

#LeaveNoOneBehind

Tree4Options

Tool for embedding the *Leave No One Behind*
(LNOB) principle in GIZ projects

Updated version, September 2022

LNOB Tree4Options: Tool for embedding the *Leave No One Behind* (LNOB) principle in GIZ projects

Leave no one behind (LNOB) ...

... is a key principle for implementing the 2030 Agenda and integral part of its transformative approach.

... requires going beyond the measurement of average progress.

... focuses on the poorest and most marginalised people as well as on structural causes of discrimination and disadvantages.

... aims at reducing socio-economic inequalities between population groups and to consider multiple discrimination.

The LNOB Tree4Options helps to anchoring this principle in GIZ projects. More concrete, it supports to address the following questions:

- ▶ What does *Leave no one Behind* (LNOB) mean?
- ▶ Is LNOB relevant to the work of our project?

- ▶ How can LNOB improve our project's effectiveness?
- ▶ How can I integrate LNOB into the work of our project?



„Leave No One Behind – Richard Curtis“
[Link to Youtube video](#)

to the general flowchart

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Welcome to the LNOB-Tree4Options!

What does our project need at the moment?

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LNOB-Tree4Options Decision Guidance:

How relevant is the LNOB
principle to our project?
How can we implement
LNOB?



Brief Overview:
What does LNOB
mean?



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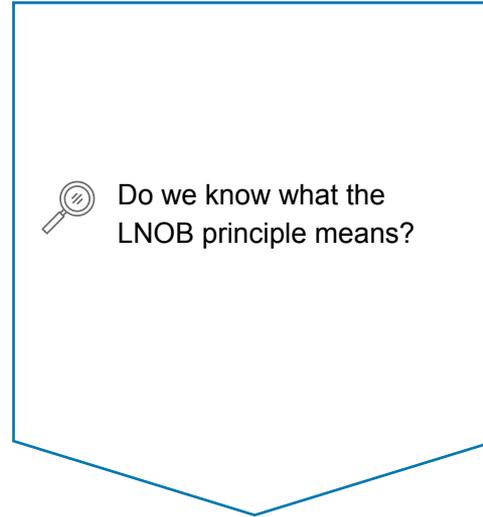
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yes

no

What does *Leave no one behind* mean? (1/4)

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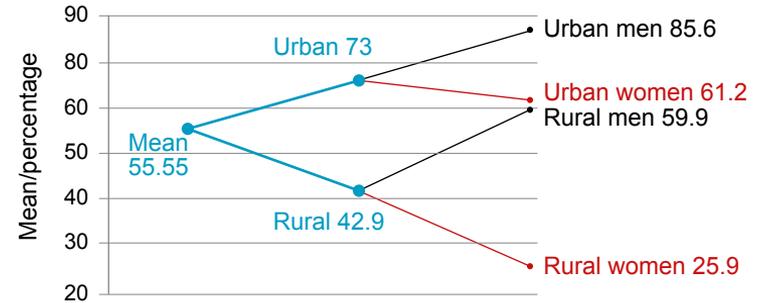
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- ▶ Go directly to [detailed guidance note \(de\)](#)
- ▶ The international community has made **considerable progress** in improving the living conditions of millions of people. However, development successes are usually presented on an **aggregated level**.
- ▶ A closer look at the figures makes it clear that not all people have benefited to the same extent – some population groups are **systematically left behind**.

Literacy: Disparities between men and women in Liberia*



*The percentages refer to men/women who attend secondary school or higher, or can read a whole sentence or part of a sentence.
Source: *DHS Liberia, 2007*

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What does *Leave no one behind* mean? (2/4)

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- ▶ LNOB was anchored as a **cross-cutting issue** for sustainable development in the 2030 Agenda. Without taking LNOB into account, the SDGs cannot be achieved because the achievement of the SDGs is measured in absolute terms (e.g. SDG 1 no poverty, SDG 2 zero hunger).
 - ▶ **Certain individuals and population groups** are particularly often left behind and affected by multiple discrimination and **intersectionality**. This concerns, inter alia, women, persons with disabilities, children, the elderly, Indigenous Peoples, refugees and LGBTI persons.
 - ▶ LNOB is always **context-specific**: context-specific problems require context-specific analysis and context-specific solutions. In each case, it is necessary to identify who is left behind and why (this means i.e. taking inequalities and structural causes into account, collecting or using disaggregated data).
- ▶ The UN Operational Guide on LNOB identifies five structural causes for LNOB and five steps for operationalisation:
 1. Who is being left behind? Collection of disaggregated data
 2. Why is someone or a group being left behind?
 3. What should we do?
 4. How can progress been measured or tested?
 5. How to promote accountability for the implementation of LNOB?



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What does *Leave no one behind* mean? (3/4)

2030 Agenda references on LNOB

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„As we embark on this collective journey, we pledge that no one will be left behind.”

„People who are vulnerable must be empowered. Those whose needs are reflected in the Agenda include all children, youth, persons with disabilities, people living with HIV/AIDS, older persons, indigenous peoples, refugees and internally displaced persons and migrants.”

LNOB is also specified in some indicators under certain SDGs, e.g. SDG 2 Access to food, especially for children under 5 who are particularly affected by hunger and malnutrition.

The chapters on monitoring and review also address LNOB:

„Quality, accessible, timely and reliable dis-aggregated data will be needed to help with the measurement of progress and to ensure that no one is left behind. Such data is key to decision-making.”

„We will endeavour to reach the furthest behind first.”

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What does *Leave no one behind* mean in the GIZ? (4/4)

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For getting a **basic understanding** about the GIZ implementation of the LNOB principle:

- ▶ [full version](#)
- ▶ [brief version \(two-pager\)](#)



A **quick overview**:

- ▶ [presentation on LNOB by the LNOB Innovation Forum \(2019\)](#)



Recommendations for **implementation in GIZ**:

- ▶ [Practitioners Guide 2030 Agenda – chapter on LNOB](#)
- ▶ [LNOB TOPIC Page](#)
- ▶ [MS Teams Channel LNOB](#)
- ▶ [IDA Community LNOB](#)
- ▶ [Old Knowledge Collection Innovation Forum LNOB](#)
- ▶ [TOPIC Page on 2030 Agenda](#)
- ▶ [Presentation on current tools at a glance \(beginning with slide 8\)](#)



Need to talk more about this? You can approach the contact persons on the of [LNOB TOPIC Page](#)



[Go to specific GIZ tools](#)

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Do we know if the LNOB principle is relevant to our project or subject area?

yes

no

Is the LNOB principle relevant for us?

Can we answer at least one of these questions with „yes“?

- ▶ Are there challenges for disadvantaged individuals and groups in our sector/thematic area (e.g. access to public services, participation opportunities, structural discrimination)?
- ▶ Are there serious **structural barriers** in our sector/thematic area that favour the abandonment or exclusion of certain persons and groups (e.g. discriminatory legislation, social norms, lack of consideration of their needs in sector policies)?
- ▶ Are there groups in our sector/thematic area which are affected by multiple and intersecting forms of discrimination (e.g. women with disabilities, ethnic minorities in



Need to talk more about this? You can approach the contact persons of [LNOB TOPIC Page!](#)

rural areas?) Do policies and processes on which we advise have an **impact on disadvantaged individuals and groups** (both negative and positive)?

- ▶ Do **strategies and approaches** exist in our sector to better integrate people and groups left behind into measures?
- ▶ Can we contribute to **anchoring** LNOB more firmly in strategies and approaches (e.g. clients, partners, within GIZ)?
- ▶ Can we identify **risks and potentials for disadvantaged individuals and groups** in our sector/thematic area in our consulting?

yes

no

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There seems to be no acute need for action for LNOB in your project currently.

Since the LNOB principle should be taken into account in all GIZ projects, we recommend to critically and **regularly review** the need for action for LNOB, e.g.



as part of the next annual planning



when entering new cooperation



when appraising a new phase.

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planning or appraising a new or follow-up project

implementation of an ongoing project

How can we embed LNOB in planning and appraisal of a new or follow-on project in line with GVR (BMZ)?

- ▶ The overall BMZ commission management process offers different entry points at which the Leave No One Behind (LNOB) principle can be strategically embedded in the project design.
- ▶ The recommendations on LNOB can also be transferred to the commissioning procedures of other German public sector clients (DÖAG) (Federal Foreign Office (AA) (de), Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU)).



to brief assessment



to appraisal and offer preparation

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Where do we currently stand in the brief assessment process?

