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*Poverty Reduction
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Target-group analysis including gender: an important and useful tool in projects aimed at reducing poverty

Christine Brendel
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Target-group analysis including gender: an important and useful tool in poverty-oriented project work!

Introduction

Using a participatory target-group analysis with a gender component in a rural regional development project in Peru as an example, we want to show you that this is an instrument worth using. Some people might argue that we have enough to do in our 'normal' project work - why be concerned with the latest trends in development cooperation? (...which costs more time and money with nothing more to show for it...), but we are sure that this instrument can help you.

Let us be honest, faced with the complexity of trans-sectoral issues in development cooperation (environment, help towards self-help, gender, etc.) and the tendency for resources and methods to take on a life of their own, we sometimes lose sight of the primary aim of our work - reducing poverty.

Now, the idea of a target-group analysis is to enable you to adopt an holistic approach in your project work taking account of the multiple causes of poverty. It provides you with the initial data you need to adopt a proper project strategy.

So if you think that a) methods in development cooperation need constant improvement, that b) your project is geared to reducing poverty and c) it aims at benefiting men and women alike, the next few pages will be worth reading.

We want to give answers to questions that are connected with or might arise in target-group analysis and we want to do this using an example - the rural regional development (RRD) project, Jaén-San Ignacio-Bagua. We hope that by the end of this article you will have got to know more about a method that can furnish an interesting alternative for improving your project services, i.e. to help secure project success, something we all want and need to do.

What is target-group analysis?

A target-group analysis is a package of diagnostic and analytical instruments for obtaining a detailed picture of the current situation in a project area, to help in making the right decisions for future project activities. This significantly increases the probability of achieving beneficial effects for the men and women in the poor sections of the population. That means you know your project outputs are useful: people can widen their scope for action and distribution.

What methods and procedures you choose depends a lot on the information you have on the project region (data already available, studies, secondary literature, other projects, etc.) and what you want to find out, that is the direction the project and its partners want the study to go in. For this reason the approach outlined here cannot simply be taken over 'ready-made', since it is tailored to the modes and requirements of the Jaén-San Ignacio-Bagua RRD project and is presented here merely as an example, as we said.

How was the target-group analysis for the RRD project Jaén, San Ignacio, Bagua planned and carried out?

Where and who with whom?

The geographical scope of the project, *Desarrollo Regional Jaén-San Ignacio-Bagua* (11,434 km² with about 390,800 inhabitants), which started in September 1997, spans a large part of Jaén, San Ignacio and Bagua provinces, located in northern Peru between the central and western mountain ranges on the border with Ecuador. The target-group analysis was conducted in 28 representative¹ villages in these three provinces and supplemented by a brief diagnosis in the provincial capitals.

The regional development project is anchored within the 'Proyecto Especial Jaén San Ignacio Bagua' (PEJSIB - development project of the Peruvian Government). However, due to the size of the region and the complexity of conditions it cooperates closely with the Comité Interinstitucional (Interinstitutional Committee - CI)².

Collating, organizing and analyzing the requisite data and information entailed considerable effort and would have been impossible without the assistance of institutions active in the region. The problems were the size of the project area and lack of precise information on the target groups. In addition, the ecological, ethnic, geographical, political, institutional and economic conditions were also exceptionally diverse.

This resulted in close cooperation between the short-term expert in charge of conducting the target-group analysis and project staff as well as the CI. Some crosschecks were

¹ Representative according to criteria such as location in a particular water catchment area and/or agro-ecological zone, road links, major crops, etc.

² This groups the regional representatives of the agriculture Ministry of Agriculture and the local administrations of Jaén, San Ignacio and Bagua; the Proyecto Especial de Jaén, San Ignacio, Bagua; of Radio Marañón; of the NGOs SIAT and INDES and of the Jaén vicariate.

also made with the person in charge of the tandem institutional analysis and those conducting the brief diagnosis in the three provincial capitals.

