Beneficiary targeting in humanitarian crisis: Methods and Lessons Learned

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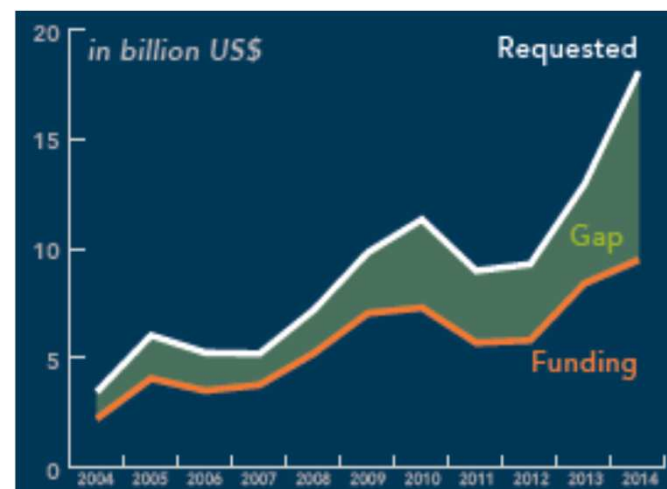
Ablauf

- Welcome: intro of participants, aim of workshop
- Exercise: success factors in targeting
- Presentation: targeting methods
- Group work: case studies and discussion
- Closure

Exercise: Success factors

- Form groups of two

- Based on your experience, identify '**success factors**' that contribute to good beneficiary targeting

- Write the success factors on cards

Targeting Terminology

- *Targeting*: Delivering benefits to a select group of persons
- *Targeting criteria*: Identifiable or measurable characteristics of the group you want to target
- *Targeting methods*: The method you use to find them
- *Eligible:* Those who meet the criteria
- *Inclusion*: Benefiting from a programme
- *Exclusion*: Not benefiting from a programme
- *Inclusion error*: Not eligible, but benefiting
- *Exclusion error*: Eligible, but not benefiting
- *Targeting cost*: Cost of designing and implementing the targeting strategy
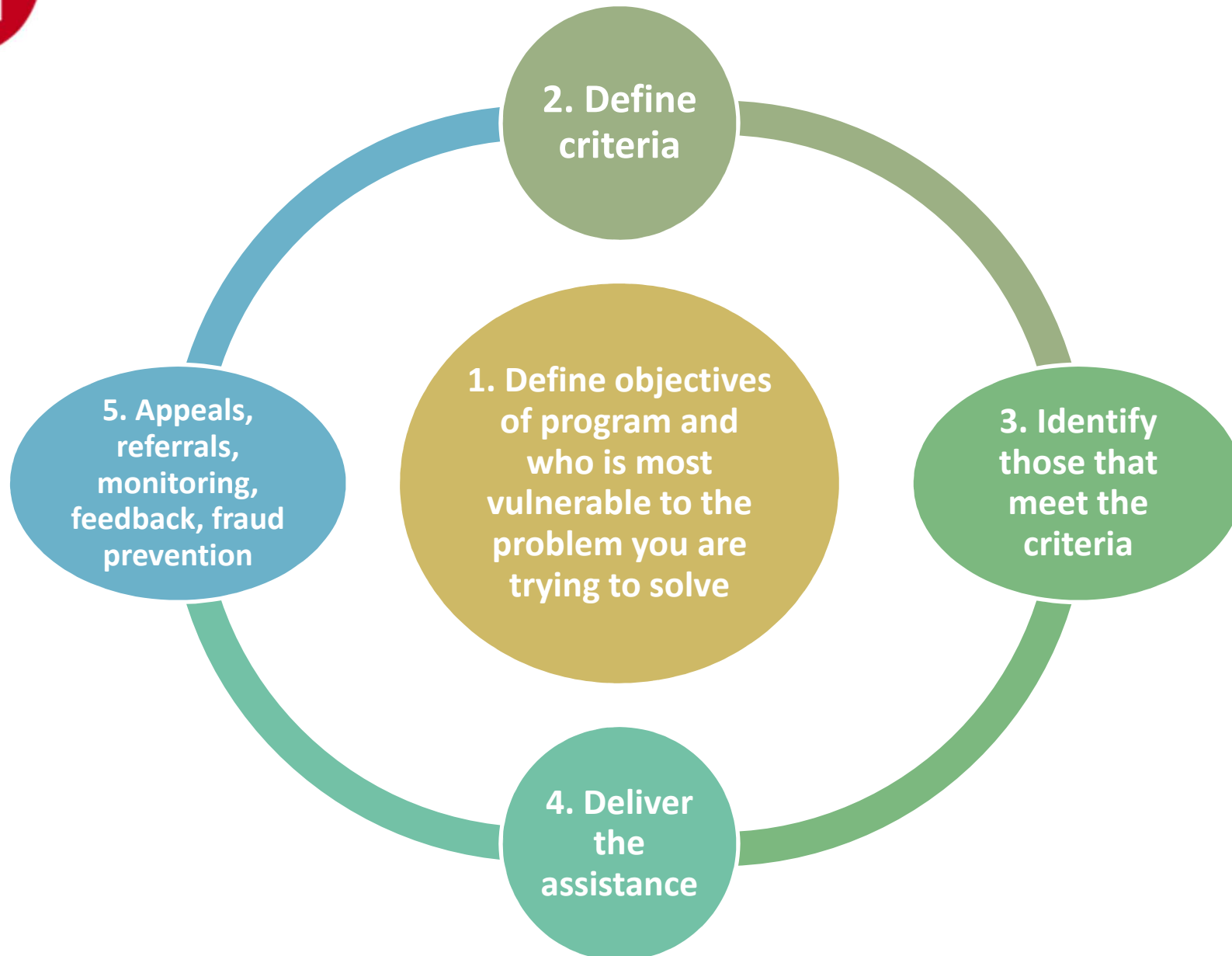
Key principles

