



**UNHCR**  
The UN Refugee Agency



**WFP**  
World Food  
Programme

**JOINT PROGRAMME EXCELLENCE AND TARGETING HUB**

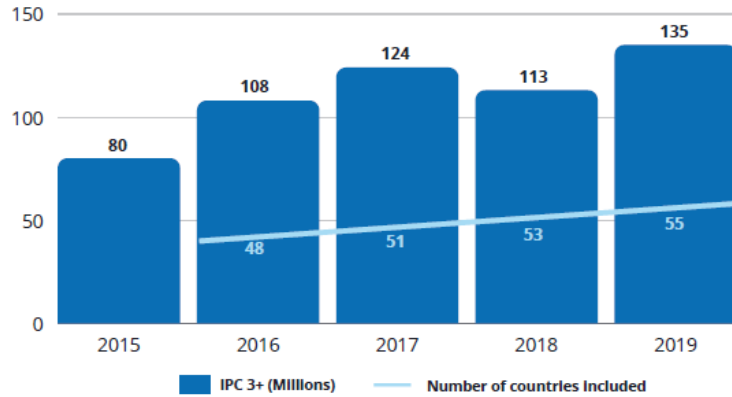
# UNHCR-WFP Joint Targeting Guidelines

Webinar – 03 Dec 2020

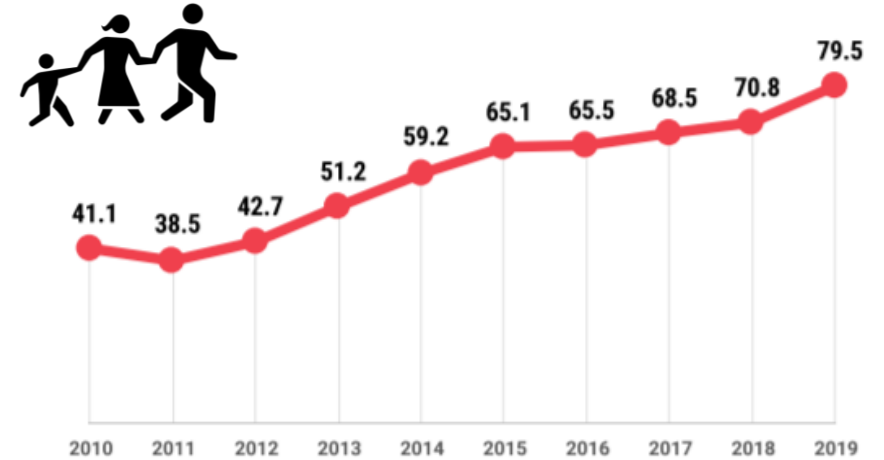
# Global statistics on hunger and displacement



The number of people in urgent need of food assistance has been increasing



Global trends on forced displacement due to conflict and violence



WFP faced a **34%** funding shortfall in 2019

Humanitarian appeals **37%** funding shortfall in 2019













Requires new ways of working together

Advocating for those in need and protecting the most vulnerable



## Joint Targeting Principles

			
Protection- focused	Collaborative	Participatory	Inclusive
			
Evidence- based	Relevant	Accurate	Coherent
			
Proportionate	Accountable	Monitored	

## Joint Targeting Guidance







JOINT GUIDANCE

Targeting of Assistance  
to Meet Basic Needs

## Joint Targeting Hub




JOINT PROGRAMME EXCELLENCE AND TARGETING HUB



2018

2019

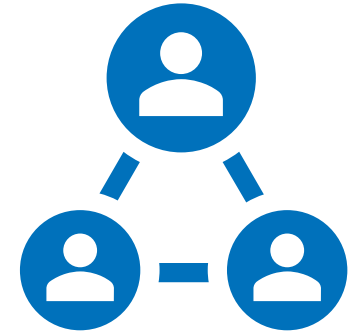
2020



**World Food Programme**



**UNHCR**  
The UN Refugee Agency





**UNHCR**  
The UN Refugee Agency



**WFP**  
World Food Programme

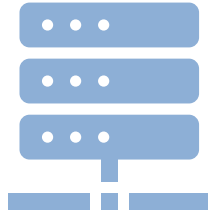
**JOINT PROGRAMME EXCELLENCE AND TARGETING HUB**



**Assessment,  
monitoring and  
analysis**



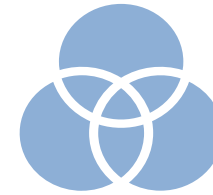
**Targeting and  
prioritization**



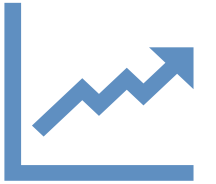
**Data sharing  
and  
interoperability**