This collaboration was a shining example of coordination and allocation of tasks in provincial development between non-governmental organizations (NGOs) and the state sector.

How did they do it?

Step 1 (total 5 days)

After talks with those in charge of the project and a short revision of the project documents, a 2-day workshop was held with the management level of the various institutions of the CI to

- a. explain the content and objectives of a participatory target-group analysis including gender;
- b. specify the number, location and additional selection criteria for villages as well as the contribution of the institutions involved in terms staff, transport, meeting rooms, materials, etc.

In addition, the different stages of the target-group analysis were planned in detail: activities, dates, deadlines and responsibilities.

The following decisions were taken:

- On work content:
 - * A solid database for project activities, including a typology of the different target groups should be available at the end of the analysis.
 - * Strategic recommendations should be made for the assistance of the rural population of Jaén, San Ignacio, Bagua, aimed at sustainable socio-economic and ecological management of land and higher living standards.
 - * Upgrading of project staff and/or personnel from different institutions involved should be provided in the project in new survey techniques to broaden their view of their target groups; also via their direct involvement in designing, conducting and evaluating the analysis.

- On work scope:
 - * Surveys should be conducted in 32 villages in the three provinces and the three provincial capitals.

- * Selection of villages was based on criteria adopted in the workshop (different altitudes, different crops, etc.) as well as the data of the 1993 national census, pre-excluding villages with too few inhabitants and localities whose inhabitants mainly conduct trade. The remaining villages were grouped by their water catchment area and selection was made by drawing lots, leaving out villages rated as inaccessible (more than 6 hours away) .

Step 2 (total 14 days)

The short-term expert commissioned with the target-group analysis drafted a proposal (in line with the criteria defined in the workshop and with the Terms of Reference, TOR) on the related procedure and survey techniques. To meet the TOR requirements and due to the size and diversity of the project zone, use was made of most methods applied in socio-economic and ecological studies.

The proposal was submitted to the project and the Interinstitutional Committee (CI) for approval and revision.

In response to the requirements defined, the following methods and techniques were used for target-group analysis.

Qualitative techniques and methods

- * Outline of the community
- * Poverty typology of farming families
- * Village history
- * Organization landscape
- * Survey on division of labour between men and women
- * Assessment of family decision-making processes by gender
- * Profile on access to and control over different resources within and outside the family
- * Guidelines and key informant interviews
- * Survey of differing needs

Quantitative techniques and methods

- * Questionnaire at village level
- * Questionnaire at family level, taking into account for different social strata and including at least 15% women amongst the respondents.

Other techniques

- * Thorough study of secondary literature
- * Study and use of statistics from other institutions

Step 3 (total 5 days)

Training of staff provided for the study by the Interinstitutional Committee in using and applying participatory survey techniques including a gender aspect. Putting together

the interdisciplinary teams: where possible one woman and one man with different professional experience.

Step 4 (Between two and three days in the village itself and one day follow-up work per village)

- First, the villages nearest to Jaén were visited to gain initial experience with the instruments developed and revise them in line with new findings if necessary.
- The second assignment took the teams to the more remote villages. In general, the teams were given a friendly reception by the authorities and villagers. The community members cooperated well in the survey, as they were pleased to be asked their opinion and not simply treated as objects of project staff's scientific curiosity.

It was impressed on the teams not to make any promises about future support. In acknowledgement of the villagers' cooperation the project undertook to return the surveys made in each community in the form of a village portfolio. This document will be able to serve as an initial basis for further planning of village development; the information gained can also be used for other projects and institutions, where the Jaén-San Ignacio-Bagua regional development project is not active.

The person in charge of coordinating the target-group analysis de-briefed the teams about their experiences each time they returned from field work and read through the information and documents brought back.

Step 5

The field work was completed with the official presentation of certificates and a method manual for the survey teams.

