

# I. GOOD TARGETING PRACTICES AT DESIGN

## A. Target group disaggregation

1. The Rwanda Dairy Development Project illustrates how different poverty and social categories, including the poorest beneficiaries of social protection, can be disaggregated and targeted as actual or potential actors in the dairy value chain.

Box 3

### Target group disaggregation in the Rwanda Dairy Development Project

The Rwanda Dairy Development Project, 2016-2021, is designed to promote the economic inclusion of the poorest and poor farmers in the dairy value chain. The project will target 80,000 smallholder dairy farms (mostly zero-grazing operations) and 20,000 poor people by creating opportunities in off-farm activities. Poor people are further disaggregated into the following subgroups:

- **6,000 “Girinka” (“one cow per poor family”) Programme beneficiaries**, who will receive a cow that is in calf and pass on the first heifer to a qualifying neighbour. These households will be drawn from *Ubudehe* (the national wealth-ranking system) category I households that meet the eligibility criteria set by the government programme,<sup>1</sup> and have some land for forage and ability to construct a cow shed.
- **15,400 young farm assistants** between the ages of 15 and 24 who are working as wage labourers. These people are the “hands-on” male labourers in many dairy farms, especially farms run by female-headed households with no adult males. They are typically from very poor families (*Ubudehe* categories I and II).
- **5,400 rural women** between the ages of 15 and 35 (child-bearing age) who will benefit from new economic opportunities and the creation of small off-farm business opportunities.

## B. Designing activities targeted at the poorest rural people

2. Box 4 provides examples of activities that can be targeted specifically at the poorest segments of the population (scenario 1) to address their basic needs, boost food and nutrition security and contribute to income generation and resilience.

Box 4

### Specific activities targeted at the poorest

- Under the Rural Empowerment and Agricultural Development Scaling-up Initiative (READ-SI) in Indonesia, landless and land-poor beneficiaries, including women-headed households, are included in activities directed at **homestead gardening, improved nutrition and financial literacy**. Homestead gardening groups produce vegetables, harvest small fish ponds and raise small livestock. The programme has initially focused on home consumption, but it is recognized that some farmers may increasingly engage in the sale of surpluses on the local market.
- Different projects in Madagascar have adopted the **Mécanisme de Ciblage des Vulnérables**, a vulnerability-based targeting mechanism. This approach consists in transferring productive assets to a group of 25 particularly vulnerable people in each location who are identified by their communities.
- The **household mentoring approach** being used in Uganda encourages the poorest households to examine their own livelihood situation and develop practical solutions. As part of this approach, household members join clusters and rural organizations in order to gain access to mainstream development activities.
- IFAD and other development partners in Bangladesh have supported the formation of **labour contracting societies** as a pro-poor cash-for-work scheme targeting ultra-poor women. These societies are made up of groups of disadvantaged rural people, including ultra-poor women, living near small-scale infrastructure construction sites who are organizing in order to undertake designated construction and maintenance work assignments.

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<sup>1</sup> Implemented by the Ministry of Agriculture, this programme was set up with the central aim of reducing child malnutrition rates and increasing the household incomes of poor farmers. These goals are directly achieved by providing poor households with a heifer in order to give them access to a greater supply of milk and thus boosting milk consumption.

## D. Graduation models

3. Box 5 provides an example of how a project's theory of change can follow different pathways, in line with the poverty and livelihood characteristics of the rural people participating in the project. In the case of the poorest groups, a graduation strategy can enable them to transition into mainstream development activities.

### Box 5

#### Graduation model under the Economic, Social and Solidarity Project (IESS – Kairouan) in Tunisia

**The Economic, Social and Solidarity Project (IESS – Kairouan ) in Tunisia** is a powerful example of a project that provides for a gradual approach in assisting the poorest of the poor. Building on the government's social cash transfer scheme, the project will provide specific support to strengthen the capacities of the poorest of the poor and increase their access to social infrastructure with a view to enabling them to transition into mainstream development activities. This initiative is being implemented under component 2 of the project, which deals with economic integration and inclusive value chains, thus linking scenarios 1 and 2. Priority target groups fall into three categories: (i) members of needy and low-income families as defined by the government (including older adults and disabled people); (ii) small family farmers; and (iii) rural households engaged in processing and adding value to small-scale value chain products.

#### **The project's theory of change follows two pathways:**

- (i) Low-income families living in pockets of poverty are able to exit poverty and become independent of the government's social assistance programme with the help of upgraded basic services (roads, drinking water, sanitation and electrification) and long-term support (targeting women and youth in particular) for investments in profitable income-generating activities.
- (ii) Low-income families who have succeeded in engaging in sustainable economic activities, smallholder farmers and members of producer organizations are mainstreamed into the local economy and value chains through the provision of access to finance and training.

## E. Monitoring direct benefits accruing the poorest when targeting the relatively better-offs

4. Two examples are provided in box 6 to show how wage employment and self-employment for the poorest that are generated by working with those who are better off (Scenario 3) should be monitored.

### Box 6

#### Monitoring employment generation for the poorest

**The Rural Economic Growth and Employment Project** in Jordan focuses on generating wage employment and self-employment for the poorest. Outreach to the poorest is monitored based on the criteria established by the government social assistance programme. The following indicators are included in the logframe: **9,000 full-time employment/self-employment opportunities created/secured (IFAD's Results and Impact Management System (RIMS) - second level)**: 50 per cent for persons under 30 years of age and women (combined) and 33 per cent for households in receipt of social assistance.

**The Project for Productive Inclusion and Resilience of Rural Families ("PRO-RURAL Inclusivo")** in the Dominican Republic monitors the quantity and quality of employment generated in on- and off-farm activities. Employment and labour issues are integrated into the questionnaire that was developed as part of the M&E system. Data are collected on the number and type of wage jobs created, whether seasonal or permanent, the social characteristics of labourers (gender, age, nationality) and the improvements achieved over time in working conditions.