

# UNHCR-WFP JOINT TARGETING GUIDANCE TRAINING PROGRAMME REPORT – JUNE 2022

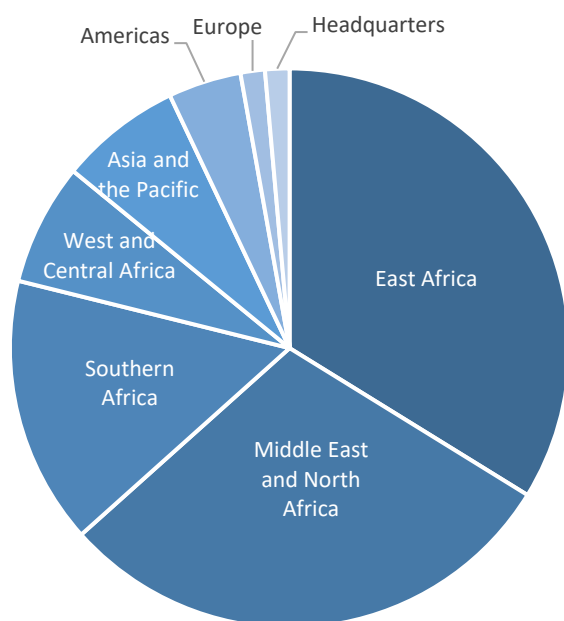
## OVERVIEW

In February 2022, the **UNHCR-WFP Joint Programme Excellence and Targeting Hub** launched a joint online course on **The Fundamentals of Joint Targeting** on UNHCR and WFP corporate learning platforms Learn&Connect and WeLearn. Accessible to all UNHCR and WFP staff, this course covers the basics of joint targeting, building on the **UNHCR-WFP Joint Targeting Guidance**. As of June 2022, **584 UNHCR and WFP staff have enrolled** in this training course.

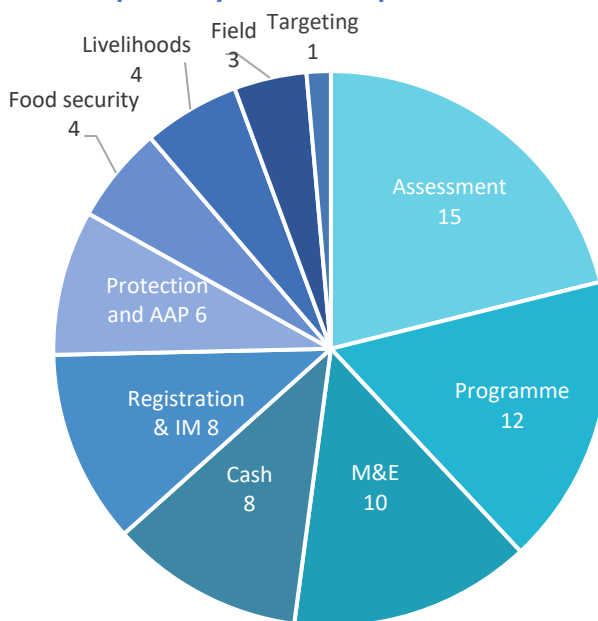
In March 2022, a more in-depth, cohort-based course on **Applying the UNHCR-WFP Joint Targeting Guidelines** was also launched to increase the knowledge and understanding of targeting approaches and processes between the two agencies. Building on the UNHCR-WFP Joint Targeting Guidance, the course consists of eight online sessions on each step of the targeting process, plus a course test.

As of June 2022, **207 UNHCR and WFP colleagues have signed up** for this more in-depth course. A first **cohort of 71 participants** (37 UNHCR and 34 WFP) took the course from March-May 2022, with additional cohorts planned for August-October 2022. This document includes highlights of participants feedback from this first cohort.

### Participants by region



### Participants by functional profiles



## COURSE PARTICIPANTS

Participants came from **29 different country offices**, and a **variety of functional profiles** and grades, reflecting a diversity of contexts and the multi-functional element of targeting. 63 of the 71 participants were based in UNHCR and WFP Country Offices, with seven from Regional Bureaus and one from Headquarters.