Step 6 (The time required depends on the questions, the information sought, the scope of the study and the staff available)

The data and information collected were collated, analyzed and interpreted in the following weeks. The findings were then submitted to the project and the Interinstitutional Committee for discussion and approval. The final version of the target-group analysis was then drafted, taking everyone's suggestions into account.

It certainly took a lot of work. And where has it got us?

What did the target-group analysis tell us?

The design of the present target-group analysis is based on the analytical 'breakdown' of a village into four main areas: household economics, production systems, eco-systems and social organization. Also incorporated into the design were general infrastructure, socio-demographic and socio-cultural information, historical

facts, the rural population's vision of the future and a typology of the farming family.

These headings are used in the following presentation of the findings but the reader should always remember that this is an evolving structure with shifting boundaries. We shall provide a general outline without going into detail:

1. What were the main results of the analysis?

- ◇ Ascertaining gender-specific, socio-demographic data at province and community level to better identify the different sections of the population by ethnic composition, age distribution and by urban or rural type, etc.
- ◇ Compilation of indicators on the level of education of the population and the existing social infrastructure (health, education, transport, energy, water/sewage, communications, etc.) to facilitate technical consultancy and above all for assessing how and how much project activities affect the whole social system
- ◇ The finding that settlement occurs step-by-step - starting in the valleys and ending on the mountain tops. In relation to this, secondary literature on migration in the region was searched and the population questioned about migration flows.
- ◇ An assessment of the socio-economic and social status of the rural sections of the population within individual provinces. The following groups could be distinguished by type of property ownership:
 - The largest group consists of family-run farming enterprises whose size diminishes the younger the head of the enterprise (12.5% headed by women).
 - The next largest group consists of men and women of the “Comunidades Nativas” and the third largest group is the “Comunidades Campesinas”.
 - Another group are the 'landless', i.e. families who work less than ½ hectare of land and whose members earn their living as day labourers. Beforehand, hardly anyone was aware of the size of this group in many villages. This additional information was obtained by the target-group analysis.

All this information and the finding that each group has its own culture and forms of production and organization, can help the project develop the necessary specific approaches for advising and assisting the end users and others involved - including impact monitoring.

- ◇ Awareness of the members of the Interinstitutional Committee that their advisory services to date were principally geared to the male heads of families. Previously they had not paid attention to who exactly was doing the work that was the subject of these advisory services. (The surveys also revealed keen interest in advisory services and that most of the population desired training units of about two days).

- ◇ Though not a major concern at present, mining could become one if current prospecting work leads to extraction of deposits. A risk monitoring for the project is extremely important here to anticipate possible changes in the social fabric as well as ecological dangers early on.
- ◇ Everyone involved in discussing the study became aware that figures and statistics from secondary sources are only relatively reliable and up-to-date.
- ◇ Thanks to collaboration in the target-group analysis, the participant institutions have got to know each other better, gained a broader picture of conditions in the region and now have staff at their disposal, who are trained in participatory planning and survey techniques.
- ◇ 28 villages have a portfolio documenting the data and information which can be used in future village development.

2. What were the special features of the preparation of the typology of rural families?

Although the study was not specially geared to poverty reduction, the project's development policy objectives did include giving consideration to how to benefit the poor sections of the population above all and enlarge its scope of action. Therefore, indicators were sought that corresponded to the farmers' notions of wealth/poverty.

To ensure that the indicators tallied with the population's own ideas, the decision was taken to let the villagers define these indicators themselves. The outcome is impressive, particularly because it reflects the high social competence of the respondents and their integral vision of their conditions of life:

Poverty is frequently defined as a situation where a person or a social group cannot satisfy their basic needs. That is, they lack the minimum of cash or non-monetary income to satisfy food needs and/or sufficient access to the means of production and social services (education, health). Besides insufficient satisfaction of basic physical needs, poverty is also understood as having no or little say in social and political decision-making.