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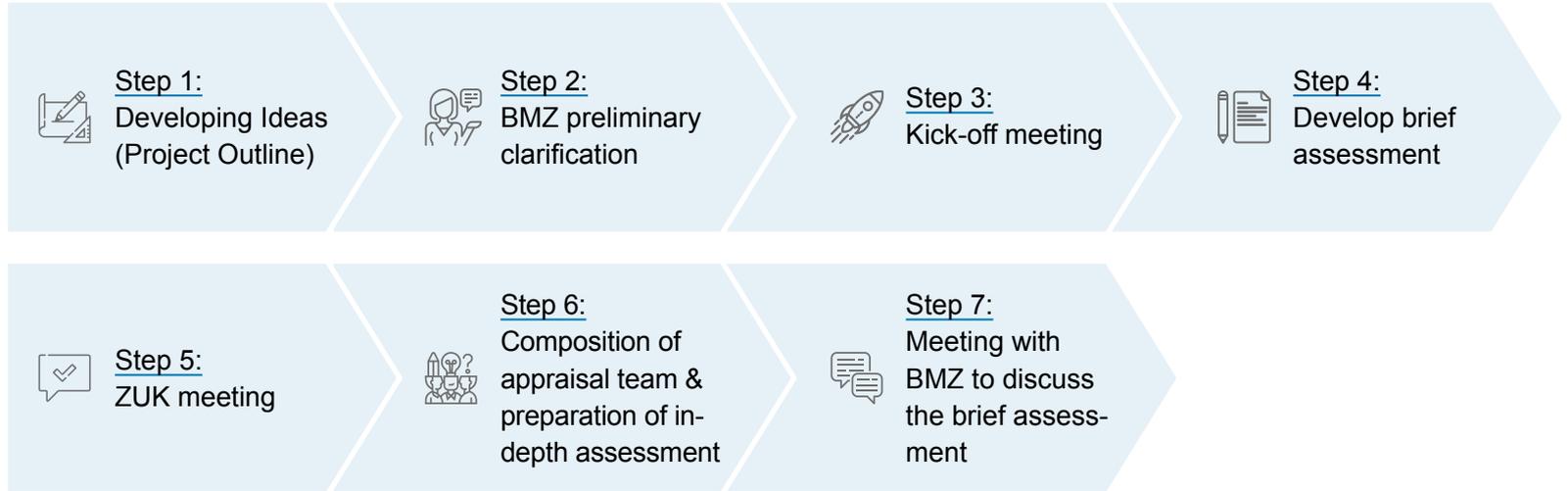
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1. Developing Ideas (Project Outline):

How can we already embed LNOB in outlines?

For project outlines without a set format, you can incorporate the relevance of LNOB before preparing the brief assessment, for example, by

- ▶ citing **facts and figures** on marginalised population groups in the country and structural inequalities/discrimination in the sector
- ▶ **focusing on regions/areas** in the project country that are left furthest behind with respect to income and other poverty dimensions
- ▶ **analysing structural and systemic causes of poverty, discrimination and inequality:** Who is excluded from what, by whom, where, why, how and to what extent? What possible approaches arise from this situation for GIZ?



Additional materials and sources:

- ▶ [LNOB Guidelines for Project Planners and Practitioners](#) (sections 1.1 and 1.3)
- ▶ [Voluntary National Reviews: Reporting on the implementation of LNOB](#)
- ▶ [Human Rights by Country](#) (national and civil society reports to the UN on the human rights situation)
- ▶ [LNOB checklist for project planning](#)
- ▶ [Inclusive development within the project cycle \(focus on people with disabilities\)](#)

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2. BMZ preliminary clarification

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Where does our commissioning party stand with respect to LNOB?

Wish to actively address the topic or generally open to it

Not known, or little or no interest

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2. BMZ preliminary clarification

1. Wish to actively address the topic or generally open to it

Offer specific **options** for how the LNOB principle can be integrated into the project, such as:

- ▶ Addressing LNOB in **specific aspects or selected intervention areas** (e.g. taking LNOB-related aspects into account in studies, innovative approaches, piloting, advisory processes)
- ▶ Integration into **all areas of the project** (e.g. as a cross-cutting issue)



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2. BMZ preliminary clarification

2. Not known, or little or no interest – How can we get our client interested in LNOB?

- ▶ Refer to the **engagement of other bilateral and multilateral DC actors** in implementing LNOB, especially from our thematic area
- ▶ **Refer to BMZ 2030:** LNOB is embedded in the strategic orientation of the quality criteria 'Human rights, gender equality and disability inclusion' and 'poverty reduction and inequality reduction'. The quality criteria should be taken into account consistently in all bilateral DC measures as a seal of approval for sustainable, value-based and forward-looking development cooperation.
- ▶ Present possibilities for **positioning German Development Cooperation** by implementing LNOB (internationally, in the partner country, in the thematic area)
- ▶ Point out possible **positive or negative impacts** if the topic is (not) addressed (e.g. greater effectiveness through inclusive project design, impacts on social cohesion, accountability and legitimacy vis-à-vis civil society)

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3. Kick-Off meeting

How can we pick up on the relevance of LNOB in the internal kick-off meeting for an appraisal process?

The internal kick-off meeting primarily focuses on agreements on the roadmap, including roles and responsibilities.

Incorporate the relevance of LNOB with respect to the following questions:

- ▶ What additional context-specific information (facts and figures) is needed to prepare the brief assessment?
- ▶ What competences on LNOB are available and/or needed in the appraisal team?
- ▶ Is there a UN Common Country Analysis in place for implementing the LNOB principle in the partner country (e.g. similar to the analysis for the Palestinian territories)?

- ▶ Who is the contact for LNOB in the GIZ portfolio? Is a portfolio analysis on LNOB and the 2030 Agenda already in place?
- ▶ What starting points and/or approaches are in place from other countries/sectors (e.g. human rights, poverty, gender)?



[Human Rights topic page \(de\)](#), [Gender topic page \(de\)](#) and [2030 Agenda topic page \(de\)](#) (with [LNOB sub-page \(de\)](#))

offer an overview of specific examples on related topics.

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4. Develop brief assessment

How can LNOB be integrated in the brief assessment?



The preparation of the brief assessment is a key process step for embedding the LNOB principle.

LNOB as a cross-cutting issue in the brief assessment

LNOB focus embedded as a guideline in the context of an option

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4. Develop brief assessment

LNOB as a cross-cutting issue in the brief assessment

The brief assessment contains numerous entry points for explaining the planned implementation of the LNOB principle, including the following key sections:

- ▶ **Section 3 – Problem and potential analysis:** Description of the context in the sector, including information on poverty, inequality, analysis of forms of discrimination in the sector

Helpful tips and resources:

- [Practitioner's guide for the 2030 Agenda – LNOB in planning](#)
- For the analysis of poverty level and dimensions: [GIZ Poverty Analysis Tool](#)

- If available: integrate the results of the latest gender analysis and the latest iPCA; incorporate results of the SWOT analysis.
- International statistics
 - UNDP: [Human Development Index \(HDI\)/country](#)
 - World Bank: [World Development Indicators](#)
 - UN: [Multidimensional Poverty Index](#)
- ▶ **Section 4 – Module design** (including options): presents support for the [target group analysis](#)

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4. Develop brief assessment

LNOB focus embedded as a guideline in the context of an option

Use LNOB to **differentiate among the options** (see also [Working Aid for Brief Assessments](#), pp. 60–65 (de)). Helpful questions:

- ▶ Is it worthwhile to establish a **certain target group orientation** on marginalised population groups in the sector as one option?
- ▶ Is it worthwhile to create an option that has a **regional focus** on particularly disadvantaged regions/provinces?
- ▶ Does the sector have a window of opportunity for developing an option with **LNOB-related approaches**? (e.g. policy advice on impacts on marginalised population groups, strengthening the capacity of state partners on LNOB, organisational development for interest groups of marginalised groups)?

- ▶ How can LNOB be addressed at **different levels** in the partner system (macro, meso, micro level)?



For example: project “Strengthening Civil Society Organisations in the Palestinian Territories”

Proposed module objective for 2 options in brief assessment:

Option 1 (consultation state-civil society): ‘Selected civil society organisations increasingly contribute to political participation of the entire population in line with the 2030 Agenda pledge to “leave no one behind”’.