## PARTICIPANT FEEDBACK

35 participants (20 UNHCR, 15 WFP) completed a feedback survey on the course with **most participants very satisfied with the course**. Comments highlighted appreciation for the depth of content, rigorous step-by-step approach, and the use of practical examples and scenarios. Most **participants felt engaged throughout**, noting the interactive nature of the course and use of different methods, despite the course being delivered online.

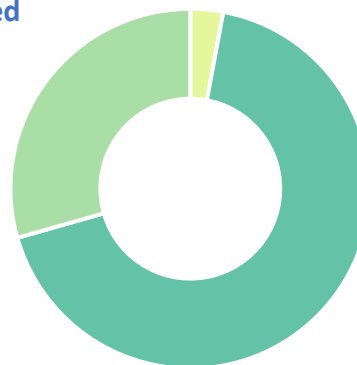
### Overall satisfaction with the course

Very satisfied	19
Satisfied	16
Neither satisfied nor dissatisfied	0
Dissatisfied	0
Very dissatisfied	0



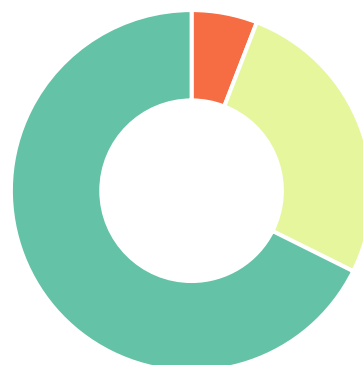
### Whether the subject matter was adequately covered

Yes, to a great extent	24
Yes, to some extent	10
Partially	1
No, only to a small extent	0
Not at all	0



### Whether participants felt adequately engaged

Yes	24
To some extent	9
No	2



I led a joint targeting project with WFP in 2018-2019 and I wish I had this level of learning material and information available to me back then.

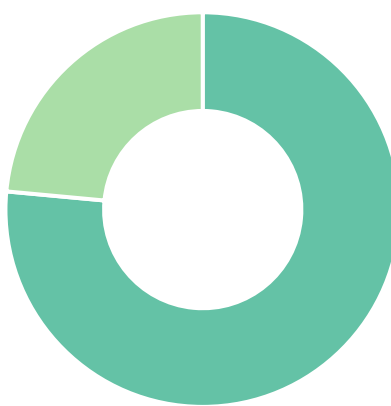
How to identify and target beneficiaries is at the core of our job, to know more on how it can be done is helpful and allows us to understand what we need to focus on



Training participant Yvette Bora, Protection Associate with UNHCR in Rwanda (center) explaining the UNHCR-WFP joint targeting approach and eligibility criteria to refugees

### Usefulness of course to participants work

Extremely useful	27
Somewhat useful	8
Neutral	0
Not very useful	0
Not useful at all	0



### How likely participants are to recommend this course to a colleague

Very likely	35
Somewhat likely	0
Neither likely nor unlikely	0
Somewhat unlikely	0
Very unlikely	0



### Quality of instruction by facilitators

Excellent	19
Good	16
Average	0
Poor	0
Very poor	0





**Shanthi Amindika Withanage**  
Profile Officer  
WFP Sudan



**Loretto Palmaera**  
Programme CBI Officer  
UNHCR Iraq



**Mahathir Sarker**  
Programme Policy Officer  
WFP Mozambique



**Yvette Bora**  
Protection Associate  
UNHCR Rwanda

## PARTICIPANT COMMENTS ON THE COURSE OVERALL

Well-structured and paced. Right choice of experts from both UNHCR and WFP who were able to answer all our questions. Well done colleagues!

The topics covered were relevant to my work and provided a lot of insight on the subject matter.

This training provides me with methodological guidelines on how to carry out targeting in refugee contexts. My technical vocabulary has also been improved. I am also now better aware of the constraints and challenges we may face in carrying out such an exercise. Experiences of colleagues around the world also enriched the training.

The structure, pace, and delivery was excellent.

