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## Leave no one behind

GIZ's understanding of what it means to implement the 2030 Agenda principle of leaving no one behind

## Contents

<b>1. Introduction</b>	<b>3</b>
<b>2. Background</b>	<b>4</b>
<b>3. Our position</b>	<b>7</b>
Levers for implementing LNOB are targeted support, a comprehensive approach and an enabling environment.	7
The LNOB principle needs to be mainstreamed at different levels.	9
LNOB is broad-based, long term and sustainable in its approach.	10
<b>4. Lessons learned and recommendations for action</b>	<b>12</b>
LNOB in the design of projects and programmes	12
LNOB in the implementation of projects and programmes	15
LNOB in the evaluation process	16
LNOB in the portfolio design process	17
Providing advisory support for LNOB in policy dialogue and in (international) policy-making process	17
LNOB in knowledge management	18
<b>5. Innovation</b>	<b>19</b>

## 1. Introduction

Before we proceed, let us say that this has been an enjoyable experience for us. Thanks to the 'Leave No One Behind' Innovation Forum, we were able to break new ground, put out feelers and chart new territory. The Innovation Forum is a temporary, cross-departmental working forum involving Sectoral Department (FMB) and Sector and Global Programmes Department (GloBe) colleagues from a range of sectors (including governance, economic development and employment promotion, water and sanitation, social protection and human rights) and, for some time, the Evaluation Unit. The forum has a mandate to develop an understanding of what it means for GIZ to implement the 'Leave no one behind' (LNOB) principle and to communicate this understanding within the company. This includes preparing lessons learned and feeding them into the programme design process.

But back to the path we are on: while we do not know what is around the next corner, taking an in-depth look at the 2030 Agenda pledge of leaving no one behind has made us somewhat more confident in what we do. The driving force behind this is the aspiration stated in the Corporate Strategy to 'anchor the principles and objectives of the 2030 Agenda in GIZ's services'. This draft position paper is one contribution in this regard. It reflects the Innovation Forum's understanding of LNOB, building on the analysis of international debates, should encourage discussion and feed into the company's knowledge management process<sup>1</sup>. The draft position paper provides orientation through recommendations for action. We have intentionally written it in a way that enables it to be updated and continually enhanced based on the implementation experience gained by all colleagues in their different roles at GIZ.

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<sup>1</sup> The innovation forum is based on a submission to the Management Board dated September 2016.

## 2. Background

'Leaving no one behind' is a key pledge of the 2030 Agenda. The sustainable development goals can only be achieved, if no one is left behind. While the Agenda does not provide a definition of LNOB, it does offer key indications and reference points:

- '...we pledge that no one will be left behind: Recognizing that the dignity of the human person is fundamental, we wish to see the Goals and targets met for all nations and peoples and for all segments of society. And we will endeavour to reach the furthest behind first.' (Paragraph 4)
- Particular efforts will be made to strengthen 'children, youth, persons with disabilities (of whom more than 80 per cent live in poverty), people living with HIV/AIDS, older persons, indigenous peoples, refugees and internally displaced persons and migrants'. (Paragraph 23)
- 'Quality, accessible, timely and reliable disaggregated 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.' (Paragraph 48)
- Follow-up and review processes for the SDGs will be 'rigorous and based on evidence' and founded on data which is 'disaggregated by income, sex, age, race, ethnicity, migration status, disability and geographic location and other characteristics relevant in national contexts'. (Paragraph 74)
- The Agenda must be 'implemented in a manner that is consistent with... international law.' (Paragraph 18) This also means that it is guided by human rights.

LNOB is understood within the 2030 Agenda as a comprehensive, cross-cutting task. It is stated as a basic requirement in the Introduction and follows the chapters on Sustainable Development Goal (SDG) 1 ('End poverty in all its forms everywhere') and SDG 10 ('Reduce inequality'). Accordingly, LNOB is directly interlinked with these and all other SDGs, such as SDG 5 ('Gender Equality'). LNOB is also explicitly mentioned in the Agenda's management sections, that are the remarks on implementation, follow-up and review.

