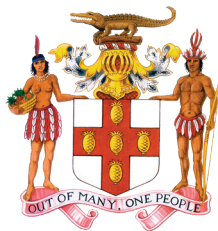


# NATIONAL POVERTY REDUCTION LNOB TOOLKIT

**Leaving No One Behind (LNOB)**

**Planning Institute of Jamaica**  
Poverty Reduction Coordinating Unit  
National Poverty Reduction Programme  
March 2024





# National Poverty Reduction LNOB Toolkit

Leaving No One Behind



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# National Poverty Reduction LNOB Toolkit

## Leaving No One Behind

Based on the United Nations (UN) Leaving No One Behind (LNOB) principle, this toolkit embodies localized and innovative tools, approaches and strategies for use in identifying vulnerable groups at risk of being left behind, while examining policies and programme implementation to address gaps and barriers to access, reach or deliver benefits, services and provisions.

Visit the PIOJ and National Poverty Reduction Programme (NPRP) websites to access the editable PDF Tools and the e-version of this Toolkit.

[www.pioj.gov.jm](http://www.pioj.gov.jm) | [www.nprp.pioj.gov.jm](http://www.nprp.pioj.gov.jm)



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16 Oxford Road  
Kingston 5  
Jamaica W.I.

Telephone (876) 960-9339, (876) 906-4463/4, (876) 906-4469-72  
Email: [info@pioj.gov.jm](mailto:info@pioj.gov.jm)  
Website: [www.pioj.gov.jm](http://www.pioj.gov.jm)

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## Foreword

**Wayne Henry, CD, JP, PhD**

Director General

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Under the leadership of the PIOJ, another pioneering move has been made to strengthen Jamaica's social protection system. Following on the establishment of a comprehensive Social Protection Strategy for the country in 2014, a refined framework for poverty reduction was developed in 2017, through the National Policy on Poverty and National Poverty Reduction Programme (NPP/NPRP). There has over time been a careful recognition of the strategic nature of development planning, and of how implementation achievements can best be assured for the people, who are indeed the core of development.

Advances in social protection continue to benefit from global dynamics and good practice. The United Nations Agenda 2030 mantra of '*Leaving No One Behind*' is one such guidepost that has found resonance with Vision 2030 Jamaica – National Development Plan, and more strategically, with the NPP/NPRP. Leaving No One Behind (LNOB) pulls attention immediately to the coalescing of policy objectives, and more importantly, to the relationship between policy and practice. LNOB imperatives therefore involve scope and reach of interventions; target groups and populations; delivery mechanisms and modalities; consistent monitoring for results; and several other areas for efficient implementation. Inclusivity requires that policies, programmes and actions deliberately address and facilitate each client or potential beneficiary, making the necessary accommodation to ensure there is no exclusion of the most vulnerable in the development process. LNOB therefore necessitates critical evaluations and pragmatic solutions that will support greater coverage and effectiveness at policy, plan and programme levels.

This localized Leaving No One Behind Toolkit, developed collaboratively by the National Poverty Reduction Programme Committee (NPRPC) and other partners of the NPRP, has significant utility for any project, programme, or intervention that seeks to address vulnerable groups. We anticipate wide usage as we share this Toolkit even outside of the key stakeholders of the National Poverty Reduction Programme, and expect that the tools will prompt studied monitoring and subsequent programme adjustments, as well as development of detailed databases for effective programme management. The insight that has given rise to this compilation of useful reflections, tips and directions as embodied in this LNOB Toolkit is truly commendable.



# Acknowledgements

## NATIONAL POVERTY REDUCTION TOOLKIT

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The Poverty Reduction Coordinating Unit (PRCU) of the Planning Institute of Jamaica (PIOJ) wishes to express gratitude to the principal contributors for their comprehensive presentations to the National Poverty Reduction Programme (NPRP) Capacity-building Workshop 2022, which provided fundamental expertise and largely inspired and informed the preparation of this toolkit:

Mrs Sophia Whyte-Givans, Consultant

Mrs Carol Watson-Williams, Researcher/Consultant

Mrs Gwyneth Harold Davidson, Communication Specialist, PIOJ

Ms Latoya Clarke, Programme Director, Sustainable Development Goals (SDGs) Secretariat, PIOJ

Mrs Collette Robinson, Director, Social Protection and Gender Unit, PIOJ

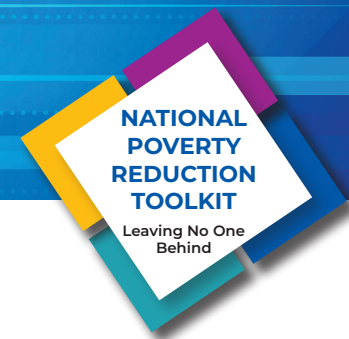
We express appreciation to Ms Zahra Miller, Facilitator at the NPRP 2023 Capacity-building Workshop where the tools were tested and strengthened.

To our Director General, Dr Wayne Henry; Mr Easton William, Chairman of the National Poverty Reduction Programme Committee (NPRPC); PIOJ Senior Management and colleagues, thank you all for your vision, commitment to integrative development, technical and administrative input and support in the preparation of this Toolkit. Special thanks to the Corporate Marketing and Communications Division for their contribution to the editing, design, and publishing of this Toolkit.

To the NPRPC, Working Groups and all our NPRP implementing partners and other stakeholders, we thank you for your significant input in the development of this Toolkit and for your invaluable contributions to the advancement of poverty reduction outcomes in Jamaica. Your unrelenting commitment toward service delivery, sustainability and efficiency remains vital to national development. We hope this Toolkit will assist you in advancing your work.