- Evidence-based

- Consultative

- Reiterative

- Cost-effective

- Others?

Targeting at a glance

2. Define criteria

3. Identify those that meet the criteria

4. Deliver the assistance

5. Appeals, referrals, monitoring, feedback, fraud prevention

1. Define objectives of program and who is most vulnerable to the problem you are trying to solve

Step 1. Objectives

- Need and response
- Description of who has this problem
- Examples
  - Ensure that economically vulnerable households have sufficient funds to purchase basic needs
  - Decrease severe malnutrition among under-5s through the provision of therapeutic foods
  - Improve the livelihoods opportunities for poor pastoralists living in the southeast

Step 2. Define criteria

- Everyone who …
  - Is this
  - Does this
  - Is below this score
- How?
  – Assumptions
  – Expert consultation
  – Literature review
  – Community consultation
  – Statistical methods

Step 2. Criteria – How? (cont.)

- Community consultation
  - "who in this community has x problem" "what do they *look* like"

- Statistical methods
  - Correlating the problem with other variables, e.g. food insecurity = large families with few income earners and no assets

Odds Ratios

	Good Living Conditions	Poor Living Conditions
MHH	(a) 579	(b) 702
FHH	(c) 62	(d) 236

- (a*d)/(c*b) or 3.13.
- FHH are 3 times more likely to be living in poor conditions.

(agency) Geographic targeting

- Targeting based on **location**
- When and how can geographical targeting be used?
  - You have information/data on where people who meet the criteria are geographically located
  - People who meet the criteria are geographically clustered in one place (region, neighborhood, etc)
  - People living there that don't meet the criteria are few (inclusion)
  - People living elsewhere don't meet the criteria (exclusion)
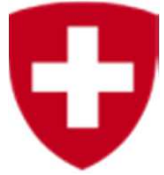
Geographic targeting and blanketing