Option 2 (coordination and cooperation within civil society): ‘The contribution of civil society to social cohesion in line with the 2030 Agenda’s pledge to “leave no one behind” is strengthened.’

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5. ZUK – Approval of the brief assessment

How can LNOB be presented in the ZUK?

- ▶ When presenting the options established for the brief assessment, explain LNOB – as a cross-cutting issue for the design and/or as the main focus for an option.
- ▶ For guidance and support: [Three questions on LNOB for ZUK/ZAK \(de\)](#)
- ▶ Example for presenting LNOB in ZUK presentation:

Cross-cutting issues

LNOB

- Advice on addressing multiple discrimination (LNOB)
- Increased focus on support for advice and advocacy work on issues addressing social marginalisation of LGBTI individuals (potentially also with a new partner)

- Use synergies with new project: Prevention of Sexual and Gender-based Violence in Rwanda

Gender equality (GG1)

- Strengthening partner organisations in gender mainstreaming and systematically addressing gender-based discrimination in their human rights work
- Supporting partners in advocacy on women's rights, including reproductive rights and health and the prevention of gender-based violence
- Use synergies with new project: Prevention of Sexual and Gender-based Violence in Rwanda

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6. Composition of appraisal team and preparation of in-depth assessment

How can LNOB be taken into account when preparing the in-depth assessments (Safeguards & Gender) and putting together the appraisal team?

- ▶ For the **appraisal team**, be sure to already include the necessary LNOB expertise when developing the terms of reference (e.g. as a criteria for external consultants); include local consultants with LNOB expertise in the appraisal team
- ▶ **In-depth assessments (gender analysis, Integrated Context and Human Rights Analysis (iPCA), environmental and climate impact assessment):**
 - Pay attention to timing to ensure the results from these analyses can also be used to include LNOB
 - iPCA: see also [Thematic fields and guiding questions for iPCA \(de\)](#)

- When preparing the gender analysis, also take forms of multiple discrimination and intersectionality into account
- [BMZ Guidelines on Incorporating Human Rights Standards](#) offer guidance on sector-specific risks of discrimination, mitigation measures and approaches to strengthening disadvantaged groups and addressing the causes of discrimination

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7. Meeting with commissioning party to discuss the brief assessment

- ▶ Emphasise the importance of LNOB, referring to relevant BMZ strategies, including:
 - Strategic orientation papers of BMZ 2030 quality criteria 'Human rights, gender equality and disability inclusion' and 'poverty reduction and inequality reduction' → Point out where in the relevant BMZ 2030 core area strategy/field of action the above-mentioned quality criteria are relevant and thus serve as thematic starting points for LNOB
 - LGBTI inclusion strategy (2021)
 - Inclusion of persons with disabilities in German development cooperation (2019)
 - Does BMZ's country strategy address LNOB or LNOB-related aspects?
- ▶ Get official support and buy-in from commissioning party to include LNOB relevance and topic as **part of the appraisal mission**



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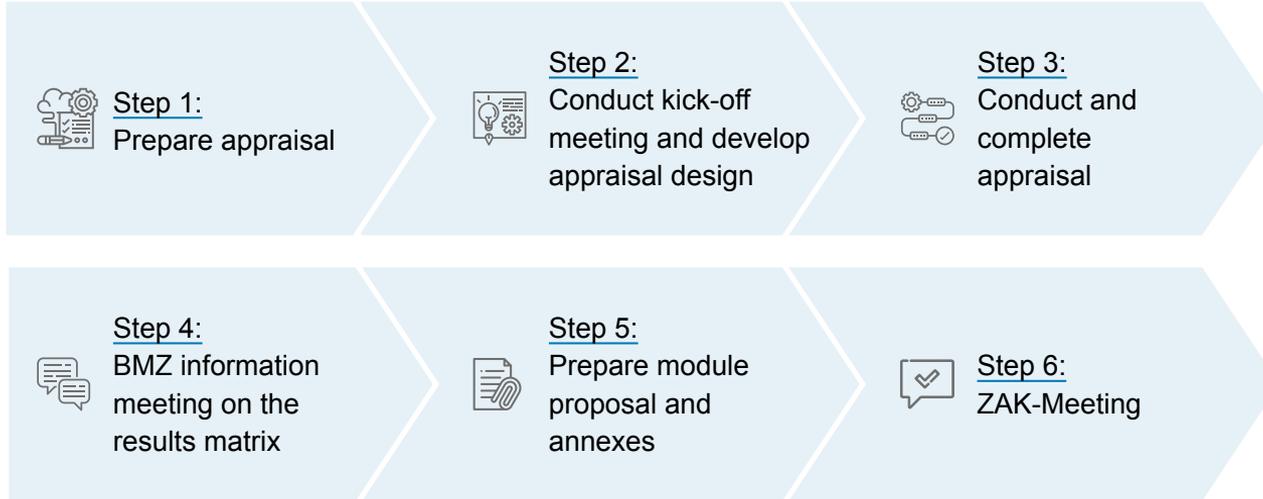
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1. Prepare appraisal

How can the appraisal team take LNOB into account during preparations?

During the preparation of the appraisal, clarify which resources are already available at country, portfolio or project level:

- ▶ Is there a UN Common Country Analysis for implementing the LNOB principle in the partner country (e.g. available for the Palestinian territories)?
- ▶ Has a 2030 Agenda GIZ portfolio analysis or other LNOB-related analysis (poverty analysis, iPCA) already been undertaken at country level?

- ▶ Is there a set contact for implementing the 2030 Agenda and/or the LNOB principle at the level of the country office (e.g. in portfolio management)? Other starting points (gender focal point, focal point on interculturality and diversity)?
- ▶ Are there any other projects in the country portfolio that have a focus on implementing the LNOB principle or related topics? Are there any projects that have experience with including disadvantaged groups or partners relevant for LNOB?
- ▶ Are there any partners or partner strategies in the country that address LNOB or LNOB-related aspects?



Practitioner's Guide for implementing the 2030 Agenda

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2. Conduct kick-off meeting and develop appraisal design

How can the appraisal team take LNOB into account at the kick-off meeting and while creating the appraisal design?

- ▶ Specifically include those appraisers/colleagues in the appraisal process who prepare the gender analysis and/or the iPCA, and address this at the kick-off meeting in order to use these resources and results for implementing the LNOB principle.
- ▶ Use interviews in the appraisal design as a resource
 - with civil society organisations and interest groups (e.g. national Disabled People's Organisations, women's rights organisations, youth organisations)
 - with state institutions which work on the situation of disadvantaged groups (e.g. ombudsmen/national human rights institutions, women's commission) or on other LNOB-related aspects (addressing inequality in the national development strategy)
 - Locally active international NGOs (e.g. [CBM](#), [Humanity & Inclusion](#)) can create contacts to interest groups and can themselves serve as a further resource for the appraisal mission.

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3. Conduct and complete appraisal

- ▶ Coordinate the preparation of the gender analysis and the iPCA with the appraisal mission, e.g. by including the consultants in the appraisal team.

- ▶ **Results matrix/indicators:** Make the implementation of the LNOB principle visible at the indicator level:

Practical Guide on LNOB Indicators with detailed suggestions for the phrasing of indicators (output, outcome) related to LNOB:

- **Targeted indicator that focuses on one group left behind**
- **Disaggregated indicator that provides disaggregated data on different subgroups, which enables comparison (based on one or several characteristics)**
- **Group (mean) difference indicator that compares the situation of a group left behind to the whole population**

- ▶ Disaggregated data collection at the target group level is generally also possible if a project does not specifically address disadvantaged target groups:
- ▶ For example: proportion of people with disabilities reached via vocational education and training or employment promotion measures.
- ▶ Please note: Avoid discriminatory data collection, e.g. detailed questionnaires on existing disabilities, sexual orientation, etc. Alternatives can comprise anonymised participation surveys regarding existing individual barriers and discrimination
- **Portfolio list with LNOB-related projects** (de) (including indicators) as a suggestion

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3. Conduct and complete appraisal

Examples of results matrices with LNOB indicators and/or LNOB implementation in the module objective:

▶ **Regional project, Special Initiative on displacement: Economic and social participation of vulnerable displaced persons and the local population in the South Caucasus (EPIC)**

Module objective: The economic and social participation of vulnerable internally displaced persons, refugees, persons in a refugee-like situation and members of the local population, especially women, in the South Caucasus has improved.

