PIOJ
PLANNING INSTITUTE OF JAMAICA

NATIONAL POVERTY REDUCTION LNOB TOOLS

Leaving No One Behind (LNOB)

Planning Institute of Jamaica

Poverty Reduction Coordinating Unit
National Poverty Reduction Programme

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

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

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

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

Tool 1b: **Assessing Factors of LNOB**

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

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

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

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

Tool 1c: **Identifying Programme Accessibility Gaps**

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

i.   Identify and record the essential social services and information they currently lack access to.

ii. Collaborate with stakeholders and your team to create frameworks that enhance their access to these services and information.

Individuals/Groups	Social Services/Information	Supporting Framework Necessary[a]

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

Tool 2: **Organizational Reflection on Practical Considerations for LNOB**[2]

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

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

Programme/ Initiative: _____				
Reflection Questions	Yes	No	Sub-questions	
Policy Framework				Comments
1 Are target groups, beneficiaries, clientele for [this programme/ project/ provision] defined in a document? E.g. in a government policy, project document, legislation, programme operations manual, political directives or manifestos, etc.			1a. If so, which document? 1b. Who are the target groups?	
2 If there is a document where target groups are defined, does it need to be reviewed?			2a. Was the document ever reviewed? 2b. When was the last review?	
3 Are these target groups aligned to NPRP ___ SDGs, ___Vision 2030___, other ___? ? (tick all that apply)				
4 Are new or additional policy decisions required? (amended legislation? additional budgets? re-scoping? etc)			4a. If yes, which ones are needed (amended legislation? additional budgets? re-scoping? etc)? 4b. What other capacity needs does my programme have? 4c. Within what timeframe can capacity improvements realistically take place?	

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

5	Do additional policy decisions require partnership approaches/collaboration, integration and/or referral systems?			
6	Is the target group(s) being effectively reached with the benefit/service/provision?			
7	Have there been diversions from the intended target beneficiaries since implementation?		7a. If yes, how did the target groups change? 7b. Why were the target groups changed?	
8	Did changes to the target groups exclude previously intended beneficiaries?		8a. If they did, why are previous beneficiaries now excluded?	
9	Are there newly emerging potential target groups that have become apparent as implementation has proceeded?		9a. Who and where are they? 9b. What are their demographics? (age, sex, location) 9c. How do we reach them?	
10	Have you identified the specific combination of factors that have increased their vulnerability?		10a. What are the factors?	
Data Gathering and Storage				
11	Is there a database of the beneficiaries in an electronic format?		(If yes, proceed to question 12) 11a. If not, why? 11b. If no database currently exists, what are the actions required to develop one? 11c. Given your current resources, how best can these actions be pursued within the entity?	
12	Does the database accommodate data analysis and disaggregation for a combination of vulnerabilities, including demographics such as age and sex, and variables such as location and educational attainment and disability?			

Programme/ Initiative: _____				
Reflection Questions	Yes	No	Sub-questions	
Policy Framework				Comments
Institutional Assessment				
13 Could people be left behind because of structural issues within your organization/ entity, weak identification/selection systems, or programme limitations?			13a. If yes, what are the challenges?	
14 Are integration systems in place for collaboration with other entities?				

Data Gathering, Assessment and Analysis

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

Tool 3: **Tips for Gathering Evidence**

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

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

Source: Created by the PIOJ with information from the United Nations Sustainable Development Group[3]

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

Tool 4: **Targeting Approaches for Consideration**[4]

Examine the targeting approaches listed below.

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

Method	Description	Advantages	Disadvantages	Selected method(s)	Why? / Why not?
Means tested	Aimed at the poorest, based on measurement of the recipient's income, assets and/or nutrition status	Focused on the poor Reduces inclusion errors	Very costly and difficult to administer Requires regular and frequent monitoring Administrative compliance results in exclusion errors Possible stigma		
Proxy indicators	Aimed at the poorest, based on more easily observable "proxy" measures of poverty (e.g. location, facilities, assets) or vulnerability (e.g. household characteristics)	Focused on the poor and vulnerable Reduces inclusion and exclusion errors	Difficult to construct valid proxy indicators Introduces perverse incentives to meet proxy criteria Costly and difficult to administer, especially at scale		
Community-based	Aimed at the poorest, based on community perceptions of poverty and vulnerability	Reflects local understanding of poverty and vulnerability	Significant inclusion and exclusion errors Perpetuates local patronage structures and gender bias Can be divisive		

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

Method	Description	Advantages	Disadvantages	Selected method(s)	Why? / Why not?
Self-targeting	Open to all, but offering a benefit to which only the poorest will be attracted	Lower administrative costs Can be linked to skills development and income generation Can generate improved infrastructure (eg public works)	High exclusion errors (of all who cannot participate) Potential bias against women Opportunity costs to participation Stigma		
Categorical	Aimed at specific identifiable categories of the population associated with poverty (e.g. the elderly, children, the disabled)	Easy to administer Objective/transparent measures High level of public support	Inclusion and exclusion errors		
Geographical	Aimed at specific geographic areas associated with poverty	Easy to administer Useful as a first-level targeting approach	Inclusion and exclusion errors Can encourage migration		
Market-delivered	Provided to all through market mechanisms (e.g. subsidies, price support)	Easy to administer	Costly and inefficient Highly regressive Excludes those who are outside the market (i.e. usually the poorest)		
Universal	Provided unconditionally to all	Removes cost of targeting No exclusion errors High level of public support Respects rights	Inclusion "errors"		

Source: Created by the PIOJ with information presented by Mrs Carol Watson-Williams at NPRP Capacity-building Workshop 2022[5]

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5   Ibid.

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

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

Programme/Initiative _____

Partner(s) _____

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

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

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6 Sophia Whyte-Givans, "Building Effective Partnerships and Collaboration," presentation made at the Annual NPRP Capacity-building Workshop 2022, Kingston, Jamaica, March 2022.

| | Tool 6: | **Operationalising Good Partnership Practices** |

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

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

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

Tool 7:   **Evaluating Targeting Efficiency and Effectiveness**

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

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

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

Source: PIOJ, 2023

Effective and Inclusive Communication and Public Education

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

Tool 8: **Examining the Effectiveness of Communication Actions:**[7]

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

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

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

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

Measuring Applicability of LNOB Tools

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

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

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

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

Source: PIOJ, 2023