Without knowing the above definition of poverty, the respondents included all these aspects except but for one - participation in social and political decisions³ - when defining their indicators.

The general poverty indicators, broken down for three classes (better-off, poor and very poor families) at project level are:

- a. Land ownership
- b. Ownership of cattle and horses
- c. School education of children

³ Considering recent Peruvian history (ban on assemblies due to terrorism, heavy military presence in the border region, hardly any decentralization) the absence of this aspect is hardly surprising.

- d. Purchase and sale of labour
- e. Size and quality of house and other property (e.g. car, business).

A comparison of the indicators defined by the population itself with the indicators applied in the poverty strategy of the Peruvian Government at district level⁴ for example

- a. Percentage of chronically undernourished children
- b. Illiteracy rate
- c. Rate of school absenteeism
- d. Percentage of households with insufficient living space
- e. Percentage of houses with faulty roofs
- f. Percentage of houses without public water and sewage facilities
- g. Percentage of houses not connected to the public electricity supply

highlights the advantages of self-defined indicators with a close bearing on target groups' living conditions and reflecting their viewpoint over externally defined ones (leaving aside their utility for drawing a poverty map at district level). The principal strongpoint of self-defined indicators, whose assimilation into project work poses a challenge, is that project activities orientated to the villagers' own poverty categories arouse keener interest and meet with greater social acceptance.

3. What did the study find out about production systems?

We shall leave aside the usual studies on production systems (major crops, statistical information on tenure and distribution of land and forests, technical production standards, etc.) and only look here at 'new' findings.

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The rural population hardly knows anything about forms of alternative environmental farm management or forest production systems.

- Studies on the division of labour amongst family members by major crop were something new for the counterparts. It dawned on many for the first time how large the labour input of women and children is and that it differs for rice growers and coffee producers, for example.
Surprisingly, too, in livestock farming (largely for self-sufficiency and as a 'savings bank'), women bore leading responsibility - for large animals as well.
- Subsistence cropping plays an important role in all production systems.
- Important facts in land ownership and use: approx. 40% of farmers have worked the land for 1 to 10 years; another 40% between 11 and 20 years; the remaining 20% or

⁴ Elementos de la Estrategia focalizada de lucha contra la pobreza extrema 1996 - 2000, PRES, Lima. The indicators specified in this strategy were general determinants in selecting development projects.

so for between 21 and 30 years.

More than half of them have bought their land, while only a third inherited. Merely a quarter of respondents have legally established land titles. In line with the settlement pattern (from the valley to the mountain tops), the size of landholdings increases from the bottom up.

The prime use of this information is that it enables the project to tailor its advisory services better to the needs of the end users. Precise knowledge of the situation of farming enterprises also helps identify latent strengths and foresee obstacles to project work.

4. Major findings on the eco-system

Besides generally dealing with climate (progressively longer dry periods), water, land and forests, the study focused on the role of people and how they treat these resources.

- Water problems occur primarily in the dry season. However, this did not result in a direct demand for irrigation systems.
The farmers are aware that they have hardly any control over water resources. Access to water does not usually pose a problem, however, since it is regulated by the local administration or a committee.
- In many cases, land is overexploited. The consequences are well-known: diminishing soil fertility, impoverished and heavily eroded soils, rendering them utterly useless in a growing number of cases.
In tillage and use techniques, a clear distinction needs to be made between settlers and the indigenous population. The two groups use these techniques in completely different ways.
- Women have less control over land than men, as the man is considered the owner, even if this is not the case in strictly legal terms.
- Demographic pressure on forests persists: deforestation by settlers and exploitation of luxury woods. Current afforestation hardly offsets this at all. Existing laws on forest protection have proved to be largely ineffectual. Farmers have confirmed that they know the law, but see it as their right to use the forest for their own purposes.
Until now, there have been no initiatives in the region to familiarize farmers with the role and value of non-wood products.

Project work in this field needs very careful planning and further studies, because of influential pressure groups which could be very averse to a certain kind of intervention.