**Accountability  
to affected  
populations**



**Joint  
programming**

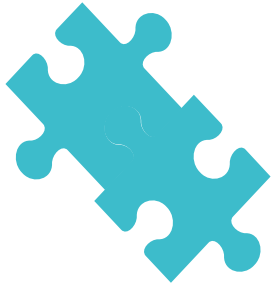


**Livelihoods and  
self-reliance**



## JOINT PROGRAMME EXCELLENCE AND TARGETING HUB

Technical support to either:



The implementation of joint work, or



The harmonization / alignment of work

# UNHCR-WFP Joint Targeting Principles



**Protection-  
focused**



**Collaborative**



**Participatory**



**Inclusive**



**Evidence-based**



**Relevant**



**Accurate**



**Coherent**



**Proportionate**



**Accountable**



**Monitored**

# Protection mainstreaming in targeting



Requires full engagement of protection staff



Inclusion of rights perspective in analysis



Fully functioning referral system in place



Participatory approach and community engagement



Protection-based communication strategy



Complaints and Feedback Mechanisms (CFM)





## Key targeting concepts

## Registration

The process of recording, verifying and updating information of a defined population, to register them for direct assistance, protection or another clearly defined purpose.

## Need assessment

Use qualitative and quantitative tools to identify the number of people requiring external assistance to meet their essential needs.

## Profiling

The identification of demographic and socio-economic characteristics of the population in need. Informs eligibility criteria.

## Targeting

The process by which populations most in need are **identified** to enable provision of timely and relevant assistance.

## Prioritization

Prioritization is **driven by resource constraints**.

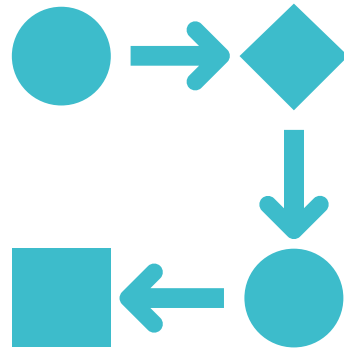
When identified needs cannot be met with available resources the most vulnerable, within the targeted population, are prioritized for assistance.

## Exclusion error

Population in need of assistance but **not included** in the targeted group.

