FORMATIVE EVALUATION OF THE

INTEGRATION BY UNDP OF PRINCIPLES OF LEAVING NO ONE BEHIND

Annexes

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ANNEX 1. EVALUATION TERMS OF REFERENCE

INDEPENDENT EVALUATION OFFICE	
	UNDP IEO Independent Evaluation Office — United Nations Development Programme

Formative Evaluation of UNDP's Integration of 'Leaving No One Behind' Principles

Terms of Reference

December 2021

1. Introduction

1. The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) is conducting a formative evaluation of the integration of 'Leaving No One Behind' principles in UNDP, as per its Executive Board mandated multiyear programme of work (2022-2025). The evaluation will be implemented during 2022 and presented to the UNDP Executive Board in February 2023. It will examine the coherence, efficiency, relevance and effectiveness of integrating the Leaving No One Behind (LNOB) principle throughout UNDP programmes and operations. The intent of the evaluation is to assess the evolving conceptual and operational frameworks used by UNDP to translate LNOB into concrete action, and to make recommendations on how to strengthen UNDP's contribution to results for those left furthest behind. The evaluation is mainly formative, i.e. orientated towards learning and occurring while LNOB integration is being designed or ongoing. It will also include summative elements through an organizational assessment and thematic deep dives.

2. 'Leaving no one behind' (LNOB) is a central transformative promise of the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs). Contrary to the human rights-based approach which relates to countries' *legal* obligations, LNOB represents the *political* commitment of all UN Member States to eradicate poverty, discrimination, and exclusion, and reduce the inequalities and vulnerabilities that undermine the potential of individuals and humanity as a whole. The UN Chief Executives Board for Coordination mandated UN entities to focus on three interrelated principles: **equality** of opportunity and outcomes for all groups; **non-discrimination**; and **equity** or fairness (UNCEB, 2017). It is against these principles that the formative evaluation will assess UNDP programmes and operations.

3. This document outlines the scope of the evaluation, methodological options, and operational modalities for a team of in-house and external evaluators.

2. Context and Background

LNOB in the 2030 Agenda

4. In September 2015, the UN Resolution "Transforming our world: the 2030 Agenda for Sustainable Development" formally launched the SDGs and socialized the notion of leaving no one behind: "as we embark on this great collective journey, 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**".[1] While the first half of the statement has been widely quoted since, the second half ("reaching the furthest behind first") has received less attention.

5. Early in 2017, the chief executives of all UN entities issued a "Shared Framework for Action on LNOB" which called for a focus on three related, but distinct principles:

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[1] United Nations, Resolution adopted by the General Assembly on 25 September 2015, A/RES/70/1 General Assembly, New York, 21 October 2015.

- Equality – defined as "the imperative of moving towards substantive equality of opportunity and outcomes for all groups."
- Non-discrimination – defined as "the prohibition of discrimination against individuals and groups on the grounds identified in international human rights treaties."
- Equity – refers to fairness in the distribution of costs, benefits and opportunities.[2]

6. The integration of these principles into UNDP programmes and operations will form the object of this evaluation.

7. Following the inclusion of LNOB as one of six guiding principles for the UN Sustainable Development Cooperation Framework (2019), the publication "LNOB: A UNSDG Operational Guide for UNCTs" introduced a step-by-step approach to operationalizing the LNOB pledge as part of UN Country Teams' support to Member States. This operational guide has been shared within UNDP as official LNOB guidance.[3]

LNOB Integration in UNDP

8. LNOB is a political commitment to combatting the root causes of persistent discrimination, such as gender discrimination and rising inequalities within and amongst countries, which leave individuals, families and whole communities marginalized and excluded. LNOB compels the international community to focus on discrimination and inequalities (often multiple and intersecting) that undermine the agency of people as holders of rights, as well as on the fair distribution of costs, benefits, and opportunities. It requires the generation and disaggregation of additional data to ensure that all grounds of discrimination prohibited under international law and other root causes of inequalities are identified and can be addressed. All of the above have been longstanding areas of interest and expertise of UNDP, as exemplified by its Human Development Reports and socio-economic impact assessments of the COVID-19 pandemic.

9. Programmatically, LNOB means: taking explicit action to address differential access to public services; challenging power structures, social norms and beliefs hampering inclusion; supporting civil society in confronting overt and covert discrimination; and advocating for transformative change distinguished by radical breakthroughs in paradigms, beliefs, and behaviour. UNDP has a long track record in working with historically marginalized groups, e.g. through its gender equality and women's empowerment interventions, and work with indigenous peoples, LGBTI+ and persons living with disabilities. This work was not always explicitly rights-based or aimed at transformative change, usually for strategic reasons.

10. Integrating the LNOB principle has raised myriad practical challenges in UNDP's work, including the increasing marginal costs of reaching the last mile, and partnership and procurement models that hamper social contracting at the boundary of the state. These have not yet been systematically assessed.

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[2] United Nations System Chief Executives Board for Coordination, Sustainable Development Goals, Leaving No One Behind: Equality and Non-Discrimination at the Heart of Sustainable Development, A Shared United Nations System Framework for Action, New York, 2017.
[3] United Nations Sustainable Development Group (UNSDG), Leaving No One Behind, A UNSDG Operational Guide for UN Country Teams, Interim Draft, 18 March 2019. The five-step approach has these core areas for action: 1. Determine who is being left behind; 2. Determine why they are being left behind; 3. Explore what should be done; 4. Measure and monitor progress; 5. Advance and increase accountability.

Conceptual underpinnings and strategic direction

11. UNDP has integrated LNOB principles into its corporate strategies and operations since 2018, building on earlier related work with marginalized groups and the human rights-based approach to programming. The first UNDP strategic plan (SP) to mention 'leaving no one behind' is the 2018-2021 SP. In the 'common chapter' issued jointly by UNDP, UNICEF, UNFPA and UN-Women, the development agencies note that "the principles of leaving no one behind and reaching the furthest behind first permeate all four of our strategic plans. In direct response to the QCPR, we will harness our respective collaborative advantage in compliance with our respective mandates" (p.3). In what follows, UNDP associates LNOB with "universality" (para. 21) and "equality and universality" (para. 25) but doesn't offer more detail.[4]

12. UNDP's 2022-25 Strategic Plan elevates LNOB to one of three key objectives of the agency's work. It describes the work of UNDP as supporting countries towards three directions of change: structural transformation, resilience and "leaving no one behind, a rights-based approach centered on empowerment, inclusion, equity, human agency and human development capabilities which recognizes that poverty and inequality are multidimensional" (p.7).[5] Together with the six signature solutions and three enablers, LNOB, and the other two directions of change, are now seen as central to UNDP's corporate identity. In combination with the ongoing COVID-19 pandemic and its repercussions for the most vulnerable, this calls for a fresh wave of conceptual work and operational measures to which this evaluation aims to contribute.
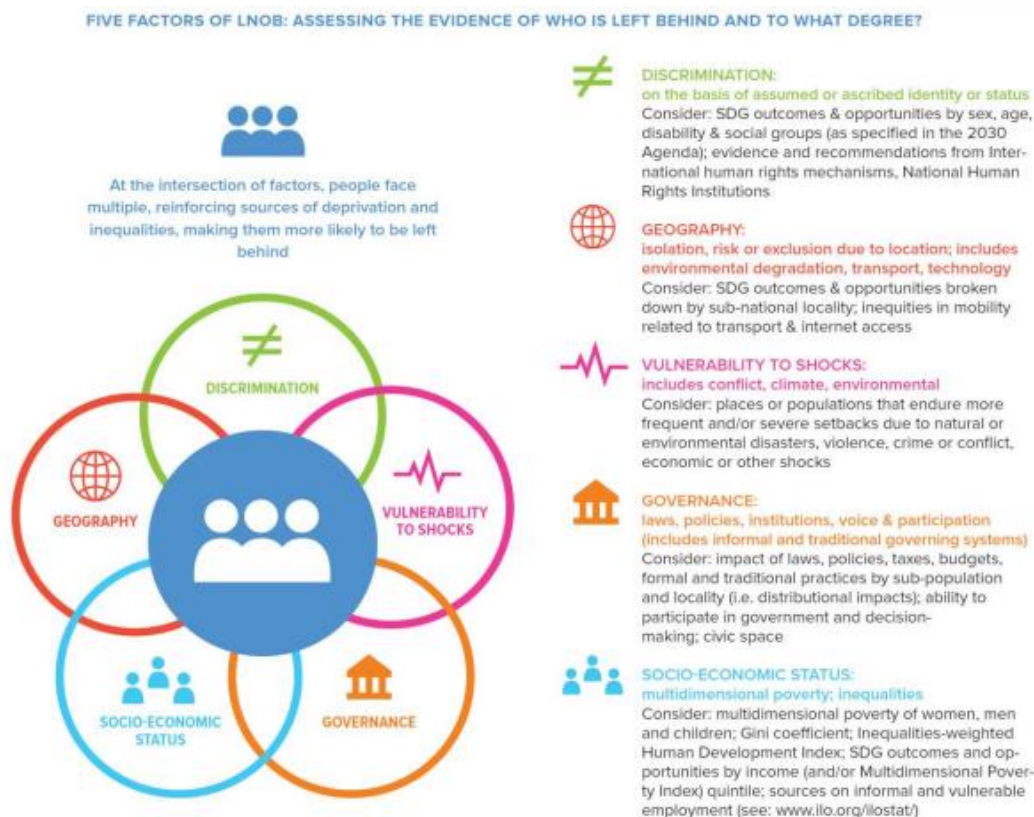
13. At present, programmatic guidance on LNOB dates back to pre-pandemic times and the early years of the previous SP. In 2018/2019, UNDP was a lead agency in the production of the UNSDG operational guide for UN country teams, cited above. Much of UNDP's internal thinking was mainstreamed into the guide, in particular, the "five key factors" of LNOB first introduced in the 2018 UNDP discussion paper "What does it mean to leave no one behind?"[6] These are still regarded as valid and useful today.

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[4] UNDP Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services, Special Session 2017, UNDP Strategic Plan, 2018-2021, DP/2017/38, 17 October 2017.
[5] United Nations Development Programme Strategic Plan 2022-2025, UNDP 2021.
[6] United Nations Development Programme, "What Does It Mean To Leave No One Behind?", A UNDP discussion paper and framework for implementation, July 2018.

Figure 1: Who is left behind - Five intersecting factors

FIVE FACTORS OF LNOB: ASSESSING THE EVIDENCE OF WHO IS LEFT BEHIND AND TO WHAT DEGREE?

