



Performance Research and Optimization Path of Cashmere Interest Subsidy Policy in Inner Mongolia

Sizhe Yang^{1*}

¹ School of Public Management, Inner Mongolia University, Hohhot 010020, Inner Mongolia, China; E-mail:ysz12388@163.com

Abstract. With the advancement of the rural revitalization strategy, the cashmere interest subsidy policy of the Inner Mongolia Autonomous Region is of great significance to the development of the local cashmere industry. This study takes the policy as the object, uses the performance evaluation method to evaluate 16 enterprises, and constructs an indicator system covering four aspects: capital, process, output, and benefit. The results show that the policy is effective in expanding the scale of the industry and increasing farmers' income, but there are problems such as capital management, implementation of implementation plans, output quality and benefits. In response to these problems, optimization suggestions are proposed, such as strengthening capital supervision, optimizing implementation plans, improving output quality, focusing on benefit improvement, strengthening policy popularization and training, and improving the monitoring and evaluation system, to provide a basis for policy improvement and sustainable development of the industry, and to help rural revitalization.

Keywords: cashmere industry; interest subsidy policy for cashmere storage; rural revitalization; performance evaluation

1 Introduction

With its strong animal husbandry foundation, the Inner Mongolia Autonomous Region occupies an important position in China's animal husbandry sector. As its key pillar industry, the cashmere industry has made significant contributions to local economic growth and social development[1]. Against the background of the in-depth implementation of the rural revitalization strategy, the cashmere storage interest subsidy policy came into being, aiming to stabilize the cashmere market, protect the interests of farmers and promote industrial transformation and upgrading. However, the improvement of the market economy system has made the cashmere industry face challenges such as intensified international competition, price fluctuations, backward production methods and imperfect industrial chains. To this end, the Chinese government has issued a number of policies, such as the "Notice of the People's Government of the Inner Mongolia Autonomous Region on Issuing the Implementation Plan for Supporting the Development of the Cashmere Industry" in 2009 [2], to provide policy support for responding to challenges. This study provides a reference for industrial development and policy improvement by establishing a reasonable perfor-

mance indicator system and analyzing policy effectiveness, which has important practical significance[3].

2 Cashmere Interest Subsidy Enterprise Performance

The cashmere reserve interest subsidy policy is based on the voluntary participation of enterprises, actively declaring and taking the initiative to shoulder the important task of cashmere purchase and reserve. In this process, relevant financial institutions will provide corresponding credit support according to the amount of purchase and reserve tasks undertaken by the enterprises. For the resulting loan interest expenses, the autonomous region's own finance, the league and city finance, and the enterprises that undertake the purchase and reserve tasks will jointly bear one-third of the cost, aiming to jointly promote the healthy and stable development of the cashmere industry. This paper focuses on the enterprises that implement the cashmere purchase and reserve interest subsidy policy from 2021 to 2023. Since 2021, the Chinese government has promulgated a series of policies to support the development of the cashmere industry, involving the purchase and reserve tasks of 6 leagues and cities in each year as shown in Table 1. In the process of implementing the cashmere purchase and reserve interest subsidy policy in the Inner Mongolia Autonomous Region, many enterprises actively participated and became an important force in the implementation of the policy[4]. According to statistics, a total of 16 enterprises participated in it.

2.1 Evaluation System Construction: Principles and Basis for Scientifically Constructing an Evaluation System

Constructing a performance evaluation system for the cashmere purchase and storage interest subsidy policy is a systematic and complex project. In this process, we must adhere to the principles of comprehensive evaluation and comprehensive consideration, and deeply analyze the wide-ranging impacts of policy implementation, covering the far-reaching effects of economic prosperity, social harmony, ecological protection and other dimensions. Below, we carefully construct and interpret this evaluation system in detail, aiming to provide strong support for the scientific evaluation of policy effects.

Construction Principles. Combination of scientificity and practicality: The evaluation system needs to scientifically reflect the effectiveness of policy implementation and be easy to operate to ensure that the results are reliable and practical. Emphasis on both quantitative and qualitative methods: Integrate quantitative and qualitative methods to comprehensively and accurately assess the impact of policies. Dynamic and static fusion: focus on the static results and dynamic changes of policies, and capture policy evolutions in a timely manner.

Basis for Indicator Construction: Multi-Dimensional Indicator Setting Based on Policy Requirements. According to the "Opinions of the People's Government of Inner Mongolia Autonomous Region on Revitalizing the Cashmere Industry"[5] and the implementation plan notice of the relevant years, the first-level indicators are constructed from the four dimensions of fund utilization, implementation process, output, and economic benefits[6] . At the fund utilization level, the compliance, timeliness and rationality of fund raising, allocation and use are examined, and indicators such as compliance of fund use, timeliness of fund arrival, and rationality of fund allocation are established[7][8]. At the implementation process level, project progress, quality, and cost are monitored, risks are identified, and compliance and rationality of implementation plans, rationality and clarity of performance goals, and indicators related to preliminary work are established. At the output level, attention is paid to the quantity, quality, timeliness and cost of storage, and indicators such as cashmere storage completion rate, storage cashmere acceptance qualification rate, storage acceptance timeliness, and interest subsidy cost-effectiveness ratio are established. At the economic benefit level, direct and indirect economic benefits are explored, policy sustainability and enterprise satisfaction are evaluated, and indicators such as cashmere industry enterprise liquidity, unit output cost, cashmere storage interest subsidy sustainability, and cashmere industry enterprise satisfaction are established. (As shown in Table 1)