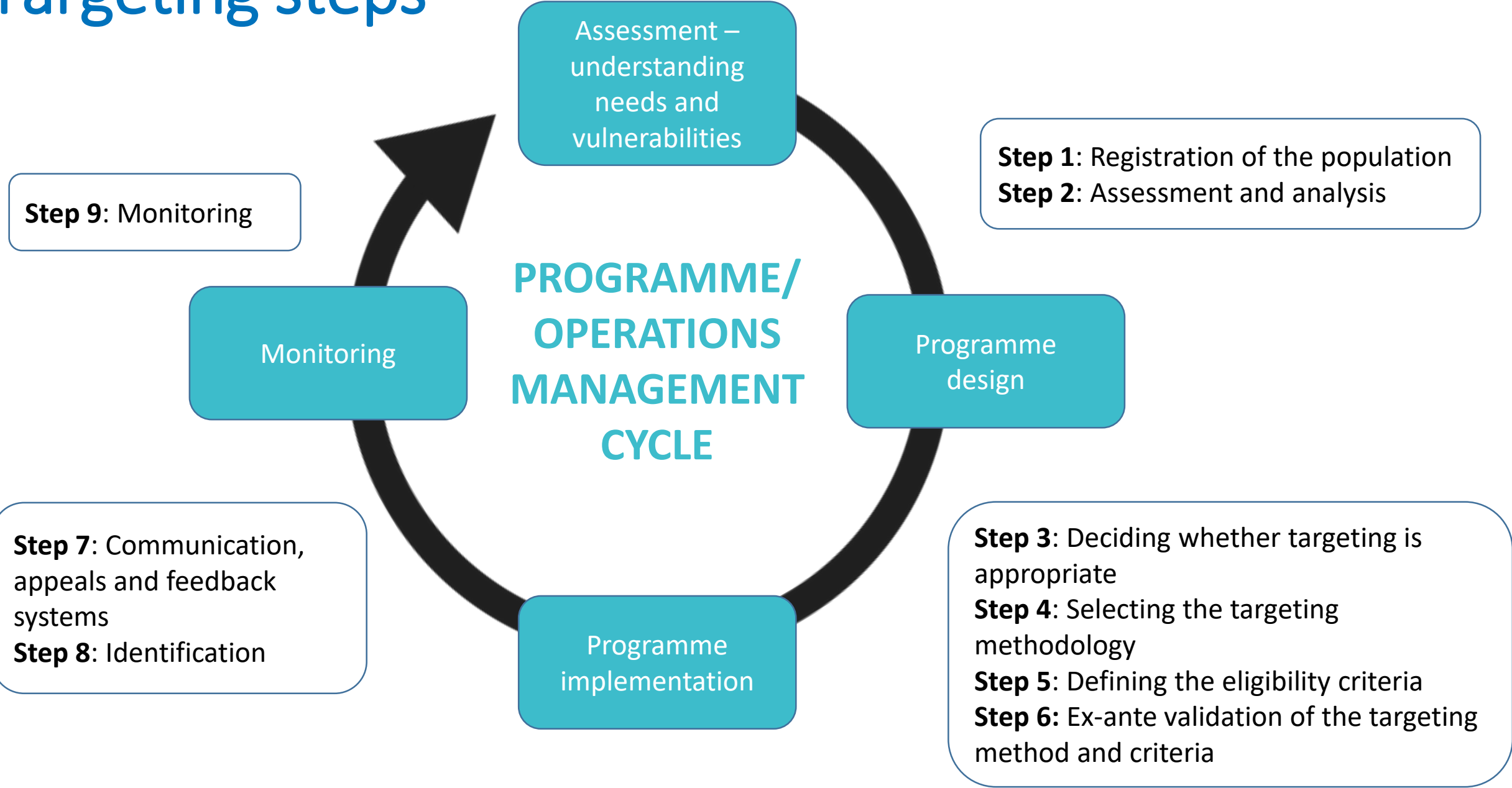
## Inclusion error

Proportion of beneficiaries who do **not need assistance** but are targeted for assistance.



## Targeting Steps

# Targeting steps



# TARGETING STEPS

## PROGRAMME CYCLE

Assessment	STEP 1	REGISTRATION
	STEP 2	ASSESSMENT & ANALYSIS
Programme design	STEP 3	DECIDING WHETHER TARGETING IS APPROPRIATE
	STEP 4	SELECTING THE TARGETING METHODOLOGY
	STEP 5	DEFINING ELIGIBILITY CRITERIA
	STEP 6	VALIDATING THE TARGETING METHODS & CRITERIA
Programme implementation	STEP 7	COMMUNICATIONS, APPEALS & FEEDBACK MECHANISMS
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Registration data is a key source to understand the population of concern

✓ ProGres

- Data field
- Update

✓ Use of proGres data for targeting:

- Sampling of population for assessment
- Use to identify cases eligible for assistance

✓ Data Sharing Agreement



# TARGETING STEPS

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**Good targeting depends on robust needs assessment data and analysis**

### Objective:

1. Identify the number of people in need
2. Understand vulnerabilities, characteristics & protection needs → Profiling
3. Inform response options, targeting decisions and implementation approaches.

Assessment and analysis should be conducted jointly (UNHCR/WFP) with **multisector focus**.

Assessments can be **qualitative** or **quantitative**

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## Targeting is not appropriate in all context

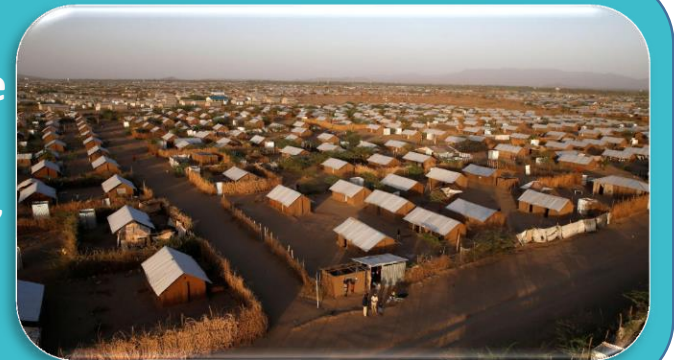
In certain settings the costs of needs-based targeting may be higher than providing assistance to all.