At the intersection of factors, people face multiple, reinforcing sources of deprivation and inequalities, making them more likely to be left behind

DISCRIMINATION:
on the basis of assumed or ascribed identity or status
Consider: SDG outcomes & opportunities by sex, age, disability & social groups (as specified in the 2030 Agenda); evidence and recommendations from International human rights mechanisms, National Human Rights Institutions

GEOGRAPHY:
isolation, risk or exclusion due to location; includes environmental degradation, transport, technology
Consider: SDG outcomes & opportunities broken down by sub-national locality; inequities in mobility related to transport & internet access

VULNERABILITY TO SHOCKS:
includes conflict, climate, environmental
Consider: places or populations that endure more frequent and/or severe setbacks due to natural or environmental disasters, violence, crime or conflict, economic or other shocks

GOVERNANCE:
laws, policies, institutions, voice & participation (includes informal and traditional governing systems)
Consider: impact of laws, policies, taxes, budgets, formal and traditional practices by sub-population and locality (i.e. distributional impacts); ability to participate in government and decision-making; civic space

SOCIO-ECONOMIC STATUS:
multidimensional poverty; inequalities
Consider: multidimensional poverty of women, men and children; Gini coefficient; Inequalities-weighted Human Development Index; SDG outcomes and opportunities by income (and/or Multidimensional Poverty Index) quintile; sources on informal and vulnerable employment (see: www.ilo.org/ilostat/)

Source: UNSDG Operational Guide, 2019: p. 13. Adapted from UNDP, "What does it mean to leave no one behind? A UNDP discussion paper and framework for implementation". UNDP, New York, 2018: p. 3.
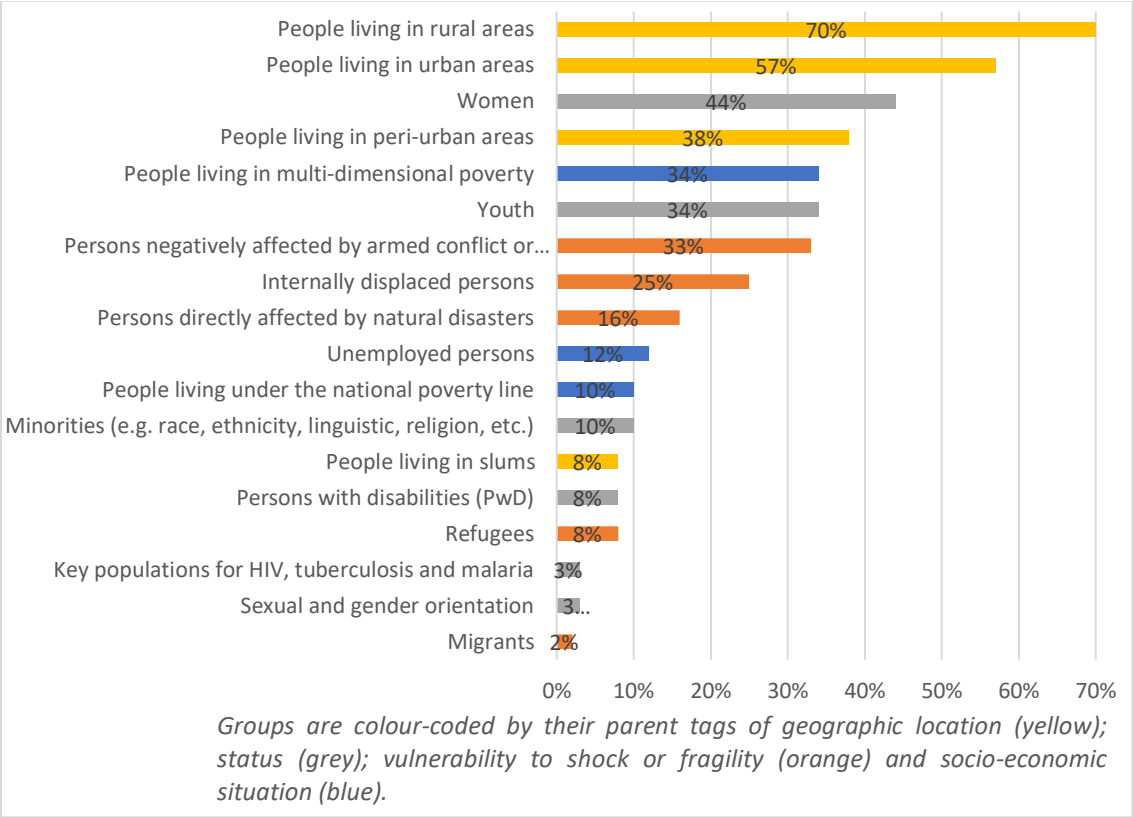
Measurement: The LNOB Marker

14. Since 2018, UNDP country offices are asked to report against an "LNOB marker" (also known as a "who's marker"). This is an enumerative list of 18 specific groups[7] that are being targeted by UNDP interventions at the project output level. The groups are defined based on status, geographic location, socio-economic situation and vulnerability to shocks and fragility, and they are not mutually exclusive. It is important to note that many long-standing lines of UNDP intervention (working with key populations for HIV, tuberculosis and malaria etc.) are now tagged against this marker but are in no way 'new' or occurring in response to LNOB having become a guiding principle.

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[7] The 18 groups identified by UNDP are: internally displaced persons, key populations for HIV, tuberculosis and malaria, migrants, minorities, people living in multi-dimensional poverty, people living in peri-urban areas, people living in rural areas, people living in slums, people living in urban areas, people living under the national poverty line, people directly affected by natural disasters, people negatively affected by armed conflict/violence, persons with disabilities, refugees, sexual and gender orientation, unemployed, women and youth.

15. There are many conceptual and practical challenges associated with the LNOB marker[8] but it does give an indication of the magnitude of UNDP's interventions in favour of different groups deemed to be left behind.

16. Data for 2018–2021 shows that most projects that reported against the marker targeted specific geographic locations (people living in rural, urban and semi-urban areas), sex or age groups (women, youth) and socio-economic characteristics (people living in multi-dimensional poverty). Groups defined by other markers were relatively less targeted.

Figure 2: 'Leaving no one behind' groups most frequently targeted by UNDP at project output level, 2018-2021 (n=13,729).

Groups are colour-coded by their parent tags of geographic location (yellow); status (grey); vulnerability to shock or fragility (orange) and socio-economic situation (blue).

Source: Data from PowerBI Project-Based Portfolio Analytics, BPPS-DIG as of October 2021

Note: The data presented show project outputs linked to one or more "leaving no one behind" groups. Project outputs that are not linked to any group (4,786) were not considered.

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[8] Conceptual challenges centre around the relationship between targeting and UNDP's ambition for universalism, the notion of 'intersectionality', the choice to break out certain groups (e.g. youth) but not others (e.g. elderly), the use of certain labels ("minorities [race/linguistic/religion]") rather than others ("indigenous peoples") and language use more generally. Practical challenges include: uptake of the marker by country offices, limited guidance on the use of the marker, the fact that each project output can report targeting only up to five of these groups, lack of clarity on indicating overlaps (which would signify an intersectional position of a particular population), difficulties linking financial and results reporting to the LNOB groups (which is a wider problem in UNDP beyond the LNOB marker).

17. There are important regional variations when it comes to the LNOB groups most frequently targeted by UNDP. While certain geographical location (people living in rural, urban and semi-urban areas) and sex/age groups (women, youth) receive attention across regions, groups defined by other criteria are targeted disproportionately in certain regions. For example, groups at higher risk to shocks and fragility (people directly affected by natural disasters, people negatively affected by armed conflict or violence) are being relatively more targeted in in the Africa region. So-called minority groups (e.g. racial, ethnic, linguistic, religious) are more frequently targeted in Latin America and the Caribbean.

18. In more recent years, no further conceptual or operational guidance on LNOB has been issued by UNDP. In March 2021, the IEO noted in its Evaluation of UNDP Strategic Plan 2018-21 that "overall, systemically operationalizing 'leave no one behind' remains a significant challenge. Despite the increased effort, UNDP has yet to consistently and effectively integrate into its programmes the five factors key to understanding who is being left behind and why" (p. 38).[9]

3. Rationale, Purpose and Objectives of the Evaluation

19. Boosting integration of LNOB principles is a UNDP priority, both for the sake of those left behind and to advance progress towards the SDGs. A corporate decision was taken to include a formative evaluation on the integration of 'leaving no one behind' principles in UNDP's evaluation plan 2022-2025, for presentation to the Executive Board in February 2023.

20. There is a triple rationale for this choice: first, the prominence of LNOB as one of three "directions of change" in UNDP's Strategic Plan 2022-25 has opened questions as to its operationalization in development practice, as well as its measurement. Second, UNDP's strategic positioning on LNOB issues and groups (e.g. long-standing work with certain marginalized groups but not others), needs to be re-examined against the backdrop of the ongoing COVID-19 pandemic. COVID-19 has disproportionally affected those already left behind, but also newly exacerbated the marginalization of other segments of society (e.g. the "digital divide", anti-Asian discrimination). This pattern is perpetuated in the "uneven recovery" from COVID-19 characterized by stark global inequalities in vaccine access, continuing low female labour market participation, etc. Finally, the integration of LNOB principles into UNDP's strategies, procedures and programmes has not previously been comprehensively evaluated.

21. In this context, the purpose of the proposed evaluation is:

- To generate lessons, conclusions and recommendations that contribute to decision-making and learning with a view to improving UNDP's ongoing and future programme design and performance, and contribution to Agenda 2030.
- To support corporate accountability on LNOB by assessing UNDP's performance in delivering on its stated objectives to integrate the LNOB principles, and identifying contextual, strategic and operational factors that are positively and/or negatively affecting progress.

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[9] United Nations Development Programme, Independent Evaluation Office, Evaluation of UNDP Strategic Plan 2018-2021, March 2021.

22. Specific objectives are to:

- Reconstruct and assess the appropriateness and coherence of UNDP's <u>corporate approach</u> to LNOB.
- Trace <u>UNDP's contribution</u> to inclusive and transformative change guided by equality, non-discrimination, and equity principles, for select processes and initiatives.
- Assess UNDP's <u>institutional capacity</u>, including data systems, to ensure that no one is left behind.

4. Scope and Key Evaluation Questions

23. The evaluation seeks to assess UNDP's corporate strategies, and their application in programming and operations on the ground, in terms of integrating the LNOB principles of equality, non-discrimination and equity. Figure 3, overleaf, shows the reconstructed programme-impact pathway for LNOB integration in UNDP and visualizes the scope of the evaluation.

24. Case selection for the thematic deep-dives to complement the organizational assessment will be purposive and criterion-based, covering:

- UNDP's regions of intervention, and different development settings.
- Main thematic areas (signature solutions) with due consideration for intersectionality and the political dimension of LNOB within each signature solution.
- LNOB areas highlighted in the UNSG's <u>Our Common Agenda</u>[10] and UNDP's "five key factors" (see figure 1, above).
- 18 key population groups highlighted in the LNOB marker (see endnote vii).

25. The scope to be covered in the evaluation is global, covering the period from 2015 onward, when the LNOB principle was endorsed by the UN General Assembly.[11] For the assessment of results, greater attention will be given to the years from <u>2018 to the present</u> when UNDP explicitly incorporated LNOB into its corporate strategies and country programmes.

26. The evaluation will be guided by four sets of *evaluation questions* in combination with four *evaluation criteria*, namely: <u>coherence</u>, <u>efficiency,</u> <u>relevance </u> and <u>effectiveness</u>. The principal evaluation questions are:
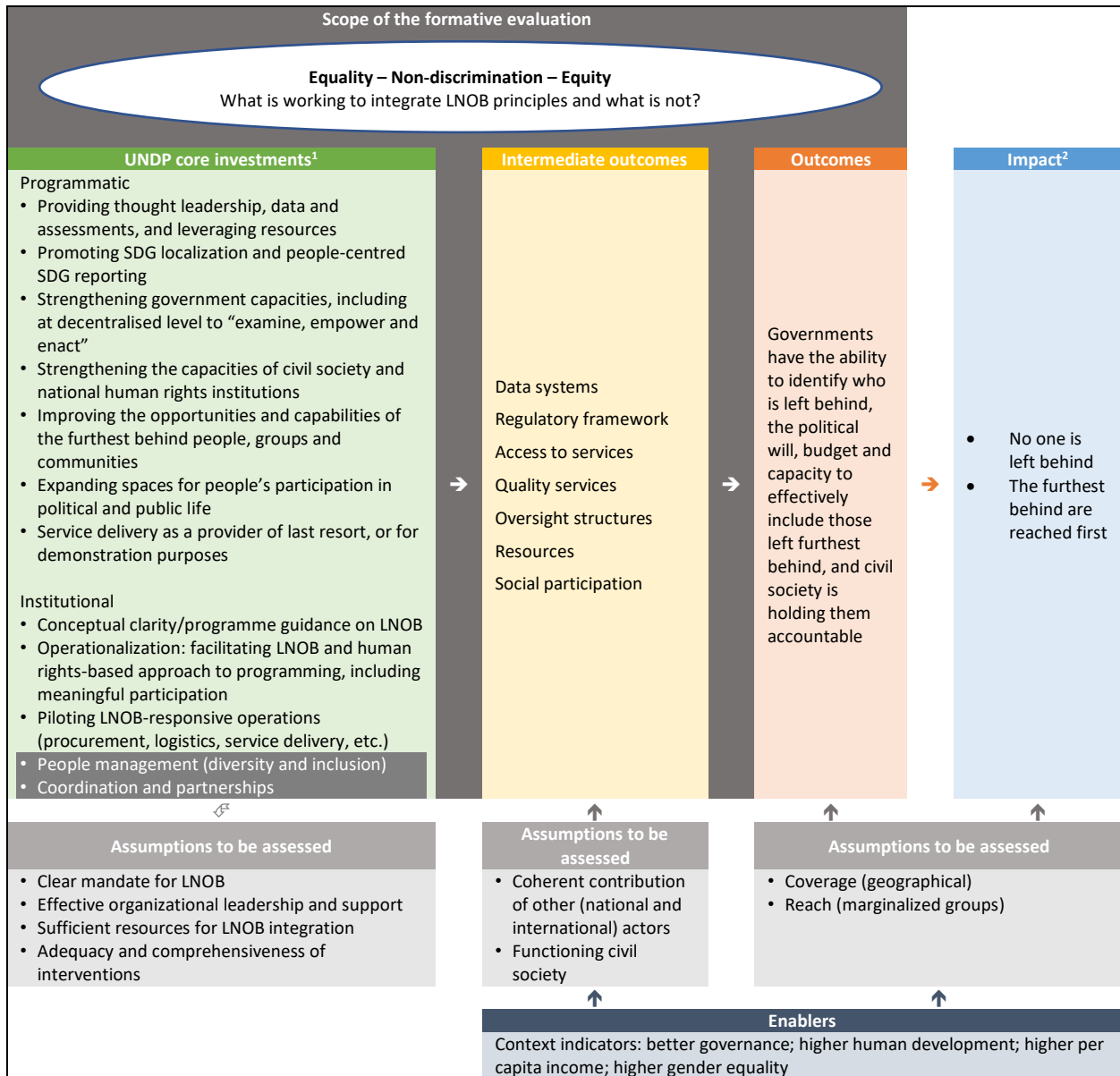
1. COHERENCE: How coherent are UNDP strategies, procedures, and guidance with regard to integrating the LNOB principle?
2. EFFICIENCY: Has UNDP made the best use of scarce resources (human/financial/social capital) to expeditiously integrate the LNOB principle as committed?
3. RELEVANCE: Have UNDP initiatives been able to adapt to the needs and priorities of those left furthest behind?

