by this project (water user associations, farmer associations, marketing associations) shall also be released to farmers concerned.
- (H) **Distribution of Regular Project Information.** Regular project related information will be released to the farmers in the project areas free of charge. This will be carried out in the context of the Communications Strategy designed for the project and can take form of posting notices at administrative villages so that all beneficiaries can acquire relevant information and can provide timely feedback.
- (I) **Documentation of Beneficiary Activities.** County PMOs shall record and document all beneficiary participation activities and keep these records in their offices.
- (J) **Beneficiary Suggestions.** County PMOs will set up special telephone numbers, suggestion boxes or reception centers to collect comments and views from beneficiaries. The purpose of these is to smooth the channel of communication between the managerial personnel and beneficiaries, and make practical revised plans based on timely project management to guarantee continuous and effective project implementation. If any problems are reported, the County PMO is responsible for timely reply and solution. All mitigation measures should be adequately recorded and reported to the PPMO.

Annex 1: Summary Table of Anticipated Beneficiary Participation Activities

Activities	Parties Involved	Channels of Consultation	Organizations in Charge	Duration
Irrigation and Drainage Component				
Farmers organize WUAs and participate in the formulation of regulations thereof.	Farmers in project irrigation schemes County PMO: County WCB, Village committee	Village meeting	Villagers' committee County PMO, township PMOs	Long term
Farmers participate in training	Farmer representatives; County PMO County WCB, Former Mgmt Unit of irrigated area	Village meeting Meeting of design staff	County PMO, township PMOs County WCB	Period of project activities
Farmers participate in the design of water conservancy works and of maintenance and budget programs	WUA, Design institute, PMO, County WCB	Meeting of design staff WUA meeting Meeting of management committee of WUA	WUA, Design institute	project construction period
Farmers participate in the construction of water conservancy works.	PMO; WUA, Design Institute, LIT	WUA meeting; Meeting of management committee of WUA	WUA, LIT; Design institute	project construction period
Farmers participate in the management of loan funds for water conservancy works	PMO, WUA, LIT; FB	Meeting of technical panel WUA meeting Meeting of management committee of WUA	PMO; WUA, LIT	Term of loan
Farmers participate in the collection of repayments for water conservancy works.	WUA; RCC/ABC, FB; PMO	Meeting of technical panel; WUA meeting; Meeting of mgmt committee of WUA	WUA	After completion
Farmers participate in the maintenance and management of completed water conservancy works	WCB; WSO, WUA	Meeting of technical panel Joint meeting of WSO and WUA	WSO, WUA	Long term
Level of water rate is widely discussed by farmers and fixed taking into account comments from water users.	Township government; WCB; WUA, water users, WSO	Meeting of technical panel WUA meeting	Villagers' committee Township government	Road construction period
Farmers are consulted and asked to give comments and suggestions for road construction.	PMO, Villagers' committee, WCB, Villagers, County highway bureau	Meeting of technical panel WUA meeting	PMO Villagers' committee	Construction period