Module objective indicator: Three gender-, inclusion-, context- and conflict-sensitive pilot dialogue processes between state actors and vulnerable internally displaced persons, refugees, persons in a refugee-like situation and members of the local population have been implemented with a thematic focus on women, young people and people with disabilities.

▶ **Bilateral TC project: Inclusive Digital Governance (INDIGO), Palestinian territories:**

Module objective indicator: In 10 municipalities, a total of 60 co-creatively developed suggestions for improving municipal quality of life have been implemented, of which 18 focus on the needs of women, young people and people with disabilities.

Output indicator: 60 citizens (women and men), including 10% people with disabilities, were involved in designing online services (service design) in 10 municipalities.

▶ **Transitional development assistance: Strengthening resilience and participation at local level in Yemen:**

Output indicator: 2,000 vulnerable households, of which 5% households with members with disabilities, 10% households headed by women and 5% households headed by internally displaced persons, have a temporary income.

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- ▶ **Transitional development assistance: Improving social services for refugees and host communities in Turkey by supporting community centres and local initiatives:**
Module objective indicator: The number of users (men and women) of community centres and local initiatives from especially disadvantaged groups, such as working children, people with disabilities, survivors of gender-based violence, single parents, unregistered refugees, older people has increased to at least 68,000 persons.
- ▶ **Bilateral project: SDG initiative, South Africa:**
Module objective indicator: Seven evidence-based recommendations of the Policy Analysis and Research Service (PRS) for wording or adapting relevant laws, policies or other regulatory measures for rehabilitation after COVID-19 ('Recover better'), three of which with specific recommenda-

tions for strengthening gender equality, taking multidimensional discrimination into account, have been addressed in the context of existing cross-ministerial coordination forums or have been integrated into contributions of the political leadership.

- ▶ **Global project: Global Initiative on Disaster Risk Management (GIDRM):**
Output indicator: Instructions for using the procedure based on the guiding principle of 'risk-informed development' in the portfolio of DC in fragile contexts geared towards inclusion and gender equality based on learning exchange with relevant German disaster risk management actors, the results of GIDRM

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4. BMZ information meeting on the results matrix

At the presentation of the draft results matrix at the BMZ information meeting:

Present the integration of the LNOB principle in the project design

- ▶ **as a cross-cutting issue**
 - ▶ **at project objective level**
 - ▶ **at activity level**
- ▶ Example slide from the transitional development assistance project in East Jerusalem



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5. Prepare module proposal and annexes

Throughout GIZ's internal explanatory notes for module proposals (de) there are numerous opportunities to explain the implementation of the LNOB principle in the project:

- ▶ In **section 1** 'Short description' and 2.1 'Strategic positioning on the 2030 Agenda', mention implementation of the LNOB guiding principle
- ▶ In **section 2.2**, present potential synergies with other projects with regard to implementing LNOB
- ▶ In **section 3**, in the problem and potential analysis, address the implementation of the LNOB principle as a general rule by all projects as a cross-cutting issue which has to be addressed by all projects by default
- ▶ In **section 4**,
 - describe the implementation of the LNOB principle at the output and indicator level
 - when writing the 'obligatory note', address how the 2030

Agenda and its guiding principle LNOB has been considered and embedded in the national implementation strategy

- depending on the focus of the project, describe disadvantaged target groups in detail in section 4
- ▶ In **section 5**, describe methodological approaches and activities for implementing the LNOB principle.
- ▶ In **section 6.1** (social impact)
 - describe the possible impact of the project on implementing the LNOB principle;
 - in the risk section, discuss possible unintended results (e.g. the lack of accessibility to activities for disadvantaged groups) and risk-reduction measures planned by the project.
- ▶ In Annex 4 (markers) use the poverty orientation (AO) marker and addressing human rights as indications for the implementation of the LNOB principle.

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[next step in appraisal and offer preparation process](#)

6. ZAK-Meeting on the approval of the offer design

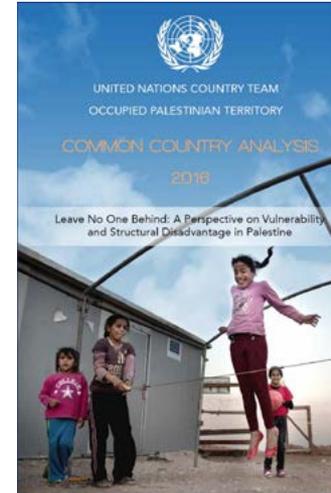
Similar to the BMZ information meeting, describe the implementation of the LNOB principle as a cross-cutting issue in every presentation in the meeting on the approval of the offer design.

→ Three questions for ZUK/ZAK (de) as guidance on questions on LNOB that are relevant for the meeting on the approval of the offer design.

For example:

Leave No One Behind Significance in the Palestinian context

- ▶ Social and territorial disparities
- ▶ Multiple discrimination of disadvantaged population groups
- ▶ 2030 Agenda and the engagement in the Palestinian territories
- ▶ Engagement of civil society for disadvantaged population groups



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continue to implementation phase

Is LNOB already anchored within our commission?

Do our objectives, indicators or methodological approaches make explicit reference to disadvantaged individuals and groups or to approaches that aim at reducing structural causes of discrimination and inequalities?

yes

no



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Demands to actively work on the topic or is generally open to it

Little or no interest

How can we generate interest in LNOB?

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- ▶ Seek a **conversation with the client** to convince them of the relevance of the LNOB principle for our subject area and to point out Germany's obligation to implement LNOB.
- ▶ If necessary, a **short paper (de)/one-pager** can help (LNOB + subject/country, etc.).
- ▶ Refer to the **commitment of other bilateral and multi-lateral development cooperation actors** to the implementation of LNOB, especially from our thematic area (e.g. report of the UN Secretary-General, EU Action Plan on Human Rights and Democracy 2020–2024, SDG Guidance, OECD Case Studies on Leaving No One Behind).
- ▶ Show devise options how German development cooperation could **contribute to LNOB implementation** (internationally, in the partner country, in the subject area).
- ▶ If the client shows openness in principle, concrete **options** can be offered as to how the LNOB principle can be **integrated in the work area**, e.g.
 - **specific measures** (e.g. consideration of LNOB relevant aspects in studies, pilots, consulting processes)
 - processing within a **specified work area** (e.g. LNOB specific study or piloting)
 - integration in **all working areas** (e.g. as a cross-cutting subject)

Sensitisation at the moment not possible.

Promising sensitisation!

How can we still address LNOB?

- ▶ Building knowledge (de) and **awareness in the team**, e.g. through further research, participation in LNOB Online Training, appointment of LNOB focal point in the team
- ▶ Processing of LNOB **“below the radar”** in the consultation of the client, e.g. by consideration in background papers (de)



further practical tips on how to take LNOB into account when providing technical inputs

- ▶ Processing **within GIZ**:
 - as a member of the MS Teams Channel LNOB and IDA Community LNOB
 - consider LNOB in thematic forums or sector networks
 - participation in working groups in sector networks working on LNOB
- ▶ Networking and **exchange with colleagues** working on this topic (e.g. SP 2030 Agenda, poverty and inequality, SP Human Rights, SP Gender, GP Inclusion, SP Governance, relevant planning officers, SV SARUNA2030)

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Where do we need guidance on implementing LNOB?



Project Management (QsiL)



Implementation of Activities



Monitoring and Evaluation in our Project

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How do we work in our project?

There are different ways how to choose between types of implementation. For this, please click on „**back to selection**“.

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Managing Networks
(e.g. Secretarial Function)



Policy Advice/Support of the Client



Events



Implementation in Partner Countries

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How can we take LNOB into account when managing networks (e.g. the secretarial function)?

- ▶ Developing **shared vision and goals** regarding LNOB within the network.
- ▶ Developing (informal) **LNOB working groups**.
- ▶ Check if there is a need for **trainings and studies** for implementing LNOB.
- ▶ Prepare **PR material** with recommendations and guidance on implementing LNOB for all actors.
- ▶ Considering the LNOB principle when **organising events**
- ▶ Ensuring LNOB-sensitive **monitoring** for network activities.