The pledge to leave no one behind is based on many years of scientific research, for example into the success factors for reducing poverty, inequality and social exclusion. LNOB is based on an understanding of development as capabilities expansion and realisation of human rights, which goes beyond economic progress. For the purposes of implementation, LNOB builds on established advisory approaches in international cooperation, such as the **gender-based and**

**human rights-based approaches.** The Millennium Development Goals also showed that it is not sufficient to measure target achievement against average national values, with the poorest and most marginalised individuals and groups insufficiently involved. This also explains why LNOB was incorporated into the 2030 Agenda. In this context, it is assumed that targeted and active policy-making processes and measures are needed in order to reach particularly disadvantaged individuals and groups and reduce inequalities. As such, LNOB stands for structural changes in the sense of a more equitable distribution of power and resources, as well as equal opportunities. Consequently, LNOB is more than an anti-discrimination agenda. The 2030 Agenda illustrates that particularly disadvantaged groups are not sufficiently reached by a development approach that assumes they will be simply carried along with the momentum.

The **United Nations** has developed a [conceptual framework](#) for LNOB, based on the principles of **equality** (substantive equality), **non-discrimination** and **equity** (including fairness).<sup>2</sup> Human rights as the legal basis for the 2030 Agenda flesh out the LNOB principle through human rights standards (e.g. accessible, affordable and high-quality public services for all) and through human rights principles such as non-discrimination, equal opportunities, participation and empowerment.

In many developing nations, people living in **extreme poverty** (< US Dollar 1.90/day) represent a large proportion of the population, especially in least developed countries (LDCs) and (post)conflict and fragile states. In global comparison, many of these countries have very high population growth rates, which can cause additional difficulties to reduce poverty. For example even if in Africa the percentage of people living in extreme poverty will be reduced by half by 2050, the absolute number of people in poverty will remain the same<sup>3</sup>. This is why the term 'leave no country behind' is also used. However, the overwhelming majority (73 per cent) of poor people live in emerging economies. According to the [World Inequality Report 2018](#),<sup>4</sup> income inequality has increased in almost all countries in recent decades, though at differing rates. This indicates that policy-makers have a key role to play when it comes to overcoming inequality. The unequal distribution of material and immaterial resources can have a destabilising effect or even intensify conflict. Conflict destroys development. According to the [Global Peace Index 2017](#), it costs around 12 per cent of gross world product.<sup>5</sup> Consequently, it is possible to derive an instrumental relevance of LNOB for sustainable development in addition to human rights obligations and ethical duty. The implementation of LNOB is not entirely novel. GIZ is aware of the key **challenges to implementation** as a result of its years of experience of poverty

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2 'Equality and non-discrimination at the heart of sustainable development: a shared United Nations framework for action' [CEB/2016/6/Add.1. UN 2016](#), p. 21 ff.

3 Bill and Melinda Gates Foundation Goalkeepers Report 2018: [https://www.gatesfoundation.org/goalkeepers/static/downloads/report\\_en.pdf](https://www.gatesfoundation.org/goalkeepers/static/downloads/report_en.pdf)

4 [World Inequality Report 2018](#), World Inequality Lab,

5 Kompass 2030 - Walk the Talk, Welthungerhilfe 2017, p. 11 ; [Global Peace Index 2017](#), p. 3

reduction, human rights promotion and gender equality. However, incorporating LNOB into the 2030 Agenda makes it possible to raise the necessary political awareness in order to step up efforts to tackle challenges which have previously not been given sufficient attention.

- The LNOB principle calls for more equitable **distribution of power and resources, as well as equal opportunities**. This requires structural change, based for example on a consistent analysis of the political economy and subsequently adaptation of strategies to specific target groups and contexts.
- Especially disadvantaged individuals and groups have difficulty achieving comprehensive participation and accessing justice and services, for instance as a result of **discrimination – including gender-specific discrimination – social stigmatisation** and/or frequently **restricted access** to education and financial resources. It is necessary to strengthen and (further) develop targeted approaches for these people.
- Integrating the LNOB principle to a greater extent in programme approaches in all sectors takes **time and financial resources**. This is necessary **in order to implement objectives and indicators** which take account of this principle. Adapted strategies are required to address all relevant issues, whether political, social and economic inequality, fragility, displacement and migration, climate change, or the fact that disadvantaged individuals and groups live in geographically remote regions and entire peoples and countries are being left behind. Demographic trends such as population growth but also changes in age structures could for example influence who will be left behind. The other way round, the implementation of the LNOB principle will influence demographic trends (e.g. declining birth rates with growing wealth).
- Implementing the LNOB principle requires that GIZ and its clients/commissioning parties are willing to examine what LNOB means in the respective context, reflect critically on blind spots in their work to date, identify levers for realising the rights of individuals and groups left behind, and further develop these levers. It also requires an openness to in-depth dialogue with partner regions and state partners. Because LNOB concerns the structural distribution of power and resources and/or social stigmatisation, it is a **politically sensitive** topic.

