



Independent evaluation of UNFPA support to the integration of the principles of 'leaving no one behind' and 'reaching the furthest behind'

2018-2024

Informal consultation

27 January 2026



Evaluation purpose, objectives and scope

Purpose

Providing evidence and learning to enhance UNFPA support to the implementation of the principle of leaving no one behind (LNOB)

Scope

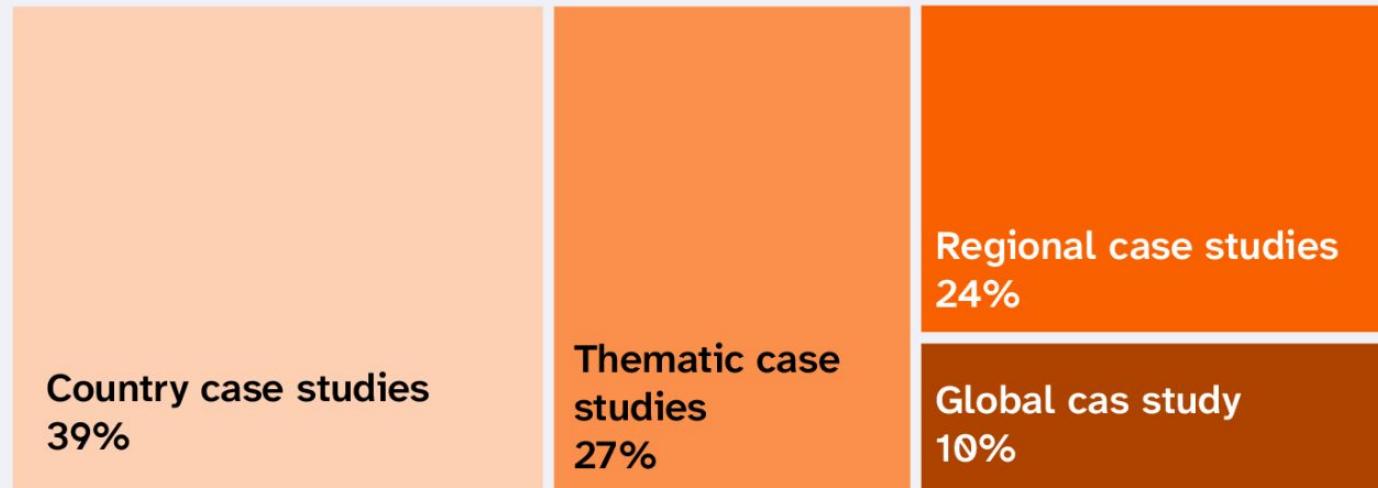
- **Temporal:** 2018-2024 covering UNFPA Strategic Plan 2018-2021 and 2022-2025
- **Geographical:** global evaluation covering all six UNFPA regions
- **Thematic:** all thematic areas in both development and humanitarian settings

Objectives

- Assess the **conceptualisation, integration, and implementation** of LNOB
- Facilitate **learning, capture good practices and generate knowledge** of efforts to integrate LNOB
- Provide **actionable inputs for the implementation** of the UNFPA Strategic Plan, the Latin America and Caribbean Regional Programme, and contribution to 2030 Agenda
- Integrate **practical and innovative ways to engage** persons who represent UNFPA-identified furthest behind factors in various roles throughout the evaluation

