

STEP 2: TARGETING DURING IMPLEMENTATION

This section provides an overview of the type of activities and technical support that should be provided to projects during implementation for the effective operationalisation of the targeting strategy. In many cases, projects envisage the appointment of a targeting/social inclusion/community development officer, who is responsible for supporting targeting-related activities. Some of the key activities that should be implemented as part of the operationalisation of the targeting strategy includes:

- A. Engage with community**
- B. Select service-providers**
- C. Build capacity**
- D. Conduct self-assessment of performance**
- E. Track progress and change and share experience**
- F. Engage in policy-dialogue on issues related to poverty targeting and social inclusion**

A. Engage with community

Engaging with community is essential to successful implementation of activities at the field level. This should be done as part of social mobilization components and/or activities. The targeting and social inclusion expert is expected to play an important role in these activities, to ensure outreach to the different target groups. The benefits are numerous, especially in ensuring that project activities are grounded in the reality of the community perspective and that no one is left beyond. Specific measures and affirmative actions may be necessary to ensure that women, young people and marginalized groups have the opportunity to express their opinions (such as key informant interviews or meeting women and men separately) and participate actively in community-driven development and project-related decision-making.

There are many ways in which the community can engage actively in project implementation, including:

- participating in needs assessment, PRA processes and planning;
- determining eligibility criteria for participation in project activities also in consultation with other relevant stakeholders (NGOs, districts authorities etc.)
- identifying relevant indicators to assess empowerment of marginalised social groups
- develop special measures and procedures to enhance the participation of the most vulnerable in the stakeholders' feedback mechanisms.

As a general rule, PMU should ensure that all meetings and training activities implemented under different components are pro-poor, inclusive and gender-sensitive. All types of training and capacity-building delivered through the project – from the classroom to field visits, site demonstrations and community meetings – should be planned with a view to be socially inclusive and gender sensitive. This requires creating a supportive environment to facilitate the full

participation of poor people, women, youth, people with disabilities. In particular, it is important to understand and address any physical, cultural and procedural barriers to participation. For example, child-care services should be provided to enable women participate in training and workshops.

A full checklist of points to consider in developing inclusive training and meetings **can be shared with colleagues and partners organizing training and meetings for project participants.**

Checklist for developing inclusive training and meetings

- Who are the intended participants in the event?
- What are the obstacles to equal and full participation poor people: security, finance, family life obligations, professional duties, legal constraints, moral/religious considerations, physical barriers, language and communication barriers etc.? How may they be addressed? Have financial resources been allocated to respond to these needs?
- Who is the most appropriate trainer/facilitator?
- Is the **training venue** accessible, safe and adapted to women and other vulnerable groups? (distance from home/work, equipped to accommodate women and the children under their care, facilities for persons with disabilities, etc.)?
- Is the time and duration suited to women's availability and not in conflict with other responsibilities, such as water collection, meal preparation, curfews, safety concerns, etc.?
- Is any contribution expected from the trainees towards the cost of training? Can they afford it?
- Is the training content meaningful to the intended participants? Do the images and illustrations reflect and value the experiences of different groups?
- Is the language used simple, culturally sensitive and geared towards the levels of understanding of the participants? Is cultural and language diversity taken into account also by providing adequate translation services including for example deaf translation services?
- Are the teaching methods and learning approaches inclusive and participatory? Do the methods used encourage equal participation, such as group discussions, discussions in pairs, system of rotating chair, limited speaking time per participant, asking each participant to say a few words, etc.?
- Is the distribution of participants (e.g. women, men, young people, PwDs etc) monitored in each meeting session/workshop/working group?
- Will there be any follow-up to explore how participants are applying the newly acquired skills and content?