- Inclusion and exclusion error
    - Those that meet the eligibility criteria

Bogolay

Hungry
80%

Hurt
50%

Homeless
20%
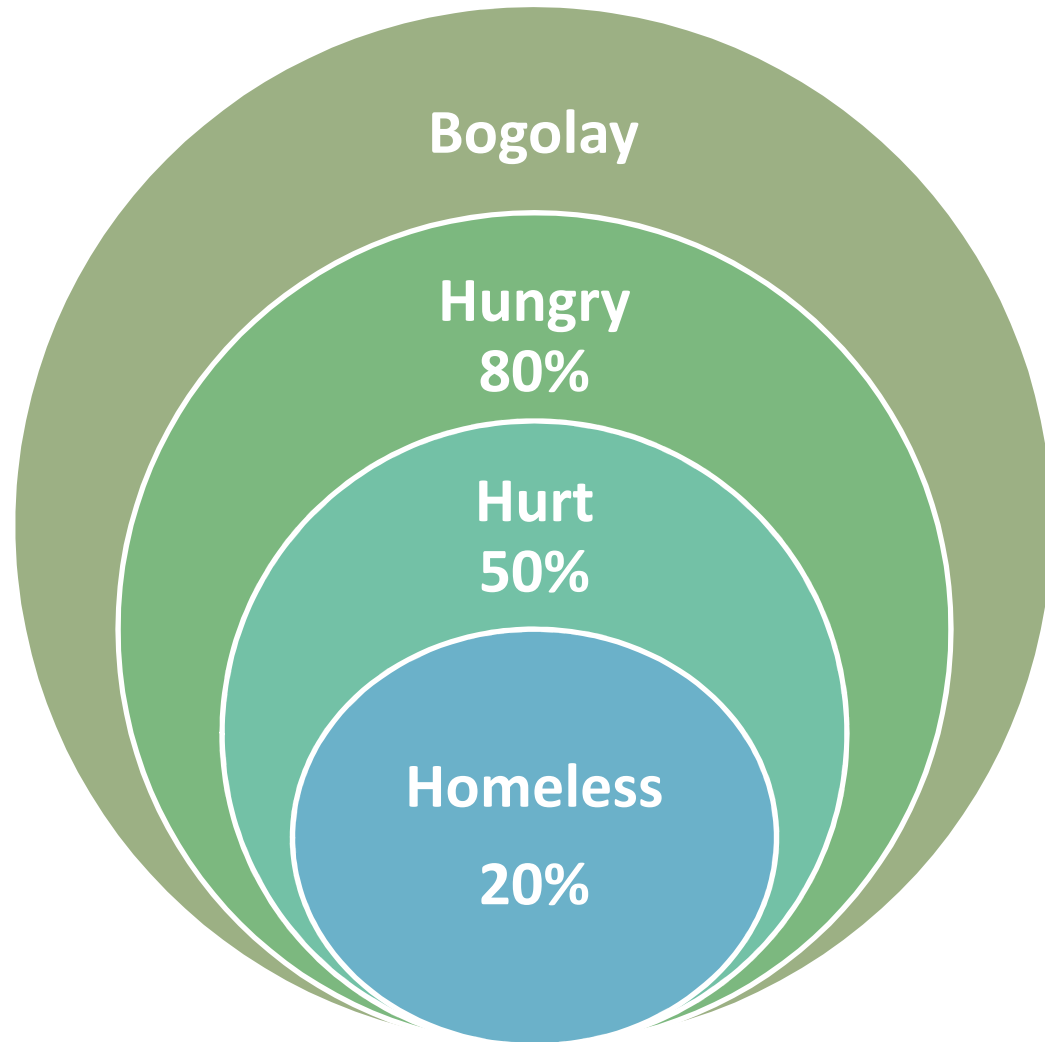
(agency) Other categories

- Targeting based on **status** (IDP, refugee)
- Targeting based on **demography** (elderly, children)
- Targeting based on **specific needs** (pregnant women, disability)
- When and how can categorical targeting be used?
  - When people with the same characteristic (status, demographic profile, specific need) are at risk or vulnerable to the problem that you are trying to address.
  - If they are not, e.g. not all FHH are poor, then you risk inclusion error by using this as targeting criteria. Or exclusion error where MHH are also at risk.

Means-based targeting

- Targeting based on poverty measured by either income or consumption/expenditures
- Preconditions:
  - Understanding of minimum expenditure basket or poverty line (World Bank, Government, or MEB studies)
  - Data either from HH or from government (income/expenditures)
- When and how can be used?
  - Development contexts
  - Protracted humanitarian crisis

Expenditures per capita - Jordan

Expenditure	Cash	Gifts/Aid
Food	60	40
Shelter	20	
Utilities	5	
Transport	3	
Education	2	
Health	1	10
Debt	5	
Non-food assets	3	
Total	99	50

Poverty line in Jordan is 160JD per capita.