Example: Gender Mainstreaming in Multi-Stakeholder-Partnerships (MSP)

- Phase I (gender **analysis**): Developing an understanding of the problem, involving gender experts, creating space for gender-sensitive cooperation.
- Phase II (**design**): Creating a gender-sensitive project plan, structuring work processes in a gender-sensitive manner, drafting a declaration of intent.
- Phase III (gender **controlling**): Providing resources for gender activities, conducting gender-sensitive M&E, reflecting on learning outcomes.
- Phase IV (optimise gender **mainstreaming**): Identifying successes, optimising gender activities, creating stability.

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How can we take into account LNOB for ...?

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Technical Inputs and Comments



Events



Studies and Tools

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How can we take LNOB into account in background papers, speaking points and comments? (1/2)

- ▶ Pointing out **obligations** derived from the LNOB principle throughout the 2030 Agenda and human rights treaties (non-discrimination, participation).
- ▶ Pointing out the **negative consequences and risks** for disadvantaged groups and society as a whole (where possible backed up with figures, data, facts; more examples and sources, here: costs of exclusion (en & de)); sector specific risks pointed out in BMZ Guide on Human Rights
- ▶ Highlighting **positive effects** that can be obtained when accounting for disadvantaged individuals and groups
- ▶ Highlighting the situation of disadvantaged groups and multiple discrimination within the respective **subject/country/ regional context**.

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How can we take LNOB into account in background papers, speaking points and comments? (2/2)

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- ▶ If available, provide **data disaggregated** by disadvantaged groups.
- ▶ Use **sector-specific (project) examples** that specifically address disadvantaged groups.
- ▶ if applicable, use **quotes** from representatives of disadvantaged groups (example (de))
- ▶ Present **approaches** to implementing the LNOB principle, which e.g.
 - promote non-discrimination and equal opportunities, empowerment and participation of disadvantaged groups (methods for dialogues and consultation, capacity development for state actors on LNOB, organizational development of civil society organizations)
 - address the structural causes of (multiple) discrimination (e.g. legal discrimination, corruption, policy/legal impact assessment)
 - measures specifically targeted at disadvantaged groups or sensitive to their specific needs
- ▶ Pay attention to politically sensitive (de) and gender-sensitive language (example GIZ India).



Other resources:

Short report on LNOB (de); short report on the inclusion of persons with disabilities (de); Short reports LSBTI (de); website Children and Youth Rights (de).

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How can we consider the LNOB principle when organising events? (1/2)

- ▶ Identifying **entry points**: Find out at which major international events LNOB is or could be the focus of attention or which events in our sector could be related to LNOB
- ▶ Depending on the opportunity, strategically **focus on one disadvantaged group** in order to introduce LNOB as a principle
- ▶ **Making use of opportunities**: Use current studies or major national, regional and international processes on LNOB in the subject area
- ▶ Seeking the exchange with actors who contribute with their **LNOB expertise** or work with a disadvantaged group
- ▶ **Using action days as an occasion for sector-specific events**

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How can we consider the LNOB principle when organising events? (2/2)

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- ▶ Ensuring **diversity in panel/expert selection and moderation** (gender, origin, age, disability, etc.) (keyword self-representation).
- ▶ Including **disadvantaged groups** into the event concept (keyword self-representation).
- ▶ Allocating **financial resources** (and possibly time/staff) to address specific needs of disadvantaged groups (e.g. translation costs, travel costs, accessibility).
- ▶ Choosing a **location and methods** that allow disadvantaged groups to participate.
- ▶ Choosing the **timeframe** in a way that disadvantaged groups can participate (e.g. consider childcare, working hours, harvest time, rainy season).
- ▶ Ensure **barrier-free access** (e.g. ask in advance about special needs in the invitation, sign language interpreters, accessibility to the building):
 - [working barrier-free at GIZ \(de\)](#);
 - [Checklist for barrier-free accessibility \(de\)](#)
 - [checklist for accessibility to buildings for persons with disabilities](#)
 - [checklist for the inclusion of persons with disabilities to trainings](#)
 - [instructions on how to create barrier-free power point presentations \(de\)](#)
- ▶ Paying attention to [politically sensitive \(de\)](#) and [gender-sensitive language](#) (e.g. [GIZ BRA Guide on Inclusive and Non-Sexist Language \(port.\)](#))

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How can we take LNOB into account when commissioning/preparing studies? (1/2)

- ▶ Analysis of “**blind spots**” regarding the relevance of the LNOB principle and/or specific disadvantaged groups for the sector/thematic area (e.g. [Guide SDGs and LGBTI Inclusion](#))
- ▶ **Good practice/learning experiences** for the consideration of the LNOB principle in the subject area/sector
- ▶ Sector-/context-specific **target group analysis**: Who are the disadvantaged persons and groups? What structural and overlapping forms of discrimination do they face?
- ▶ Regulatory **impact assessment** ([Georgia/social impact analyses for disadvantaged groups](#))
- ▶ Specify the **added value of LNOB** in the sector using facts and figures, [human impact stories](#).
- ▶ Translate products into relevant **languages**.
- ▶ Target digital tool towards groups affected by poverty and those left behind ([Pro-Poor Digitalisation Tool/Pro Poor Digitalisation Canvas](#))

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How can we take LNOB into account when commissioning/preparing studies? (2/2)

- ▶ Include the LNOB principle as a **cross-cutting issue into the ToR** (e.g. as an aspect of objectives, in the profile requirements of the experts, application of participative methods, selection of interview partners).
- ▶ Commissioning of **evaluators with LNOB expertise** or those who themselves belong to a disadvantaged target group (e.g. consultants with disabilities).



Reach out to contact persons of the [LNOB TOPIC Page \(de\)](#) or the [MS Teams channel LNOB](#) and [IDA-Community LNOB](#) for recommendations!

- ▶ **Strengthen local capacities**, e.g. through tandems of national and international consultants plus representatives of disadvantaged groups.
- ▶ **Quality control by LNOB experts** (e.g. by FMB or consultants).



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What do we have to take into account anchoring LNOB in ...?

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Target Group Analysis



Strategy



Operational Plan



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What does LNOB mean for the analysis of focus groups and actors? (1/3)

- ▶ **Depending on the specific context**, identification of persons and groups who are particularly disadvantaged, and which social causes exist for inequality, poverty and (multiple) discrimination.
- ▶ Identifying particularly **disadvantaged regions**.
- ▶ Pointing out patterns of **multiple discrimination** and interrelations between groups.
- ▶ Analysing which **(disaggregated) data** our project has access to and which groups we have not yet considered (blind spots).

- ▶ Conducting research, for and with which particularly disadvantaged groups **other actors and donors** cooperate.
- ▶ Analysing the **potential for cooperation** with representatives of marginalised groups and other organisations.



Resources:

[Brief political-economic analysis \(de\)](#); [\(integrated\) Peace and Conflict Assessment](#); [SDG Human Rights Data Explorer with targeting feature](#); [BMZ Guidelines on Human Rights](#); [Guiding Principles of disability inclusive development](#)

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What does LNOB mean for the analysis of focus groups and actors? (2/3) – tools



Using already existing analysis formats in the **planning and appraisal of a new or follow-up project** as baseline:

- ▶ iPCA (Good Practice examples)
- ▶ Gender-analysis (working aid); integrating LNOB through focus on intersectional discrimination
- ▶ One Mainstreaming Analysis on gender, persons with disabilities and population dynamics from Rwanda

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What does LNOB mean for the analysis of focus groups and actors? (3/3) – tools

In-depth analyses, also during [running projects](#)

▶ Focus on **structural disadvantages**:

- Instruments for analysis and strategies for poverty reduction: [Poverty Targeting Primer](#); [Poverty Analysis Tool \(EN, FR, piloting\)](#); [inequality diagnostics \(piloting\)](#)
- [Social Mapping Method](#): analyses structural disadvantage at the municipal level with regard to access to services for disadvantaged groups (e.g. Western Balkans)
- [Analysis of population dynamics](#), i.e. [Workshop “Count who counts”](#) with statistics offices

▶ Focus on **target groups**:

- Differentiated target group analysis: Option to focus on specific target groups or to analyse access barriers in a sector (e.g. [ToR target group analysis](#), [health decentralisation Burkina Faso \(fr\)](#))
 - Country reports on children and youth (e.g. [Sierra Leone \(incl. ToRs, Plans and Reports\)](#))
 - [Early identification of children with developmental delays and impairments](#)
- ▶ Focus on **budget** earmarked to strengthen disadvantaged groups in the subject/sector: [Equity Budgeting Tool](#) (e.g. [Burkina Faso educational sector](#), [Guatemala](#))

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How can we include LNOB in our strategy?