Table 1. Performance evaluation index system of the Inner Mongolia Autonomous Region's cashmere purchase and storage interest subsidy project

Level 1 index	Level 2 index	Level 3 index	Points
Funds (32 points)	Funding use process	Use of Funds Compliance	4
		Funding in place Timeliness	4
		Reasonable allocation of funds	8
	Funding disbursement	Funding disbursement rate at the autonomous region level	8
		Funding disbursement rate of leagues and cities	8
Process (22 points)	Implementation	Implementing compliance	11
		Reasonableness of implementation plan	11
Output (16 points)	Output quantity	Cashmere storage completion rate	8
	Output cost	Subsidy cost effectiveness Benefit ratio	4
Benefit (30 minutes)	Social Benefits	Cashmere storage company Industry Activity	15
	Economic Benefits	Unit output Book	15
Total: 100 points			

Table 2. Performance evaluation of cashmere storage interest subsidy policy

Level 1 index	Level 2 index	Level 3 index	Points	Score	Reasons for deduction
funds (32 points)	Use of Funds process	Compliance of fund use	4	0	There is a situation of fund withholding in banners, counties and districts, which is not in compliance with regulations.
		Timely availability of funds	4	0	There is a widespread situation where funds are not disbursed in a timely manner as required
		Reasonable allocation of funds	8	6	Some enterprises have a situation where the allocated purchase and storage quotas do not match the size of the enterprise
	Funding Disbursement Condition	Funding disbursement rate at the autonomous region level	8	8	
		Funding disbursement rate of leagues and cities	8	0	50,000 yuan is stranded at the league and city level
process (22 points)	Implementation	Implementing compliance	11	4	There is an inconsistency with Document No. 74
		Reasonableness of implementation plan	11	3	It is unreasonable to include the number of enterprises in the allocation factors, and no specific and clear control measures are given for bad behaviors such as interception and illegal withdrawal.
output (16 points)	Output quantity	Cashmere storage completion rate	8	8	--
	Output cost	Subsidy cost-benefit ratio	4	1	There is no significant change before and after the interest subsidy
benefit (30 minutes)	Social Benefits	Cashmere industry enterprise liquidity	15	7	There are cases where the liquidity of subsidized enterprises has not improved significantly
	Economic Benefits	Unit output cost	15	6	The effect is not significant
total			100	43	--

2.2 Analysis of Scores of Various Indicators: In-depth Interpretation of Performance Evaluation Results

As shown in Table 3, the scores are sorted out.

Table 3. Project comprehensive evaluation score table

Comprehensive evaluation conclusion	Evaluation score	40.14 points		Rating	Difference	
Performance Analysis	First level indicator	funds	process	output	benefit	total
	Points	32	22	16	30	100
	Score	14	7	9	13	43
	Scoring rate	43.75%	31.82 %	56.25 %	43.33 %	43.00 %

Analysis of Capital Indicators: Capital Management Issues are Highlighted. The full score is 32 points, with only 14 points, and the score rate is 43.75 %. In terms of compliance of fund use, there are cases of interception of funds by banners, counties and districts, resulting in no score for this item. The timeliness of funds in place is generally poor, and they are not allocated in time as required, with extremely low scores. The rationality of fund allocation is that some enterprises' storage indicators do not match their scale, and they are deducted a lot of points. Among the indicators of fund allocation rate at all levels, the funds in leagues, cities, banners, counties and districts are seriously stranded, affecting the overall efficiency of fund operation. Among them, many factors restrict the effectiveness of funds. Some local governments and departments have deviations in their understanding of policies, resulting in the use of funds deviating from the original intention, and even illegal operations, which damages the fairness of policies and breeds corruption risks. The delay in the arrival of funds has missed the cashmere purchase season, so that farmers and herdsmen cannot benefit in time, affecting their income and life, and hindering the timely implementation of policies. At the same time, regional differences hinder the balanced development of the industry: uneven distribution of funds, waste of resources in some areas, and insufficient support for areas in urgent need of funds, exacerbating the development gap of cashmere industry between regions.

Process Indicator Analysis: Defects in the Implementation. The implementation process of the implementation plan scored only 7 points out of a full 22 points , with a score rate of 31.82 % . The compliance of the implementation plan is inconsistent with Document No. 74. In terms of rationality, the number of enterprises included in the allocation factors is unreasonable and there is a lack of control measures for bad behavior. The performance target setting is not highly related to the industry, and the expression and establishment of some indicators are unscientific, all of which lead to

deductions. The compliance and rationality defects of the implementation plan have discounted the implementation of the policy. The local government has not fully understood and implemented the policy, and the implementation plan is out of touch with the policy goals, reducing the effectiveness of policy implementation. The performance goals are single and do not fully consider the diverse needs of the industry, resulting in a deviation between policy implementation and goals, and an inability to fully promote industrial development.