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[10] United Nations, Report of the Secretary-General, Our Common Agenda, Key Proposals Across the 12 commitments from the declaration on the commemoration of the seventy-fifth anniversary of the United Nations.
[11] United Nations, Resolution adopted by the General Assembly on 25 September 2015, A/RES/70/1 General Assembly, New York, 21 October 2015.

4. EFFECTIVENESS: To what extent has UNDP contributed to results that benefitted those left furthest behind? What were the major factors contributing to or hindering achievement of LNOB objectives?

Figure 3: Draft conceptual framework for assessing what UNDP is learning from its attempt to integrate the LNOB principles

Scope of the formative evaluation			
Equality – Non-discrimination – Equity What is working to integrate LNOB principles and what is not?			
UNDP core investments[1]	**Intermediate outcomes**	**Outcomes**	**Impact[2]**
Programmatic • Providing thought leadership, data and assessments, and leveraging resources • Promoting SDG localization and people-centred SDG reporting • Strengthening government capacities, including at decentralised level to "examine, empower and enact" • Strengthening the capacities of civil society and national human rights institutions • Improving the opportunities and capabilities of the furthest behind people, groups and communities • Expanding spaces for people's participation in political and public life • Service delivery as a provider of last resort, or for demonstration purposes Institutional • Conceptual clarity/programme guidance on LNOB • Operationalization: facilitating LNOB and human rights-based approach to programming, including meaningful participation • Piloting LNOB-responsive operations (procurement, logistics, service delivery, etc.) • People management (diversity and inclusion) • Coordination and partnerships	Data systems Regulatory framework Access to services Quality services Oversight structures Resources Social participation	Governments have the ability to identify who is left behind, the political will, budget and capacity to effectively include those left furthest behind, and civil society is holding them accountable	• No one is left behind • The furthest behind are reached first
Assumptions to be assessed	**Assumptions to be assessed**	**Assumptions to be assessed**	
• Clear mandate for LNOB • Effective organizational leadership and support • Sufficient resources for LNOB integration • Adequacy and comprehensiveness of interventions	• Coherent contribution of other (national and international) actors • Functioning civil society	• Coverage (geographical) • Reach (marginalized groups)	
	Enablers Context indicators: better governance; higher human development; higher per capita income; higher gender equality		

1: Source: "What does it mean to leave no one behind", pages 23, 25, 27. UNDP PowerBI Project-Based Portfolio Analytics, BPPS-DIG as of October 2021.
2: UN Resolution "Transforming our world: the 2030 Agenda for Sustainable Development"

5. Evaluation Methodology

27. The evaluation is mainly formative, i.e. orientated towards learning and occurring while LNOB integration is being designed or ongoing. It will also include summative elements, both in the organizational assessment and through thematic deep dives. The evaluation will utilize mixed methods and draw on quantitative and qualitative sources for data collection and analysis. It will aspire to take the perspective of those left furthest behind and adhere to the UNEG Ethical Guidelines for Evaluation.[12]

28. The main analytical prism for the formative portion will be qualitative content analysis, or textual analysis (of quantitative and qualitative sources), and discourse analysis (power analysis).[13] The summative portion will take a generative (or mechanism-based) approach to causality through process tracing[14] in thematic deep dives. Process tracing is a theory-based evaluation method that highlights the importance of causal mechanisms and context in relation to outcomes. Its power unfolds when tracing complex policy impacts or large-scale interventions. Process tracing offers rigorous assessments for topics too complex to adequately capture by quasi-experimental designs.

29. To identify patterns and gaps, and factors that foster/hinder appropriateness and contribution, the evaluation will combine three lines of inquiry (data collection):

1. An organizational assessment will look at :conceptual clarity around LNOB in UNDP; operationalization of the concept in guidance, processes and tools, including tools for programme and project development; resources (human and financial) invested in the area; and the ability to capture results through M&E systems for all six of UNDP's signature solutions. The main sources will include queries to corporate systems and programmatic markers (LNOB marker etc.), key informant interviews, a document review, 'web scraping' of internal social media and a SparkBlue consultation.
2. Select thematic deep dives will shed light on how LNOB principles have been applied in programme planning, implementation, monitoring and reporting. Process tracing will bring to the fore what results have been achieved for those left behind and whether the furthest behind have been reached

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[12] United Nations Evaluation Group (UNEG) Ethical Guidelines for Evaluation, 2020.

[13] Textual analysis (or qualitative content analysis) is a catch-all term for various research methods used to describe, interpret and understand texts. The focus is on exploring, describing, ordering, explaining and displaying patterns. See Miles, M., Huberman, M., and Saldana, J., Qualitative Data Analysis - A Methods Sourcebook, SAGE Publications 2019. Discourse analysis (or critical discourse analysis) in contrast "accounts for the relationships between discourse and social power. More specifically, such an analysis should describe and explain how power … is enacted, reproduced or legitimised by the text and talk of dominant groups or institutions". See Van Dijk, T., "Discourse, power and access" in Texts and Practices, Routledge 1995. It is a constructivist approach focusing on social context and power relations, similar to gender analysis, empowerment evaluation, and other critical methods used in international development.

[14] Collier, David, University of California Berkeley, 'Understanding Process Tracing', Political Science & Politics 44.4: 823–30, 2011 For a quick overview of application in evaluations see the Process Tracing entry in INTRAC's M&E universe.

first. Each study will include key informant interviews/focus groups, a document review and site observations (if possible under continuing COVID-19 conditions).

3. A stakeholder survey and study of comparator organizations will provide the gaze 'from the outside in' on how well UNDP integrates LNOB principles. The stakeholder survey will be administered to a sample of UNDP's partners (government, civil society, private sector umbrella organizations), including those that implement programmes directly with UNDP and those that do not. Surveys may be supplemented by interviews as needed. The study of comparator organizations, to be carried out by a think tank aims at benchmarking UNDP against the industry standard and at bringing new learning into the organization based on good practices observed elsewhere.

6. Management and Conduct of the Evaluation

30. The evaluation will be led by a team of IEO evaluators with the support of external consultants. UNDP is looking for individuals with deep commitment and strong background in evaluation, rights-based approaches and relevant subject matter to contribute to the evaluation which has major implications for the agency's future work. Given the focus on organizational learning, the evaluation will aim for consultation and interaction with internal and external stakeholders at key moments of the process.

31. The evaluation will be supported by an evaluation learning group (ELG), composed of up to eight LNOB champions from within UNDP. The purpose of the ELG is to foster mutual learning between the evaluation team and LNOB champions: On the one hand, deliberations by the group will foster evaluative reasoning and promote learning from this evaluation to stay within the organization. On the other hand, the insights shared by LNOB champions will help ground the evaluation in organizational realities and ensure that it zooms in on aspects most in need of learning and forward-looking recommendations. The ELG will strengthen the utility of this formative evaluation, both by contributing to its pertinence and by enhancing organizational ownership of the exercise, with expected benefits for implementation of management response actions. Key moments of ELG engagement are highlighted in red in the evaluation timeline in Annex 1.

32. Further, the evaluation will benefit from the insights of up to three external experts as well as different fora representing the left behind populations themselves. Engagement with these groups is expected to strengthen the credibility and utility of this formative evaluation.

Key Challenges Anticipated

33. The main challenges the evaluation will seek to mitigate throughout the process are:
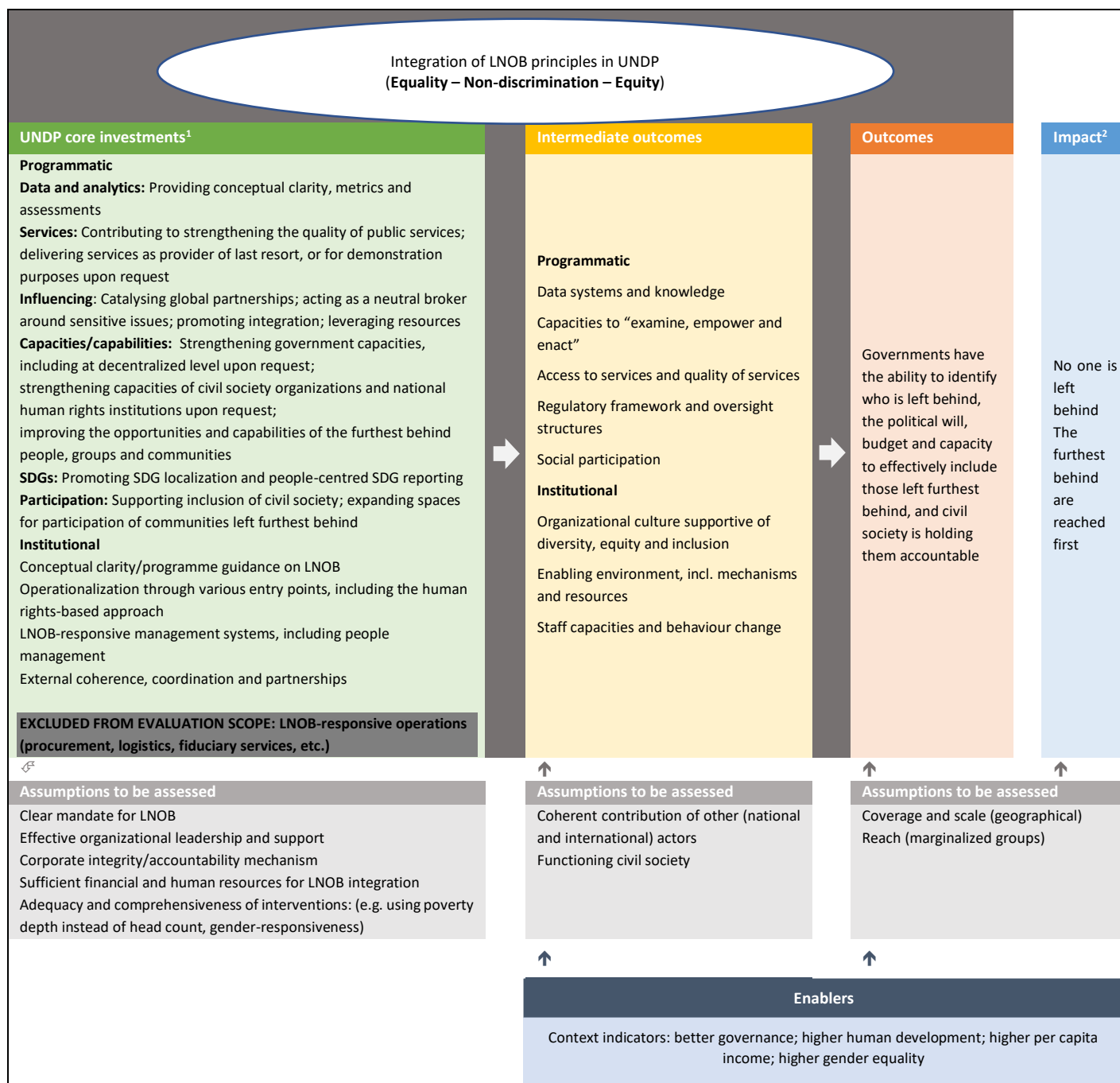
- Compressed timeframe: the evaluation will tackle a manageable scope, in particular through assessing contribution via an organizational assessment and select thematic deep dives.
- COVID-19 and remote work (limited travel): the evaluation will apply lessons learned by the IEO over the past 20 months of remote work. It is considering hiring local data collectors in focus countries. Sampling and logistical questions will be addressed during the inception phase.
- Data scarcity and low evaluability, both in principle (absence of clear conceptual framework) and in practice (data requirements not fulfilled, especially with regard to disaggregation, quality and coverage): the evaluation will reconstruct programme-impact pathways for all UNDP signature solutions and the select deep dives, based on stakeholder input and available documentation, to overcome low evaluability in principle. These may be used as starting points for learning and/or constructing theories of change by UNDP's programme teams. Low evaluability in practice, if confirmed, would likely be a limitation of the evaluation and the object of evaluation findings and conclusions themselves. It may also warrant a recommendation, thus constituting an area of improvement for UNDP's work.

