

# Study on Factors Affecting Performance of Non-profit Organizations in the Participatory Working Methods

## ——Taking Anti-poverty Practice of Sichuan Rural Development Organization as an Example

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### Abstract

Under the background of many non-profit organizations to investigate a study via participatory working method, and taking anti-poverty practice of Sichuan rural development organization, a non-profit organization with nearly 15-year-old history, as an example, main factors affecting the performance of their participatory working methods were analyzed by factor analysis method. The results showed that the participation of project beneficiary groups and types of projects as well as effective participation of other stakeholders were important factors affecting the performance of participatory working methods. On this basis, experience and revelation could be referenced by other non-profit organizations and relevant government departments.

**Keywords:** Non-profit organizations, Participatory working method, Influence factors

It is said that the research about rural poverty alleviation on non-governmental organizations in China has began in the mid 1990s, KangXiaoGuang(1995) has retrospected the effect of non-governmental organizations in anti-poverty in China, when he discussed the way of anti-poverty and the main action in the book of < China poverty and anti-poverty theory>, and the role of anti-poverty introduced some folk organizations, such as the typical cases of aiding the Hope Project, Happiness Project, Spring Blossom Glorious Project, etc. JiangBin(2003) mentioned international NGO .in the poverty alleviation projects, not as a negative people, but the passive recipients or believe that they have the desire and ability of self development. Someone like HuangChengWei(2004) has put forward to develop poor village organizations at the grass-roots level in a new stage of development is the poverty alleviation work needs, is the poor village poverty alleviation, realizing the goal of the poor village is an important foundation to realize the sustainable development. ZhengGuangLiang(2006) forward clear definition is important to the poor, and the indistinct concept is one of the main reasons for the failure in many poverty alleviation projects.

The full name of the participatory approach is participatory rural appraisal method, which is a survey research method commonly used in the rural project design, implementation and evaluation. This approach comes from the rapid rural appraisal method (Rapid Rural Appraisal is short for RRA, and it has developed since 1980s), which has firstly been proposed and practiced by the Thailand researchers. It has been gradually promoted by the international consultants since 1990s based on their working practices in Kenya and India. Accordingly, this method shows good achievements in the promotion of community development projects, so this method has been spread rapidly.

In the monitoring and evaluation system of poverty alleviation, poverty alleviation activities related to the input

and output, and influence should be regarded as the main monitoring and evaluation content (Shahid Khandker, 2006). Wang Zhuo (1995) evaluate the performance of poverty in Sichuan Province in China in 1993 from the investment structure and change, project investment and change, the unit of relief fund allocation of three aspects. Someone like Li Xing Jiang (2008) has constructed the performance evaluation index system of participatory poverty alleviation from three aspects, the level of economic development, social development, the construction of the villagers' ability, then using analytic hierarchy process to evaluate the performance of participatory poverty alleviation. Zhu Qian Yu (2004, 2007) had used the method of multiple regressions for the evaluation of government funds microfinance poverty performance. Song Wei Xin (2004) has used the method of the factor analysis and cluster analysis on the factor analysis of the poverty alleviation performance in sixty counties in Gansu. Huang Cheng Wei (2004), Zhou Rui Chao and Kuang Yu (2005) has constructed the model and index system of fuzzy comprehensive evaluation.

The principle of most non-profit organizations is to empower people so that people know their own situations, and then solve their own problems, which requires participatory community development approach. In the late 1980s, "participation" concept has been introduced into China. Throughout the nineties, participatory development theory in has been widely used in China's rural development practices, mainly due to the promotion of a large number of international cooperation projects among non-profit organizations. The research results from NGO Research Center of Tsinghua University show that China has nearly 21% activities of non-governmental organizations related to the field of poverty alleviation and development in rural areas. He Daofeng has detected by investment evaluation method that the contribution rate of NGO participation in poverty reduction and quasi-anti-poverty is 20% ~ 35% in the seven-year program to help 80 million people out of poverty.

Taking anti-poverty practices of Sichuan Rural Development Organization in rural China, a British non-profit organization, as an example, the influencing factors for the participatory working methods of non-profit organizations were analyzed in this study, which aimed to providing a reference for the improvement of working methods in other non-profit organizations and relevant government departments.

