STEP 3: TARGETING IN SUPERVISION, IMPLEMENTATION SUPPORT AND COMPLETION

Direct supervision (including the midterm review) and **implementation support** missions are uniquely effective instrument for monitoring progress in the implementation of the targeting strategy, detecting challenges, learning from mistakes and proposing changes to foster poverty outreach and impact. Careful and systematic monitoring of progress in terms of targeting, also contributes to advance alignment with SDGs and LNOB principle. The targeting specialist on design and supervision mission is responsible for the following activities:

A. Assessing the effectiveness of the targeting strategy in reaching and benefiting the intended target group.

B. Proposing practical changes and tools for improving targeting performance.

C. Contributing to learning and scaling-up of successful approaches to targeting

D. **Assessing the effectiveness of the targeting strategy in reaching and benefiting the intended target group**

The supervision mission will assess the extent to which the project is reaching the intended target groups, particularly the poorest and the "hard to reach". Targeting performance should be assessed against:

a) Available M&E derived from both quantitative and qualitative tools and metrics that combine the two;

b) Review of project-related documentation including records and reports by service-providers, training curricula, workshop reports etc.

c) The views of local stakeholders as expressed through focus group discussions and participatory rural appraisals; and

d) The views of key informants, including the PMU, service providers and partner organizations.

The analysis and subsequent score (from 1 to 6) should be based on the following:

(i) **Outreach to different target groups.** The assessment should explore the extent to which different target groups, as identified at design and in the PIM, are participating in and benefiting from project activities. Verification methods include M&E information and consultations with local stakeholders. Targeting challenges and mistakes, including under-coverage and elite capture, should be discussed with PMU staff and service providers in order to reach agreement on potential corrections. A specific performance rating on targeting and outreach needs to be attributed during supervision missions.

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(ii) **Implementation (readiness or effectiveness).** The implementation of the targeting strategy should reflect the implementation plan prepared at start-up and should follow the criteria, processes and budgetary provisions established in the PIM. It is also important to assess the AWP/B for adequate allocation of resources to targeting and social inclusion activities. If the project is in its first year of implementation, the actual readiness of implementers and PMU staff should be assessed by inquiring about their level of awareness of the targeting strategy. Similarly, knowledge about the project's initiatives, conditions for participation and procedures for the different groups of potential beneficiaries should be evaluated.

(iii) **Validity of targeting tools, approaches and methods.** The effectiveness of the targeting approach should be assessed. This includes assessing the feasibility of eligibility criteria as well as the approaches adopted to work with the poorest. If required, recommendations for improvements, in consultation with local stakeholders, should be provided.

(iv) **Effectiveness of the M&E system in assessing targeting performance.** The M&E system should be assessed on the basis of its effectiveness in capturing both quantitative and qualitative information on targeting performance. It is also important to ensure that participatory monitoring is gender-balanced and inclusive of all target groups, especially those who traditionally have less voice. technical support should be provided to assist project staff to improve/incorporate targeting and social inclusion components into M&E and knowledge management activities.

Table 1: Examples of assessment of targeting performance and scoring system

Example	Score	Outreach to different groups	Implementation (readiness or effectiveness)	Tools and methods	M&E
Pakistan Southern Punjab Poverty Alleviation Project, 2010-2020	6	All expected segments have been reached.	The targeting strategy is effective.	Poverty scorecards are effective in identifying and targeting the poorest.	Outreach to different segments is tracked by the M&E system.
Bosnia Rural Competitiveness Development Programme (RLDP), 2015-2020	5	All target segments are aware of the project activities. A matrix for improving	The targeting strategy is effective. Strong capacity of PMU staff. Target groups are aware of project activities and the	Targeting indicators are effective. Further criteria for improvement are	Outreach to different segments is tracked by the M&E system.

		youth participation has been developed.	criteria for participation.	formulated during the mission.	
Sierra Leone Rural Finance and Community Improvement Programme – Phase II, 2013-2022	4	Progress has been made towards the targets (50 per cent) for women and youth, but the project has primarily targeted people in the higher poverty quintiles.	The mission renews its recommendation that all financial products offered by rural financial institutions should be developed with the participation of men, women and youth.	Weak uptake of the financial action learning system tool for targeting illiterate clients.	The M&E system does not capture beneficiaries who have been reached through farmers' groups and are currently not accounted for when loans are registered in the name of a single borrower.
Lesotho Wool and Mohair Promotion Project, 2014-2022	3	Group selection has started but is not guided by clear criteria.	The targeting strategy is not fully operational due to slow implementation and the fact that the application of the training-of-trainers approach is taking time.	Awareness of targeting is weak due to the lack of a targeting implementation plan.	Not effective.