Annex 1: Tentative timeline

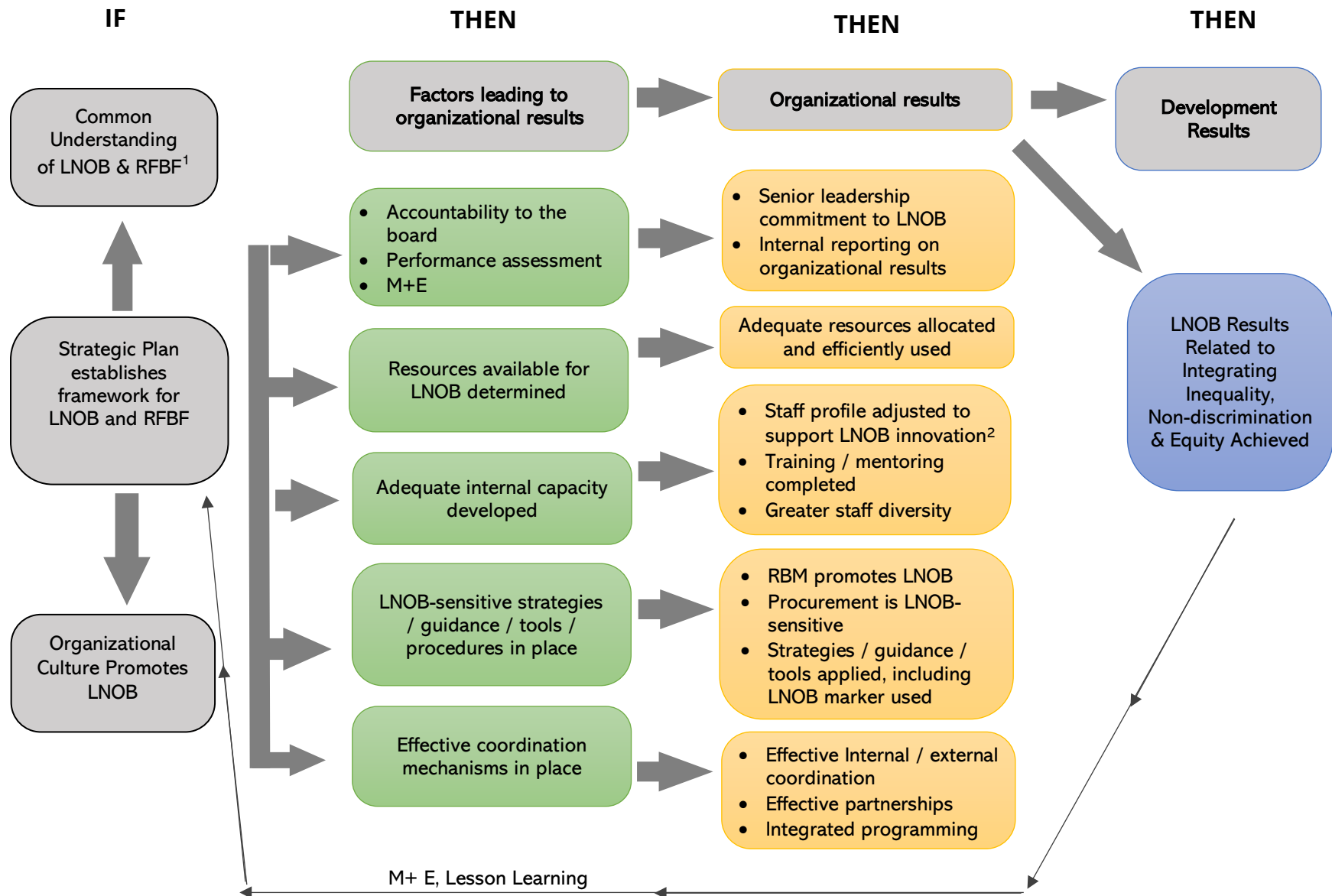| Activity	Proposed timeframe
Phase 1: Launch and inception	**Dec 2021/Jan 2022**
Draft TOR approved for stakeholder review	Dec 2021
ELG consultation on ToR; finalization and IEO approval of ToR ("evaluation launch")	Dec 2021
Team composition, external recruitments	Dec 2021/Jan 2022
ELG meeting on conceptual framework	Late Jan 2022
Ethical review of evaluation methodology	Jan/Feb 2022
Phase 2: Data collection	**Late Jan-March 2022**
Main data collection phase	Feb-Mid-March 2021
Team stocktake and moment of reflection; followed by management debrief	Mid-March 2022
ELG email to facilitate filling data gaps	Mid-March 2022
Phase 3: Analysis and drafting	**April-June 2022**
Initial data analysis and filling data gaps (iterative process)	March/April 2021
Submission of deep-dive reports and draft organizational assessment paper	March/April 2022
Synthesis and report writing	April-Early June 2022
ELG debrief (PPT) on preliminary findings, and areas for conclusions and recommendations	Mid-June 2022
Zero draft for review by section chief and directorate	End June 2022
Phase 4: Quality review, revisions and report finalization	**July-Sept 2022**
Revised draft for section chief clearance for internal peer review	2nd week of July 2022
Internal peer review	3rd week of July 2022
First draft for directorate clearance for external peer review	4th week of July 2022
Revised first draft for directorate clearance to share with management (cc ELG) for their comments	Mid-August 2022
Board paper preparation	Sept 2022
Board paper/second draft for directorate clearance to share with management (cc ELG) as basis for MR	End September
Phase 5: Publication and dissemination	**Oct 2022-March 2023**
Management response drafted	Oct 2022
Editing and formatting of eval report and MR	Oct/Nov 2022
Final edited report, evaluation brief and video	Nov 2022
Board informal	Jan 2023
Executive Board session	Feb 2023
Knowledge exchange through blog posts, conference participation, op-eds, etc.	Immediately following Board session
Management response implementation workshop	Feb or March 2023

ANNEX 2. THEORIES OF CHANGE

Figure 1: Reconstructed programme-impact pathway for LNOB integration in UNDP

Integration of LNOB principles in UNDP
(**Equality – Non-discrimination – Equity**)

UNDP core investments[1]	Intermediate outcomes	Outcomes	Impact[2]
Programmatic **Data and analytics:** Providing conceptual clarity, metrics and assessments **Services:** Contributing to strengthening the quality of public services; delivering services as provider of last resort, or for demonstration purposes upon request **Influencing**: Catalysing global partnerships; acting as a neutral broker around sensitive issues; promoting integration; leveraging resources **Capacities/capabilities:** Strengthening government capacities, including at decentralized level upon request; strengthening capacities of civil society organizations and national human rights institutions upon request; improving the opportunities and capabilities of the furthest behind people, groups and communities **SDGs:** Promoting SDG localization and people-centred SDG reporting **Participation:** Supporting inclusion of civil society; expanding spaces for participation of communities left furthest behind **Institutional** Conceptual clarity/programme guidance on LNOB Operationalization through various entry points, including the human rights-based approach LNOB-responsive management systems, including people management External coherence, coordination and partnerships **EXCLUDED FROM EVALUATION SCOPE: LNOB-responsive operations (procurement, logistics, fiduciary services, etc.)**	**Programmatic** Data systems and knowledge Capacities to "examine, empower and enact" Access to services and quality of services Regulatory framework and oversight structures Social participation **Institutional** Organizational culture supportive of diversity, equity and inclusion Enabling environment, incl. mechanisms and resources Staff capacities and behaviour change	Governments have the ability to identify who is left behind, the political will, budget and capacity to effectively include those left furthest behind, and civil society is holding them accountable	No one is left behind The furthest behind are reached first

Assumptions to be assessed	Assumptions to be assessed	Assumptions to be assessed
Clear mandate for LNOB Effective organizational leadership and support Corporate integrity/accountability mechanism Sufficient financial and human resources for LNOB integration Adequacy and comprehensiveness of interventions: (e.g. using poverty depth instead of head count, gender-responsiveness)	Coherent contribution of other (national and international) actors Functioning civil society	Coverage and scale (geographical) Reach (marginalized groups)

Enablers

Context indicators: better governance; higher human development; higher per capita income; higher gender equality

Source: IEO developed based on UNSDG, 'LNOB: A UNSDG Operational Guide for UNCTs', UNSDG 2019/2022, pp. 23, 25, 27; UNDP PowerBI Project-Based Portfolio Analytics, BPPS Effectiveness Group as of October 2021; UN, 'Transforming our world: the 2030 Agenda for Sustainable Development', UN 2015.

Annex 2b. LNOB Organizational Theory of Change

| **IF** | **THEN** | **THEN** | **THEN** |

Common Understanding of LNOB & RFBF[1]

Strategic Plan establishes framework for LNOB and RFBF

Organizational Culture Promotes LNOB

Factors leading to organizational results

Organizational results

Development Results

- Accountability to the board
- Performance assessment
- M+E

- Senior leadership commitment to LNOB
- Internal reporting on organizational results

Resources available for LNOB determined

Adequate resources allocated and efficiently used

Adequate internal capacity developed

- Staff profile adjusted to support LNOB innovation[2]
- Training / mentoring completed
- Greater staff diversity

LNOB-sensitive strategies / guidance / tools / procedures in place

- RBM promotes LNOB
- Procurement is LNOB-sensitive
- Strategies / guidance / tools applied, including LNOB marker used

Effective coordination mechanisms in place

- Effective Internal / external coordination
- Effective partnerships
- Integrated programming

LNOB Results Related to Integrating Inequality, Non-discrimination & Equity Achieved

M+ E, Lesson Learning

[1] Reaching furthest behind first, LNOB refers to both this and leaving no one behind.
[2] Generating and testing new approaches, including new financial / legal instruments and strengthening capacities.