### 3. Our position

As an implementing agency for the German Government and a contractor for bilateral and multilateral donors, GIZ has adopted the understanding of the United Nations outlined above. Following a consultation process, the German Federal Ministry for Economic Cooperation and Development (BMZ) and GIZ have agreed to prioritise five implementation principles<sup>6</sup>, one of which is LNOB. As such, implementing the 2030 Agenda goes beyond achieving the 17 SDGs.

The following positions reflect ways how GIZ can take account of the LNOB principle in order to place a greater focus in all programmes and sectors on disadvantaged individuals and groups in a country as well as disadvantages between countries relative to one another.

#### **Levers for implementing LNOB are targeted support, a comprehensive approach and an enabling environment.**

In most programmes in all sectors, we can make use of three interlinked levers to implement LNOB.

##### **Lever 1 Targeted support:**

##### **Overcoming discrimination and promoting empowerment**

The most disadvantaged individuals and groups receive targeted support from specific projects or components to enable them to articulate their interests free and effectively and to participate in political, social and economic processes. This requires that we understand and counteract the causes and patterns of discrimination in specific contexts. This also means assisting state partners and economic actors with the targeted promotion of disadvantaged groups and individuals, for example raising awareness of the impact of violence against women and of human and labour rights in the textile sector. GIZ has made the experience that for example also in authoritarian regimes such as Cambodia civil society participation can be strengthened on a local level. Also the promotion of LGBTI rights is possible and can be successful in politically and legally challenging context, such as in Uganda. Supported by GIZ, LGBTI organisations are facilitating anti-bias trainings of police officers and thus contribute to a change in their mind-sets and attitudes of which also other stigmatised groups and ultimately the whole population benefits. Following the Do no harm principle, regarding LGBTI it is extremely important to coordinate measures closely with the affected group itself in order to avoid that they are earmarked as scapegoats for

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<sup>6</sup> Besides LNOB, these are the universality of the 2030 Agenda; integrated approach that reflects and takes into account the different dimensions of the Agenda; shared responsibility in the sense of multi-stakeholder partnerships, and accountability. <https://reporting.giz.de/2017/our-strategic-direction/strategy-and-outlook/the-2030-agenda-how-it-is-being-implemented-at-giz/>

example when due to discriminatory changes of law, cooperation funds are discussed to be diminished.

### **Lever 2 Comprehensive approach in all sectors:**

#### **Provide access to services and justice for all**

In general inequality and discrimination are addressed and tackled in all programmes and sectors<sup>7</sup>, including in the selection of target groups and intervention regions for the respective projects, in the process for advising on sector reforms and policy impact assessments, when it comes to taking account of impacts on disadvantaged individuals and groups, and in regard to orienting strategies accordingly.

This can imply to integrate specific approaches in order to reach disadvantaged individuals and groups (link to Lever 1), and yet it goes beyond this. For example, sector programmes are required as a minimum standard to ensure that they do not worsen the situation of disadvantaged individuals and groups or consolidate discrimination and that they dismantle barriers to access.<sup>8</sup> Potential support approaches in this context include focusing on areas of poverty with potential of scaling up and/or advising commissioning parties and partners on suitable approaches for reaching underserved areas. This requires knowledge of discrimination structures in the respective sector (for instance, in the water sector, causes for the lack of supply in informal settlements) and those specific to the context of the partner country (e.g. discrimination based on historical and ethnic conflict).

### **Lever 3 Creating an enabling environment**

As a basis for the other levers, we must ensure when advising partners or commissioning parties via sector programmes and when providing advice on policy dialogue that we create an environment conducive to the implementation of LNOB. This applies to advice both at country and sector level (integration with Lever 2) and in regard to international policy, international processes such as those of the EU and interministerial coordination. It requires scrutinising inhibiting societal values and norms set, promoting consistent civil society involvement in negotiating processes, strengthen effective, transparent and accountable institutions and contribute to coherence of international policy. The latter applies with a view to the nexus between LNOB and inequality, distributive justice and equal opportunities, especially in the areas of trade, debt, international tax policy, illegal financial flows, migration and technology transfer.