***PRCU, PIOJ***

# Introduction



## Background

The concept of Leaving No One Behind (LNOB) is outlined in Principle Two of the six guiding principles of the United Nations Sustainable Development Cooperation Framework. It is representative of “the unequivocal commitment of all UN Member States to eradicate poverty in all its forms, end discrimination and exclusion, and reduce the inequalities and vulnerabilities that leave people behind and undermine the potential of individuals and of humanity. LNOB not only entails reaching the poorest of the poor, but requires combating discrimination and rising inequalities within and amongst countries, and their root causes”.<sup>1</sup> This principle is based on the recognition that eradicating poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development.<sup>2</sup>

The Government of Jamaica’s commitment to this global principle is articulated in the National Policy on Poverty (2017). In advancement of the policy goals of eradicating extreme (food) poverty by 2022 and reducing the national poverty prevalence to significantly below 10 per cent by 2030,<sup>3</sup> key strategies and priority actions are implemented through the National Poverty Reduction Programme. This is in keeping with the Social Protection Strategy (2014), Vision 2030 Jamaica – National Development Framework (Goal 1) and the Sustainable Development Goals (1 – No Poverty and 2 – Zero Hunger).

The NPRP has seen significant achievements in its bid to improve access to social services, increase economic empowerment and human capital development, address psychosocial and cultural barriers to poverty reduction outcomes, and implement basic community infrastructure while targeting the most vulnerable.

Jamaica’s Second Voluntary National Review (VNR) of the 2030 Agenda and the Sustainable Development Goals (2022) highlights the various strategies and actions implemented towards the advancement of this framework in Jamaica. Among these national efforts, the report notes that the implementation of the NPRP in April 2018, proved to be a key step in the synchronization of poverty-related programmes for the effective mobilization of available resources and capacities towards poverty reduction.<sup>4</sup> Embodying the government’s commitment to eradicate extreme (food) poverty and significantly reduce the national poverty prevalence by 2030, the programme has seen achievements in its bid to improve access to social services, increase economic empowerment and human capital development, address psychosocial and cultural barriers to poverty reduction outcomes, and implement basic community infrastructure while targeting the most vulnerable.<sup>5</sup>

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1 “Voluntary National Review Report: Implementation of the 2030 Agenda and the Sustainable Development Goals 2022,” Planning Institute of Jamaica, accessed March 8, 2023, <https://www.pioj.gov.jm/product/voluntary-national-review-report-on-the-2030-agenda-and-the-sustainable-development-goals/>

2 Ibid.

3 National Policy on Poverty (2017)

4 “Voluntary National Review Report” accessed March 8, 2023, <https://www.pioj.gov.jm/product/voluntary-national-review-report-on-the-2030-agenda-and-the-sustainable-development-goals/>

5 Ibid.

The 2022 iteration of the NPRP's annual Capacity-building Workshop focused on building on the gains from previous workshops in the areas of strengthening collaboration and monitoring and evaluation (M&E), while seeking to assist programme implementers and other stakeholders with identifying innovative and effective strategies and approaches to delivering services to the most vulnerable. The workshop, themed "Leaving No One behind in the Era of COVID-19 and beyond" saw NPRP partners and stakeholders sharing knowledge on the various approaches to identify and serve the most vulnerable in keeping with the concept of LNOB.

Following the workshop, there was a recognisable need to further examine, interrogate and document tools for devising comprehensive and inclusive poverty reduction policies and actions, with a dedicated focus on reaching the most vulnerable and a commitment to leaving no one behind.

This toolkit is intended to build capacity of poverty reduction stakeholders, including implementing partners of the NPRP, towards:

- identifying those who are left behind or at risk of being left behind in terms of policy and access to poverty reduction programmes and other services
- strengthening service delivery to the poor and vulnerable
- pinpointing relevant information, strategies, approaches and tools to plug gaps and improve efficiency and effectiveness in programme delivery
- highlighting key tools for strengthening partnership, collaboration and information sharing among stakeholders.

## Context

While the recent trajectory of the poverty prevalence indicators demonstrates a positive movement towards the achievement of the NPRP programme goals, the effects of the COVID-19 public health crisis has had a negative impact on poverty reduction targets. The pandemic has highlighted the need for creativity, innovation and resolve in reaching those who have been most affected, and are further disadvantaged due to several factors, rendering them "hard-to-reach" in some instances. These factors may be examined from both the supply-side as well as from the limitations experienced by vulnerable groups insofar as these experiences reflect gaps, deficits, discrimination, and biases in achievement of ultimate programme objectives, and point to the strengthening of capacity issues (in varying forms).

Various displacements have further resulted in emerging vulnerabilities, increased demand for services, and the exacerbation of previously existing gaps and issues with access to critical services by beneficiaries. To ensure that no one is left behind, programme implementers and policymakers must examine additional strategies to address instances where access to services is disproportionately unavailable to those most in need.

This toolkit synthesizes key knowledge elements of the NPRP Capacity-building Workshop 2022 and provides technical considerations into the alignment of the core strategies of the SDGs, the LNOB principle, practical approaches, and tools for policy and programmatic responses. It introduces a set of tools that can be applied at various levels and stages of the policy, planning and programme implementation processes. It also aims to identify approaches to address the gaps in service delivery, and improve beneficiary access in keeping with the SDGs and the Vision 2030 Jamaica – National Development Plan Framework.

## Who can use this Toolkit?

This toolkit has been developed particularly for use by:

- NPRP programme implementers (particularly Government Ministries, Departments and Agencies)
- policy practitioners
- government decision-makers
- other social protection, social development, and sustainable development practitioners.