Activities	Parties Involved	Channels of Consultation	Organizations in Charge	Duration
Farm Production Improvement Component				
Planning and implementation of improvement of medium- or low-yield fields	Farmers, Soil and fertilizer station, AB, Township government, PMO	Meeting of technical panel Village meeting	County Soil and fertilizer station	project period
Selection of modes of production for farmer families	Farmers, WUA, PMO, Agriculture, Aquaculture and Livestock Bureaus	Meeting of technical panel Village meeting	County Agriculture, Aquaculture, and Livestock Bureaus and Extension Stations, County PMO	project period
Selection of new varieties of crops, livestock and aquatic products	Farmers, Seed station, Distributor, Township government, Agriculture, Aquaculture, and Livestock Bureaus, PMO, TAG	Meeting of technical panel Village meeting	County Agriculture, Aquaculture, and Livestock Bureaus and Extension Stations County seed company	Long term
Formulation of farmland application and research programs	Farmers, Jiangxi Academy of Agricultural Sciences Bureau of Science and Technology, PMO, Extension station	Meeting of technical panel Village meeting	County Agricultural, Aquaculture, and Livestock Bureaus, Provincial PMO	Long term
Implementation of farm production improvement activities	Farmers, WUA; PMO, Loan Approval Committee; LIT; RCC/ABC	See Farm Production Investment Manual	WUA; County PMO	on going
Determination of contents and manners of technical training for extension staff and farmers	Farmers, Extension station, Agriculture, Aquaculture, and Livestock Bureaus, PMO; JAAS	Meeting of technical panel Village meeting	Extension Stations	Long term
Design of action plans for technical extension activities	Farmers, WUA, Extension station; Agriculture, Aquaculture, and Livestock Bureaus; PMO; Villagers; JAAS	Meeting of technical panel Village meeting	Extension Stations	Long term
Formulation of strategies for environmental protection and sustainable development	Farmers, Plant protection station; Agriculture, Aquaculture and Livestock Bureaus, Bureau of environment protection; PMO	See Pest Management Plan, Meeting of technical panel Village meeting	County bureau of environment protection	Long term
Women's participation	Women farmer, Women's Federation; all project management organizations	Women's groups meetings	PMO	Long term
Participation of minority nationality groups	Minority farmers, all project management organizations in minority area	Village meeting	PMO	Long term

Activities	Parties Involved	Channels of Consultation	Organizations in Charge	Duration
Market Systems Development Component				
Compilation and printing of quality standard materials and information publications, covering publicity of quality standards for farm products and training with focus on carrying out quality standards	County PMO, TAG, agro-technical extension department, quality and technical supervision bureau, bureau of commerce and industry, Farmers, Farmer sales forces, Processing plant	Villagers publicizing meeting Technical service Sales and purchases contract	County PMO County AB County quality and technical supervision bureau Villagers' committee	2 year
Directional determination of information demands	Farmer sales forces, Extension station	Village meeting	Farmer sales forces Extension station	Long term
Determination of details and methods of marketing training	Farmer sales forces, Marketing experts; Extension service agencies	Village meeting Classroom teaching Demonstration	AMRC Farmer sales forces Extension agencies	Long term
Identification of information demands, and of targets and requirements for information analysis and research	Farmers, Farmer sales forces, AMRC Extension agencies; Information service agencies	Village meeting Forum between farmer sales forces and experts Meeting of technical panel	AMRC Farmer sales forces Extension agencies Information service agencies	Long term
Formulation of managerial system and regulations for farmer sales forces	County PMO; Township government; Villagers' committee; Villagers	Village meeting	County PMO Township government Villagers' committee	Period of project activities
Establishment of farmer sales forces, Determination of managerial staff, authorities, benefits and responsibilities thereof	County PMO Villagers' committee Villagers	Village meeting	County PMO Villagers' committee Farmer sales forces	Period of project activities
Determination of methods for extension and information services; Determination of modes of payment for extension and information services of compensated usage	County PMO Extension service agencies Information service agencies Farmer sales forces Villagers	Villagers' forum Door-to-door interview	County PMO Farmer sales forces Villagers' committee	Period of project activities
Information, training and follow-up sessions with potential and actual enterprise borrowers	PPMO, PMO ABC Enterprises	Periodic meetings and follow-up visits	PPMO	Period of project activities

AB – Agricultural Bureau; ABC – Agriculture Bank of China, AMRC – Agricultural Market Research Center, FB – Finance Bureau, FPI – Farm Production Improvement; Jiangxi Academy of Agricultural Sciences – JAAS; LIT – Loan Implementation Team, PMO – Project Management Office; RCC – Rural Credit Cooperative, TAG – Technical Advisory Group; WCB – Water Conservancy Bureau; WSO – Water Supply Organization; WUA – Water User Association,

Annex 2: Participatory Rural Appraisal Methodologies

Participatory Rural Appraisals (PRAs). PRAs are an approach (and set of methodologies) for shared learning between local people and outsiders to enable development practitioners, government officials, and local people to plan together appropriate project interventions.