I have learned a lot... different presenters with enormous experiences shared in every session.

I learnt a lot, in a really practical way. The weeks flew by.

The course is relevant and contains useful information to help me plan a targeting exercise.

Handling the targeting lifecycle in a step by step process each session allowed us to get a deeper understanding and insights of what is done and how it should be done.

Very well organized, interesting presentations and discussions.

I was happy with the training. In some cases, I would have liked to have more time and be able to go more in depth.

It is a very interesting and important course and will help the implementation of my day-to-day activities.



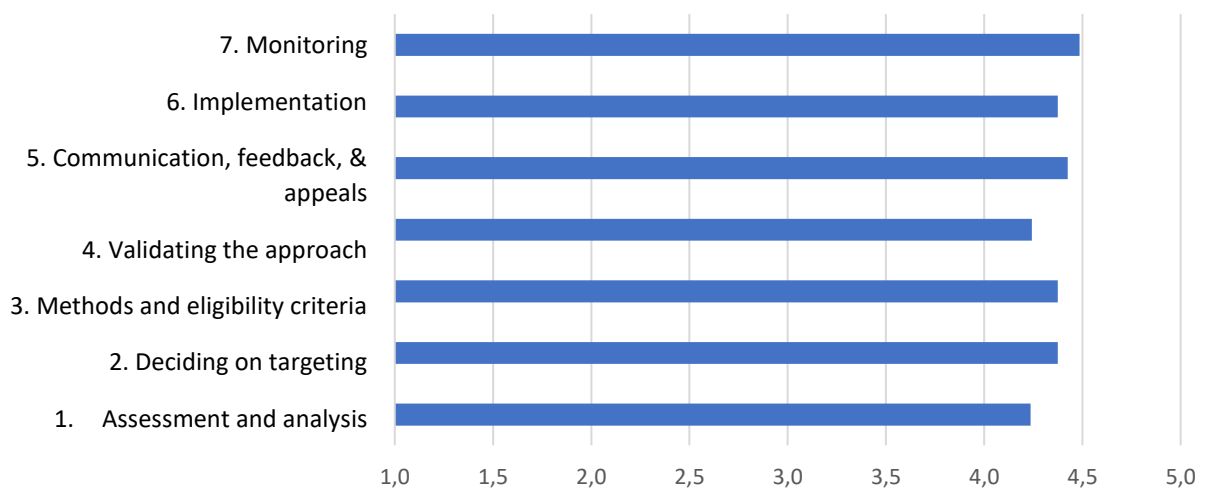


Training participant Francis Njilie, VAM Officer with WFP in Cameroon, supervising a comprehensive food security and vulnerability assessment in the Central Region of Cameroon

## COURSE STRUCTURE

The course was structured over an eight-week period, with a two-hour online session on a different phase of the targeting process held each week. Each session focused on specific considerations during this phase of the targeting process, and featured guest speakers and examples from different country offices. The main tools used to ensure engagement were quizzes and polls, and scenarios using breakout groups. All the sessions received an average score of above 4/5 from participants.

### Feedback per technical session - Average scoring out of 1-5



## SUGGESTIONS FOR IMPROVING THE TRAINING

Participant **suggestions for improvements to the training mainly focused on the methods**, rather than the content. There were several suggestions to **hold the training as a face-to-face event** (or ending the training with a face-to-face event) to allow a greater exchange of experiences amongst participants.

Additional suggestions included the addition of application exercises for each module (including working on questions, or datasets). Participants highlighted their appreciation for scenario exercises and examples/ case studies and suggested to include more of these in future iterations of the course. The use of Mentimeter and polls was greatly appreciated but a restructuring of the way in which breakout groups were managed was suggested, as it took participants some time to create engagement during the breakout discussion times.



Training participant Takaaki Miura, Programme CBI Officer with UNHCR in Pakistan (center), discussing cash transfer programme feasibility with Afghan refugees during a focus group discussion

## WHAT PARTICIPANTS WILL DO DIFFERENTLY FOLLOWING THE TRAINING

I will do a lot differently. From the design of targeting exercises, to the feedback mechanisms being put in place, as well as the analysis of the data and presentation thereof.