Non-Governmental Organizations (NGOs), private sector, civil society and International Development Partners (IDPs) may also find these tools useful to advocate for the promotion of social participation, partnership, collaboration, and monitoring and evaluation throughout the poverty reduction process at various levels. The toolkit may also be used to gauge provision of services, partnerships, collaboration, and monitoring and evaluation in poverty reduction interventions, while promoting social participation. The use of tools may be repeated across departments, units, divisions and/or projects as necessary in keeping with each organization's structure, mission and intended target groups.

The toolkit may also be used for academic purposes, as a reference guide on useful tools and practices to be utilized for the implementation of the principle LNOB in furtherance of the SDGs.

## Toolkit Description

The framework for operationalizing LNOB can be broken down into three phases:

- Assessment and Analysis
- Strategic Planning and Implementation
- Monitoring and Evaluation

The assessment and analysis phase of the framework should determine who is left behind and why. The strategic planning and implementation phase draws a road map of what will be done in response to gaps unearthed from assessments and the M&E phase measures, monitors and reports progress while ensuring accountability throughout the framework (Figure 1). This includes areas critical to the achievement of outcomes associated with the principle of Leaving No One Behind, such as improved targeting mechanisms for reaching groups considered 'hard to reach' and the mobilisation of effective and sustainable partnerships to drive recovery in key areas to advance Vision 2030 Jamaica.<sup>6</sup>

The toolkit has a total of nine tools along with useful figures and other information. Consistent with the above, this toolkit has three sections which provide insights into the methods and approaches for incorporating the LNOB principle in poverty reduction initiatives.

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6 "Voluntary National Review Report".



Section 1, “Assessment and Analysis” highlights key tools that may be useful in determining those most in need and at risk of being left behind. Section 2, “Strategic Planning and Implementation” brings to the fore some practical and innovative tools for addressing the gaps identified. This section also covers recommended strategies that may be operationalized for reaching the most vulnerable and details areas for building effective partnerships and collaboration, as well as effective and inclusive communication and public education. Section 3, “Monitoring and Evaluation” identifies tools that can be used to evaluate implemented approaches.

The completion of some tools may require input from programme/initiative beneficiaries. In such instances, it is within the purview of each organization to determine the most suitable method for doing so. These may include, focus groups, interviews, surveys, etc.

**Figure 1: Framework for Operationalising LNOB**



Source: Created by the PIOJ with information from the United Nations Sustainable Development Group<sup>7</sup>

<sup>7</sup> United Nations Sustainable Development Group, “Operationalizing Leaving No One Behind: Good Practice Note for UN Country Teams,” *UN SDGs Resources Library*, March 2022, 11.

## Section 1: Assessment and Analysis

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At its most basic level, being left behind in poverty, without access to the most basic amenities including food, shelter, clean water and education is a violation of human rights. Data trends indicate that economic growth is generally slower in countries with high inequalities. A significant percentage of these populations is often excluded from the labour market or trapped in low-paying and unstable jobs without social protection. These inequalities often express themselves in spatial ways, both within and between rural and urban areas and across countries and regions.<sup>8</sup> They are often reflected in vulnerability to shocks, low socio-economic conditions and multiple discriminations.

According to The United Nations Sustainable Development Group,<sup>9</sup> the five most practical factors for assessing vulnerability of being left behind are based on:

- **Discrimination/Stigma** – based on assumed or attributed identity or status
- **Governance** – the implications of laws, policies and institutions
- **Socio-economic Status** – multidimensional poverty and inequalities
- **Vulnerability to Shocks** – includes conflict, climate, environmental and economic shocks
- **Geography** – risk of exclusion due to geographical location.

Further to these five factors, consultation with local stakeholders indicate that additional factors such as mindset, values, beliefs and self-targeting mechanisms may result in increased vulnerability. These factors can result in self-exclusion and low uptake of social services by vulnerable groups.

## Practical Considerations for LNOB

The fundamental questions to be asked when seeking to operationalise LNOB in policy and programmatic approaches are:

Who is being left behind and who among the people who are being left behind face severe or intersecting vulnerabilities? Tools 1a – 1c seek to assist poverty reduction practitioners in answering these pertinent questions.

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8 United Nations Sustainable Development Group, “Operationalizing Leaving No One Behind: Good Practice Note For UN Country Teams,” *UN SDGs Resources Library*.

9 Ibid.

## Tool 1a: Identifying Groups and Individuals at Risk of Being Left Behind

**Instruction:** Using the table below, identify target groups/individuals who may have difficulty accessing the benefits/ services of your programme and the factors which may contribute to this.

Name of Programme/Initiative:	Define the target group(s) for this programme	Who is at risk of being left behind? <sup>a</sup>	Contributing Factors
Are there individuals/groups from your target population who experience challenges accessing your programmes or initiatives?			

a - Who are the groups that should be included as beneficiaries of your programme/initiative but due to various challenges and gaps may be at risk of exclusion?

## Tool 1b: Assessing Factors of LNOB

**Instruction:** Using the five factors of vulnerability<sup>10</sup> outlined in the tool as a guide, (as well as any other factors relevant to your programme /initiative), assess on a scale of 1–5, the level of vulnerability experienced by the at-risk groups or individuals identified in Tool 1a above.

1. **Very low**
2. **Low**
3. **Moderate**
4. **High**
5. **Very high**

TARGET GROUPS	Contributing Factors (Rating 1–5)						Solution/Comments	
	Stigma & discrimination	Geography	Vulnerability to shocks	Laws & policies	Socio-economic status	Other factors	What has been done?	What more is needed?

<sup>10</sup> Ibid.

## Tool 1c: Identifying Programme Accessibility Gaps

**Instruction:** Fill out the table with input from your programme's beneficiaries.

- Identify and record the essential social services and information they currently lack access to.
- Collaborate with stakeholders and your team to create frameworks that enhance their access to these services and information.