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- ▶ Using the **results of the focus group and actor analysis** for strategy development, in particular addressing the type and cause of discrimination of disadvantaged groups.
- ▶ Analysing **potential negative impacts** of the project on marginalised groups (Do No Harm).
- ▶ Identifying potential for increasing impact, in particular for disadvantaged groups.
- ▶ In regard to **objectives, indicators and approaches**, take into account the needs of disadvantaged groups and the structural causes of disadvantage.
- ▶ Building on the implementation experience with other key issues (e.g. gender, human rights, poverty reduction).
- ▶ Analysing **LNOB Capacity Gaps among partners** and adapt CD-strategy accordingly (LNOB Capacity Development Framework).
- ▶ Advise partners on **differentiated policies for focus groups and policy impact assessment for disadvantaged groups**.
- ▶ Advising partners on **LNOB-sensitive development and budget planning** on the national, regional and/or local level.
- ▶ Strengthening **transparency and accountability** of partner institutions in regard to disadvantaged groups.
- ▶ Promoting **political participation** of marginalised groups, e.g. by involving self-representation organisations.
- ▶ Finding allies for the implementation of LNOB in partner institutions and, if necessary, with other donors/actors and establish cooperation.



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How can we address LNOB through operational planning?

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- ▶ Making **reference to LNOB** when planning activities and plan targeted activities to support disadvantaged groups with regard to the desired effects.
- ▶ Including **contributions** of marginalised groups into our project.
- ▶ Allocating **time and resources** to ensure that disadvantaged groups are adequately considered in the implementation and evaluation of the project.
- ▶ Using **participatory, inclusive and focus group-differentiated methods** to involve disadvantaged groups in the planning of operations (e.g. through the involvement in the steering structure or other consultation mechanisms).



Tools

[LNOB checklists for the stage of the project cycle – Implementation; Inclusive Development within the project cycle \(focus people with disabilities\)](#)

[Go directly to our collection of tools & tips](#)

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How can we consider LNOB in project management?

- ▶ Making **LNOB** a subject of discussion with partners, as a part of and a commitment to the 2030 Agenda implementation and implementation of human rights obligations.
- ▶ Involving **representatives** of disadvantaged groups in the **steering structure or institutionalising the exchange** with them.
- ▶ **Using participative, inclusive and target group-differentiated methods** to integrate disadvantaged groups into the management structure.
- ▶ Cooperating **with representatives of disadvantaged groups** (e.g. self-help organisations) and strengthening their representation and negotiation capacities.
- ▶ **Communicating** the results of the management structure transparently to all stakeholders, including marginalised groups.

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How can we anchor LNOB in monitoring and reporting?

- ▶ Regular monitoring of LNOB, of impact and relevant impact hypotheses, using **disaggregated data** and/or **participatory methods** (e.g. with self-representative organisations).
- ▶ Highlighting specific effects for disadvantaged groups in **reporting** to the client.
- ▶ Collecting **data disaggregated according to group membership** with a focus on identified marginalised groups, possibly define base and target values taking into account the degree of disadvantage of the respective groups.
- ▶ Consistent **monitoring of risks** for marginalised groups
- ▶ Identifying blind spots and unintended results for marginalised groups through open **perspective recording (KOMPASS)**.



Resources:

- [PPT about LNOB M+E](#)
- LNOB Checklists for the Project Cycle – [Monitoring and Implementation](#); [Evaluation](#)
- Indicators: [LNOB Indicators](#); [Overview of exemplary 2030 Agenda indicators](#) (including LNOB relevant indicators) (de)
- [LNOB Guidelines for Project Planners and Practitioners](#)
- LNOB relevant [Questions for Evaluation by the Central Project Evaluation](#) (de) (see Relevance und Impact)

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How can we support our partner organisations?

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Training



Advising for Organisational Development



Financial support



Policy and Technical Advise

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What does LNOB mean for human capacity development/training?

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- ▶ **Subject-related:** Offer capacity development for LNOB.
 - Awareness training for national staff and partners (e.g. Power walk as an introduction; instructions can be found in the Practitioner's Guide 2030 Agenda: Chapter on LNOB (User: 2030Agenda, Password: 2030Guide)), e.g. with regard to concrete processes in the partner country: Development of a national development plan in Burkina Faso (fr)
 - Trainings on LNOB-sensitive policy designing, planning, M&E (e.g. AIZ LNOB Online Training (in EN+FR), online class about the Human Rights Approach; trainings on Children and Youth Rights (de); Global Health and Disability; more trainings on Human Rights).
 - Consider LNOB as cross-cutting subject during trainings.

- ▶ **Organisation** of trainings:
 - Paying attention to diversity in the selection of participants.
 - Allocating time and funds for special needs of disadvantaged groups.
 - Also see slide: organisation of events

back to support for partners

What does LNOB mean for organisational development?

- ▶ Adequately considering disadvantaged persons and groups when **selecting partner organisations and target groups** (e.g. self-representation groups, small NGOs, disadvantaged districts).
- ▶ Advising partner organisations on how they can better implement LNOB **within their organisation**:
 - Creating and strengthening the LNOB **focal point structure** (focal point, unit, advisor) (e.g. through own financial resources).
 - Developing and implementing LNOB-sensitive **personnel strategy** (e.g. job advertisement and staffing).
 - LNOB-sensitive **composition of committees**
 - Establishing low-threshold, easily accessible **complaint mechanisms** and making them (more) public.
- ▶ **Checking spatial conditions, equipment and working hours** against possible disadvantages/barriers (e.g. lifts, hands-free kits, mobile working), Checklist on accessibility (de), Checklist access to buildings for people with disabilities
- ▶ Checking **processes** (e.g. information flows) against for possible disadvantages for individuals or groups of employees with specific needs.

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How can we consider LNOB when providing financial support?

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- ▶ Enabling access to funding for advocacy organisations/ support groups of disadvantaged groups/small NGOs (e.g. allowing time for technical support, promote capacity development for financial and project management, reduce barriers to access).
- ▶ Selecting recipients who
 - represent the interests of disadvantaged persons and groups
 - deal with the reduction of structural causes of discrimination, poverty and inequality
 - have disadvantaged persons and groups as a target group
 - consider LNOB in their procedures (e.g. participation procedures, target group analysis, LNOB-sensitive monitoring).



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How can we address LNOB when advising partners?

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- ▶ Supporting LNOB-sensitive **development planning** at national and local level (e.g. [Study and Expert Fund \(SFF\) measure about LNOB in Burkina Faso \(de\)](#)).
- ▶ Integrating specific measures to promote and consider disadvantaged groups in **sectoral policies**.
- ▶ Supporting the development of LNOB **action plans**.
- ▶ Raising awareness and offer support for the collection and use of **disaggregated data for planning and monitoring** (including data protection).
- ▶ Advising on the **participation** of disadvantaged groups and/or their interest groups in the development, evaluation and monitoring of policies and (action) plans.
- ▶ Carrying out and evaluate context/sector-specific **target group analyses**.
- ▶ Reviewing and **evaluating laws and policies relevant to the sector with regard to LNOB**, e.g. Do no Harm analysis, Human Rights Impact Assessment ([example ToR mining sector \(de\)](#)), policy/law impact assessment for disadvantaged groups (RIA+ Handbook; project example: [Georgia](#), p.16 f.).
- ▶ Highlighting the **effectiveness and efficiency** (cost/benefit aspect) of development policies and measures that also integrate previously abandoned population groups.
- ▶ Promoting LNOB-sensitive **budget planning** in the sector: [Equity Budgeting Tool](#)

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Tools and tips for LNOB implementation by GIZ – general

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Basic working tools:

- ▶ [Practitioner's Guide 2030 Agenda: Chapter on LNOB](#)
- ▶ [LNOB Guidelines for Project Planners and Practitioners](#)
- ▶ [LNOB Checklists for the Project Cycle](#)
- ▶ [LNOB Indicators](#)
- ▶ [BMZ Guidelines on Human Rights](#)
- ▶ [LNOB Capacity Development Framework](#)
- ▶ [Powerwalk](#) as an introduction to sensitisation in the team