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Risks & Assumptions
- The Executive Board actively promotes LNOB
- Transformational approaches are feasible and accepted by the national governments

ANNEX 3. COUNTRY CASE SELECTION

Annex 3a. Focus Countries

Country	Moldova	India	Egypt	Central African Republic	Ecuador
UNDP region	RBEC	RBAP	RBAS	RBA	RBLAC
Income level	U-MIC	L-MIC	L-MIC	LIC	U-MIC
Fragility per OECD	No	No	No	Extremely fragile	No
Last ICPE year	2021	2021	2021	2021	2021
Last ICPE link	http://web.undp.org/evaluation/evaluations/adr/moldova.shtml	https://erc.undp.org/evaluation/evaluations/detail/12801	http://web.undp.org/evaluation/evaluations/adr/egypt.shtml	http://web.undp.org/evaluation/evaluations/adr/car.shtml	http://web.undp.org/evaluation/evaluations/adr/ecuador.shtml
Top 3 LNOB groups targeted*	People in rural areas	People in multi-dimensional poverty	People in peri-urban areas	People affected by armed conflict	People in rural areas
	Women	Women	People in peri-urban areas	People in rural areas	People in urban areas
	People in urban areas	People in rural areas	Women	People in urban areas	People in peri-urban areas

Annex 3b. Desk Review Countries

Country	Turkey	Kazakhstan	Fiji	Afghanistan	Yemen	Jordan	Uganda	Nigeria	Haiti	Dominican Republic
UNDP region	RBEC	RBEC	RBAP	RBAP	RBAS	RBAS	RBA	RBA	RBLAC	RBLAC
Income level	U-MIC	U-MIC	U-MIC	LIC	LIC	U-MIC	LIC	L-MIC	L-MIC	U-MIC
Fragility per OECD	No	No	No	Extremely fragile	Extremely fragile	extreme	Fragile	Fragile	Extremely fragile	No
Last ICPE year	2019	2019	2021 - part of Pacific MCO)	2019	2018	2021 (CPD midterm review)	2019	2021	2020	2015 (ADR)
Last ICPE link	https://erc.undp.org/evaluation/evaluations/detail/12289	https://erc.undp.org/evaluation/evaluations/detail/12566	https://erc.undp.org/evaluation/evaluations/detail/13393	https://erc.undp.org/evaluation/evaluations/detail/9389	https://erc.undp.org/evaluation/evaluations/detail/9407	https://erc.undp.org/evaluation/evaluations/detail/9704	https://erc.undp.org/evaluation/evaluations/detail/12291	http://web.undp.org/evaluation/evaluations/adr/nigeria.shtml	https://erc.undp.org/evaluation/evaluations/detail/12782	https://erc.undp.org/evaluation/evaluations/detail/7853
Top 3 LNOB groups targeted*	People in urban areas	People in rural areas	People in rural areas	People in rural areas	People affected by armed conflict	People in urban areas	People in rural areas	People in rural areas	People in rural areas	People in urban areas
	People in rural areas	Women	People in urban areas	People in multi-dimensional poverty	People in multi-dimensional poverty	People in rural areas	People in multi-dimensional poverty	People in urban areas	People in multi-dimensional poverty	People in rural areas
	People in peri-urban areas	People in urban areas	People in peri-urban areas	People in urban areas	People in rural areas	People in peri-urban areas	Women	People in peri-urban areas	People in urban areas	People in peri-urban areas

Annex 3c. Geographical distribution of Focus and Desk Review Countries

■ Focus country ■ Desk review

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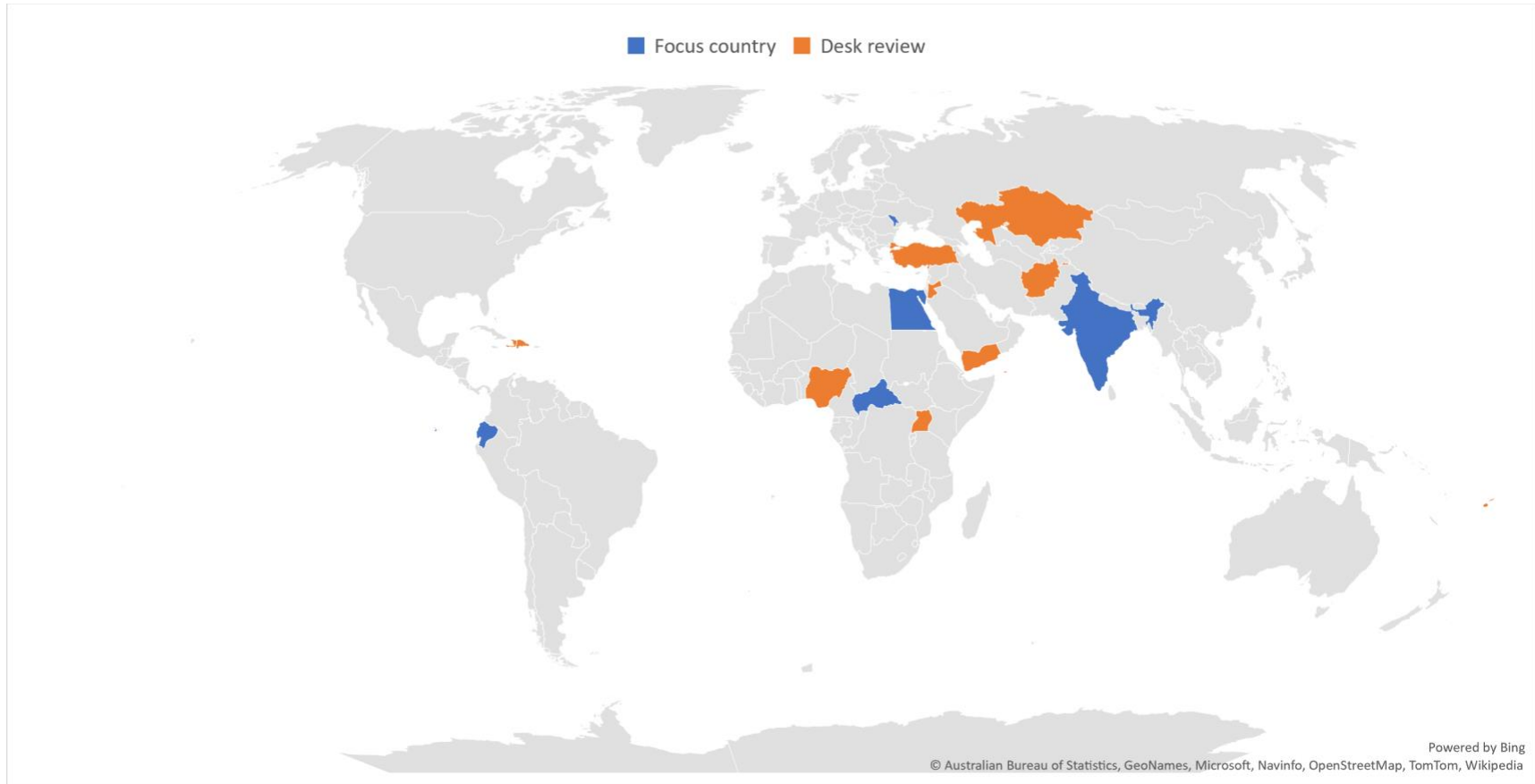
ANNEX 4. PROCESS TRACING – METHODOLOGY AND EVIDENCE

Annex 4a. Process Tracing – Methodological Note

Process tracing is a methodology used to trace processes or explanations of outcomes while ensuring a strong connection to empirical evidence. It is sometimes linked with detective metaphors for its "forensic" character and comes in several varieties. In various ways, they all assess the strength of evidence for or against a certain theory or explanation.

The method can start from a given theory or claim and simply assess how strong the evidence is for or against it, or go further. If the evidence for the initial claim is weak or the claim is difficult to test (for example because it's too abstract or because of the way it is formulated) the method can refine the claim so that the evidence supporting it (or weakening it) is stronger.

In our investigation, we articulated the claims in specific ways to make them testable and to connect them more strongly with the available evidence, so we were able to make claims the truth of which is supported relatively strongly.

Following formal Bayesian principles, each piece of evidence is assessed in terms of two conditional probabilities: the probability of observing it if the (sub)claim is true (technically known as "Sensitivity") and the probability of observing it if the (sub)claim is not true (technically known as "Type I Error"). These quantities are then inputted into the Bayes formula to estimate the probability of the (sub)claim being true once the piece of evidence has been observed (technically known as "the posterior confidence").

Following this method,[15] we assessed the strength of various pieces of evidence we had (claims made by KIs during interviews, blogs, articles, press releases, internet searches, etc) to calculate the confidence levels in various subclaims.

In some cases, we refined the subclaims to increase the level of confidence we had in them. For example, we tested a subclaim that the MPI in India was having an impact in policy discussions on the basis of two links to articles and blogs. One was a long and articulated blog, but we couldn't determine the reach, the engagement, or the audience, so in other words we were not in a position to judge its significance on the overall policy debate. The other was an article about politicians blaming each other and being held responsible if the MPI value was low, in discussions that didn't seem particularly constructive. Hence, we decided to reformulate the claim to make it sound less ambitious (we added "at least in some circles", because the evidence meant that it was having an impact only in some circles and we wanted to avoid the claim sounding too "lofty").

For the calculations, we used an excel file specifically developed by the consultant, where each value of the two conditional probabilities we estimated for each piece of evidence is justified / explained. We started from a qualitative scale of 10 levels, 5 positive (confidence that the claim is true), 5 negative (confidence that the claim is false) and one neutral (the middle, 0.5 point, which we used mostly for the prior confidence) (see table below).

The obtained levels of confidence in the subclaims were then "re-translated" back into qualitative descriptors (that can be seen in the "green" table in the main text).

Despite some claim reformulations, the levels of confidence are patchy, because we were not able to get hold of all the evidence we would have liked. However, the general confidence levels in the claims made are generally relatively high, meaning that what is claimed is highly likely to have actually happened.

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[15] Befani, Barbara, 'Credible Explanations of Development Outcomes: Improving Quality and Rigour with Bayesian Theory-Based Evaluation', Expertgruppen för Biståndsanalys, 2021.

Unlike most qualitative methods, our procedure is highly transparent in that it allows a full tracing of the reasoning behind why the evaluator considers some claims more plausible than others. This thinking is subject to challenge: for example the reader has access to the pieces of evidence as well as the evaluator and can agree or disagree with the reasoning behind a certain estimate of the conditional probabilities. They can propose alternative estimates and, if they have access to the excel file, they can see how much the final confidence in the subclaims would change, using their own estimates. In other words, the technicalities make it very easy to test the sensitivity of the findings to the particular views of the evaluator, which provides not just heightened transparency and repeatability / replicability but also reliability / robustness if the confidence levels are confirmed after successive tests.

Translation between confidence levels and ranges / numerical intervals

Qualitative descriptor of confidence level	Low end	High end	Middle Value	Range length
Practical certainty that () is true / observed	0.99	1	0.995	0.01
Reasonable certainty that () is true / observed	0.95	0.99	0.970	0.04
High confidence that () is true / observed	0.85	0.95	0.900	0.10
Cautious confidence that () is true / observed	0.70	0.85	0.775	0.15
More confident than not confident that () is true / observed	0.50	0.70	0.600	0.20
Neither confident nor not confident that () is true / observed (or false / not observed) – no idea	0.50	0.50	0.500	0
More confident than not confident that () is false / not observed	0.30	0.50	0.400	0.20
Cautious confidence that () is false / not observed	0.15	0.30	0.225	0.15
High confidence that () is false / not observed	0.05	0.15	0.100	0.10
Reasonable certainty that () is false / not observed	0.01	0.05	0.030	0.04
Practical certainty that () is false / not observed	0	0.01	0.005	0.01

Where the pieces of evidence could be argued to be stochastically independent, we used the automatic aggregation method.[16]

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[16] See above.

Annex 4b. Evidence confirming the claim that "UNDP helps improve livelihoods for the most deprived by supporting countries in determining who is 'left behind'" - hypotheses and subclaims sorted by country.