Individuals/Groups	Social Services/Information	Supporting Framework Necessary <sup>a</sup>

a - Refers to critical economic and social support systems that act as enablers for the empowerment of the vulnerable. These include: access to finance, access to the internet and information communication technology (ICT) devices, transportation networks, civil certification.

## Tool 2: Organizational Reflection on Practical Considerations for LNOB<sup>11</sup>

Further to a lack of access to basic social services, there are additional considerations for social development practitioners seeking to identify and address vulnerabilities which may lead to people being left behind. This may require organizational reflection and programme evaluation.

**Instruction:** Using the reflection questions as a guide, complete the checklist below, indicating with a tick your response in the appropriate column. Be sure to add notes/comments where necessary to elaborate, probe or indicate next steps.

Programme/ Initiative: _____					
Reflection Questions			Yes	No	
Policy Framework					Comments
1	Are target groups, beneficiaries, clientele for [this programme/ project/ provision] defined in a document? E.g. in a government policy, project document, legislation, programme operations manual, political directives or manifestos, etc.			1a. If so, which document?  1b. Who are the target groups?	
2	If there is a document where target groups are defined, does it need to be reviewed?			2a. Was the document ever reviewed?  2b. When was the last review?	

11 Collette Robinson, "Addressing LNOB. Critical Considerations for the NPRP," presentation made at the Annual NPRP Capacity-building Workshop 2022, Kingston, Jamaica, March 2022.



Programme/ Initiative: _____					
Reflection Questions		Yes	No	Sub-questions	
Policy Framework					Comments
3	Are these target groups aligned to NPRP __ SDGs, __ Vision 2030 __, other __? ? (tick all that apply)				
4	Are new or additional policy decisions required? (amended legislation? additional budgets? re-scoping? etc)			4a. If yes, which ones are needed (amended legislation? additional budgets? re-scoping? etc)?  4b. What other capacity needs does my programme have?  4c. Within what timeframe can capacity improvements realistically take place?	
5	Do additional policy decisions require partnership approaches/collaboration, integration and/or referral systems?				
6	Is the target group(s) being effectively reached with the benefit/service/provision?				
7	Have there been diversions from the intended target beneficiaries since implementation?			7a. If yes, how did the target groups change?  7b. Why were the target groups changed?	
8	Did changes to the target groups exclude previously intended beneficiaries?			8a. If they did, why are previous beneficiaries now excluded?	
9	Are there newly emerging potential target groups that have become apparent as implementation has proceeded?			9a. Who and where are they?  9b. What are their demographics? (age, sex, location)  9c. How do we reach them?	
10	Have you identified the specific combination of factors that have increased their vulnerability?			10a. What are the factors?	
<b>Data Gathering and Storage</b>					
11	Is there a database of the beneficiaries in an electronic format?			(If yes, proceed to question 12)  11a. If not, why?  11b. If no database currently exists, what are the actions required to develop one?  11c. Given your current resources, how best can these actions be pursued within the entity?	

12	Does the database accommodate data analysis and disaggregation for a combination of vulnerabilities, including demographics such as age and sex, and variables such as location and educational attainment and disability?				
<b>Institutional Assessment</b>					
13	Could people be left behind because of structural issues within your organization/ entity, weak identification/selection systems, or programme limitations?			13a. If yes, what are the challenges?	
14	Are integration systems in place for collaboration with other entities?				

## Data Gathering, Assessment and Analysis

In identifying the gaps and challenges that may exist in the framework for leaving no one behind, relevant and accurate information must be gathered from stakeholders. This data informs the planning and implementation process.

### Tool 3: Tips for Gathering Evidence

**Instruction:** Use the tips listed in the tool below to inform the data gathering process for your programme/ initiative.

	1	Gather and analyse data from a range of sources
	2	Complement existing data through participatory approaches inclusive of sub-populations who may be left behind
	3	Determine from the range of sources, which groups/individuals may be left behind and those furthest behind and why
	4	Utilise a consultative approach throughout the process (initial data gathering, analysis review and triangulation)

Source: Created by the PIOJ with information from the United Nations Sustainable Development Group<sup>12</sup>

12 United Nations Sustainable Development Group, "Operationalizing Leaving No One Behind: Good Practice Note For UN Country Teams," *UN SDGs Resources Library*, March 2022, 12.

## Section 2: Strategic Planning and Implementation

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### Tools for addressing LNOB

While there is no specific blueprint for action when incorporating LNOB in programmatic approaches, there are best practices for the strategies and actions that improve the lives of the poor and vulnerable. These point to actions that include addressing inequalities and discrimination, as well as gender inequalities. Figure 2 consists of national level actions aimed at confronting the fundamental issues which result in people being left behind.