More specific tools and tips:

- ▶ [Analysis of target groups and structural disadvantage](#)
- ▶ [Specific tools for implementation](#)
- ▶ [Implementation on country-/portfolio level](#)
- ▶ [Anchoring of LNOB in HR concept](#)
- ▶ [Sector-specific working tools and examples](#)

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Tools and tips for LNOB implementation by GIZ: Analyses of target groups and structural disadvantage, part 1



Taking existing analytical formats project as a starting point for the **planning and appraisal of a new or follow-up project**

- ▶ iPCA ([Good Practice examples](#)) (de and eng)
- ▶ Gender-Analysis ([guide for preparation](#)); LNOB implementation via focus on multiple discrimination
- ▶ Inspiring Example: [One Mainstreaming Analysis](#) on gender, persons with disabilities and population dynamics in Rwanda (see also the [factsheet](#) provided by the GIZ Country Office in Rwanda)

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Tools and tips for LNOB implementation by GIZ:

Analyses of target groups and structural disadvantage, part 2

In-depth analyses, also during [running projects](#)

▶ Focus on **structural disadvantages**:

- Instruments for analysis and strategies for poverty reduction: [Poverty Targeting Primer](#); [Poverty Analysis Tool](#) (piloting); [Inequality Diagnostics](#) (piloting)
- [Social Mapping Method](#): analyses structural disadvantage at the municipal level with regard to access to services for disadvantaged groups (e.g. Western Balkans)
- [Analysis of population dynamics](#), i.e. [Workshop “Count who counts”](#) with statistics offices

▶ Focus on **target groups**:

- Differentiated target group analysis: Option to focus on specific target groups or to analyse access barriers in a sector (e.g. [ToR target group analysis](#), [health decentralisation Burkina Faso \(fr\)](#))
 - Country reports on children and youth (e.g. [Sierra Leone](#) (incl. ToRs, Plans and Reports))
 - [Early identification of children with developmental delays and impairments](#)
- ▶ Focus on **budget** earmarked to strengthen disadvantaged groups in the subject/sector: [Equity Budgeting Tool](#) (e.g. [Burkina Faso educational sector](#))

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Tools and tips for LNOB implementation by GIZ: specific tools for implementation

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- ▶ **“How to...?” Checklists by the One Mainstreaming Teams from Rwanda:**
 - [Accessibility to buildings for persons with disabilities](#)
 - [Inclusion of persons with disabilities into trainings](#)
 - [HIV stigma-free working environment](#)
 - [Gender equality and inclusion of people with disabilities in community debates](#)
- ▶ [COVID 19 \(de\)](#)
 - [Paper of the innovation forum regarding LNOB in COVID-19 emergency measures \(de\)](#)
 - [Video: Leave no one behind in times of conflict](#)
 - [Manual: How to not leave anyone behind in times of crisis](#)
- ▶ [Toolbox on children's and youth rights \(de\)](#)



GIZ – „How to not leave anyone behind – in time of conflict, crisis and mobility restriction“
[Link to Youtube video](#)

- ▶ [See also sector-specific examples](#)

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Tools and tips for LNOB implementation by GIZ: on country/portfolio level



- ▶ Considering LNOB as a cross-project and cross-sectoral element in the **portfolio analysis** for the implementation of 2030 Agenda (e.g. in [North-Macedonia](#), [Palestine](#) and [Cameroon](#) (frz))
- ▶ Setting up a **working group on LNOB at national level** (e.g. in Burkina Faso)
- ▶ Reaching out to **Gender Focal Point Structure**, for example with the LNOB Focal Points: [One Mainstreaming](#) team in Rwanda, located at the country office to deal with the topics gender, HIV, persons with disabilities and population dynamics
- ▶ Supporting the anchoring of **LNOB advisors**: in Palestine, for example, the GIZ project Strengthening Civil Society is responsible for **providing advice on LNOB** for all GIZ and KfW projects ([IDA Article/Output 5](#)).

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- ▶ Short-term Development Worker positions for anchoring LNOB in the decentralisation project Burkina Faso
- ▶ Development Worker positions with regard to organisational development in organisations representing disadvantaged groups or self-representative organisations; or working towards digital inclusion (e.g. [Digital ambassadors](#)), development worker position with regard to LNOB portfolio consultation ([Strengthening Civil Society Programme in Palestine](#))
- ▶ M&E: The person responsible for M&E is also responsible for anchoring LNOB (example: decentralisation project Burkina Faso).
- ▶ Regional Focal Points for the inclusion of persons with disabilities (for more information, please contact disability@giz.de)
- ▶ Sensitisation and further training of GIZ staff and partners, if necessary (e.g. [AIZ LNOB Online Training \(in EN+FR\)](#))



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Go directly to:

- ▶ [Education and youth](#)
- ▶ [Energy and transport](#)
- ▶ [Health and social protection](#)
- ▶ [Governance and democracy promotion, state reform, decentralisation](#)
- ▶ [Rural development and natural resources management](#)
- ▶ [Sustainable economic development](#)
- ▶ [Security, reconstruction, peace](#)
- ▶ [Environment and climate](#)
- ▶ [Water](#)



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Education and Youth

Background Documents	Tools and Guidelines	Examples from Projects
<p>Handbook on Measuring Equity in Education (UNESCO/UIS)</p> <p>Inter-Agency Group on Education Inequality Indicators (IAG-EII)</p> <p>Service offer – Leave no one behind – inclusive education (de)</p> <p>Video on “Living Inclusion” of people with disabilities in the daily work of development cooperation, with a focus on inclusive education</p>	<p>Guidance for Developing Gender-Responsive Education Sector Plans (GPE, UNGEI, UNICEF)</p> <p>World Inequality Database on Education</p> <p>BMZ Guidelines on Human Rights: Risks and Approaches in Education</p> <p>SDC Thematic Working Aid – LNOB in practice: Education</p>	<ul style="list-style-type: none"> ▶ Peru: Setting participation in motion for education ▶ Guatemala: Promising Practice Bilingual intercultural education in Guatemala ▶ Improving inclusive education in Jordan (disadvantaged children with physical and/or learning disabilities (in planning ▶ Kosovo: Education Project promotes inclusion, especially of ethnic minorities and returnees

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	<p><u>BMZ Guidelines on Human Rights: Risks and Approaches</u> in</p> <ul style="list-style-type: none">- <u>Energy</u>- <u>Transport and Communication</u>	<p><u>Asia: Inclusive Cities Partnership Programm</u></p>

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Health and Social Protection

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Background Documents	Tools and Guidelines	Examples from Projects
<p><u>A systems perspective on Universal Social Protection – Towards life-long equitable access to comprehensive social protection for all</u></p> <p><u>BMZ Special Paper Health and Human Rights (2009) (de)</u></p> <p><u>BMZ Position Paper „Social Protection for Equitable Development“ (2017)</u></p>	<p><u>Including Persons with Disabilities in Health Projects and Programmes</u></p> <p><u>BMZ Guidelines on Human Rights: Risks and Approaches in Health, family planning, HIV/AIDS</u></p> <p><u>SDC Thematic Working Aid – LNOB in practice: Health</u></p>	<ul style="list-style-type: none"> ▶ <u>Yemen: Reproductive Health and Rights Youths – Access to Information in Yemen</u> ▶ Cambodia: <ul style="list-style-type: none"> - <u>Health Sector: A Patients‘ Rights Charter</u> - <u>Every person counts: Promoting the inclusion of persons with disabilities in the health sector</u> - <u>Leave no one behind: Insights from Cambodia’s national poverty identification system</u> ▶ <u>Tanzania: Islam, HIV and AIDS and Human Rights</u> ▶ <u>Kenia: Ensuring inclusion and access to quality health care</u>

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Governance and Democracy promotion, State Reform, Decentralisation (1/2)

Background Documents	Tools and Guidelines	Examples from Projects
<p>LNOB Paper der Cities Alliance</p> <p>Integrative Approach in Contexts of Displacement and Reintegration</p>	<p>RIA+ (Regulatory Impact Assessment) Handbook</p> <p>Equity Budgeting Tool</p> <p>Disability Inclusion Matters: Including Persons with Disabilities in the Promotion of Good Governance</p>	<ul style="list-style-type: none"> ▶ Burkina Faso: <ul style="list-style-type: none"> - Decentralisation: Q&A to „Leave No One Behind“ – Experiences from Burkina Faso - Good Financial Governance: Gender and Child Rights Budgeting - Palestine: Stärkung der Zivilgesellschaft ▶ Western Balkan: Respect for human rights of vulnerable groups ▶ Uganda: Strengthening non-discrimination for LGBT ▶ Ukraine: Working with civil society to promote LGBT-inclusion