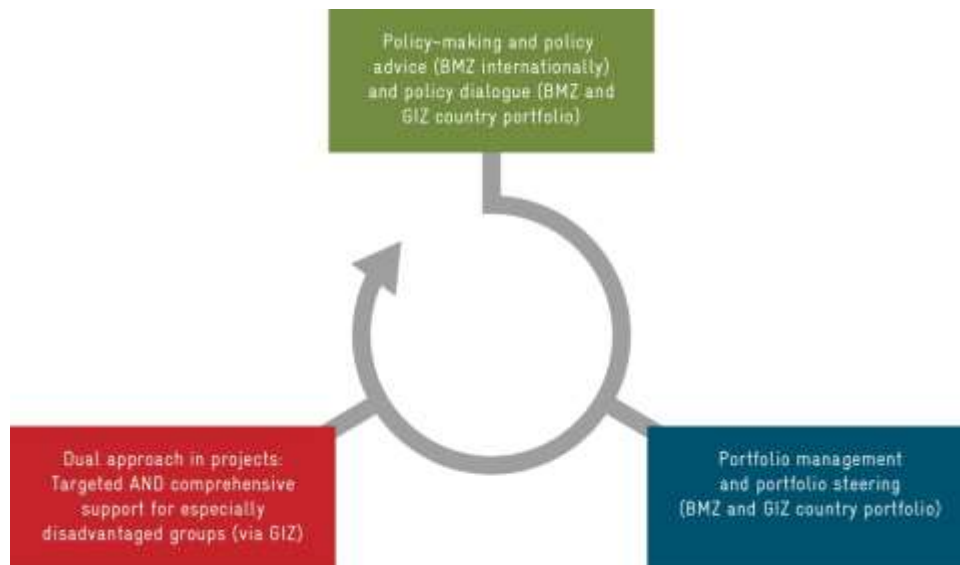
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<sup>7</sup> This is a binding requirement of [BMZ's Strategy on Human Rights in German Development Policy](#) (2011).

The [human rights guidelines](#) serve as an implementation aid.

<sup>8</sup> See also GIZ Safeguards + Gender Management System.

## The LNOB principle needs to be mainstreamed at different levels.



The primary focus regarding the implementation of LNOB by GIZ is on the level of the project design and implementation. A dual approach is expedient here, comprising both targeted support (Lever 1) and comprehensive support for disadvantaged individuals and groups (Lever 2). Through sector and global programmes, GIZ could use the LNOB principle in its advisory support to BMZ for international policy-making (Lever 3), pointing in the process to the need for international policy coherence regarding LNOB. As part of the support it provides to BMZ with the preparation of policy dialogues with partner countries, GIZ could raise the context-specific priorities in regard to LNOB. Similarly, GIZ could address LNOB in the preparatory support it provides to BMZ with portfolio management and steering, for example, in the preparation of country strategies.

## **LNOB is broad-based, long term and sustainable in its approach.**

Lessons learned so far in the implementation of LNOB within GIZ<sup>9</sup> revealed that there does not have to be any tension between a broad impact and LNOB, and that all citizens are benefiting from targeted LNOB measures. However, these lessons must be analysed for each sector and country context and, where relevant, compromises must be negotiated with regard to short- and medium-term targets, efficient resource deployment (trade-offs) and long-term societal development for all population groups. These correlations and/or compromises in the implementation of LNOB should be taken into account by GIZ projects and programmes, for example during the development of options for the design of projects and programmes and policy impact assessments. Furthermore, up-scaling approaches can be used to achieve a broad impact.

See impact map following page.

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<sup>9</sup> Leave No One Behind (LNOB): Lessons Learned and Recommendations for Action, GIZ, January 2018



## 4. Lessons learned and recommendations for action

When it comes to implementing the LNOB principle, GIZ has at its disposal several established approaches and lessons learned from implementing other key topics. These include the [Cross-Sectoral Strategy on Poverty Reduction](#), the [Strategy on Human Rights in German Development Policy](#), the [Cross-Sectoral Strategy on Gender Equality in German Development Policy](#), and the strategy on the [Promotion of Good Governance in German Development Policy](#). The LNOB principle is now also taken into account in current strategies such as the BMZ [Water Strategy](#). Additional lessons learned and recommendations for action are outlined below, though these cannot yet be considered conclusive.