**Figure 2: National Level Strategies for Addressing Root Causes of People Left Behind**



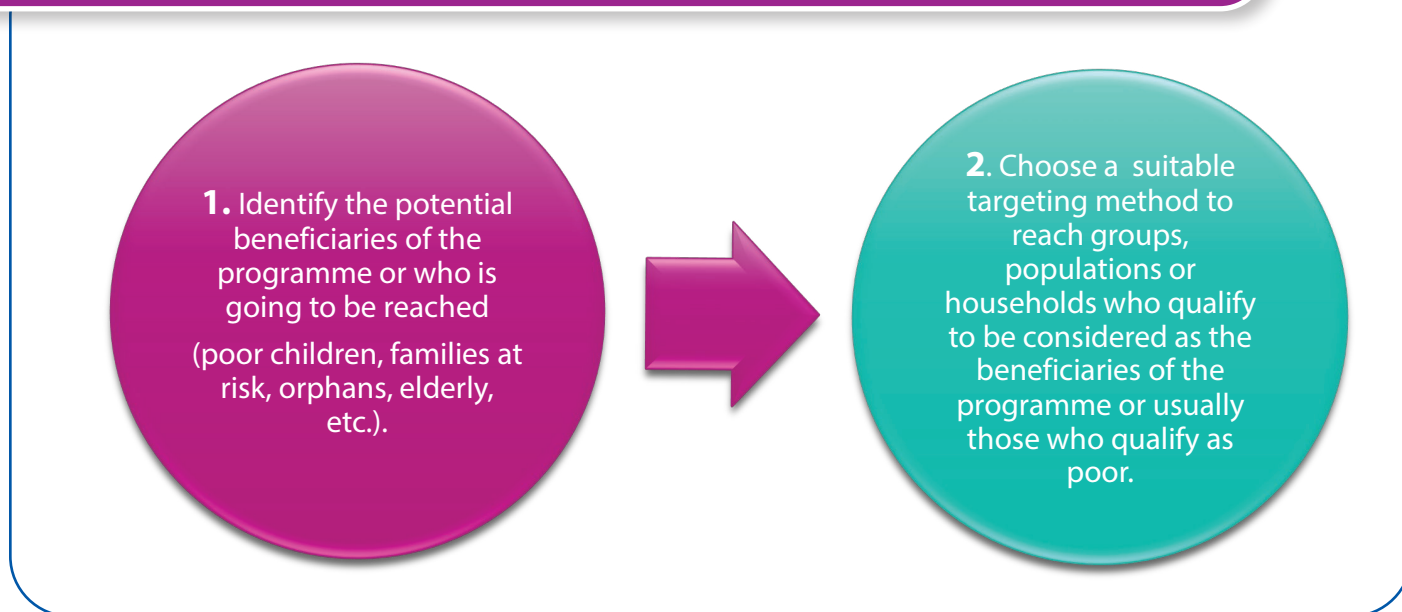
Source: Created by the PIOJ with information from the United Nations Sustainable Development Group<sup>13</sup>

<sup>13</sup> Ibid., 40.

## Improving Targeting Mechanisms

Targeting refers to any mechanism to identify eligible individuals, households and groups for the purposes of transferring resources or preferential access to social services. Popular targeting mechanisms include means testing, proxy means tests, and categorical, geographic, community-based and self-selection tests.<sup>14</sup> Targeting in social protection programmes usually need two steps in its design, as depicted in Figure 3.

**Figure 3: Steps for Targeting in Social Development Programmes**



Source: Created by the PIOJ with information presented by Mrs Carol Watson-Williams at NPRP Capacity-building Workshop 2022<sup>15</sup>

The principal rationale for targeting is to direct programmes to those who are most in need. Targeting also aims to maximize on poverty reduction efforts to ensure no one is left behind and to make the most efficient use of resources. There are ongoing debates regarding the use of the various targeting approaches and the need to identify the most cost-effective methods for reaching the most vulnerable, as well as the appropriate level of targeting.<sup>16</sup>

14 Becky Carter, Keetie Roelen, Sue Enfield, and William Avis, "Social protection topic guide." (2019).

15 Carol Watson-Williams, "Re-examining Programme Targeting, Reach and Scope," presentation made at the Annual NPRP Capacity-building Workshop 2022, Kingston, Jamaica, March 2022.

16 Becky Carter, Keetie Roelen, Sue Enfield, and William Avis. "Social protection topic guide." (2019).



## Tool 4: Targeting Approaches for Consideration<sup>17</sup>

Examine the targeting approaches listed below.

Indicate with a tick the appropriate targeting method (s) for your programme and state reasons why each approach may or may not be appropriate for you.

Method	Description	Advantages	Disadvantages	Selected method(s)	Why? / Why not?
Means tested	Aimed at the poorest, based on measurement of the recipient's income, assets and/or nutrition status	<ul style="list-style-type: none"> <li>Focused on the poor</li> <li>Reduces inclusion errors</li> </ul>	<ul style="list-style-type: none"> <li>Very costly and difficult to administer</li> <li>Requires regular and frequent monitoring</li> <li>Administrative compliance results in exclusion errors</li> <li>Possible stigma</li> </ul>		
Proxy indicators	Aimed at the poorest, based on more easily observable "proxy" measures of poverty (e.g. location, facilities, assets) or vulnerability (e.g. household characteristics)	<ul style="list-style-type: none"> <li>Focused on the poor and vulnerable</li> <li>Reduces inclusion and exclusion errors</li> </ul>	<ul style="list-style-type: none"> <li>Difficult to construct valid proxy indicators</li> <li>Introduces perverse incentives to meet proxy criteria</li> <li>Costly and difficult to administer, especially at scale</li> </ul>		
Community-based	Aimed at the poorest, based on community perceptions of poverty and vulnerability	<ul style="list-style-type: none"> <li>Reflects local understanding of poverty and vulnerability</li> </ul>	<ul style="list-style-type: none"> <li>Significant inclusion and exclusion errors</li> <li>Perpetuates local patronage structures and gender bias</li> <li>Can be divisive</li> </ul>		
Self-targeting	Open to all, but offering a benefit to which only the poorest will be attracted	<ul style="list-style-type: none"> <li>Lower administrative costs</li> <li>Can be linked to skills development and income generation</li> <li>Can generate improved infrastructure (eg public works)</li> </ul>	<ul style="list-style-type: none"> <li>High exclusion errors (of all who cannot participate)</li> <li>Potential bias against women</li> <li>Opportunity costs to participation</li> <li>Stigma</li> </ul>		

<sup>17</sup> Carol Watson-Williams, "Re-examining Programme Targeting, Reach and Scope."