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Governance and Democracy promotion, State Reform, Decentralisation (2/2)

Background Documents	Tools and Guidelines	Examples from Projects
	<p><u>BMZ Guidelines on Human Rights: Risks and Approaches in</u></p> <ul style="list-style-type: none">- <u>Judicial reform</u>- <u>Decentralisation, urban and municipal development</u>- <u>Public finance and administrative reform</u> <p><u>SDC Thematic Working Aid – LNOB in practice: Decentralisation & Local Governance</u></p>	<ul style="list-style-type: none">▶ <u>Brazil: Adequate housing: Urban development planning in Brazil & participation, habitability and accessibility</u>▶ <u>Indonesia: Local Governance – Accountable Public Services</u>▶ <u>Bangladesh: Justice Reform – Improving the Situation of Overcrowding in Prisons</u>▶ <u>Benin: Strengthening citizen participation and local governance to leave no one behind</u>▶ <u>Bosnia and Herzegovina/Cameroon/Guatemala/South Africa: Strengthening non-discrimination for LGBTI people in German technical cooperation</u>

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Background Documents	Tools and Guidelines	Examples from Projects
<p><u>United Nations Declaration on the Rights of Peasants and Other People Working in Rural Areas (2018)</u></p>	<p><u>Portfolio analysis on the right to food (More information SP Human Rights/SV Food Security) (de)</u></p> <p><u>BMZ Guidelines on Human Rights: Risks and Approaches in food security, agriculture</u></p>	<ul style="list-style-type: none"> ▶ Malawi: Participatory village development plans (More information SP Good Governance) ▶ Brazil: <u>LNOB 2030 Agenda Initiative Program (de)</u> ▶ Philippines: <u>Consult – Consent – Cooperate: Integrating indigenous practices in biodiversity conservation in the Agusan Marsh, Mindanao</u>

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Sustainable Economic Development

Background Documents	Tools and Guidelines	Examples from Projects
<p><u>UN Guiding principles on business and human rights</u></p>	<p><u>Including Persons with Disabilities in Employment Promotion</u></p> <p><u>Human Rights-Based Approach in Resource Governance Projects</u>, incl. standard ToR for Human Rights Analysis</p> <p><u>BMZ Guidelines on Human Rights: Risks and Approaches in sustainable economic development</u></p> <p><u>Manual: How to not leave anyone behind in times of crisis (FV SENECA SEDE)</u></p> <p><u>SDC Thematic Working Aid – LNOB in practice: Employment & Income</u></p> <p><u>Factsheet: LNOB in extractive sector</u></p>	<ul style="list-style-type: none"> ▶ <u>Improving Labour Rights in the Garment Industry in Bangladesh</u> ▶ <u>Disability-inclusive Employment Promotion: Lessons learned from five GIZ projects</u> ▶ <u>Factsheet: Leave no one behind – decent work and economic growth in rural areas of Southeast Europe</u>

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	<p><u>Disability Inclusion Matters: Inclusion of persons with disabilities in the context of forced displacement</u></p> <p><u>iPCA (Good Practice examples)</u></p> <p><u>BMZ Guidelines on Human Rights: Risks and Approaches in peace-building and crisis prevention</u></p>	<p>▶ <u>Support to survivors of gender-based violence and to indigenous people in Colombia</u></p>

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Environment and Climate

Background Documents	Tools and Guidelines	Examples from Projects
	<p><u>BMZ Guidelines on Human Rights, Risks and Approaches in environmental policy, conservation and sustainable management of natural resources</u></p>	<p>▶ <u>Consult – Consent – Cooperate: indigenous peoples in biodiversity conservation, Mindanao, Philippines</u></p>

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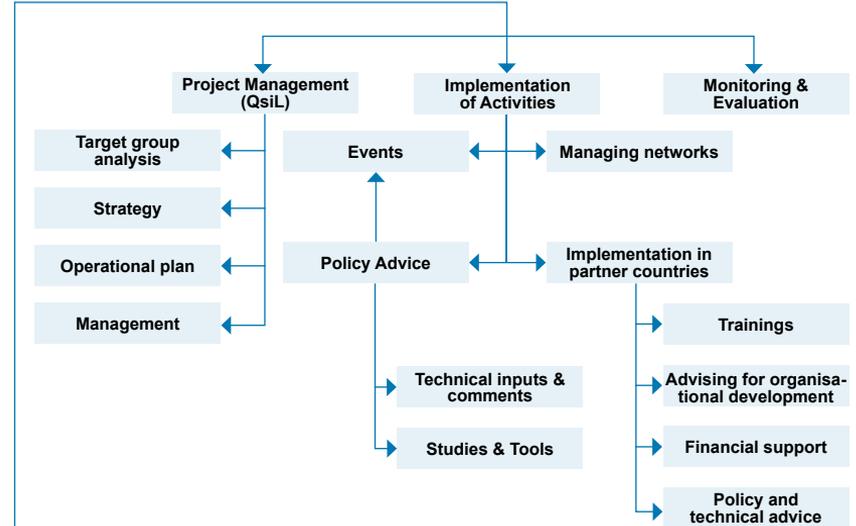
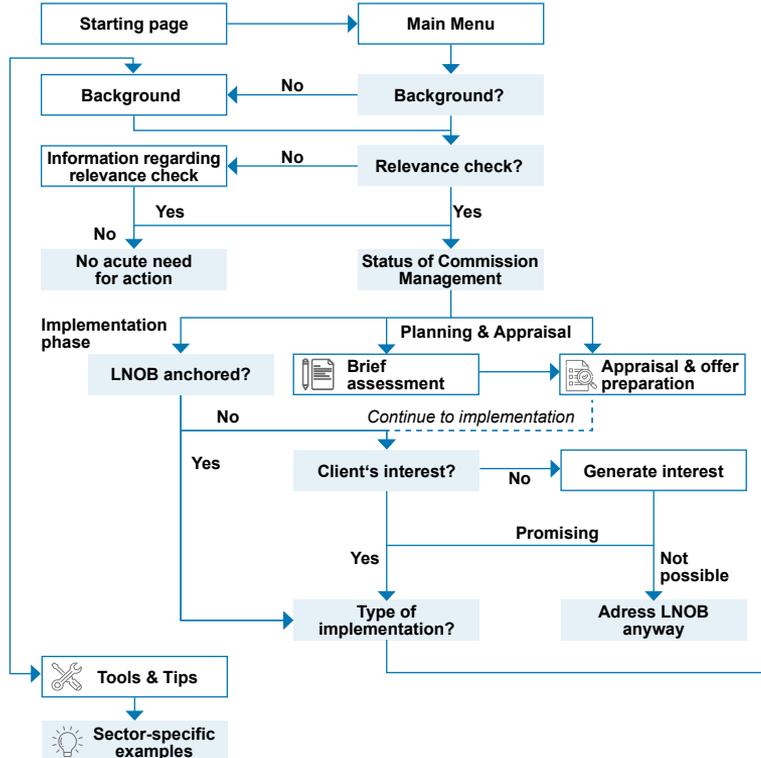
Background Documents	Tools and Guidelines	Examples from Projects
<ul style="list-style-type: none"> ▶ <u>Closing the Last Mile for Millions</u> Sharing the Experience on Scaling up Access to Safe Drinking Water and Adequate Sanitation to the Urban Poor ▶ <u>GIZ Study: Access to Water and Sanitation in Sub-Saharan Africa</u> ▶ <u>World Water Week 2019 BMZ/GIZ Input about water distribution in rural areas</u> 	<p><u>BMZ Guidelines on Human Rights: Risks and Approaches in drinking water, water resources management, sanitation/solid waste management</u></p> <p><u>SDC Thematic Working Aid – LNOB in practice: WASH</u></p>	<ul style="list-style-type: none"> ▶ <u>Waterkiosk Kenia/Water and sanitation – Ensuring access for the urban poor in Kenya</u> ▶ <u>Burkina Faso</u>

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