	Central African Republic	India	Moldova	Ecuador
Main Hypothesis	UNDP facilitates the Harvard Humanitarian Initiative (HHI) survey in CAR, enabling the government and international community to monitor perceptions of security and justice. The knowledge enables responsive strategic plans and policy formulation.	The UNDP-sponsored MPI allows the collection of poverty data at the district level for the first time in India, opening up the possibility of new local policies targeted at districts and even blocks, including the most segregated and those where the poorest and most marginalized live. The government has embraced the globally accepted index and is encouraging states and districts to use it to inform their policies, in addition to using it for its own national policies.	UNDP contributed to strengthening government data collection and analysis capacities, including LNOB-relevant disaggregation. The work informs the national development strategy 'Moldova 2030' (approval pending)	UNDP's work on linking the SDGs to the national development plan (NDP) enabled SDG and LNOB mainstreaming and was subsequently used to inform the budgeting framework.
Subclaims				
Identification of opportunities	UNDP finances and enables the implementation of the HHI survey in CAR	Before the launch of the MPI, there was no updated, recent national measurement of poverty in India		UNDP developed a methodology to link the SDGs to the national development plan (NDP)
	The HHI survey is a reoccurring perception survey in the country and was at its inception the only available perception source	The MPI allows the collection of disaggregated poverty data, up to the district and potentially even block level (such granularity means that specific data on the poorest and most vulnerable can be potentially made available for the first time to local policy makers)		
Technical assistance	UNDP coordinated a sensemaking workshop among implementation partners focusing on justice and gender	The national government is delivering a series of workshops at the state level to familiarise the state governments (Jammu and Kashmir, Telengana, Arunachal	UNDP's technical assistance to the National Bureau of Statistics (NBS) has its statistical capacities, including multi-dimensional disaggregation	Linking the SDGs with the NDP facilitated mainstreaming of the SDGs and the LNOB principle as a guiding principle of the SDGs

		Pradesh, Odisha, Nagaland) with the MPI	UNDP supported the NBS in collecting, analyzing and publishing data on vulnerable groups	UNDP provided detailed training to the ministry of planning on linking the SDGs to the NDP.
Data use and uptake	The HHI data informs national policy drafts and strategic plans on justice and human rights	The national government is planning to use the MPI to design policies aimed at the most vulnerable	UNDP supported the government to develop nationalized SDGs which enables the government to systematically monitor progress vis a vis the SDGs including disaggregated assessments on those 'left behind'	The national government is committed to using the proposed methodology and refers to UNDP as a key driver for the process
	HHI indicators are reported against or cited in strategic UN documents and/ or fora	The State Innovation Agency (NITI Ayong)'s official public position is that the index needs to be used (amongst else) for more targeted interventions	The National Voluntary Review exemplifies the commitment to monitor national progress vis a vis the SDG targets, including LNOB-relevant disaggregation	The approved NDP 2021-2025 reflects the methodology and proclaimed to mainstream the SDGs and LNOB across all ministries
		The results of the MPI (both at state and district level) are being discussed in a policy / political perspective (in at least some circles	The - soon to be adopted- national strategic plan 'Moldova 2030' is informed by the nationalized indicators and disaggregates by the vulnerable groups established in previous work	
		Some local govts have started using the MPI to tailor policies to the poorest and most vulnerable groups.		UNDP supported the SNP and Ministry of Economics and Finance (MEF) in aligning the budget to the newly developed NDP. The therewith established link between SDGs and budget, enables LNOB-responsive budgets
		There is a limit to how quickly the process of translating the index into policy is going since the most recently available MPI data are from 2015 (update with 2021 data coming by the end of 2022)		

Confidence Level – colour scale	Practical certainty the subclaim is **not true**	Reasonable certainty the subclaim is **not true**	High confidence that the subclaim is **not true**	Cautious confidence that the subclaim is **not true**	More confident than not confident that the subclaim **not true**	More confident than not confident that the subclaim is true	Cautious confidence that the subclaim is true	High confidence that the subclaim is true	Reasonable certainty the subclaim is true	Practical certainty the subclaim is true	Group not applicable for the case

The table is based on primary and secondary data. Extensive reviews were undertaken for each country, including national development frameworks and policies, databases of national bureaus of statistics, UNCT national frameworks (e.g., UNSCDF) and UNDP programmes and project documents as well as corporate data from Atlas and country sources. For each case a detailed evidence trail was developed which includes internal documentary evidence (e.g., email exchanges, workshop notes, presentations etc.) as well as external documentary evidence (e.g., tweets, media statements, press releases from partners, YouTube videos etc.) in support of the subclaims. In addition, key informant interviews were conducted with UNDP staff at the respective country offices, non-governmental organizations and representatives of government, including at local level.

The table demonstrates UNDP's contribution to informed LNOB-responsive national policy, planning and budgeting in three lines of work:

I. *India – Multidimensional Poverty Index: The UNDP-sponsored MPI facilitated the first nation-wide poverty assessment in India in a decade. The MPI allows the collection of highly disaggregated poverty data, which is a powerful tool for local entities to design and budget for better targeted and more efficient pro-poor policies. The availability of sub-national data is of utmost importance in India, as national or state averages mask large disparities in a country home to over 1/6 of the world's population.[17] In addition, social welfare measures are mostly enacted at the local level, according to the interviewees. Through the National Institute for Transforming India, the apex public policy think tank of the government of India (NITI Aayog), UNDP facilitated workshops on the methodology and use of the MPI. The Indian government has stated its readiness to use the index to target vulnerable people and has indicated which states are preparing to do so.*

II. *Moldova and Ecuador – SDG Integration/Localization: Long-term partnership characterizes the relationship between UNDP and many governments. Such is the case in Moldova[18] where UNDP and others provided capacity strengthening support to the national bureau of statistics on data collection, disaggregation, management and publication. Evidence shows that an initially disparate, projectized approach meant that some results (developing exclusion indices, gender and ethnicity-responsive inequality measurement, etc.) fizzled out easily. The more recent approach, supporting the nationalization of SDGs and feeding indicators into a national development strategy, Moldova 2030, may be a promising pathway to increase coherence and data use, but its effects could not yet be ascertained by the current evaluation. In Ecuador, UNDP successfully advocated for aligning the National Development Plan (NDP) with the SDGs at output and activity levels. The NDP, which is revised with each legislative period,*

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[17] Afrobarometer, 'Let the People have a say: Explore our work', Afrobarometer 2022.

[18] Due to the long standing partnership and legacy project such as Strengthening the National Statistical System (2007 – 2019) the original entry point for UNDP's data-related work in Moldova could no longer be identified and the respective cell in the table remains gray.

is monitored frequently, generating a comprehensive, LNOB-sensitive data set available to the public sector. The high-level buy-in set cascading effects in motion and evidence shows that it helped catalyze a coherent budgeting, planning and implementation cycle.

III. ***Central African Republic – Making Citizens' Voices Heard:*** *Good governance and inclusive and responsive policies usually benefit from the participation and voice of left behind groups. Governments of conflict-affected countries rarely conduct perception surveys and given the security risks and challenge few alternatives exist. In the Afrobarometer for instance, conflict-affected countries such as the Central African Republic (CAR) are notably absent.[19] Through the Harvard Humanitarian Initiative, UNDP conducted a survey that provides credible perception data on justice and security in the Central African Republic. Launched in 2013, it was the first recurring perception survey in CAR. The generated data became a point of reference for global UN documents and was demonstrated to have been drawn upon for reforms and policies in the justice sector.*

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[19] World Bank, 'Data Bank', World Bank 2022.

ANNEX 5. LNOB MARKER – CONTEXTUAL FIGURES

UNDP introduced an "LNOB marker" (also known as "who's marker") in 2018. These markers were introduced to mainstream LNOB in the organization through institutionalized planning, monitoring and evaluation for an of LNOB. It is an 'enumerative list' of 18 specific groups, clustered around four of the five LNOB factors, i.e. socio-economic status, discrimination, geographic location and vulnerability to shocks and fragility (see Table 1). There is no marker for the fifth LNOB factor, "governance".

Table 1: List of LNOB factors and related LNOB groups.

LNOB factor	Related LNOB groups
Socio-Economic Status	People living in multi-dimensional poverty
	Unemployed persons
	People living under the national poverty line
Geographic location	People living in rural areas
	People living in urban areas
	People living in peri-urban areas
	People living in slums
Discrimination ("Status")	Women
	Youth
	Minorities (e.g. race, ethnicity, linguistic, religion, etc.)
	Persons with disabilities (PwD)
	Key populations for HIV, tuberculosis and malaria
	Sexual and gender orientation
Vulnerability to shocks and Fragility	Persons negatively affected by armed conflict or violence
	Internally displaced persons
	Persons directly affected by natural disasters
	Refugees
	Migrants

Source: IEO developed.

The LNOB marker is used to indicate the target/beneficiary groups at the project output level, while each output can be linked to up to five of these groups. The marker does not capture potential overlaps among the reported groups, neither the extent to which they are targeted.

In 2021, 86 percent of all UNDP projects reported targeting at least one of the LNOB groups through one or more of its outputs.[20] Out of the 9,818 outputs that targeted one or more of the LNOB groups, more that a third tagged five groups and more than a half tagged two to four groups. (see Figure 2).

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[20] PowerBI Project-Based Portfolio Analytics, BPPS-DIG, as of May 2022.

Figure 2: Number and percentage of outputs by number of LNOB groups they are reporting in 2021 (n=9818).
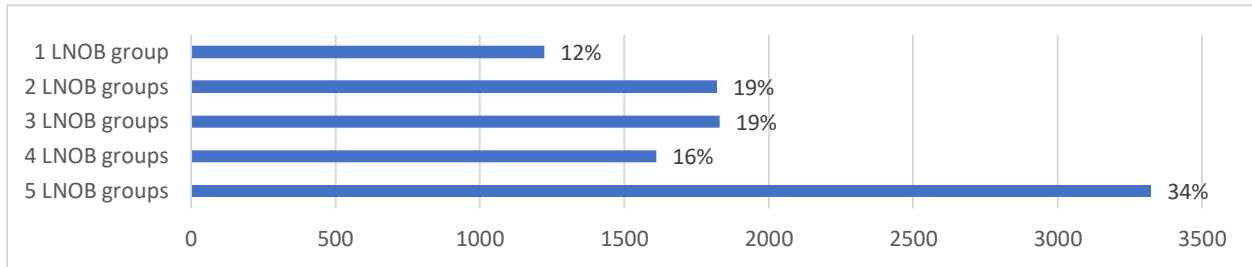
Source: Data from PowerBI Project-Based Portfolio Analytics, BPPS-DIG, as of May 2022.

Figure 3 below shows the fraction of outputs linked with each marker group, indicating that the most targeted populations were people in rural and urban areas and women, and the least targeted were migrants, people with minority sexual and gender orientation, and populations living with HIV, tuberculosis and malaria.

Figure 3: Number and percentage of outputs targeting LNOB groups in 2021 (n=9818).
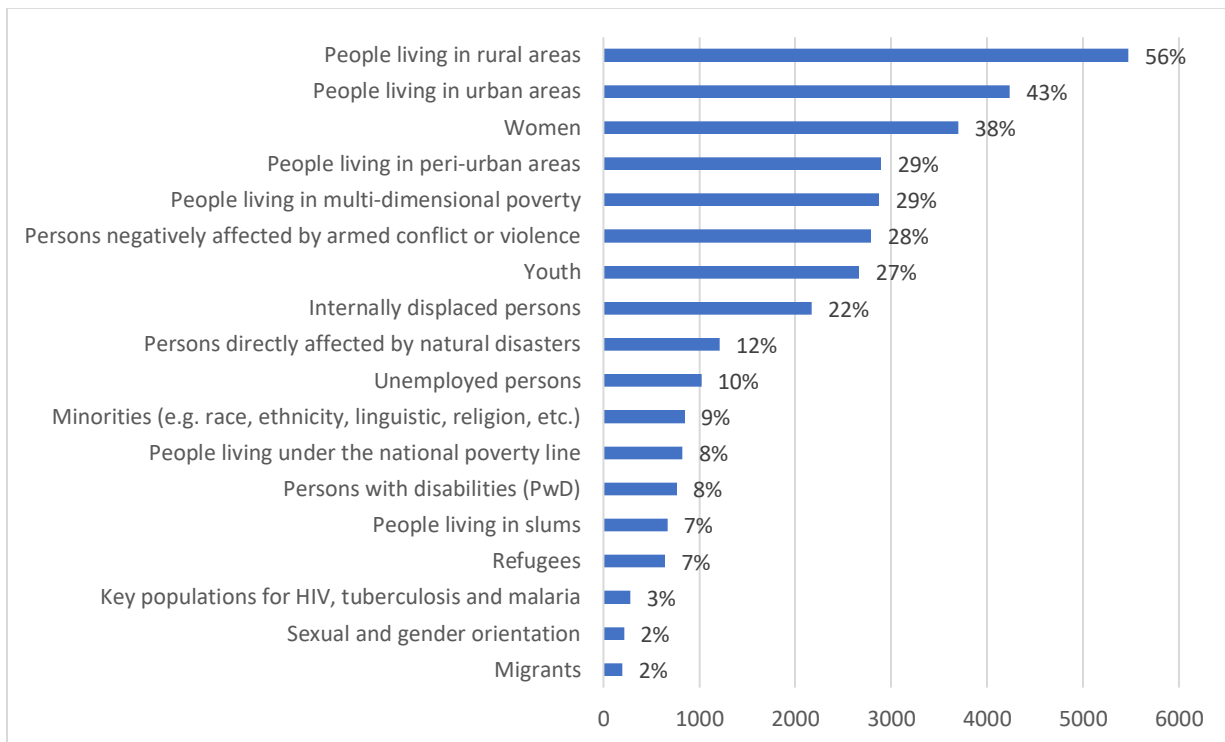
Source: Data from PowerBI Project-Based Portfolio Analytics, BPPS-DIG, as of May 2022.