### LNOB in the design of projects and programmes

#### Context-specific target group analyses and disaggregated data for identifying and involving disadvantaged groups

**Identifying disadvantaged individuals and groups** is a key prerequisite for the implementation of the LNOB principle. Social data surveys are one of the means we use for achieving this in the Western Balkans.<sup>10</sup> There is a need to **conduct context-specific target group analyses** and **use or collect disaggregated data**.

If registration of the population is complete, administrative data systems and especially Civil Registration and Vital Statistics (CRVS) are critical to generate up to date, reliable and comprehensive data on (the development of) the population. German development cooperation is currently supporting CRVS e.g. in Cameroon, Togo and Madagascar. Removing obstacles to registration is decisive for implementation of LNOB in two ways: On the one hand, civil registration delivers important data for governments to be able to plan demographically sensitive on the basis of disaggregated data. On the other hand, registration constitutes the basis for legal identity and thus participation and access to services.

Based on these analyses, we could more effectively address **multiple discrimination or intersectionality**<sup>11</sup>, as well as the multifaceted causes of and correlations between poverty, discrimination and inequality. As found by a portfolio analysis on inequality in Sri Lanka, depending on the intervention level of a project or programme, it is possible to conduct an analysis in a short space of time which, based on (grey) literature and interviews with relevant local stakeholders, offers sufficient orientation for the incorporation of the LNOB

<sup>10</sup> GIZ project [Social Rights for Vulnerable Groups](#)

<sup>11</sup> Intersectionality refers to the overlap between different forms of discrimination which make participation more difficult, for example, an indigenous woman living in a rural region.

principle. It is important to ask the crucial questions: Which individuals and groups are particularly disadvantaged, and in which areas of life/sectors? How can we take sufficient account of these individuals and groups? If the disaggregated data available is limited, focus group interviews can be used to collect qualitative data on the incorporation of LNOB. Additionally, qualitative approaches are more suitable if the target groups are subjected to repression or if open data could pose a risk to the target groups and thus contravene the do no harm principle. At overall level, it is important when collecting increasingly disaggregated data to ensure that the individuals concerned and their data are protected and that the misuse of data, including by future data systems of the partner country, is prevented.

### Participatory approaches in appraisal missions

Implementing LNOB means that **appraisal missions** intentionally seek direct contact with the target group and interest groups and factor in the necessary **time and resources** which facilitate direct participation by disadvantaged individuals and groups, along with a more in-depth analysis. **Participatory approaches** must take account of the diversity of the target group members and their needs in the methodological approach (especially in regard to gender, age, language and any disabilities). The appraisal mission should also identify previous blind spots and 'new' actors relevant to the implementation of LNOB (such as national human rights institutions, target groups which have not yet been taken into consideration in the sector). Additionally, the appraisal team should include local experts and, wherever possible, members of marginalised groups (such as an expert with a disability or a member of an ethnic minority).

### Taking account of LNOB in the objective, indicators and methodological approach

It is necessary to take greater account in the programme design of the findings of context-specific analyses of LNOB. It is especially important to give consideration to LNOB when **setting the objective, formulating indicators, selecting the target group and the intervention regions, determining the methodological approach and preparing the results matrix**. This could be done, for example, by using indicators which include disaggregated data on the impact on disadvantaged groups. So far, GIZ's Safeguards+Gender Management System has checked for unintended negative impacts on human rights, including whether a project or programme consolidates, exacerbates or gives rise to disadvantages for individual population groups, and whether it could impair the participation rights of affected groups. Even though LNOB strengthens social cohesion and prevents violent conflicts in the long run (see impact map), we have to analyse to what extent there may be short and medium term unintended negative impacts of supporting marginalized groups and which measures are able to mitigate or prevent these impacts, following the do no harm principle.

The BMZ [human rights guidelines](#) additionally provide sector-specific resources for the potential of LNOB, e.g. strengthening the position of disadvantaged individuals and groups.

Equally, the GIZ Safeguards+Gender Management System, in addition to checking projects for compliance with the do-no-harm principle, also examines them to determine whether they offer potential for promoting gender equality and ensures end-to-end integration of the dimension of gender in the commission management process.

The **development of options** in the brief assessment offers the initial strategic opportunity for determining options for particularly strengthening the LNOB principle.