E.   Proposing practical changes and tools for improving targeting performance

Recommendations should be made regarding ways of improving the targeting process and performance by for example developing and/or modifying existing targeting tools and eligibility conditions as well as proposing additional training and sensitization activities.

Box 1: Supervision recommendations on how to improve targeting under the Rural Competitiveness Development, Bosnia

The supervision report for the Rural Competitiveness Development in Bosnia, identifies strengths and weaknesses with the implementation of eligibility criteria. It is noticed that while the categorization based on income poverty is valid for all target subsectors, additional criteria based on land size for selected crops can be added to further facilitate the selection process. Hence, during the mission, the following categorization was developed.

Income poverty		Land size characteristics			
Poverty level	Income per HH member	Berries/gherkin	Greenhouse	Open field	Tree fruit
Very poor	below 200 KM	Up to 0.2	Up to 300m2	Up to 0.5	Up to 0.5
Poor	201-400 KM	0.2-0.5	300-800m2	0.5-1	0.5-1
Borderline poor	401-500 KM	0.5-1	800-1500	1-3ha	1-3ha

It is also highlighted that **youth as requires specific attention** since there has not been any specific action directed to them. Young entrepreneurs in the agriculture sector are present in the target area and they can play an active role in stakeholders platforms/forums, including as youth "champions". The report recommends to develop a **youth action plan**, and an indicative matrix for the integration of youth into the project was developed and included in the report.

B. Contributing to learning and scaling-up

The assessment provides an opportunity to consider and document lessons learned on targeting. Lessons learned should be systematized and shared with national stakeholders and beyond. This is particularly important at completion, whereby the contribution of the targeting approach to project outcomes and the potential for scaling-up should be carefully assessed. A stakeholder workshop involving beneficiary groups, civil society and participating donors should be organized to discuss targeting issues.

Methodological notes and recommendations

The services of a social inclusion (gender, youth, indigenous peoples) targeting expert is required especially at midterm review, and the presence of an expert on specific cross-cutting issues, depending on the thematic focus of the project is highly desirable.

Organize consultations with beneficiaries and potential beneficiaries striving to reach out a consultation sample representative of all the components of the target population (sex, age, ethnicity, socioeconomic groups). The number, depth and method of community consultations will vary according to the size and length of the mission. They will also depend on the amount of information that is already collected by the PCU.

Use PRA tools such as wealth ranking and social mapping for fieldwork activities. Findings from such consultations should be validated through focus-group discussions with field staff that are in direct contact with beneficiaries, and other relevant stakeholders. On the basis of local cultural specificities, women-only groups or cultural mediation might have to be set up in order to enable them to express themselves, during consultations and focus group discussions.

Carry out a poverty profiling if neither the design document nor the baseline survey provides an adequate categorization of the target population, this will need to be done during the implementation support/supervision mission. Such profiling it is fundamental for adequately monitoring the project's targeting performance and should be developed in consultation with local communities and project's staff.

Carry out the assessment in close consultation with project participants, staff and implementing partners, identifying in a participatory manner the necessary adjustments to increase outreach to the poor and promote gender equity. Participatory M&E approaches and self-evaluation techniques should be used so as to agree on key issues, challenges and achievements, enhancing the sense of ownership of the assessment.

Create awareness and build local capacity on how to incorporate gender and targeting issues in project's implementation. For instance, if targeting performance is not being monitored and sex-disaggregated data are not collected through the project's M&E system, it would be important to provide technical support to the project's staff on how to incorporate targeting and gender issues in M&E and knowledge management activities.

Identify and systematize best practices and lessons learned and find appropriate channels to disseminate the knowledge generated during the mission. The targeting/SI expert together with other mission members, should promote knowledge-sharing and dissemination among local stakeholder, projects, government and other development partners, through the organization of meetings and workshops, as well as by using regional knowledge networks and ongoing knowledge management activities. This action highlights the importance for IFAD to systematically gather knowledge from its projects and partners, particularly poor rural people, in order to enable them to find innovative ways to overcome poverty and foster pro-poor policy reforms.

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