When counted by factor (see Figure 4), more than two thirds of UNDP's programme outputs targeted a geographically defined group, and half targeted groups based on their status (sex, age, ethnicity, etc.). Groups vulnerable to shocks and fragility or associated with their socio-economic status were targeted by around 40 percent of outputs.

Figure 4: Number and percentage of outputs targeting groups based on LNOB factors in 2021 (n=9818).
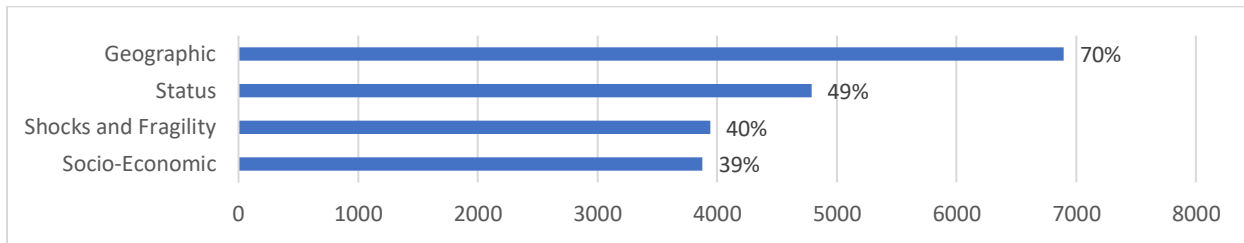
Source: Data from PowerBI Project-Based Portfolio Analytics, BPPS-DIG, as of May 2022.

Although the biggest demographic LNOB groups such as people in rural and urban areas, women and youth are the most targeted across the regions, there are important regional differences (see Figure 5). In the Arab States and Africa regions, there is a relatively bigger focus on populations most at risk from shocks and fragility (especially IDPs, refugees and people affected by armed conflict). In Latin America and the Caribbean, relative priority is given to minority groups. In both the Asia Pacific and Africa regions, people affected by natural disasters are more often targeted than in other regions.

Figure 5: Percentage of outputs in each region targeting LNOB groups in 2021 (n=3,416 for Africa; 1,608 for Arab States; 1,512 for Asia and the Pacific; 1,189 for Europe and the CIS; 1,857 for Latin America and the Caribbean).[21]
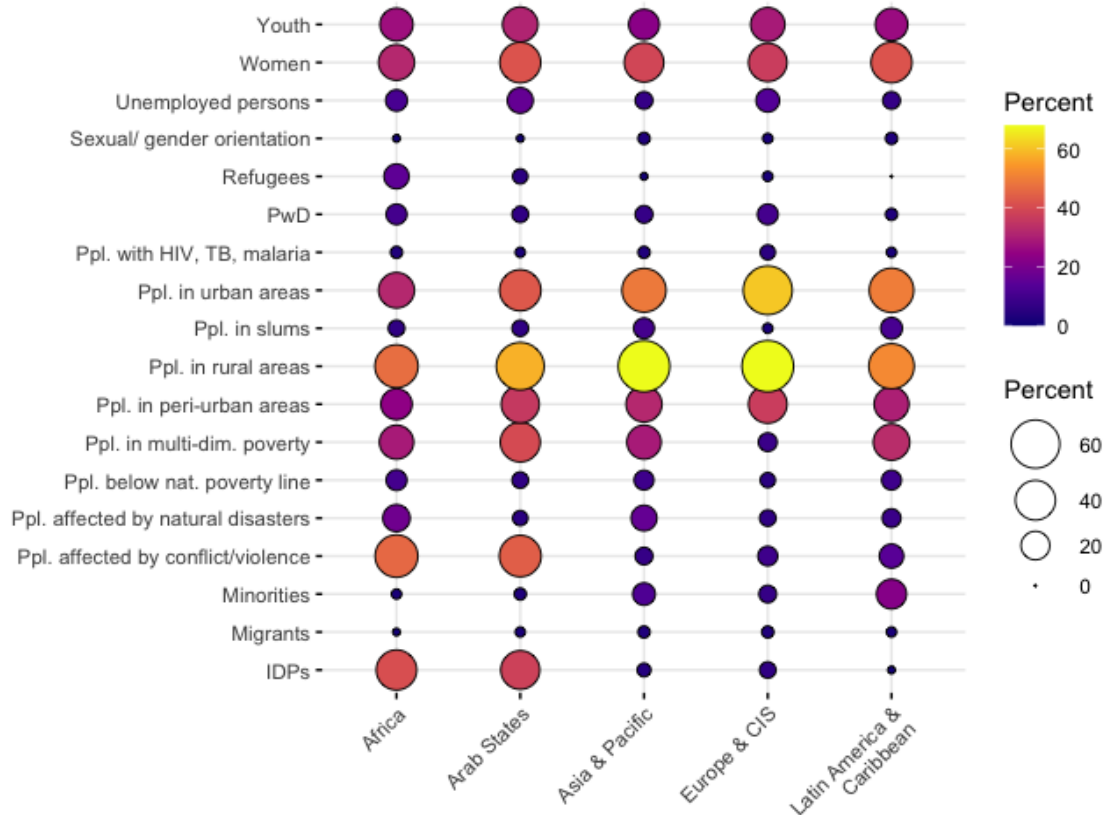
Source: Data from PowerBI Project-Based Portfolio Analytics, BPPS-DIG, as of May 2022.

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[21] Outputs implemented by the Bureau of Policy and Programme Support (BPPS; 204 outputs) and Crisis Bureau (CB; 32 outputs) were not visualized.

There are also differences in focus on specific groups across outputs implemented under particular Signature Solutions. The most significant is the focus on women under 'Gender' and on people living in rural areas under 'Environment'. People at risk of shock and vulnerability were targeted more under 'Poverty' (especially refugees, IDPs and people affected by conflict or violence) and 'Resilience' (people affected by natural disasters).

Figure 6: Percentage of outputs in each Signature Solution targeting LNOB groups in 2021 (n=4,510 for Poverty; 3,590 for Governance; 1,022 for Environment, 944 for Resilience; 255 for Energy; 222 for Gender)[22].
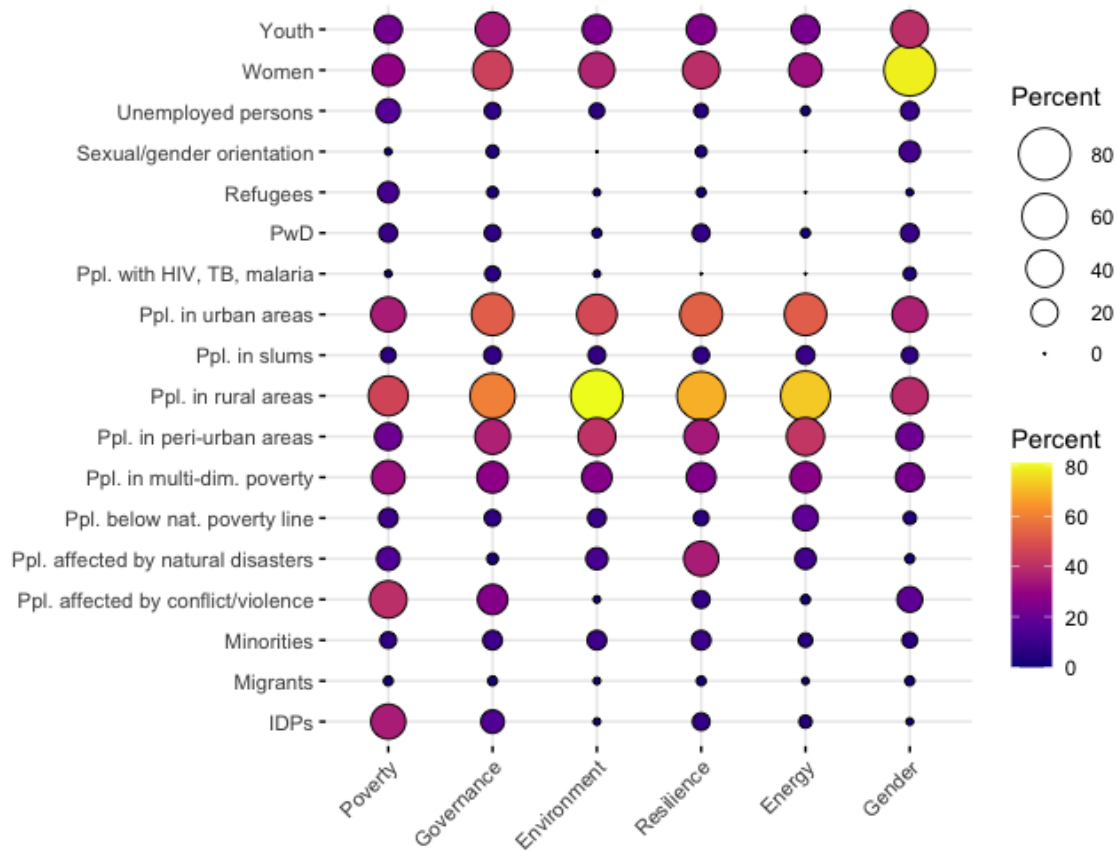
Source: Data from PowerBI Project-Based Portfolio Analytics, BPPS-DIG, as of May 2022.

Analogous to the LNOB marker, the "who's" marker indicates types of activities provided within an output. One output can report up to three "who's" markers. As shown in

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[22] Outputs without linkage to a Signature Solutions (44 outputs) are not visualized.

Figure 7, the most common type of intervention associated with LNOB integration is capacity development/technical assistance.[23] It is tagged as the most frequent for 15 out of the 18 groups, while for the remaining groups, all of which are vulnerable to shocks and fragility (IDPs, people affected by armed conflict, and refugees), the most common type of intervention is direct support/service delivery.