## LNOB in the implementation of projects and programmes

### Advising on differentiated target group policy

Implementing the LNOB principle requires advising state partners at all levels on ways of addressing and involving individuals and population groups that have been left especially far behind, for example, by means of **differentiated target group policy and incorporation of LNOB in sector policies** and budget planning. Implementing LNOB also involves assisting partner countries with collecting disaggregated data. This is a prerequisite for designing and implementing policies which take account of the needs of especially disadvantaged individuals and groups. To this end, the capacity of national statistics offices with regard to the collection, disaggregation and protection of quantitative data is key when it comes to using data as the basis for decision-making on the implementation of the LNOB principle. Therefore it is necessary to strengthen capacities at the local level where data collection usually takes place. The capacities of local actors (such as civil registry offices) are decisive to guarantee non-discriminatory and comprehensive registrations or data collection according to international standards.

### Promoting greater participation by civil society in all sectors

Political participation means informing, consulting and involving individuals and groups left behind in all sectors, for instance, in sectoral decision-making and planning processes at different levels (local, regional, national and international). This requires participatory approaches and methods that facilitate participation by disadvantaged individuals and support structural change processes. This is even more important in countries in which governments struggle to assume responsibility for disadvantaged individuals and groups, such as in the context of conflict and fragility. Here, it is necessary to boost the resilience of disadvantaged individuals and groups and to empower them to claim and assert their rights<sup>12</sup>. This also involves advising partner countries on how to respect, protect and promote the right to participation.

### Using GIZ's multilevel approach and (further) developing instruments

GIZ's multilevel approach can address LNOB at different levels that complement each other. For example, in addition to providing policy advice to state partners and capacity development measures, GIZ can deploy development workers or local subsidies to strengthen civil society and help interest groups to empower the disadvantaged individuals and groups they represent. Multi-stakeholder partnerships can promote the implementation of LNOB if they encourage effective participation by disadvantaged individuals and groups. In order to reach disadvantaged individuals and groups, we often require a different depth of data

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<sup>12</sup> In this context it can be helpful to strengthen civil society in generating and using (disaggregated) demographic data. In Burundi for example the GIZ health programme works with local networks, including schools, health centers, churches and NGOs. A local expert on demographic data supported these networks, to collect and analyse demographic data themselves in order to improve planning at the local level based on actual needs.

and other instruments for tailoring our approach to their needs. In Uganda, for example, a **human rights-based planning tool** has been developed to enable the National Planning Authority, the ministries and local authorities to systematically incorporate the human rights-based approach into their planning processes. 'Who has been left behind?' is one of the questions asked in this approach. In Malawi, a corresponding **targeting instrument** has been developed for social security benefits and a database created to consolidate data analysis and the programming process derived therefrom.<sup>13</sup>

In order to equip staff members in projects and at partner institutions and indeed entire institutions to implement LNOB, LNOB needs to be integrated into the **capacity development strategy** of the projects. This also involves raising awareness of the topic among GIZ staff members and consultants.

**Pilot measures**, including those of sector and global programmes, can be used to explore innovative approaches for supporting disadvantaged individuals and groups, approaches which are then subsequently integrated into projects. As experience from projects in Bangladesh and Malawi shows, this also benefits the population as a whole.

**Up-scaling** can make a positive contribution to mainstreaming the LNOB principle on a broader basis within projects. Scaling up key factors help to ensure that the LNOB principle has a broad impact in the projects. The LNOB principle should already be considered in the process of planning with partners and stakeholders. At the same time, existing approaches should be identified that are suited to vertical, horizontal or functioning up-scaling.

Engaging in dialogue with other donors and institutions is another way to address and consolidate experience in the implementation of LNOB.

## LNOB in the evaluation process

### Disaggregated data for M&E and participatory evaluations

In addition to planning and implementation, the LNOB principle also requires changes in the monitoring and evaluation process. The results of profound differentiated target group and context analyses can be integrated as parameters into the M&E system. Thus, it is possible to measure impacts on disadvantaged individuals and groups and subsequently adjust approaches and more effectively identify promising approaches. It is equally important to strengthen **participation by disadvantaged individuals and groups in M&E processes** itself and to record **disaggregated data in M&E systems** in order to pinpoint bottlenecks or impacts for disadvantaged individuals and groups. In addition to the need for

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<sup>13</sup> See also the instrument '[Poverty Targeting Primer](#)' and for this purpose the guidelines for incorporating poverty reduction interventions in the design and implementation of the project.

disaggregated quantitative data, collect and incorporate more qualitative data is beneficial, for example, by means of regular institutionalised focus group surveys. Teams from the evaluation mission should also have their awareness of LNOB raised and local evaluators, ideally ones from a disadvantaged group, should be involved.