### **1. Brief introduction for Development Organization of Rural Sichuan**

Development Organization of Rural Sichuan (short for DORS), is a charity organization incorporated by a British named Rose in October 1996 in the United Kingdom. Poverty alleviation work is mainly in Hanyuan County in Ya'an of Sichuan Province and Ganluo County in Liangshan Yi Autonomous Prefecture. The organization's objective is to implement the small-scale integrated projects with a village as a unit, which aims to the neediest groups, especially particular attentions to vulnerable groups including women, children, minorities and the disabled, and thus the long-term sustainable development of rural communities in Sichuan has been promoted.

Sichuan Rural Development Organization's project is an integrated development project including education (poor student aid to improve the teaching and learning environment), hygiene (high-lap repairing, energy-saving stoves, households roads), micro-credit, forestry (provision of seeds, seedlings and technical training), aquaculture (amendment circle, grass, technical training), plantation (improved varieties), water projects, energy projects, agricultural projects (flour milling machines, shredders).

Until July 2008, the organization has raised funds about 8.5 million Yuan at home and abroad, which has brought nearly 620 thousand Yuan from government investment and nearly 220 thousand Yuan from local farmers investment. The accumulated supporting projects are about 460, including Han, Yi, Tibetan and other ethnic groups with a total of more than 20 thousand villagers in 40 poverty-stricken villages to benefit the project greatly, which have improved the production and living conditions of villagers. During 12 years, more than 200 children out of school, nearly 6,400 people have been supported continuously. More than 700 thousand seedlings have been funded and planted, and more than 200 water reservoirs have been constructed. A total of more than 1842 loans have been granted to over 1000 women the total amount of loans of 1.83 million. Drinking water and irrigation water projects for more than 20 villages have been totally funded. The village roads in seven villages have been supported by some matching funds, while 1057 households have been financed by the construction of energy-saving stoves. In addition, trainings including forestry, animal husbandry, computer, capacity building and participatory methods have been provided for 70 terms.

### **2. Application of Participatory approach in anti-poverty of DORS**

By participatory working methods, DORS has created opportunities and atmosphere for target groups in the whole process of active participation to decide, design, implement and manage projects itself. The staffs believe or have full respect for the villagers, and they believe that the villagers have the best understanding of local

environment and their own situations, so in all stages of the project, the staffs give the villagers maximum participation, particularly pay attentions to the participation of vulnerable groups in the community. At the same time, the designed project demands should benefit the whole community as far as possible, and could be sustainable. From 1996 to 2008, Sichuan Rural Development Organization has always adopted a bottom-up participatory working approach to implement the poverty alleviation and development. The specific workflow is as follows:

### *2.1 Selection of project villages and baseline survey stage*

Firstly, through presentations of the County Poverty Alleviation Office, the township (town) of prospective project villages has been visited and the village and the local government's development strategy has been better understood through discussion with local government officials. Next, the prospective project villages have been visited, and according to preliminary results of the survey, the appropriate project villages have been chosen. Subsequently, aimed to a baseline survey for the villages, every household of villagers have been visited, and the village situations have also been understood by participatory methods and survey tools to the greatest degree.

### *2.2 Project planning and design stage*

After the baseline survey, staff have re-entered the project villages to understand needs of the villagers for assessments. According to the urgency of villagers' demands as well as the actual capacity of DORS, staff together with the villagers and local residents have sequenced the requirements, and then designed and planed various projects to be implemented in the next few years.

### *2.3 Implementation stage of the project*

After moving into the implementation stage of the project, the staffs have firstly analyzed the relevant interest groups, while the project is the one discussed and agreed with the villagers in the project villages. In the process, every opportunity has been created to encourage villagers to participate in the project. For example, the villagers set up their own management teams to purchase and prepare engineering materials or prepare and implement projects. Management systems collectively discussed and adopted by the villagers have also occurred in this process. The villagers need to clearly understand the whole project, including their rights, obligations and responsibilities as well as project process or even expressing their views. Implementation of the project will be finished by leaders or management teams organizing the village and the villagers, while the staffs only need assistance and monitoring.