A. Selection of service providers.

The PMU can strengthen outreach and impact by seeking partners and service providers with a demonstrable commitment to pro-poor development, gender equality and women's empowerment, and experience in community-based and participatory methods. These features can be included in the **selection criteria for procurement and in the ToRs**. Goals and outcomes of the targeting and gender strategies can be included in results-based contracts. Service providers can be encouraged to work with women and youth and to recruit women and/or youth

fieldworkers to improve outreach at the field level and create a community-based peer-learning structure. This is particularly important especially in contexts where rigid social norms do not allow women to mix with men in public meetings. When possible, service providers should participate in joint supervision missions. The PMU can engage with partners in developing a joint communication strategy for gender and poverty targeting.

B. Raise awareness and build capacity

Efforts to enhance the capacity of staff and partners to address the needs of most vulnerable groups should be continuous during the course of the project. These include the organization of awareness raising campaigns as well as specific learning events, such as training and workshops. If the project adopts specific pro-poor methodologies and approaches (e.g. HH mentoring), for which local capacity has to be built, it is important to ensure that adequate budget is made available for a comprehensive capacity development programme.

C. Conduct self-assessment of performance.

The PMU can establish internal procedures to monitor the implementation performance of targeting and social inclusion strategies:

- Conduct self-assessment of targeting and social inclusions strategies at the outset of the project to fine-tune organizational arrangements.
- Conduct regular self-assessment of the implementation of targeting and social inclusion strategies.
- Analyse service delivery (enterprises, technologies, training, credit) from the perspectives of poverty, gender, youth, Indigenous Peoples, and Persons with disabilities.
- Respond to findings of the analysis and address potential barriers to participation (e.g. inconvenient timing and location, payment of fees or provision of labour and requirement of collateral).

D. Track progress and share experiences

The collection and analysis of sex- age- and socio-economic disaggregated data contributes to improving project performance and outcomes by: identifying gaps in project delivery; understanding and addressing any negative impacts of project interventions on women and men; and analysing trends in poverty reduction, gender equality and poor peoples' empowerment. This work is undertaken in close association with the M&E officer.

- Mainstream poverty and social inclusion issues in the baseline survey, annual outcome surveys, midterm review and impact assessments.
- Analyse and interpret quantitative data –complemented by qualitative data – and report on findings in semi annual and annual progress reports (and separate reports, when appropriate).
- Work with project component heads and implementing partners to use the data and findings of the annual planning exercise to strengthen project outreach and impacts.
- Provide capacity-building to project staff in quantitative and qualitative data collection methodologies (especially the gender and youth-sensitive approach to M&E).

- Results and Impact Management System (RIMS) for IFAD-supported projects. Several RIMS indicators at output and outcome levels capture a gender, youth and social inclusion dimension

Production and management of targeting-related knowledge outputs and outcomes are essential in sharing best practices for possible replication and scaling up. They are based on analysis of what has contributed to – or prevented – progress in poverty targeting social inclusion and women’s empowerment. This can be achieved by developing an effective knowledge management strategy for targeting and social inclusion. Various networks and communities of practice can be established to link stakeholders at diverse levels and across projects. This in turn creates an enabling environment for dialogue among projects, government and IFAD to strengthen projects’ pro-poor focus.

E. Engage in policy-dialogue on issues of poverty and social inclusion.

This might include a range of initiatives such as: organizing meetings and events with policy-makers to share successful pro-poor methodologies and/or address existing policy barriers to the participation of the poorest. Such initiatives will contribute to create policy space for the scaling-up of innovative targeting approaches. It is important that policy-dialogue and scaling-up is always driven by the demand of the rural poor, who should be empowered to participate in such initiatives. Policy-dialogue should be carried out on a range of issues depending on the country context and the project thematic focus. In many cases, IFAD should engage with policy-makers to promote the rights of Indigenous Peoples, Persons with Disabilities, women and other vulnerable groups, in partnerships with local CSOs. The PMU could also advice and provide support to the government to improve targeting mechanisms under social protection schemes, by for example, further validating selection criteria in consultation with local stakeholders. The targeting and social inclusion specialist is also expected to participate in existing coordination and/or multi-stakeholder mechanisms working on specific vulnerable groups.