242

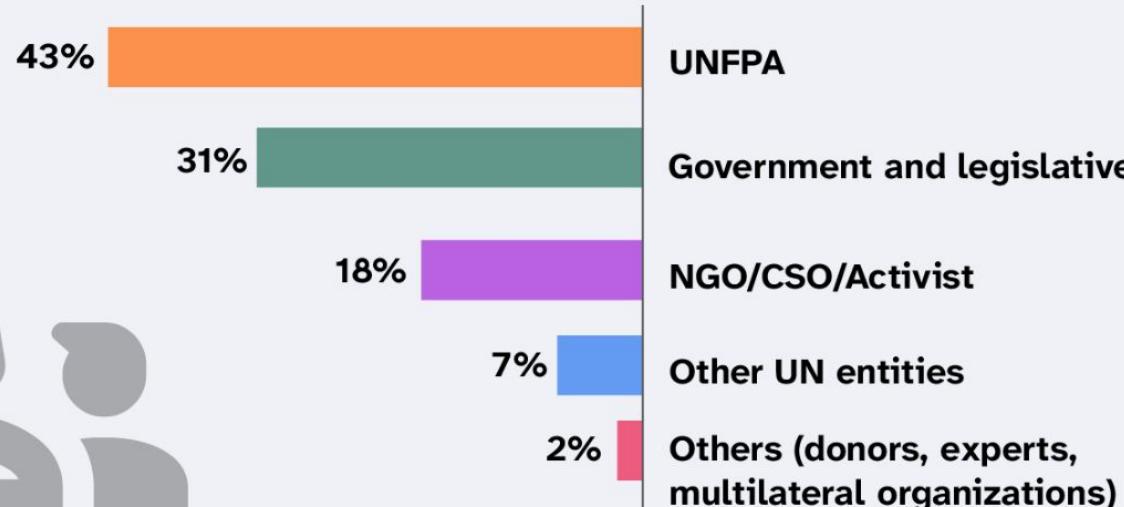
documents reviewed



378

people interviewed

71% women 28% men
1% other



61

survey respondents



56% women 44% men

Gender, age, disability and sexual orientation were the furthest behind factors that survey respondents mostly identify with

306



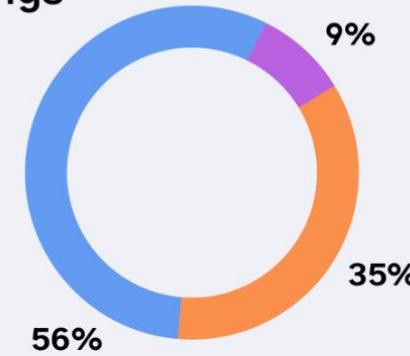
participants in
26 focus group discussions

75% women 24% men

1% | other

50% of all UNFPA country offices participated in the online survey, of which almost half were humanitarian or HDP continuum settings

- Development
- Humanitarian
- Humanitarian and development



Conclusions



1

UNFPA has taken meaningful steps to integrate the principle of LNOB across its strategic, programmatic and operational work, with growing evidence of internalization at country and regional levels. However, sustaining this momentum will require strengthened institutional ownership, clearly defined roles and robust accountability mechanisms.

2

UNFPA's advancement of LNOB is supported by a forward-looking strategic framework that provides a strong foundation for advancing the agenda. However, to realize the full potential of LNOB within the organization will require more consistent and improved resource allocation to support its effective implementation, as well as a clearer approach to workforce diversity and clarification of values to foster an inclusive and enabling internal environment.

3

UNFPA adds unique value in advancing LNOB through two key areas: its convening role, which enables the furthest behind to be heard at the highest levels; and its role in generating and supporting the use of population data, which enhances the visibility and inclusion of those at risk of being left behind.

4

LNOB implementation across various contexts presents both opportunities and challenges, with UNFPA's strong collaboration with civil society emerging as a key strength. To ensure LNOB remains relevant, UNFPA must evolve and adapt to varying needs, particularly in high-need and humanitarian settings, empowering communities and shifting power dynamics towards locally led solutions.

5

The integration of LNOB principles is inherent in UNFPA's work, primarily through responsive programming. While this approach is effective, it does not always foster transformative change, which requires longer-term, user-led and partnership-driven efforts.

6

The LNOB Operational Plan is an important positive step for UNFPA, promoting inclusion and empowerment, but UNFPA needs clearer guidance on the additional focus on factors and stronger integration with human rights-based approaches to fully address structural inequalities.

Recommendations



1

UNFPA should strengthen institutional accountability to LNOB by embedding it across corporate systems, roles and decision-making processes – ensuring it is prioritized as a central to the Strategic Plan and the achievement of the UNFPA's transformative results.

- This includes integrating LNOB systematically into planning, budgeting and performance and accountability systems

2

UNFPA should seek to enhance diversity and embed LNOB values within its own staffing structures and human resource practices to ensure greater alignment with its organizational goals of inclusion and human rights.

- This includes defining LNOB specific values within HR policies and practices; strengthening inclusive recruitment, accessibility and retention of staff from left behind groups; and embedding LNOB values in onboarding, training and continuous professional development

3 UNFPA should enhance internal integration of LNOB throughout all of its policies and external communications to ensure a clear, consistent and cohesive approach to LNOB.

