Lesotho CGP: Targeting Assessment

Part Two – Targeting Process

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Evaluating the impact of cash transfer programs in SSA

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Objectives

- Complement/complete targeting results
  - Assessing the targeting process
    - Operational implementation at grassroots level
    - Local social dynamics and power relations
  - Filling gaps in the quantitative assessment

- Triangulate quantitative targeting results on targeting effectiveness
  - Perceptions about targeting effectiveness

Design

- Mix of instruments
  - **National Level.** Semi-structured interviews with officials from the Ministry and staff from World Vision (WV) and Ayala Co.
  - **Community Level.** Focus Groups Discussions with CGP eligible and non-eligible households
  - **Community Level.** Semi-structured interviews with Chiefs, Councillors, members of the VAC, recipients and non-recipients.

- Sample
  - Two community councils of Tebe-Tebe and Makheka/Rapoleboea. Two treatment villages per community council.

- Timing
  - Just after enrolment - before payment (trade-off between focus on processes and on perceptions of effectiveness)

Targeting Process

- Six key steps:
  1. Awareness raising, including the Public Information Campaign and the Community Mobilisation
  2. Setting up Village Assistance Committees
  3. Community census
  4. Community validation
  5. Household selection and enrolment, and
 6. Case management

Awareness Raising

- Mostly via public gatherings (Pitso)

- Main bottlenecks:
    - Pitso 'fatigue'
    - Relationship between local and traditional structures – Villagers less likely to attend public gatherings organised by councillors
    - Limited use of other information tools (no radio announcements, brochures and handouts)
    - Rural/urban – In urban areas Pitsos not taken as seriously
    - Mobilisation team's incomplete understanding of selection process and partial information given to households at public gatherings
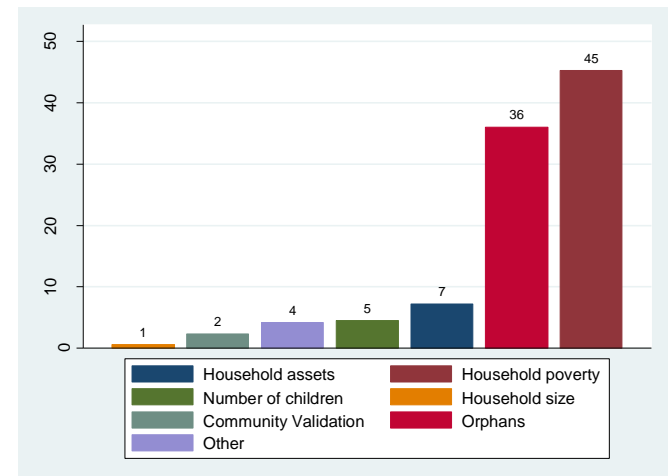
Awareness Raising

- Less than 10% of households state to know how beneficiaries are chosen (similar for Eligible and Non-Eligible)

Who do they think is responsible for targeting?
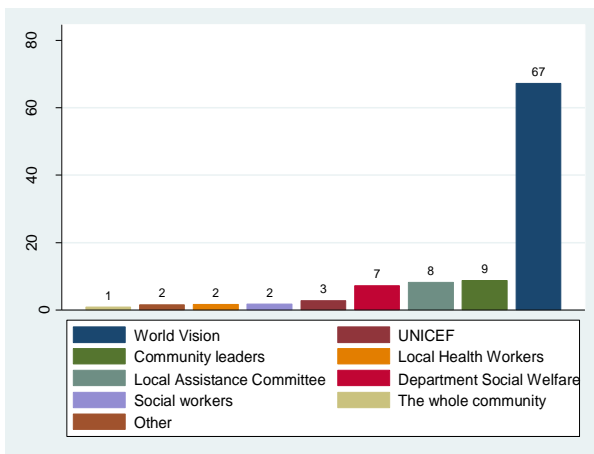
What do they think the targeting criteria are?

Village Assistance Committees

- ## Selection Process
  - Individual households attending the community mobilisation gathering were asked to nominate two members from within their community
  - Hesitation from those present to volunteer for being nominated for selection. Reluctance stemmed from future political and relational ramifications of being part of process. Members worried that they would potentially be accused of biased selection if they participated.
  - The chiefs on the other hand were reportedly not very happy with the establishment of VAC and its members.
  - People were in general happy about those who were selected as part of the VAC. The process was considered to be fair even by the individuals who did not attend the Pitso

- All focus group respondents (both recipients and non-recipients) were not aware of the VAC playing any role in the selection process.
- More than CBT it's a "Local Oversight Independent Committee"

Community Census

- Coverage of the NISSA census has important ramifications on targeting effectiveness and more specifically exclusion errors

- Two potential sources of exclusion
    - Entire villages excluded within selected community councils (inconsistency of information between lists taken from BoS)
    - Pockets of households being excluded from the villages that were visited (limited cases - <u>key factor fieldwork logistics: no previous announcements, second-visits)</u>

Community Validation

- Key factors affecting type and level of inclusion and exclusion errors at validation
    - new or previously established VAC
    - nature and composition of the VAC during validation process (chiefs were present in roughly half of the validation cases)
    - understanding of criteria for validation
    - adherence to criteria for validation
    - level of supervision provided by mobilisation facilitators

- Adherence of the validation criteria to the understanding of poverty at local level

Enrolment and Case Management

- Certificates for enrolment were given to many ineligible households, with instructions to attend the enrolment event. Significant negative impact on community perception of programme legitimacy, resentment and confusion

- At the time of qualitative fieldwork there was no formal complaints mechanism in place.

Conclusions

- We learnt a lot about the process!
- Plenty of recommendations to make to (relatively easily) improve the process, most likely with significant consequences on the overall targeting effectiveness

- Any poverty targeting approach will <u>roughly</u> do the job (all have inclusion and exclusion errors at the end of the day)
- So rather than fighting for one or another approach on conceptual grounds, why not concentrating all these energies, time (and more resources!) to the fine tuning of design and implementation processes?

- Important note of caution on the CGP
  - Very big scale of operation in a very short time (census of 20,000 hhs in one month)
  - Identifying all these issues is the whole point in piloting

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Thank you