- The settlers, and particularly the women, know very little about the how their own activities affect the environment; drought, flooding, plagues and epidemics are seen as divine punishments, not man-made.
- The respondents cited no precautionary measures for crisis situations. They usually wait until the situation improves or seek help from outside. If the situation gets too bad, they leave and go elsewhere.

- To instigate a gradual change in the way people treat natural resources, a simple monitoring and evaluation system was suggested to the project which was compatible with any form of advisory assistance.
- In any case, advice and activities in resource conservation should be started up with interested farmers, catering for the economic side ('hunger eats trees'). As experience gained in the CI shows, children and youth can also make valuable contributions here.

5. What can we say about household and farm economics?

As in many other rural areas, household and business economics in Jaén, San Ignacio and Bagua form a unity and people do not usually separate them in theory or practice, which is why they are also treated as one and the same thing in the target-group analysis. The following areas were examined:

- **Composition of households by size, age distribution, education, etc.**
 - * According to the target-group analysis data, an average family consists of 6.1 persons. This is below the official statistics for this zone (7 persons) but still above the national average (5 persons). The families are relatively young: the main age segment of the population ranges from 0 to 14, followed by 20 to 39-year-olds, with the 40 to 64 bracket third.
 - * The educational level/school education of the parents is very poor. The standard of the women is substantially lower than that of the men. A certain improvement is discernible amongst children, as almost all families seek a better school education for their children.
- **Household income and expenditure**
 - * The main source of family income is the labour power of the members. Large landowners and better-off families buy the labour of the poor and very poor families. Typically, women earn less than men and children less than women. On average, in poor families two persons work for about 30 days a year as day labourers, while the members of very poor families are always seeking work. It is difficult to find work as there is a surplus of workers in the region, except during the rice-planting season and the coffee harvest .
The day labourers were made up approximately of 60% men, 30% women and 10% children.
Other sources of income are work as domestic helps or from handicrafts.
 - * 33% of the families received food aid or other donations, a figure which roughly equals the stratum of very poor families as defined in the above typology.
 - * The available data on income earned from the sale of agricultural produce must rate as too unreliable. Separate data must be obtained, if the project considers

this necessary.

- * The information available on total expenditure is rather more plausible, however, and comparable with national statistics.

- **Percentage of economically active population**

- * A comparison of the percentage figures of the economically active population according to the national census in 1993 with the perception of men and women from the 28 villages in the target-group analysis reveals a surprising picture:

	Percentage of economically active population according to national census of 1993	Percentage of economically active population according to target-group analysis
Men	77	42
Women	23	35
People younger than 14 and older than 60	0	23

The study figures may be assumed to be more plausible since they fit better into the overall picture gained of the region. The high percentage of children and old people obliged to work evidently coincides with the existing officially recognized poverty in the provinces.

- **Marketing**

- * Agricultural produce is sold mainly to middlemen on the market in the nearest village, directly from the field or sometimes in the next town. Produce is hardly ever processed; processing has shifted increasingly to the coast.
- * There is hardly any linkage between development organizations and the public sector on the one side and businessmen on the other. The project has noted this deficit.

- **Borrowing and savings**

- * Loans are extended mainly by private individuals and middlemen. Finance institutions are available only for land title holders. 60% of the respondents said they borrowed money themselves, the largest group for consumer goods, the second largest group to pay for doctors and medicine, the third for productive purposes in farming and the last group for investments. The loan amounts are relatively small. Significantly, loans are taken out largely by better-off and very poor families. So in its envisaged lending scheme, the project will also have to set up a socially equitable and thus attractive line of credit for very poor families.

