

## STEP 1: TARGETING DURING START-UP

The start-up phase can also be defined as pre-investment phase. It covers the period of time (usually 4 to 6 months) that spans between the project's start-up workshop and actual disbursement. This phase is important to start consolidating implementation arrangements and preparing for the operationalisation of the targeting strategy. This phase is structured around two key steps:

### **Step 1: Targeting during the start-up workshop**

### **Step 2: Targeting in the start-up phase**

#### **Step 1. Targeting during start-up workshops**

Start-up workshops generally represent the **official launch of the project** with key stakeholders, including PMU staff, implementing partners, representatives of government, service providers, NGOs and the private sector. IFAD country office and headquarters staff are also present, and possibly technical experts who have worked on the project design or have relevant experience from other projects. In some cases a targeting and social inclusion expert might also be participate in the workshop. This two- to three-day workshop offers an ideal opportunity to:

- I. **Raise awareness** and orient participants to IFAD's commitment – backed by the targeting and social inclusion frameworks and policies – to work with the poorest and socially excluded. Tools and checklists should also be distributed.
- II. **Review implementation arrangements related to targeting in the PIM.** Session on targeting and social inclusion also provides the context for subsequent discussions of the main project components and how to address targeting in implementation arrangements. The PIM should be carefully reviewed and validated with key PMU staff and other project's stakeholders.

### Checklist to organize targeting session at start-up workshops

- **Use the standard PP presentation included in the toolkit** to present IFAD's approach to targeting by tailoring it to the content of the project.
- **Outline IFAD's commitment to targeting and social inclusion** in rural development (based existing frameworks and policies) and illustrate with examples relevant to the project.
- **Describe the target group** – who they are, where they are located and their livelihoods – and note specific opportunities and challenges they face
- **Describe the key gender, youth, IPs and Disability issues** that are relevant to the thematic focus of the project
- Outline the main elements of IFAD's targeting and social inclusion strategies **and show how those are reflected in the project's approach and strategies**
- **Explain implementation procedures, human and financial resources, and M&E**, emphasizing the need to track target groups and report poverty-gender-age-disaggregated data in the M&E system.
- **Emphasize the joint responsibility** of project staff, implementing partners and service providers to ensure successful impact of the project on reducing poverty, strengthening gender equality and empowering women.
- **Disseminate targeting-related tools** that are relevant to the project's thematic focus.
- **Organize a working group session to validate the PIM** and highlight targeting-related activities in implementation plan. This should also include a **roll-out plan** with communication and engagement activities in the project's area Targeting-related considerations should be addressed in Stakeholder feedback mechanisms.

### Step 2: Targeting in the start-up phase

The start-up phase is critical to prepare the ground for well-targeted investments. Key activities in this phase include:

**Participation of PMU staff responsible for targeting in orientation workshops in project's area**, that could be held at regional, district and community level, to raise awareness in a capillary way.

**Capacity-building on targeting and social inclusion** to project staff and partners. In addition to the orientation, specific training in poverty analysis and participatory approaches can be beneficial to PMU staff and field officers, implementing partners and service providers. This will contribute to a greater understanding of targeting and social inclusion issues and improved their integration across project components. It is often most effective to deliver this training in a series of short training events to reinforce learning and sharing over a period of time.

**Preparation of the annual work plan and budget**, in consultation with each component head to ensure integrating of targeting and social inclusion activities across all components. The PMU's

## IFAD TARGETING TOOLKIT

AWP/B is a critical management tool in project implementation, as it provides the legal basis for expenditures. It is a mechanism to ensure that targeting and social inclusion objectives are translated into activities, inputs, outputs and outcomes, and physical and financial planning. It ensures that project activities and required resources are fully integrated into the management and implementation process. It also collects benchmarks for measuring implementation progress throughout the year.

**Development of a strategy for communication and information campaign.** Effective communication strategies are essential to ensuring that intended target groups, especially the poorest and most vulnerable, are well-informed about project activities and motivated to participate. The communication channels available are many and varied, ranging from folk media and traditional community groupings to information-based technologies such as radio listener clubs, television, text messaging, etc. When selecting media for a specific purpose, ensure that the choice and combination of communication tools will be accessible to the target groups. Messages should always be:

- translated in the local language
- be culturally sensitive
- avoid stereotyped and biased assumptions
- Tailored to different target groups, with attention to gender and age specificities
- Challenge traditional gender and social inequalities
- Easy to understand and clear
- Alternative formats should also be used to reach people with disabilities, such *formats*, such as large print, on a CD, in Braille, or visual format for those with hearing impairments

**Pre-identification of target group.** During the start-up phase it would also be important to start pre-identifying and engaging with the intended target group. This can be done, by for example, consulting with relevant institutions at the local level, such as NGOs, local governments, gender focal points, farmers associations etc. Although at this stage, no base line and/or PRA assessment will be available, it is possible to start preparing the ground for a more in-depth diagnostic to be carried out at early implementation.

**Box 2: activities of the social inclusion officer at start-up under PROMAFI, Paraguay**

Under PROMAFI, in Paraguay, the ToRs of the social inclusion, gender and Indigenous Peoples officer specify the role that he/she will play at project start-up. In partnership with national stakeholders, the newly appointed officer will be responsible for preparing and implementing a detailed strategy to engage with vulnerable groups, including women, youth and IPs.

That strategy includes the following:

- Participatory and training methodology to engage with the different sub-groups;
- Duration and frequency of meetings, making sure that those are held at time and in places where women can convene;
- The content of capacity-development modules;
- Practical actions to mainstream gender.