- This includes clarifying UNFPA's leadership and added value on LNOB; and developing clear internal and external LNOB guidance and value propositions

4 UNFPA should develop a series of programmatic issue papers that are practical, short and informative as part of an internal LNOB learning series.

- This includes consolidating existing knowledge into accessible learning products and shared platforms ; and creating feedback loops to continuously adapt learning

5

UNFPA should build on its existing partnership strategy by identifying specific actions to leverage each partnership type more effectively in advancing LNOB. This should involve aligning actions with principles of inclusion, intersectionality and human rights.

- This includes addressing the shrinking civil space; harnessing UNFPA's strong convening power; and recognizing the critical role of partnerships in driving transformative social norm change.

6

UNFPA should revisit the LNOB Operational Plan to clarify the conceptual linkages, framing LNOB as a means to achieve broader objectives – particularly the transformative results and the SDGs– rather than being an end in itself. Following this, UNFPA should develop a clear dissemination plan for understanding key concepts of LNOB, and strengthen its knowledge management to capture best practices, tools and strategies.

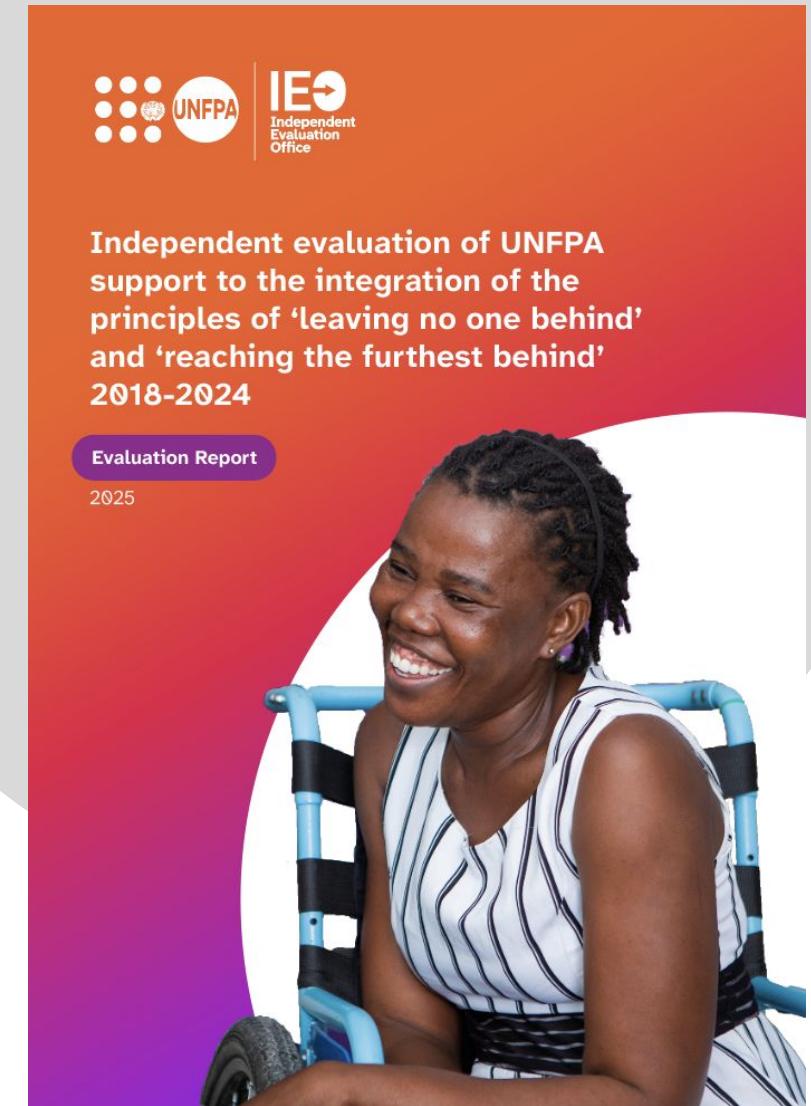
#LNOBeval

This evaluation and related products are available at
<https://www.unfpa.org/lnob-evaluation>

Available evaluation products

- Evaluation report
- Brief in English, French and Spanish
- Short video
- Management Response
- Volume II: Annexes
- Latin America and the Caribbean Case Study in English and Spanish

For further details, contact Karen Cadondon,
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