Figure 7: Percentage of outputs targeting LNOB groups by type of activity in 2021 (n=9818).
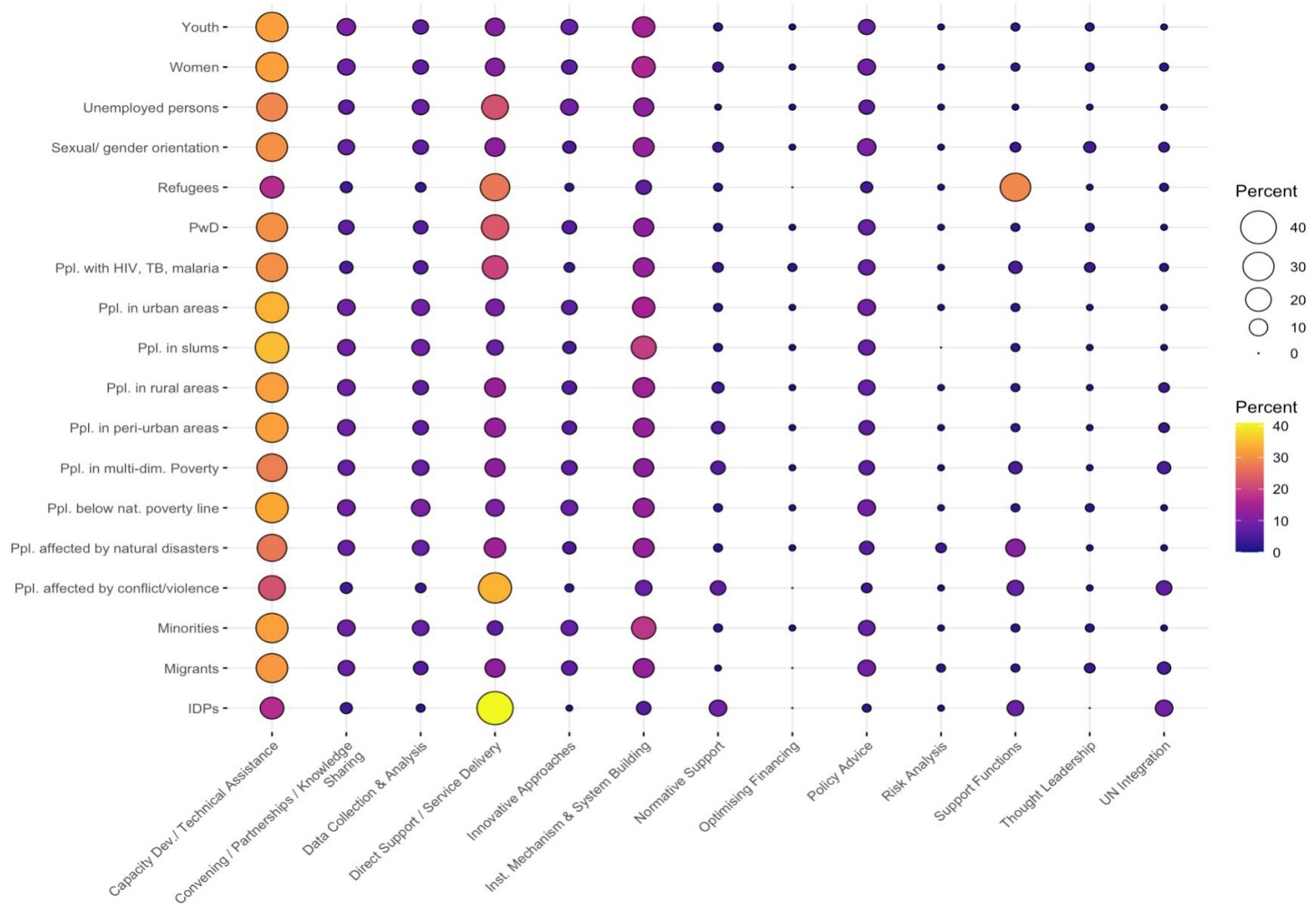
Source: Data from PowerBI Project-Based Portfolio Analytics, BPPS-DIG, as of May 2022.

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The IEO's Artificial Intelligence for Development Analytics (AIDA) was used to assess the attention paid to specific groups identified by the LNOB marker in evaluations in the periods 2011-2014 and 2018-2021. This was done by comparing the number of excerpts relevant to one or more groups, where the 'excerpt' refers to a paragraph featuring either a finding, a conclusion or a recommendation, returned by AIDA on a specific keyword. The results show that there has been a slight increase in the number of mentions of the LNOB groups per report, although the number of mentions has not risen for all the groups.

Figure 8 shows the number of excerpts per keyword related to each of the groups. The keywords differ in the level of their specificity and the groups differ in the number of keywords assigned. The results thus indicate the overall change over time for these groups, and do not provide accurate comparison *among* the groups.

Figure 8: Number of excerpts returned by AIDA for keywords related to groups defined by the LNOB marker

Group defined by the LNOB marker	Keywords	2011-2014	2018 - 2021
Internally displaced persons	"idp"	596	714
	"internal displacement"	11	22
	"internally displaced"	111	127
Refugees	"asylum"	479	584
	"asylum seekers"	26	26
	"refugee"	468	1,102
Migrants	"immigrants"	472	463
	"migrant"	571	798
	"migration"	3,800	4,676
Key populations for HIV, tuberculosis & malaria	"aids"	5,740	3,175
	"hiv"	5,933	3,471
	"malaria"	192	248
	"tuberculosis"	313	209
Minorities (e.g. race, ethnicity, linguistic, religion, etc.)	"ethnic group"	116	99
	"minority"	31,202	35,486
	"racial"	41,469	42,979
	"religious"	578	634
	"tribal"	32,764	34,504
People living in multi-dimensional poverty	"extreme poverty"	108	83
	"multi-dimensional poverty"	12	44
People living in peri-urban areas	"peri-urban"	39	71
People living under national poverty line	"poverty line"	144	86
Persons directly affected by natural disasters	"cyclone"	231	416
	"drought"	22,868	23,861
	"earthquake"	319	315
	"flood"	1,043	2,069
	"natural disaster"	2,585	2,751
	"tornado"	309	557
	"volcanic eruption"	9	10
Persons negatively affected by armed conflict or violence	"conflict"	11,551	11,035
	"violence"	4,320	3,343
	"war"	3,309	3,329

Persons with disabilities	"disabled"	1,047	1,315
	"impairment"	1,634	1,785
	"persons with disabilities"	155	502
Sexual and gender orientation	"gender identity"	2	11
	"lgbt"	16	64
	"lgbtqi"	11	34
	"sexual orientation"	11	17
Unemployed persons	"jobseekers"	32	6
	"unemployed"	19,393	21,433
	"unemployment"	484	329
Women	"female"	1,225	1,993
	"gender"	44,948	46,142
	"girls"	650	821
	"women"	35,554	39,493
Youth	"young"	6,968	7,286
	"youth"	8,533	9,973
People living in rural areas	"rural"	38,003	39,910
	"village"	26,463	29,639
People living in slums	"slums"	66	57
People living in urban areas	"cities"	10,037	11,594
	"urban"	5,022	7,883
Sum of all the excerpts		371,470	397,574
Total number of evaluation reports in the respective period as per ERC		1,464	1,429
Average number of excerpts per report		254	278

Source: Artificial Intelligence for Development Analytics (AIDA), number of excerpts as per 5 August 2022

ANNEX 6. DOCUMENTS CONSULTED

Afrobarometer, 'Let the People have a say: Explore our work', Afrobarometer 2022.

Alkire, Sabina, Foster, James, 'Counting and Multidimensional Poverty Measurement', OPHI Working Paper No. 32, Oxford University 2009.

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ANNEX 7. STAKEHOLDERS CONSULTED

Type	Key informants	Community level informants	Roundtables participants	Mural board discussion participants	CSO Survey respondents
Form	Interviews	Interviews; Group discussion	Online group discussion	Online group discussion	Online survey
UNDP	113		2	63	
UN - other	26		1		
Other organizations	40		18		453
Community members		265, out of which: India – 113 Ecuador – 49 Egypt – 32 CAR – 53 Moldova - 18			

ANNEX 8. ETHICAL REVIEW APPROVAL

Attachments:

• Expedited Review Approved: IRB #2001.pdf

Expedited Review Approved: IRB #2001

Tina Tordjman-
NebeHML IRB
Study #2001
04/07/2022

Dear Tina Tordjman-Nebe,

The protocol **Formative Evaluation of UNDP's Integration of 'Leav ing No One Behind' (LNOB) Principles, 2001** was assessed through an expedited research ethics review by HML Institutional Review Board. This study's human subjects' protection protocols, as stated in the materials submitted, received research ethics review approval on 04/07/2022 in accordance with the requirements of the US Code of Federal Regulations for the Protection of Human Subjects (45CFR46 & 45CFR46.110) and were expedited by (4) Collection of data through noninvasive procedures, and (6) Collection of data from voice, video, digital, or image recordings made for research purposes.

You may rely on this IRB for review and continuing ethical oversight of this study. You and your project staff remain responsible for ensuring compliance with HML IRB's determinations. Those responsibilities include, but are not limited to: 1) ensuring prompt reporting to HML IRB of proposed changes in this study's design, subject risks, informed consent, or other human protection protocols; 2) investigato rs will conduct the research activity in accordance with the terms of the IRB approval until any proposed changes have been reviewed and approved by the IRB, except when necessary to mitigate hazards to subjects; 3) and to promptly report any unanticipated problems involving risks to subjects or others in the course of this study.

The approval of your study is valid through 04/06/2023, by which time you must submit an annual check-in report either closing the study or requesting permission to continue for another year. Please submit your report by 03/23/2023 so that the IRB has time to review and approve your report prior to the expiration date.

We do recommend as part of the informed consent process offering a written version to subjects for them to keep or at a minimum offering them contact information in writing.

HML IRB is authorized by the U.S. Department of Health and Human Services, Office of Human Research Protections (IRB #00001211 , IORG #0000850), and has DHHS Federal-Wide Assurance approval (FWA #00001102).

If you have any questions, feel free to contact the IRB at info@hmirb.com.

Sincerely,

D. Michael Anderson PhD, MPH
IRB Chair & Human Research Protections Directordma@hmlirb.com

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ANNEX 9. EVALUATION LEARNING GROUP TOR

TERMS OF REFERENCE FOR EVALUATION LEARNING GROUP

Formative Evaluation of UNDP's Integration of Leaving No One Behind Principles

Purpose and Responsibilities
The Evaluation Learning Group (ELG) will support the Formative Evaluation of UNDP's Integration of Leaving No One Behind (LNOB) Principles, expected for Executive Board presentation in January 2023. The purpose of the ELG is to foster mutual learning between the evaluation team and LNOB champions within UNDP. On the one hand, deliberations by the group will foster evaluative reasoning and promote learning from this evaluation to stay within the organization. On the other hand, the insights shared by LNOB champions will help ground the evaluation in organizational realities and ensure that it zooms in on aspects most in need of learning and forward-looking recommendations. The group thus will strengthen the utility of this formative evaluation, both by contributing to its pertinence and by enhancing organizational ownership of the exercise, with expected benefits for implementation of management response actions.

The ELG will accompany the evaluation process throughout and make specific contributions at five key moments. Members will provide substantial technical inputs, engage with the evaluation team around conceptual issues and emerging findings, and help ensure learning and knowledge generation from the evaluation.

Composition
The ELG shall consist of up to eight UNDP staff at headquarter, regional and/or country levels, that are considered champions of LNOB integration, as follows:

Mansour Ndiaye, Chair	IG/BPPS
Sujeeta Bajracharya	EfG/BPPS
Ludo Bok	HHD/BPPS
Andrea Bolzano	Gender/BPPS
Charles Chauvel	Governance/BPPS
Elena Danilova	IRH/RBEC
Sarah Rattray	RoL/CB
Carolina Rivera	HDRO
Nino Karamaoun	CTA Rule of Law/Lebanon CO

The evaluation team will be represented by two IEO staff:

And Rosa Monteiro Soares, co-Chair	Chief of Section – Corporate and Thematic Evaluation, IEO
Tina Tordjman-Nebe	Senior Evaluation Specialist, IEO (Lead Evaluator for LNOB)

Claudia Villanueva, IEO, will support as ELG secretariat. Inputs from ELG members will be requested by the chair or co-chair, who will also call meetings.

Time Commitment
The duration of engagement will be from December 2021 to October 2022, with a possible additional exchange in February 2023. The estimated level of effort per ELG member is five working days, as follows:

Input sought	Approximate timeframe
1st ELG meeting (discussion of the draft evaluation ToR)	December 2021
2nd ELG meeting (discussion of the draft inception report: conceptual framework and data collection tools)	Late January 2022
Individual interviews with ERG members as part of data collection; help in identifying other key informants and filling data gaps	February/March 2022
3rd ELG meeting (ground truthing - presentation and discussion of preliminary findings)	Mid-June 2022
Review of draft evaluation report and submission of written comments together with the rest of all Bureaus as usual	August/September 2022
If agreeable to BBPS and EXO, a Potential 4th meeting, after evaluation is concluded: Management response implementation workshop (led by BPPS with IEO as resource persons) to discuss dissemination, use and contribution of the evaluation	After the Executive Board meeting in February 2023