Proxies

- When HH expenditure data is hard to get, other data can tell us by 'proxy' what is the economic status of a HH/individual.
  - Quality of housing/sanitation
  - Ownership of durable goods
  - Demographic structure of the household (e.g. # dependents)
  - Employment, education and and/or occupation of adult members
- To determine proxies...
  - Community consultation
  - Surveys and statistical analysis

Proxy Means Test/Score Card

- Predicted expenditure = 220+(-15*family size)+(-10*dependency ratio)+(5*education level)+(5*shelter category)+(-3*basic assets)+(4*luxury assets)

Item	1	2	3
Family size	<3	3-7	>7
Dependency ratio	<1	1-3	>3
Education	Higher	Elementary	None
Shelter	Owned	Renting	Squatting
Basic assets	Sufficient	Available but insufficient	None
Luxury assets	>2	1-2	None

Characteristic	(N=1,434)		(N=28,552)	
	Poor	NP	Poor	NP
Family (case) size	9.7	7.2	5.7	3.8
Average dependency ratio	1.46	1.09	0.95	0.72
Older household head (>64)	5.0%	2.6%	2.1%	1.4%
Female as PA (Y)*	10.6%	12.5%	15.3%	13.0%
Education of HH head (Y=primary or less)	24.3%	16.0%	11.5%	8.7%
Crowding (Y=<3.5sqm/pp)	33.6%	14.3%	24.3%	14.0%
Poor sanitation (Y=>15pp/toilet)	15.3%	7.7%	19.6%	12.9%
Refrigerator (Y)	36.9%	54.8%	41.4%	54.0%
Water heater (Y)	24.6%	47.3%	51.7%	60.7%
Beds (Y)	12.9%	23.4%	13.0%	17.9%
Use of negative non-food coping strategies	30.7%	22.3%	14.6%	12.8%
Children no school for economic reasons (Y)	16.7%	10.5%	12.7%	11.2%
Children labouring (Y)	11.6%	5.9%	2.9%	1.6%
Children under 18 marrying (Y)	6.0%	2.5%	0.8%	0.5%
High debt	27.7%	32.1%	17.8%	25.3%

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Means testing, PMTs, score cards

- When and how can it be used?
  - When other methods won't work (costly, timely)
  - When the data that is required can only be acquired through a **household visit**
  - Protracted and stable situation with good access
  - Administrative and technical capacities sufficient
  - When the benefit is high (1000USD) and the risk of error is high (inclusion/exclusion) so accuracy is paramount

Step 3. Identifying the target group

- Agencies
- Communities
- Self identification

Agencies

- Registration
- Comprehensive or targeted household visits
- Referrals
- Other?

Community-based targeting

- Communities are responsible for determining eligibility

- When can CBT be used?
  - Stability and ability to define 'community'
  - Access, knowledge, trust
  - Strong understanding of context and risks
  - Functional accountability mechanisms
  - Ability to identify true community representatives
  - Clear rules and good communication

Self-targeting

- **People present themselves to the agency for benefits**
  - Assumption : only the group you want to target will apply.
  - Cost to participate will discourage the others
    - Opportunity cost (time)
    - Financial cost (counter-part)
  - Application/appeals

Step 4. Deliver assistance

- **How does this affect targeting?**
  - If collecting assistance requires literacy, but the illiterate are likely to be part of your target group
  - If collecting assistance requires being a man, mobile, or of a certain nationality, you may exclude your target group

Step 5. Appeals, feedback, etc

- No targeting strategy is perfect.
- Reducing exclusion/inclusion error.
- Verify the criteria are correct or if change is required (situations are not static).
- Verify that agencies/communities are adhering to the criteria.

Community Participation

Define criteria

Define objectives of ... you are ... to solve

Identify those that meet the criteria

Deliver the assistance

Appeals, referrals, monitoring, feedback, frau... preve...

Community Participation

Throughout the targeting cycle

- Suggest/triangulate proxy indicators for identifying people at risk.
- Participate in surveys or participatory assessments to verify or collect household data.
- Identify and refer individuals who meet the agreed criteria.
- Monitor adherence to and effectiveness of targeting criteria.
- Be part of appeals committees.
- Feedback if programmes (by design or other reason) are undermining resilience or positive coping strategies, or neglecting groups with specific needs.

Blended models

- A good targeting strategy will use multiple methods spreading risks that any one method is not good enough
  - Geographic (region x)
  - Categorical (under 5s)
  - Means-testing (families whose homes destroyed)
  - Community participation (referrals, appeals, monitoring)

Case Scenarios

- Urbania

- Cyclonia

- Southern Warania