Output Indicator Analysis: Output Quality and Cost Control Need to be Improved. The output quality scored 9 points out of 16 points, with a score rate of 56.25%. The output cost is relatively high: cost out of control reduces policy benefits, cost and quality issues restrict industry competitiveness, and the cost control of cashmere acquisition and processing links is ineffective, which compresses the policy benefit space and affects the overall profitability of the industry. Secondly, the product quality is uneven, and quality problems damage the image and competitiveness of the industry. Some companies ignore quality in order to reduce costs, reduce market competitiveness, and damage the overall image and development prospects of the industry.

Analysis of Benefit Indicators: Challenges in Improving Benefits. The benefit module scored only 13 points out of 30, with a score rate of 43.33%. Economic benefits and sustainable development potential need to be improved urgently. First, the economic benefit score is low, and the lack of policy support limits the role of industry driving. It is difficult to stabilize industrial development in the face of price fluctuations, and the income of farmers and herdsmen is unstable, and the role of industry driving is limited.

Secondly, the potential for sustainable development is insufficient, and short-sighted behavior endangers the long-term development of the industry. Some companies are short-sighted and ignore ecological protection and sustainable development, which restricts the long-term development potential of the industry. In terms of social benefits, the liquidity of corporate funds has not been significantly improved, the unit output cost effect is not significant in terms of economic benefits, and there are problems in terms of sustainable development potential, such as companies not needing loans and non-optimal interest subsidy plans, which seriously affect the score.

3 Suggestions on Performance Optimization of Cashmere Storage Interest Subsidy Policy

3.1 Strengthening Fund Supervision and Improving Policy Effectiveness

Strengthening fund supervision is crucial[9]. It is necessary to establish a sophisticated and standardized fund supervision mechanism, strictly monitor the flow of funds, and severely investigate and punish violations to maintain the fairness and authority

of policies and ensure that the use of funds is compliant and transparent[10]. At the same time, optimize the disbursement process, speed up the time for funds to arrive, investigate and coordinate areas where disbursement is slow, and ensure that funds can benefit farmers and herdsmen in a timely manner[11]. In addition, scientifically allocate funds based on the current status and needs of regional industries, adjust uneven phenomena, and thus improve the efficiency of fund utilization and policy benefits.

3.2 Strengthen the Standardization and Applicability of Implementation Plans: Enhance the Guiding Role of the Plans

Strengthen the standardization and applicability of implementation plans. Implementation plans should be formulated in combination with policy goals, conditions and regional characteristics to ensure compliance and practicality and play a guiding role. It is also necessary to scientifically set diversified performance goals, formulate multiple goals in line with industry trends and optimize unreasonable aspects to promote effective docking between policies and goals and improve the efficiency and effectiveness of policy implementation.

3.3 Comprehensively Improve Output Quality and Enhance the Core Competitiveness of the Industry

Comprehensively improve output quality and enhance the core competitiveness of the industry. On the one hand, rely on technology and management innovation to reduce operating costs, release policy dividends, and enhance industry profitability. On the other hand, strengthen industry supervision, rectify market order, encourage enterprises to pursue high quality, and enhance the overall competitiveness of the industrial chain.

3.4 Focus on Improving Efficiency and Promoting Sustainable Development of the Industry

Focus on improving efficiency and promoting sustainable development of the industry[12]. By increasing policy support to stabilize cashmere prices, increase farmers' and herdsmen's income, promote industrial integration and expand the industrial chain, increase added value, and maximize economic benefits. At the same time, guide enterprises to establish green concepts, attach importance to environmental protection, achieve a win-win situation for the economy and the environment, and cultivate green development potential.

4 Conclusion

The cashmere interest subsidy policy of the Inner Mongolia Autonomous Region is of great significance to the development of the local cashmere industry. Studies have

shown that the policy has been effective in expanding the scale of the industry and increasing farmers' income, but there are problems such as fund management, implementation of implementation plans, output quality and benefits. In terms of funds, there are cases of withholding and untimely disbursement; in the implementation of the plan, there are compliance and rationality defects; although there are certain results in output quality, cost control is poor; and there are many challenges in improving benefits. For this reason, optimization suggestions are put forward: strengthen fund supervision to ensure the compliance and efficient use of funds; optimize implementation plans to improve implementation effects; comprehensively improve output quality and enhance the core competitiveness of the industry; focus on improving benefits and promote sustainable development of the industry; strengthen policy popularization and training to improve awareness and implementation professionalism; improve the monitoring and evaluation system to provide a basis for policy adjustments. Through these measures, it is expected to promote the sustainable and healthy development of the cashmere industry in Inner Mongolia and help rural revitalization.

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