### *2.4 Project monitoring and evaluation stage*

DORS has a comprehensive monitoring and evaluation plan in each village. Based on its scheduling the project it arranged inspection items of the process from time to time, writing the project progress reports. Project progress reports are to record the situation each staff member seen when visiting the countryside and a variety of views on the project of relevant interest groups. After completion of the project, project evaluation reports prepared by the staff, revisit the baseline study family, analyze changes the project brought about in quantitative and qualitative analysis, while listening to the views of the people for these changes. Project evaluation report as the follow-up study of the original baseline survey writes on file.

## **3. Analysis of factor affecting the performance of DORS in participatory working methods**

### *3.1 Evaluation index system construction*

Under the actual background that the implementation of anti-poverty project is the organization's major work, and taking anti-poverty projects as the evaluating objects, the availability of information was completely considered to make indicators carrying as much information as possible. Based on characteristic embodying principle, objectives-oriented principle comprehensive principle or the combining principle of process and result, evaluation indicators were built up from three aspects of project input, project output and follow-up project management in this study. Indicators mainly focused on the theoretical core of the empowering by participatory approach, and the participatory approach further enhanced its self-development purposes for construction by improving the capacity to participate in the anti-poverty process, which was shown in Fig. 1.

### *3.2 Extraction of Public Impact Factors*

33 implemented anti-poverty projects were extracted as samples in this paper, and factor analysis was conducted by the evaluation index system of participatory anti-poverty performance shown in Fig. 1 to seek for its impact factors. The statistical results were calculated by statistical software SPSS13.0 (original data for the  $33 \times 10$  matrix). Since dimension and measure magnitude of various indicators were different, original indicators were standardized with  $Z$  to eliminate the impact.

Factor analysis results showed that Bartlett test value was 161.346,  $P(\text{sig.} = 0.000) < 0.05$ , and measure value of KMO test was 0.667, which indicated that there was a stronger linear relationship among the selected variable indicators, and that the selected variable indicators were apparently suitable for factor analysis. Characteristic values and contribution rate of main factors after rotation was shown in Table 1).

The statistical results showed that four principal component factors could be extracted and their cumulative contribution rate reached 80.157%, which indicated that four main factors included the total information of 10 indicators.

From Table 1, contribution rate of the first main factor to poverty alleviation performance was 29.355%, accounting for major proportion, which was the most important factor affecting poverty alleviation performance. Especially, rate of coordination and cooperation in farmers  $X_5$ , satisfaction of DORS to follow-up project management  $X_{10}$ , target completion rate  $X_6$  and investment indicators for unit function  $X_1$  had a larger loading, while these four indicators reflected the whole process of a comprehensive performance of poverty alleviation and development, especially the degree of adaptability, from input (investment indicators for unit function  $X_1$ ) - process (Rate of coordination and cooperation in farmers  $X_5$ ) - results (satisfaction of DORS to follow-up project management  $X_{10}$  and target completion rate  $X_6$ ). Thus, F1 was known as the validity factor of poor groups.

Contribution rate of the second principal factor to poverty alleviation performance was 29.354%, accounting for minor proportion, which had basically the same proportion as the first factor. The second principal factor was the second most important factor affecting the poverty alleviation performance of DORS, and it had basically the same importance as the first factor. Especially, proportion of villagers involved in the project implementation to the total population  $X_2$ , number of village cadres involved in project implementation  $X_3$ , the benefited rate of village households involved in the project  $X_7$  and number of village cadres involved in project management  $X_9$  had a greater loading. These four indicators reflected the participation of poor people in project implementation, so F2 was known as the scale factor of poverty-stricken groups.

Contribution rate of the third main factor to poverty alleviation performance was 11.403%, accounting for the relatively minor proportion. Especially, Super probability of actual investment  $X_4$  and target completion rate  $X_6$  had a higher loading. These two indicators reflected the implementation of the project planning in early stage in the process of poverty alleviation, so F3 was known as the project implementation scale factor.

Finally, the fourth principal factor was only constituted by proportion of villagers involved in follow-up project management to the benefited population  $X_8$ . As an important index reflecting the poverty alleviation performance, its contribution rate was 10.045%. The fourth principal factor mainly reflected the participation of poor groups in their follow-up project management respectively, so F4 was known as a level factor of the follow-up project management.

### 3.3 Analysis for the ranking of sample project factor scores

In the practical application of factor analysis, when the factor is determined, the specific values of various factors in each sample can be calculated, and these values are the factor scores. Only when the specific factor scores are calculated can we quantitatively explain the size of a particular factor, which can tell how an anti-poverty project performs on a certain factor, which contributes to the in-depth analysis of the participatory anti-poverty performance.