- * Where there is any family capital, it is under the men's control. The women said no large amounts of money were entrusted to them and they were usually economically dependent on their husbands.
 - * The population is able to save very little. At present mainly the coffee producing family enterprises have acquired some savings, which may be due to high coffee prices for former harvests.
 - * Several members of the CI have gained experience with rotation funds and can draw on this in project work.
 - * To set up efficient lines of credit, more investigations are needed in this area. One thing is already clear, though: to be successful, loans must be flanked by advisory measures (loans awarded for investments instead of consumption).
- **Division of labour and decision-making in the family**
 - * The surveys on division of labour in agriculture, livestock, ancillary jobs, work in and around the house and leisure time garnered a host of findings for the project to help gauge the status of the different kinds of work and identify the people who perform it.
 - * They revealed a relatively clear allocation of tasks in the family which is passed on to the children: the girl gradually takes over the mother's work and the boy the father's. This constellation is also evident in the figure below:

Source: data from the target-group analysis.

- * The women and men questioned said a third of the decisions within the family were taken by women alone and two thirds by men.
This general decision-making picture was specified in more detail:

Family decisions taken on internal and external matters.

The first area includes decisions on spending (for the house and the purchase of means of production), on crops, livestock, the quantity and price of farm produce

sold, the education of the children, taking part in training schemes, expenditure on food and other consumer items, family planning and finally decisions on who works as day labourers and what to invest in.

Decisions on external matters include: Who has contact with the institutions, who represents the family, which community representative should be elected, who takes part in community work?

The knowledge gained in this analysis step enables the project to make contact far more directly with the various decision-makers responsible for the area. Persons not directly affected, though, can also exert substantial influence in a family and should not therefore be ignored.

- **Strategies for problems and conflicts in the village or in the family**

- * In family problems such as illness and death the families concerned are usually supported by relatives or neighbours donating goods or money.
- * Family disputes and trouble with the neighbours are the prime sources of conflict, followed by problems with land, water and debts. In third place are illegal activities, such as slash-and-burn, theft of livestock, etc. Epidemics amongst people, plants and animals came at the end of the problem chain.

Depending on the situation, the settlement of these kinds of disputes and problems is incumbent on the mayor, the justice of the peace, the drinking water or irrigation committee or other local authorities.

- * In general, though, there are two ways to settle conflicts - via formal legislation or via the surviving common law. Which of these options is chosen depends on the facts and the decision of the village assembly.
- * Men and women were only prepared to make general statements about the presence of armed forces, terrorism and drug trafficking, which is understandable considering their recent history.
In villages where they are scheduled to work, project staff should, however, stay very alert, because there are still covert pervasive power elements or latent sources of conflict here.

6. Village organizations

- The definition of 'organization' at village level is very broad, because it largely denotes single authorities/persons rather than large associations.
- Nevertheless, villages have a multitude of organizations, clubs, committees, etc., although these are mostly relatively weak, since, as mentioned, real power is wielded by influential individuals:

- * 57% of those questioned were members of one or several organizations.
- * Most organizations have mutual contacts, except for certain religious sects.
- * Personal involvement in organizations is often unrecognized or hindered.
- * Traditional organizational forms from the respondents' areas of origin are in a state of flux.
- * The relevance of individual organizations usually differs for women and men.
- * The political authorities (i.e. not the 'organizations' in the strict sense) are the paramount ones for men and women, followed by educational and health organizations. Men allot local organizations third place while women assign this position to women's organizations.
- * Both men and women were cited as members of all organizations in the survey area.⁵ Fifteen per cent of the members of organizations not dedicated specifically to women's issues were female, while male participation in women's organizations came to about 19%.

So as a rule, it is important not to found any new organizations, but instead build on the available ones, step up women's involvement and percentage membership without forgetting to include political authorities.

- The population located the primary benefit derived from institutions and projects now working in the village in social infrastructure and food aid. Comparatively seldom was mention made of training in productive areas.

⁵ Except - ironically - for two development projects also cited by the respondents.