Method	Description	Advantages	Disadvantages	Selected method(s)	Why? / Why not?
Categorical	Aimed at specific identifiable categories of the population associated with poverty (e.g. the elderly, children, the disabled)	Easy to administer  Objective/transparent measures  High level of public support	Inclusion and exclusion errors		
Geographical	Aimed at specific geographic areas associated with poverty	Easy to administer  Useful as a first-level targeting approach	Inclusion and exclusion errors  Can encourage migration		
Market-delivered	Provided to all through market mechanisms (e.g. subsidies, price support)	Easy to administer	Costly and inefficient  Highly regressive  Excludes those who are outside the market (i.e. usually the poorest)		
Universal	Provided unconditionally to all	Removes cost of targeting  No exclusion errors  High level of public support  Respects rights	Inclusion "errors"		

Source: Created by the PIOJ with information presented by Mrs Carol Watson-Williams at NPRP Capacity-building Workshop 2022<sup>18</sup>

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18 Ibid.

## Partnership and Collaboration

Partnership and collaboration ensure that stakeholders are working together, leveraging respective strengths and capabilities or capacities for the common goal. Poverty reduction cannot be achieved by one entity or ministry.

Poverty reduction is an “all hands-on-deck” mission. No one should be left behind because of ineffective partnerships and collaboration between stakeholders. There are many partners involved in the poverty reduction process. In addition to Ministries Departments and Agencies (MDAs), partners can include “individuals, households, communities, NGOs, community-based organizations, faith-based organizations, private voluntary organisations, civil society, the private sector, development partners, and academic/research/institutions/think-tanks”. All partners play an important role in advancing outcome at varying levels. Partnerships provide access to the people who are being targeted for assistance; financial and other resources to the targeted; and data on how the various interventions impact poverty reduction.<sup>19</sup>

The Poverty Reduction Coordinating Unit (PRCU) of the Planning Institute of Jamaica (PIOJ) “supports the work of MDAs, the private sector and NGOs involved in poverty reduction” and provides a direct link between the policy and its implementation.

- The Ministry of Labour and Social Security plays an implementation role by getting the resources that the budget provides to those individuals who qualify for the support. This is done through social programmes such as Programme of Advancement through Health and Education (PATH), National Insurance Scheme (NIS), and the National Health Fund (NHF)
- The Statistical Institute of Jamaica (STATIN) goes out and conducts surveys to continuously update and provide data or a situational analysis of the number of Jamaicans who are either in extreme poverty or poverty.
- The Ministry of Finance and the Public Service (MoFPS) allocates resources. The budget is the articulation of policy and expenditure should be traceable to the National Policy on Poverty.

Source: Created by the PIOJ with information presented by Mrs Sophia Whyte-Givans at NPRP Capacity-building Workshop 2022<sup>20</sup>

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<sup>19</sup> Ibid.

<sup>20</sup> Sophia Whyte-Givans, “Building Effective Partnerships and Collaboration,” presentation made at the Annual NPRP Capacity-building Workshop 2022, Kingston, Jamaica, March 2022.

**Tool 5:****Characteristics of Effective Partnerships<sup>21</sup>**

**Instruction:** Using a scale of 1–5, rate your existing/potential partnerships based on the effective partnership criteria listed in the table below.

1. **Very low**
2. **Low**
3. **Moderate**
4. **High**
5. **Very high**

**Programme/Initiative** \_\_\_\_\_

**Partner(s)** \_\_\_\_\_

Operational Requirements	Score	Leadership Requirements	Score	Partner Requirements	Score
Shared vision and purpose		Knowledgeable about content area		Shared commitment to the vision	
Clear and attainable goals and objectives		Flexible in accepting different viewpoints		clear roles and responsibilities	
Strong leadership and coordination		Promote equity and collaboration among members		trust and inter-personal connections developed	
Overall Comments:					

Source: Created by the PIOJ with information presented by Mrs Sophia Whyte-Givans, NPRP Capacity-building Workshop 2022

<sup>21</sup> Ibid.



**Instruction:** Following your examination of a selected partnership, use the table below to detail the protocols and actions to be undertaken to operationalise good partnership practices.

Good Partnership Practices (What?)	Protocols and Actions		
	Action and person responsible within my organization	Actions that the partner entity can do	Timeline for completion
Ensure that the vision is understood and shared by each partner			
Clarify roles and leverage the strengths that each partner or collaborator brings to the table			
Build effective and responsive leadership			
Outline credible indicators to monitor and evaluate progress			
Build in conflict resolution and accountability mechanisms			
Share information at frequent intervals for evaluation and recalibration, as necessary			
Clearly define roles and responsibilities			
Leverage the strengths each partner or collaborator brings to the table			

Source: Created by the PIOJ with information presented by Mrs Carol Watson-Williams, NPRP Capacity-building Workshop 2022

#### Figure 4: Important Points to Note When Strengthening Partnerships

- Prioritize timely, clear, effective communication that always emphasizes the goals of the organization
- Share information in user-friendly and digestible units that make it easy to read, understand and act on
- Differentiate information by audience and purpose – beneficiaries should receive information too, using text messages or push notifications
- Provide mechanisms for timely feedback, especially where partners' inputs are needed to move forward on an action
- Encourage participation – add an email address or telephone contact where texts can be received
- Map the entire ecosystem so that each partner is clear on his or her role or function, what each should contribute to the system, the timing of the inputs and the outputs, and how each partner builds the ecosystem and contributes to the common goals

Source: Created by the PIOJ with information presented by Mrs Sophia Whyte-Givans, NPRP Capacity-building Workshop 2022<sup>22</sup>

