

Formal Remarks for the DEDP a.i. on LNOB Evaluation and Management Response

Distinguished Members of the Executive Board,

On behalf of UNFPA management, I am pleased to present the management response.

The findings of this evaluation confirm a significant institutional milestone: UNFPA has successfully transitioned the concept of Leaving No One Behind (LNOB) from a theoretical framework into a core guiding and operational principle. It is at the heart of the human rights-based mandate and the North Star for the four interconnected outcomes of our new Strategic Plan for 2026–2029.

The evaluation recognizes that UNFPA consistently goes "above and beyond" to reach the most excluded communities - often in the world's most complex humanitarian and politically sensitive environments. The evaluation also offers a constructive challenge - to move from principles to programmatic excellence and total institutional accountability.

UNFPA has fully accepted all six recommendations. To achieve this, our response - to be implemented between Q1 2026 and Q4 2027 - focuses on three high-impact pillars:

First, we are further strengthening institutional accountability and scaling-up the integration of LNOB into our corporate programming systems. This includes formally embedding LNOB criteria into the quality assurance process for developing our Country Programme Documents and we are operationalizing a new LNOB financial marker. This will help achieve measurable, system-wide accountability. We are ensuring that our commitment to the most marginalized is visible in all aspects of our programming and reflected in our performance management systems.

Second, we are advancing diversity and embedding LNOB values in our staffing. We will incorporate LNOB principles directly into the new UNFPA 2030 People Strategy. This involves a comprehensive review of our recruitment frameworks to actively champion the hiring of individuals from marginalized and underrepresented groups. Furthermore, we are committed to enhancing our physical and operational accessibility, ensuring that UNFPA is an inclusive home for all talent.

Third, we are leveraging our unique value proposition to drive operational transformation. UNFPA remains a global leader in providing the disaggregated population data necessary to "make the invisible visible." We will use this data, alongside our unique convening power, to bridge the gap between civil society, governments and other stakeholders. We are committed to strengthening partnerships

with localized and user-led organizations, ensuring that the voices of the marginalized are not just heard, but are leading the decision-making process.

To support these shifts, we will launch a practical LNOB learning series and update our internal programming guidance. This ensures that every staff member has the tools needed to advocate for inclusion and human rights.

In summary, our path forward is clear and resolute. We are institutionalizing these principles across our core corporate architecture - from human resources and planning and programme delivery to budgeting and external partnerships.

This Management Response is our collective pledge to move from project-based successes to organizational transformation. We look forward to your continued support and partnership as we translate the promise of Leaving No One Behind into concrete, life-changing results, ensuring that we truly reach the furthest behind first.

Thank you.