7. Future expectations

- The demand for a higher quality of life was mainly seen in connection with social infrastructure and services, and less in the farming sector. Without doubt, however, respondents partly told interviewers what projects usually provide in the region and that the low demand for advice was attributable to dissatisfaction with past performance. This and the low propensity to invest in farming was construed in the analysis as an indication that people saw the future, especially for their children, more in urban rather than rural areas - not a favourable premise for a regional development project.
- Although men and women shared the same hopes and expectations, they ranked them differently, underscoring the correlation between their preferences and their roles and functions in daily life.
- The men voiced more and greater demands than the women. But for both groups better educational opportunities for their children are paramount.
- Ideas on village development have a marked collective character, whereas those on productive work are more individual.

Everyone involved agrees that the target-group analysis has compiled excellent data and new information about the target groups. It is equally clear that this database only describes the status quo and needs continually enlarging and updating, and is open to new interpretations, since new situations will also keep arising in the dynamic development of the region.

Another question in this connection is: Can we directly reduce poverty now? We don't think this is feasible within the scope of the project, because too many other factors impinge on its activities. Where the project can indeed make a contribution is in preventing adverse effects by careful planning of the allocation of project services (lending, advice, provision of infrastructure, etc.) and seeing to it that they benefit the most needy and/or that present social inequalities do not worsen at the expense of this group.

What staff/team do you need for a target-group analysis and how much does it cost?

Conducting a target-group analysis requires the combination of socio-economic and socio-cultural aspects with relevant technical, financial and ecological issues. This calls for a multidisciplinary team (economist and other sectoral job profiles) headed by a sociologist, anthropologist, or ethnologist. The work involved requires social-science competence, the capability for intercultural cooperation, methodological, regional and local experience, combined with sectoral and economic expertise. It is essential to

support the multidisciplinary core team via survey teams and computer scientists.

In the present case, the core team consisted of a social scientist (external expert), an agricultural engineer and periodically a business economist (both project staff). As mentioned already, local knowledge was included via close cooperation with local CI staff.

Nine interdisciplinary teams (one man + one woman each) were responsible for field work in the rural area and two teams (two persons each) in the three provincial capitals. The survey data was evaluated and graphics prepared by two specialists.

It is difficult to give a general costing of a target-group analysis, since it depends on disparate factors: size of project region and duration of survey, number and qualification of experts required, assistance by counterpart organizations, accessibility of the area and transport facilities available, etc.

A minimum of about DM 50,000 needs to be budgeted, not including counterpart contributions (wages, transport, meeting rooms, etc.).

Where can you find more information and who has already conducted a target-group analysis?

General information on target-group analyses is available in the following literature:

- Reiner Forster, Juliane Osterhaus, Zielgruppenanalyse - Wozu, Wann, Was und Wie? - GTZ - Unit 04, 1996.
- Kreditanstalt für Wiederaufbau, Inhalte und Methoden der Zielgruppenanalyse bei Vorhaben der Finanziellen Zusammenarbeit, 1998.

Here are some practical examples of target-group analysis:

- Gesellschaft für Agrarforschung, GFA, Integrierte ländliche Entwicklung, Achram Diouk /Mauretaniens - Zielgruppenanalyse der Frauen - 1988.
- Karin Oswald, Land Resources Development Project (LRDP) Eritrea - Gender-specific Target Group Analysis - GTZ/Pilotprogramm Frauenförderung, 1995.
- Elke Kasmann, "Integriertes Ernährungssicherungsprogramm Süd-Armenien" - Zielgruppenanalyse für den Rayon Sissian - InterAktion Bonn, 1996.
- Christine Brendel, Análisis participativo de los grupos destinatarios con perspectiva de Género en las Provincias de Jaén, San Ignacio y Bagua - Perú, Proyecto de Desarrollo Regional Jaén San Ignacio Bagua, 1998.
- Martha Gutiérrez, „Differenziert ist halb gewonnen“- Gender und Armutsminderung in der Projektpraxis, GTZ/Unit 04, 1998