Scores of the four main factors were weighted synthetically, and then with contribution rate of main factors to the total information, a scoring model of comprehensive evaluation was as follows:

$$Z = 0.2936 \times F1 + 0.2935 \times F2 + 0.1140 \times F3 + 0.1005 \times F4$$

According to the model, each main factor score and the comprehensive scores of the various items could be calculated, and the final ranking of each project was shown in Table 3.

From Table 3, (1) In 33 projects, poverty alleviation performance were different, and coordination and cooperation of villagers were not enough in the process of project implementation, while the lack of scientific project planning was the main reason resulting in the low scores of this project. The highest integrated scores was water project in Shiquan village, accounting for 0.83, which was 2.1 points higher than that of aquaculture project in Huodi village accounting for -1.27. Combined with the information reflected by the survey staff of DORS, the village party secretary Li of Shiquan village had the spirit of sacrificing personal interests for the public dedication, and also set an example for other people, who played a very active role in the process of project implementation. Under his leadership, with villagers in the village actively participated in the project, and results of the implementation of various projects in Shiquan village were better. Aquaculture project in Huodi village was mainly sheep, but in the process of project implementation, a large number of sheep were

killed, because the breeding technology was lack and the selected sheep varieties was not adapt to local climatic or other reasons, which seriously affected results of the project implementation. In the case that the sheep died, the local villagers sold sheep for cattle without the agreement of DORS, and cattle accidentally fell off a cliff and died when the villagers were grazing cattle, just because of mismanagement, while the whole project failed.

(2) The integrated score ranking had more obvious relevance with types of the project. Among the top three were drinking water project in Shiquan village, water project in Moduo village, energy-saving stoves project in Huodi village, while loan project in Huodi village, micro-credit in Moduo village, micro-credit in MaPing village were the last three. Drinking water project and energy-saving stove project were parts of infrastructure construction projects, which were characterized by quickness and related with poor people's daily lives, so the project results were accessible to the poor's recognition. In addition, these projects were implemented earlier in DORS with more project planning and implementation experience, strong participation of poor people, which significantly improved the life quality of the poor. While micro-credit projects in Sichuan were also implemented earlier by the DORS, but there were certain risks of lending operations, some of the villagers had bad faith behavior of fraudulent loans, which was contrary to the intention of organizing the implementation of loan projects. Some villagers asked other people to help them loan due to lack of business funds, which led to loans concentrated in the hands of a small number of the non-poor. Thus, it was difficult to achieve the purpose of helping poor people develop production, and anti-poverty performance was bad.

#### 4. Conclusions and Implications

##### 4.1 Conclusions

In paragraphs mentioned above, taking Sichuan Rural Development Organization as an example, based on the established evaluation index system of participatory anti-poverty performance, performance evaluation scores of 33 samples are calculated and sequenced by factor analysis, and thus empirically analyzes factors for the performance of participatory working methods. Through the analysis, conclusions are drawn as follows:

(1) The participation of beneficiary groups is the most important factor that affects their performance of participatory working method. Through factor analysis, it is found that the impact factors for participation performance of DORS are the following four main factors, including validity factor of poor groups, participation factor of poor groups, scale factor of the project planning implementation, project management factor. From the contribution of factors, it can be seen that if the participation of general poor groups has higher score, the integrated score of anti-poverty performance is also higher. Accordingly, participation of the project groups influences the performance of participatory working methods to a large extent.

(2) Types of the project is closely related to performance of participatory working methods

Through an integrated score ranking of 33 project samples, it can be seen that projects of survival categories have a high integrated scores, while the ranking of other types of projects are behind in the list. There is a strong correlation between types of projects and poverty alleviation performance. Generally, poverty-stricken population like infrastructure construction with less and quick investment or closely related to people's lives, and its participatory motivation is quite large, which have a great improvement of the quality of people's lives. Projects with more invest, slow fruits and great risk is necessary for the implemented in theory, but in practice, it is difficult to achieve the expected results, and their results for improving the quality of lives will be relatively poor.