Key PRA Principles include:

- *Participation:* Local people serve as partners in data collection and analysis;
- *Flexibility:* PRAs are not a standardized methodology, but depend on immediate purposes, resources, skills, and time;
- *Teamwork:* Outsiders and insiders, men and women, and a mix of disciplines; and
- *Systematic:* Organized for validity and reliability, partly stratified sampling, and cross-checking

Key PRA Techniques include:

- *Interviews and discussions* with individuals, households, focus groups and community meetings;
- *Mapping exercises* (community maps, personal maps, institutional maps). See below;
- *Ranking exercises* (problem, preference, and wealth ranking); and
- *Trend analyses* (historical diagramming, seasonal calendars, daily activity charts).

Social Mapping A social map is the embodiment of farmers' local knowledge through vivid and visualized presentation of conditions of a community. Expressing matters familiar to farmers with their familiar materials can improve their willingness to participate, though the method seems not so accurate. However, the division of higher income and poor made by means of map drawing proves to be more believable and reliable in practice. Accordingly, we suggest asking every participating village to draw a social community map in the design stage of the project as necessary references for activities (such as determination of target groups) in the design and implementation stages

How to Draw Community Maps?

- *Contents of A Community Map and Principles for Drawing.* A community map is a visualized presentation of the social situation of a community (e.g. administrative village), which includes: natural conditions of village; locations of basic facilities, farmer families, villagers' committees, ancestral temples and clinics in the village; economic position of farmer families, population, kinship, etc.

A community map must be drawn by local farmers other than officials of local town and township governments or consultants. Drawers are preferably 2~4 persons different in gender and living standard, a literate one of whom shall complete the actual drawing after discussing it's contents with the other contributors

- *Method and Procedure*

- 1) Spread a big piece of white paper on a table, prepare a pencil and rubber;
- 2) Explain the drawing method and information needed to the drawer;
- 3) Ask the drawer to draw his community map in his familiar manner and mark all the natural and social information in the community as detailed as possible;
- 4) A community map is less confined in the precision of orientation and scale;
- 5) Always prompt the drawer to mark necessary messages and signs with which to indicate these messages, and
- 6) When a community map is finished, ask the drawer to sign his name and the date of drawing on the lower right corner of the map.

Annex 3: Guidance for a Gender Specialist Training Program

Objective and Scope of Gender Training. The objective to pursue a Social Gender Program within the context of the project is to empower women, help them break away from the status of affiliation to men in ideology and daily life, enable them to take an active part in the development of the project and community and become full participants in development. Training of personnel to carry out gender promoting work on the ground is a means by which this objective can be achieved

The Social Gender Specialist Training aims to enhance sensitivity to, and practical skills of, social gender analysis, and help the participants to master social gender analytical methods and demonstrate how to use them to assess project's in their own organizations.

Training Participants. The training may be carried out by experts on woman issues, anthropologists, sociologists, etc. from academic research institutes or social assessment and consultant institutions. Training participants shall include male and female project management and extension staff, women representatives from the project areas, personnel engaged in women's development project's from managerial bodies (all levels of project offices, women's federation, minority and religion administrations, etc.), women technicians, women representatives of national minorities, etc.

Contents of Training

- Briefing concepts on social gender and women's development;
- Teaching theories and methods on social gender;
- Introducing practical working tools for the Social Gender Program and conducting practice exercises,
- Discussion: how to put social gender analysis and the project into practice.

Draft Training Schedule

Time	Contents	Method	Objectives
Day 1	Briefing social gender concepts with relation to women's development	Teaching	Giving participants a primary perception of social gender theories
Day 2	Theories and methods of social gender analysis and program	Dual interactive teaching and topical discussion	Enhancing participants' sensitivity to social gender analysis in combination with actual cases
Day 3	Practical operative tools for Social Gender Program	Simulation exercises	Applying tools of social gender analysis and program into the project
Day 4	How to put social gender analysis and program into practice	Discussion	Elevating participants' understanding of the project and operating capability