Encourage operations to really opt for a joint approach, from the assessment phase till the implementation/monitoring.

I understood that the targeting that I have been involved in didn't do things properly and I can better spot what needs to be reviewed and addressed.

I will try to make sure that targeting is designed with a more participatory approach instead of VAM actively leading it with limited support from programme.

I will enshrine the concept of targeting and prioritization in every programming to better plan and reach persons of concerns.

Better planning of this activity, jointly by UNHCR and WFP; mastering of inclusion/exclusions errors; determine the eligibility criteria; Analysis; Monitoring.

Try together [UNHCR and WFP] to simplify the targeting approach, if possible.

Joint PDM and other monitoring exercises is something I'm very keen on. It was interesting to see the examples from Rwanda.

Much more accountability and respect for my operational partner (WFP) while focusing on the needs of persons of concern.

Guide the team on the avenues for the vulnerability and criteria for persons of concerns to UNHCR and WFP.

Capacity building of staff, and strong communication.

I will now be able to apply certain principles and explain certain aspects better in future targeting exercises.

To consider different approaches on targeting depending on the situation.





Training participant Reema Alnajar, NGO Partnership Manager with WFP in Jordan, during a home family visit with donors to Zataari refugee camp

## CHANGES PARTICIPANTS FEEL NEED TO HAPPEN IN THEIR COUNTRY / REGIONAL OFFICE

Having gone through the two targeting training courses, participants shared the changes that they felt needed to happen in their offices, based on what they had learnt. Notable repeated mentions included closer **UNHCR-WFP collaboration**, increased **accountability and community involvement**, the involvement of a **multi-functional team**, and the need for **capacity building** on targeting.

Decision making needs more consultation and involving the community must be prioritized. Also, communication and feedback mechanisms must really be agreed upon and well maintained.

In our country operation, despite for some of the assistance, targeting and prioritization is not much practiced. So, in time of such resource constraints, we need to adapt the way of working which benefits refugees and asylum seekers.

Increase communities' involvement in decision making.

The urgency and need to do vulnerability assessment and criteria for selection

A focus on targeting, and especially having "scientific/ data-driven" backing for our choices.

Review of data-based targeting framework and redress mechanisms.

There is a clear need to move away from blanket targeting.

We should make our targeting strategy for livelihoods more inclusive. I felt we could have benefitted more from external stakeholders while designing it.

More units need to be involved in the targeting process but only after they have been trained and fully understand.

I think it is good to agree on the way forward with both agencies, and adapt best practices, taking into account the funding shortage.

Increased coordination complementarity among UN agencies.

There should be a systematic and harmonized approach across the board



Training participant Heqian Kuang (second from right), Associate Nutrition & Food Security Officer with UNHCR in South Sudan during a visit to Makpandu refugee settlement

## NEXT STEPS

Participant feedback from the survey on the training was overwhelmingly positive, with many participants highlighting the direct **applicability and usefulness of the course** to their work, the current knowledge and capacity gaps at the country office level, and the **need for increased capacity building on targeting** considering the **multi-functional nature of targeting**.

In general, **the training approach was endorsed by participants**, with suggestions for improvements mainly focusing on the methods used, additional in-depth activities, some requests for face-to-face training, and for additional materials and examples.

**Additional cohorts of the training** are planned for the end of August- October 2022. Considering the popularity of the course with the limited advertisement that was conducted, an increased focus on **communications and marketing of the courses by UNHCR and WFP Divisions, Services and Bureaus** would bring the courses to a wider audience.

Considering the need for capacity building across UNHCR and WFP multifunctional teams, this training will be incorporated into a wider **joint capacity building plan** that will look at knowledge transfer and capacity building work that can sit alongside these two global joint corporate trainings on the UNHCR-WFP Joint Targeting Guidance. This capacity building plan would also include the **mainstreaming of the training content in other UNHCR and WFP corporate trainings**, such as those on protection and programme design and implementation.