(3) The contract-style mechanism for stakeholder's participation in the project enhances the effectiveness of participation of beneficiary groups

Almost every project in DORS has signed the related benefit contract with the local government and villagers. The contract will be agreed upon responsibilities and interests of the parties, as well as approaches of breaching contract. For example, water project in Wanlin village requires a deposit of 100 Yuan per household, if later in the project monitoring and evaluation, farmers do not actively protect the drinking water tanks, which results in the failure of water projects, then the security deposit of drinking water groups will be confiscated. This agreement is featured by a certain punishment so that farmers become more engaged in project implementation and supervision to ensure utilization efficiency of poverty alleviation funds and accomplished quality of the poverty alleviation project. This contract-type participatory mechanism allows villagers involved in the project to play a more active role, which has greatly enhanced the effectiveness of their participation.

##### 4.2 Inspiration

The participatory approach is reflected in poverty alleviation idea of DORS, poverty alleviation project planning, implementation, management and supervision, and the participation of the poor has been paid great attentions.

Its successful application and insistence of participatory methods can provide references for other non-profit organizations and relevant government departments with the same participatory methods. The specific contents are as follows:

(1) To establish a concept of learning from the poor

Staffs of DORS recognize that villagers are the rational persons with their own points of view, familiar with the situation, so they are always ready to learn and listening to the idea of the villagers. If you do not understand the views of villagers, it is not because of the low quality of their culture, ideology and backward, but the organization's staffs do not understand their actual situation. Being fully confident with the villagers, and actively learning from them, is not only the basic condition to ensure active participation of villagers for the project, but also the prerequisites to improve feasibility and rationality of the project.

(2) To clearly define the powers and responsibilities of all stakeholders

Almost every project in DORS has signed related benefits contract with the local government and villagers. The contract will be agreed upon responsibilities and interests of the parties, as well as approach of breaching contract. In this way, the initiative and enthusiasm of the target farmers involved in the project is improved, so that their own sense of ownership for the project is also increased correspondingly. This contract-type participatory mechanism allows villagers involved in the project to play a more active role, which has greatly enhanced the effectiveness of their participation.

(3) To carry out effective and timely monitoring and evaluation on implementation of the project

Sichuan rural development organizations have a more comprehensive monitoring and evaluation mechanism to ensure more efficient application of anti-poverty funds and successful implement of the projects. It not only has the monitoring and evaluation of different objects, such as local government, project implementing agencies and monitoring of the beneficiaries, but also covers the financial supervision or project monitoring and evaluation, which is mainly to send staffs for the ground monitoring. At the same time, the organization has adopted the monitoring mechanism with an open and transparent information for supervision from the outer-organization including society, government, beneficiaries and donors. Assessment of items in the whole project offers an effective early warning for enhancing the participation performance of various stakeholders involved in the project and success of the project.

(4) Creating a good external environment in cooperation with the government

The organization has maintained good relations of cooperation with the local government from the very beginning. Hanyuan chosen by the organization founder Ross has been recommended by DORS. It has very good relationship of cooperation with the various regions and the provincial government departments, counties and townships. The organization makes full use of all resources, taking advantages that grass-roots cadres understand the advantages of local situation and the prestige in local villagers, with the financial and technical strengths of government possessed in large-scale public projects, combined with its own advantages on working methods, the government and the local villagers participate actively in its supporting projects, which greatly enhances the ability of local villagers in their own development. The government cooperation mechanism of complementary resources creates a favorable external environment for it.

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Table 1. Factor loading matrix after rotation

Index	F1	F2	F3	F4
Investment indicators for unit function $X_1$	-.699	-.326	.183	.082
Proportion of villagers involved in the project implementation to the total population $X_2$	.099	.887	.221	.023
Number of village cadres involved in project implementation $X_3$	.099	.869	-.017	.055
Super probability of actual investment $X_4$	-.086	.213	.912	-.040
Rate of coordination and cooperation in farmers $X_5$	.949	-.020	-.104	.133
Target completion rate $X_6$	.736	-.042	.451	.066
The benefited rate of village households involved in the project $X_7$	-.345	.815	.008	.082
Proportion of villagers involved in follow-up project management to the benefited population $X_8$	.072	.151	-.027	.978
Number of village cadres involved in project management $X_9$	.103	.738	.108	.086
Satisfaction of DORS to follow-up project management $X_{10}$	.919	-.087	-.017	.016
Characteristic value	2.936	2.935	1.140	1.004
Contribution rate (%)	29.355	29.354	11.403	10.045
Cumulative contribution rate (%)	29.355	58.709	70.112	80.157