## LNOB in the portfolio design process

### Adaptation of objectives and priority areas

At country level, GIZ should in future prepare **corresponding differentiated target group analyses** which provide basic orientation for portfolio management and the country strategy. The example of Sri Lanka shows that the politically sensitive issue of inequality could be addressed at country level as part of a portfolio analysis rather than at project level.

A differentiated analysis makes it possible to manage the portfolio accordingly for example, by means of **adapting objectives and approaches in priority sectors**, provide targeted support to disadvantaged individuals and groups through an action framework, and conduct a policy impact assessment with regard to LNOB.

**Regular institutionalised dialogue** or partnerships, in particular with local, but also international civil society organisations can serve to involve LNOB-related target groups in the process of drafting baseline studies in order to prevent blind spots emerging.

A range of disadvantaged groups, including disadvantaged regions in the respective sector, can be covered by different donors, thus effective strategies can be shared in **coordination with other donors**.

## Providing advisory support for LNOB in policy dialogue and in (international) policy-making process

### Addressing the 2030 Agenda, including LNOB

Differentiated target group analyses can be used for policy dialogue in order to address structural discrimination and determine priority areas and action frameworks accordingly and/or expand approaches in existing priority areas to include disadvantaged individuals and groups.

As part of implementing the 2030 Agenda, LNOB can be addressed in dialogue with the partner. The follow-up and review for the implementation of the 2030 Agenda provide a particularly good setting for this. LNOB should be addressed in such a way that partner countries support and, ideally, even scale up implementation.

LNOB offers an opportunity to place sensitive issues on the political agenda once more, such as structural discrimination based on sex, ethnic origin, sexual orientation or gender identity, for example, (legal) discrimination against lesbian, gay, bisexual, transgender and intersex (LGBTI) individuals.

### Supporting policy coherence with regard to LNOB

GIZ's policy advice should help to input LNOB into sectoral and national strategies as well as international policy-making processes. It should draw attention in the comments for interministerial coordination to the need for and relevance of **coherence** with the LNOB principle. Policy coherence is identified as a decisive factor in BMZ's Strategy on Human Rights in German Development Policy.<sup>14</sup>

The needs of disadvantaged individuals and groups, for example, can be made visible through the use of detailed comments or through **promoting direct participation** of representatives of disadvantaged individuals and groups in international processes.

## LNOB in knowledge management

### Using and further developing experience with key topics

GIZ could **make use of existing approaches for key topics in the implementation of LNOB** (human rights-based approach, promotion of gender equality, poverty reduction, good governance) and expand these approaches. Methods such as up-scaling could be employed to mainstream LNOB on a broad basis. LNOB should be addressed in **training** for staff members and consultants. **Experience-sharing** should be promoted in existing dialogue formats (sector networks, conferences, IDA) in order to refine and realise the implementation process for LNOB.

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<sup>14</sup> 'Only if a whole-of-government approach to human rights is adopted (...) at both national and international level will it be possible to implement and fulfil human rights obligations over the long term.'

## 5. Innovation

Serving as a knowledge management platform for Sector and Global Programmes Department (GloBe) and the Sectoral Department (FMB), it is the task of innovation forums to check the innovation maturity and relevance of new approaches, agendas and topics, and to integrate these into the company if the outcome is positive. The draft position paper on LNOB is one result of the innovation forum, though it should not be seen as a completed task, but rather as a contribution to an ongoing innovation process. The presented understanding should provide impetus for innovation and also contribute to the development of ideas for implementing LNOB, whether in the conceptualisation and implementation of projects, through new partnerships and forms of cooperation, in the design of country portfolios, in the alignment of the company itself, in the development of new products, or in the evaluation process, as a constant starting point for the incorporation of the principle.

We consider the paper to be a key working document to be enriched on an ongoing basis with experiences gained in the sectors/organisational units, in up-scaling LNOB or in deepening it, for example, by mainstreaming the principle on the partner side. On the path to innovation, LNOB may sometimes seem to be an old hat in individual measures, and yet we consider it innovative that the pledge to leave no one behind is stipulated in the 2030 Agenda, as a paradigm, so to speak, that illustrates to us that sustainable development is only possible if everyone gets on board. With this in mind, we hope you will find the implementation process an enjoyable one and we look forward to engaging in dialogue with you!