### Considerations:

- Political and legal environment
- Physical access
- Social cohesion
- Protection risks
- Capacity & available resources

### Example

Kakuma,  
Kenya



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## No targeting method is perfect

A combination of approaches is usually the most appropriate and effective as they mitigate the limitations and reduce errors.



Geographical



Community based



Self –Targeting



Categorical



Score card



Proxy- means testing (PMT)

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**Example**

CAR refugees  
Cameroon

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## Factors to take into consideration

There are 11 factors that can be merged into 4 categories:

1. Risks & security
2. Resources
3. Accountability
4. Community engagement

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## Eligibility criteria are context-specific

They represent common characteristics of those in need to determine whether an individual or household will be targeted to receive assistance. They should be feasible to implement and updated on a regular basis.

## 11 principles to be followed among which:

- ✓ Ensure **community participation** in defining and validating eligibility criteria
- ✓ **Protection** – sensitive
- ✓ Associated with **outcome** indicators
- ✓ Aligned with **existing criteria**

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## Method and criteria must be validated

### Objectives:

- Estimate errors – inclusion & exclusion
- Compare effectiveness
- Assess appropriateness
- Inform the programme
  
- Should include **quantitative & qualitative** components
  
- Validation of criteria should be **repeated on a regular basis**

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**Timely communication around the targeting process and eligibility criteria is essential**

- Communication channels
- Appeals
- Complain & Feedback Mechanisms (CFM)

Analysis:

- Inform structural issues
- Update of registration data





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## Implementation of targeting decisions varies with the chosen methodology.

Criteria can either be applied to an up-to-date registration database, or in the case of a community-based approach, through the community selection committee.

### Example: steps for producing beneficiary list

1. Cut-off date is agreed and proGres database
2. Agreed criteria are applied to updated proGres dataset
3. Produce list of eligible population
4. List reviewed and verified
5. Final list
6. Revision of list on regular basis

# TARGETING STEPS

PROGRAMME CYCLE

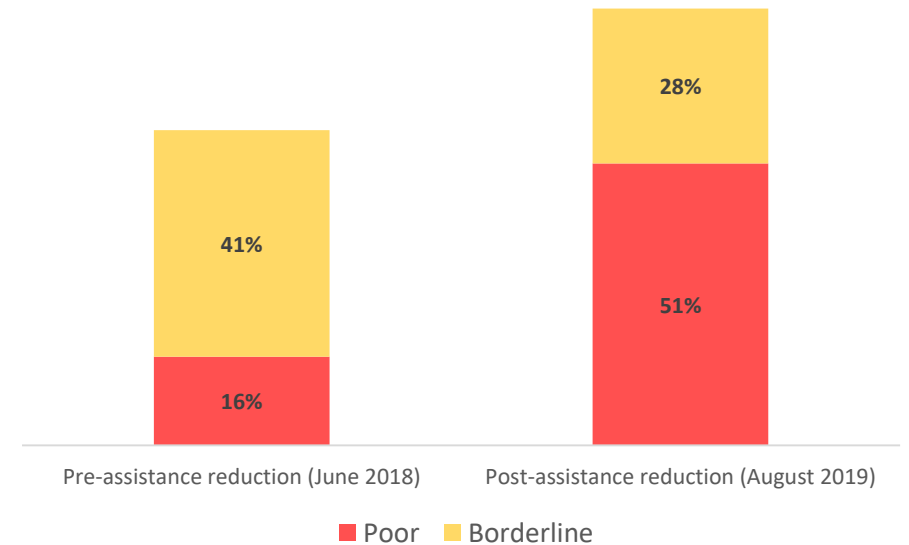
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## Monitoring of outcomes and processes is necessary

Regular (joint) monitoring of targeting **outcomes** for assisted and non-assisted populations is required to:

- Ensure the **effectiveness** of the method
- Provide a basis for **adjustments**

Food consumption of refugee households in Malawi pre and post-assistance reduction





**JOINT PROGRAMME EXCELLENCE AND TARGETING HUB**