Table 2. Factor name

	Factor Name	Main representative index
F1	Validity factor	Rate of coordination and cooperation in farmers $X_5$
		Satisfaction of DORS to follow-up project management $X_{10}$
		Target completion rate $X_6$
		investment indicators for unit function $X_1$
F2	Participation factor	Proportion of villagers involved in the project implementation to the total population $X_2$
		Number of village cadres involved in project implementation $X_3$
		The benefited rate of village households involved in the project $X_7$
		Number of village cadres involved in project management $X_9$
F3	Project implementation scale factor	Super probability of actual investment $X_4$
		Target completion rate $X_6$
F4	Validity factor of project management	proportion of villagers involved in follow-up project management to the benefited population $X_8$

Table 3. Comprehensive scores of the various items and the ranking

Project	F1	F2	F3	F4	Comprehensive score	Ranking
Water project in Shiquan Village	0.56617	1.43037	0.98364	1.30068	0.83	1
Water project in Moduo Village	0.27905	2.30031	-0.54006	-0.5984	0.64	2
Energy-saving stove project in Huodi Village	0.47617	1.04741	-0.26555	1.40394	0.56	3
Highway project in Shiquan Village	0.61948	1.56984	0.03559	-0.97656	0.55	4
Highway project in Huodi Village	1.25808	-0.45509	2.85325	-0.39691	0.52	5
Forestry project in Huodi Village	-0.60498	1.47571	0.74281	0.92533	0.43	6
Forestry project in Shiquan Village	0.03854	0.81499	0.28539	1.33751	0.42	7
Forestry project in MaPing Village	0.23653	1.1494	-1.61332	1.39915	0.36	8
Villager's house road project in Huodi	0.50354	0.15463	1.65537	-0.93879	0.29	9
Water project in MaPing Village	0.18383	0.61781	1.30744	-0.97427	0.29	10
Drinking water project in Wanlin Village	0.23893	0.58472	-0.16548	0.47984	0.27	11
Energy-saving stoves project in MaPing Village	0.26827	0.52187	0.15105	0.1427	0.26	12
Maintenance school in Shiquan Village	0.54492	0.80656	-0.63782	-0.94369	0.23	13
Highway project in MaPing Village	-0.54955	1.3206	0.01861	-1.05274	0.12	14
Power project in Huodi Village	0.70411	-0.9063	-0.49591	1.64294	0.05	15
Energy-saving stove project in Moduo Village	0.74395	-1.41319	0.40362	1.57169	0.01	16
Power project in Wanfu Village	0.73073	-0.89433	-0.02039	-0.38522	-0.09	17
Education project in Huodi Village	0.78059	-0.92804	-0.06133	-0.79671	-0.13	18
Forestry project in Wanfu Village	-0.43238	-0.20327	-0.74229	1.26337	-0.14	19
Proficiency training in Huodi Village	0.20276	-0.34286	-0.31739	-0.76859	-0.15	20
Forestry project in Moduo Village	-0.24655	-0.72166	-0.20544	1.43073	-0.16	21
Energy-saving stove project in Wanlin Village	0.6919	-0.65189	-0.97415	-0.65892	-0.17	22
Education project in Moduo Village	0.63829	-0.97313	-0.08689	-0.78086	-0.19	23
Education project in Maping Village	0.94321	-0.94894	-1.39372	-0.81573	-0.24	24
The most difficult project in MaPing Village	0.37402	-0.86985	-0.28293	-0.68603	-0.25	25
Flour milling project in Huodi Village	-0.75426	-0.45502	1.35634	-0.71183	-0.27	26
Biogas project in MaPing Village	0.08428	-1.34788	0.70085	-0.24782	-0.32	27
Power project in Maping Village	0.82846	-0.76275	-2.42914	-0.6485	-0.32	28
Increasing income project in Maping Village	-1.02799	-1.17562	0.64589	1.78519	-0.39	29
Loan project in Huodi Village	-1.15346	0.31068	-0.89894	-0.8369	-0.43	30
Micro-credit in Moduo Village	-1.44163	0.20756	-0.22235	-0.87707	-0.48	31
Micro-credit in Maping Village	-2.00906	-0.95068	0.72709	-0.27286	-0.81	32
Aquaculture project in Huodi Village	-3.71595	-0.31197	-0.51385	-0.31466	-1.27	33