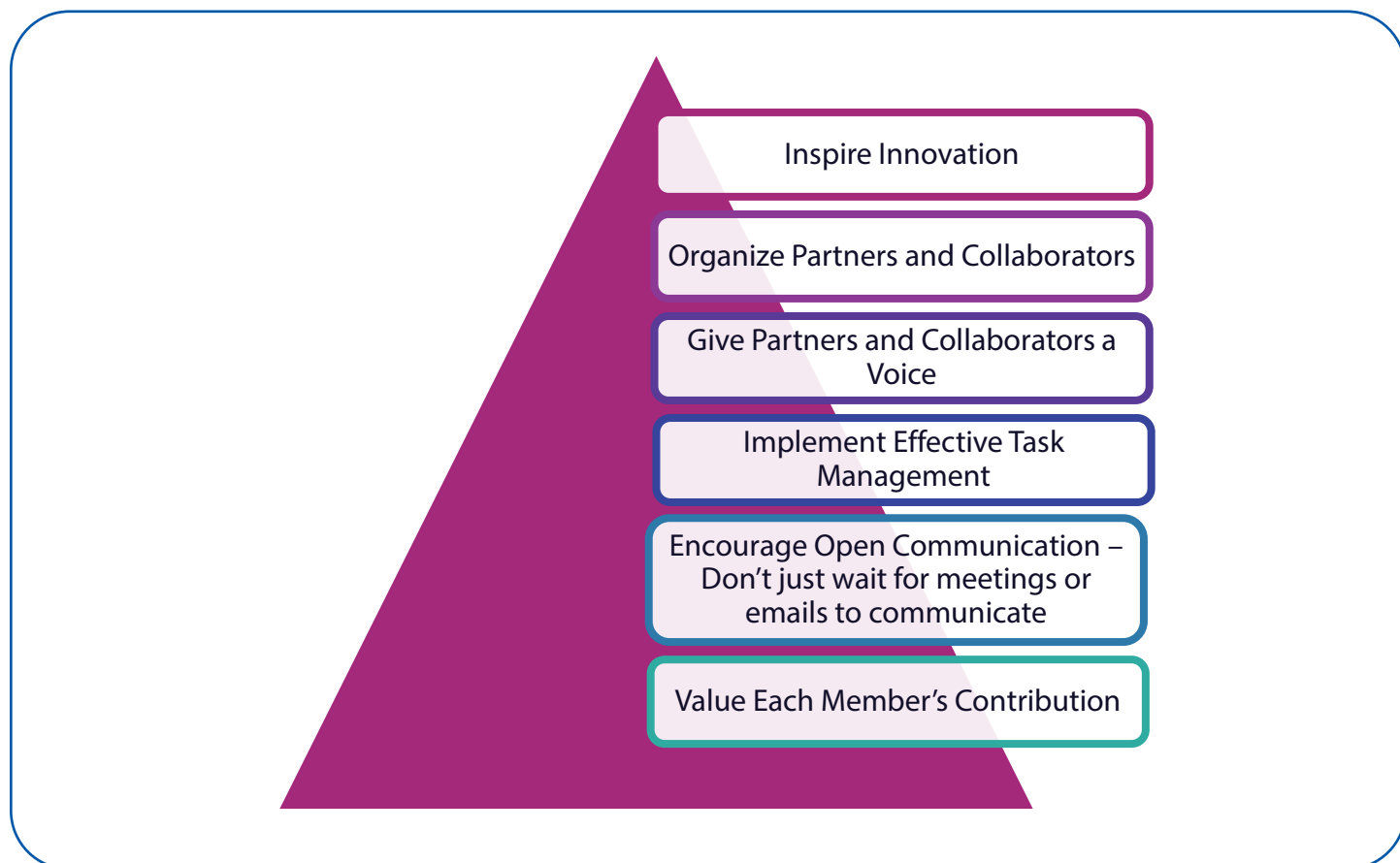
Partnership implies the sharing of resources including information or knowledge, financing and persons. Collaboration can be different as each entity operates independently and brings its own resources and control. In some instances, there can be collaborative partnership when at least two parties come together to share resources based on common goals. In a collaborative partnership, all parties benefit. All non-government stakeholders work together for the common goals for the benefit of the society. It is important to emphasize and reiterate the common goals in every communication with partners and/or collaborators.

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22 Ibid.

## Figure 5: Key Elements for Strong Collaboration

Reflect on the diagram below and examine how each element is being applied to your programme/initiative.



Source: Created by the PIOJ with information presented by Mrs Sophia Whyte-Givans, NPRP Capacity-building Workshop 2022<sup>23</sup>

23 Ibid.

# Enhancing Information Sharing

Sharing information with stakeholders is very important to give visibility to poverty reduction programmes and improve access for those who are not in immediate reach.

**Figure 6: Enhancing Information Sharing**

*Use the following points to enhance information sharing processes within your programme/initiative.*

What?	Important to consider
Develop fit-for-purpose content and add further value by giving both a face and a voice to individuals who are marginalized.	Who are these individuals? What will be shared? How will this content be packaged?
Use appropriate media including social media (YouTube, Facebook, X (formerly Twitter) , etc.) to share information with beneficiaries.	What platforms are best suited and most accessible to your target groups?
Integrate relevant information on the programme in education and other systems where applicable.	Ensure content is appropriate and engaging for different groups. Consider gender dynamics, age and disability in the approach.

Source: Created by the PIOJ with information presented by Gwyneth Harold Davidson, NPRP Capacity-building Workshop 2022<sup>24</sup>

24 Gwyneth Harold Davidson, "Effective and Inclusive Communication and Public Education," presentation made at the Annual NPRP Capacity-building Workshop 2022, Kingston, Jamaica, March 2022.