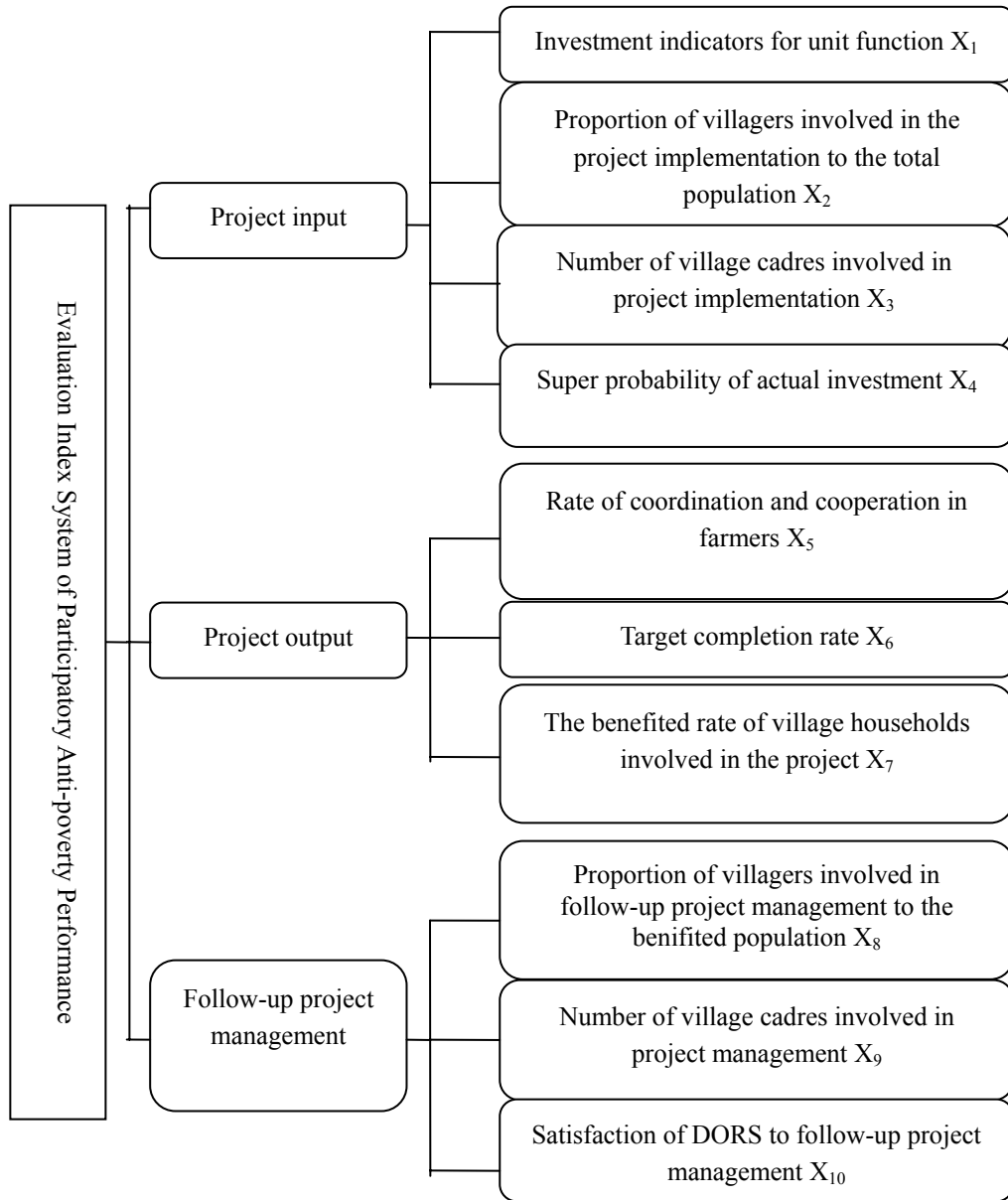


Figure 1. Evaluation Index System of Participatory Anti-poverty Performance