## Section 3: Monitoring, Reporting and Evaluation

### NATIONAL POVERTY REDUCTION TOOLKIT

Leaving No One  
Behind

### Measuring Targeting Effectiveness

The final element of an effective poverty targeting mechanism is a monitoring and evaluation system that allows for tracking of targeting performance. Performance indicators should be consistent with the project development objective and the specific targeting mechanisms. In addition, poverty targeting mechanisms may need to be revisited and readjusted over time. An evaluation of targeting mechanisms and performance should be conducted every two to three years (typically equivalent to mid-term review and end of a funding cycle).<sup>25</sup>

#### Figure 7: Enhancing Information Sharing<sup>26</sup>

**Targeting effectiveness** : how far targeting approaches and mechanisms succeed in making transfers to intended beneficiaries



**Targeting efficiency**: combines effectiveness with a measure of the costs of the implementation of the programme.



Source: Created by the PIOJ with information presented by Mrs Carol Watson-Williams

25 Julie Van Domelen, "Reaching the poor and vulnerable: Targeting strategies for social funds and other community-driven programs," Network HD (Washington DC: World Bank, 2007): 1–52.

26 Carol Watson-Williams, "Re-examining Programme Targeting, Reach and Scope" presentation made at the Annual NPRP Capacity-building Workshop 2022, Kingston, Jamaica, March 2022.



## Tool 7: Evaluating Targeting Efficiency and Effectiveness

**Instruction:** Utilizing the scale below, examine and rate the extent of your programme's targeting efficiency and effectiveness.

1. **Very low**
2. **Low**
3. **Moderate**
4. **High**
5. **Very high**

Targeting Efficiency and Effectiveness	Score	What More Needs to be Done?
To what extent has the programme/initiative been formally evaluated for targeting efficiency and effectiveness?		
To what extent does the programme or initiative reach all intended beneficiaries?		
To what extent is there a need to improve targeting approaches?		
To what extent is there a need to review targeting mechanism/s in a timely manner		
To what extent is the programme effective in managing the costs associated with identifying and targeting beneficiaries		

Source: PIOJ, 2023

## Effective and Inclusive Communication and Public Education

Measurement is also an important aspect of communication planning as it allows the team to determine if the communication effort is accessible to the target audience and has had the desired impact.

### Tool 8: Examining the Effectiveness of Communication Actions:<sup>27</sup>

**Instruction:** Examine the areas for measuring effective communication below and indicate ( ✓ ) which evaluative measures have been utilized by your programme

Effective Communication Actions	Tick where applicable ( ✓ )
Assess visibility of content placed on internet platforms	
Measure change in a baseline such as meeting attendance; sales; event or course registrations; call backs or emails, completion of surveys	
Analyse emotions and feelings which may be associated with what is communicated	
Evaluate statements of support or otherwise on various platforms (consider how non-verbal or remote statements may be measured)	
Record and measure return visits or other forms of adherence	
Identify thoughts and beliefs that may predict future actions	
Record recall from questionnaires indicating knowledge	
Record and analyse responses from questionnaires asking them their opinions or thoughts	
Record questions that are asked	
Review statements that are made	

Source: Created by the PIOJ with information presented by Gwyneth Harold Davidson, NPRP Capacity-building Workshop 2022

<sup>27</sup> Gwyneth Harold Davidson, "Effective and Inclusive Communication and Public Education," presentation made at the Annual NPRP Capacity-building Workshop 2022, Kingston, Jamaica, March 2022.

## Measuring Applicability of LNOB Tools

This final tool is intended to summarize the key tools and areas in this toolkit and allow partners to do a final assessment of the usefulness of the tools, and by extension the toolkit, after they have been utilized.

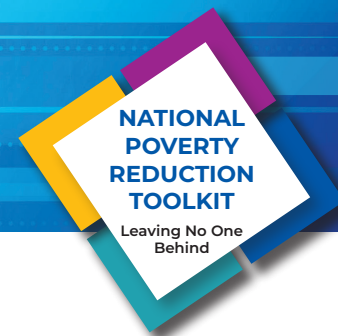
**Instruction:** Mark a (✓) to select the most appropriate response for each of the statements. This tool may be utilized as a pre and post-test for this toolkit.

### Tool 9: Measuring overall application of LNOB tools

LNOB Tools	Evaluation		
	No	Somewhat	Yes
<b>Assessment and Analysis Tools</b>			
I am able to identify groups and individuals at risk of being left behind			
I can identify the basic social services, information and supporting frameworks to which these individuals lack access			
I can identify the extent to which these individuals experience vulnerability based on the factors of LNOB			
I can identify gaps and challenges which may exist in the framework that may put individuals at risk of being left behind			
<b>Strategic Planning and Implementation Tools</b>			
The existing targeting mechanism of my programme/initiative is best suited to identify beneficiaries			
I can identify the characteristics for effective partnerships and collaborations			
I can classify the protocols and actions to be undertaken to operationalise good partnership practices			
<b>Monitoring, Reporting and Evaluation Tools</b>			
I can evaluate the effectiveness and efficiency of my programme/initiative's targeting mechanism			
My programme/initiative utilizes effective communication actions to reach beneficiaries			
My programme/initiative has mechanisms in place to measure the effectiveness of communication tools			

Source: PIOJ, 2023

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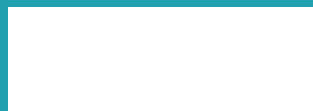
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16 Oxford Road, Kingston 5  
Jamaica W.I.

Telephone (876) 960-9339  
(876) 906-4463/4

Email: [info@pioj.gov.jm](mailto:info@pioj.gov.jm)

Website: [www.pioj.gov.jm](http://www.pioj.gov.jm)