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**Independent evaluation of UNFPA support to the integration of the principles
of ‘leaving no one behind’ and ‘reaching the furthest behind first’**

Summary

The Independent Evaluation Office conducted this evaluation as part of the UNFPA multi-year costed evaluation plan, 2022-2025. Covering the period from 2022 to mid-2025, the evaluation assessed how effectively UNFPA has integrated the principles of ‘leaving no one behind’ (LNOB) and ‘reaching the furthest behind first’ across organizational systems, strategies and programmes. It is the first corporate evaluation of LNOB within UNFPA. The evaluation came at a pivotal time, informing the UNFPA Strategic Plan, 2026-2029, which reaffirms LNOB as a guiding principle across its four outcomes.

I. Background

1. The principles of ‘leaving no one behind’ (LNOB) and ‘reaching the furthest behind first’ lie at the heart of the 2030 Agenda for Sustainable Development and underpin the UNFPA mission to realize rights and choices for all. LNOB is both a moral imperative and a strategic approach for achieving sustainable development and advancing the International Conference on Population and Development (ICPD) Programme of Action, which underscores that inclusive, equitable access to sexual and reproductive health and rights is essential for human dignity and sustainable progress. Today, this imperative remains increasingly critical in light of emerging challenges in the context of rising inequalities, conflict, climate change, demographic shifts and resource constraints.

2. The evaluation comes at a critical moment for reflection and strategic direction as UNFPA prepares to implement its new Strategic Plan, 2026-2029, which positions LNOB as a cross-cutting priority across its four interconnected outcomes.

II. Purpose, objectives and scope of the evaluation

3. The purpose of this evaluation was to provide evidence on the extent to which UNFPA has institutionalized LNOB principles, identify enabling and constraining factors and generate lessons to strengthen future programming and organizational practices.

4. The objectives of this evaluation were to: (a) assess the conceptualization, integration, implementation and monitoring of the principle of LNOB across all areas and levels of UNFPA work; (b) facilitate learning, capture good practices and generate knowledge from the organization’s experience; (c) inform the implementation of the Strategic Plan, 2026-2029; and (d) integrate practical and innovative ways to engage persons who represent the ‘furthest-behind’ factors identified by UNFPA in various roles throughout the evaluation.

5. The evaluation covered 2018-2024, spanning two strategic plans (2018-2021 and 2022-2025). It was global in scope, with data from all six UNFPA regions and case studies in diverse contexts. Thematically, it examined all mandate areas – sexual and reproductive health and rights (SRHR); gender and human rights; and population and development – together with operational aspects.

6. The primary intended users include the UNFPA Executive Board and other Member States; UNFPA senior management; and UNFPA staff at all levels – with additional users expected to include civil society organization partners, donors and other United Nations agencies.

III. Evaluation methodology

7. The evaluation adopted a participatory, utilization-focused approach grounded in evaluation principles of inclusivity, representation and power-sharing. The evaluation was designed to be both *summative*, in assessing progress, and *formative*, in providing lessons to inform the implementation of the UNFPA Strategic Plan, 2026-2029.

8. A unique innovation was the establishment of a steering committee composed of rights holders, which included persons with disabilities, refugees and indigenous peoples, and ensured representation across different ages, genders and backgrounds. This diverse body co-managed the evaluation together with the Independent Evaluation Office, facilitating the engagement of those most affected by exclusion not only as beneficiaries, but also as active partners and co-decision-makers in the evaluation process. This approach emphasized the importance of meaningful engagement of groups at risk of being left behind and reflected a deliberate effort to promote equitable and inclusive governance throughout the evaluation.

9. A purposive sampling strategy was applied to ensure sufficient coverage of stakeholders as well as diverse country typologies, including humanitarian, middle-income and low-fertility settings. Data was drawn from a comprehensive desk review, four geographic case studies,¹ over 300 interviews at headquarters,

¹ This included one regional case study on Latin America and the Caribbean (covering Panama, Costa Rica, and Peru), as well as three individual country case studies: Malawi, Pakistan, and Türkiye.

regional and country levels, a global survey, and focus group discussions with over 300 rights holders and partners. Triangulation of the data sources strengthened the validity and reliability of the evaluation results.

10. Throughout the evaluation, ethical safeguards and accessibility measures were applied systematically and the evaluation was conducted in accordance with United Nations Evaluation Group (UNEG) Norms and Standards for Evaluations and Ethical Guidelines for Evaluation.

IV. Conclusions

Conclusion 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 across the organization.

11. The evaluation found that the principle of LNOB is aligned with the UNFPA mandate and is inherently reflected in its efforts to advance sexual and reproductive health and rights for all, particularly for those most at risk of exclusion. Further, LNOB is widely understood and appreciated within UNFPA as an accelerator towards the transformative results and, in particular, for advancing Sustainable Development Goals 3 and 5.

12. Although there is limited evidence that the LNOB Operational Plan itself has consistently driven or amplified these efforts, it is apparent that UNFPA already operates in a strongly favourable programmatic environment in which LNOB principles can thrive and within which the LNOB Operational Plan can be effectively implemented.

13. While awareness of the LNOB Operational Plan is uneven across the organization, this has not prevented the meaningful application of the principle of LNOB. Many country and regional offices have advanced LNOB through other strategic and operational entry points, such as country frameworks, regional strategies and context-specific approaches. This reflects a growing internalization of LNOB across the organization, despite the uneven uptake of the LNOB Operational Plan itself.

14. Responsibility for advancing LNOB has largely rested with focal points or has progressed through the initiative of individual country offices or technical units, driven mainly by specific staff commitment. Often, focal points are expected to lead implementation without the necessary authority, dedicated resources or cross-functional support required to mainstream LNOB effectively.

15. A more sustainable and systemic approach would require broader institutional ownership. This includes clearly defined roles and accountability mechanisms for key divisions to support integration through strategic planning, resourcing, technical guidance and oversight functions. Without such an organization-wide commitment, the LNOB agenda at UNFPA risks remaining a well-intentioned initiative rather than a fully institutionalized driver of change.

16. To realize the transformative promise of LNOB, it must be understood and acted upon as a shared responsibility – prioritized and embedded not only in programme design, but also across leadership, operational systems and strategic decision-making processes at all levels of the organization.

Conclusion 2. UNFPA advancement of LNOB is supported by a forward-looking strategic framework that provides a strong foundation for driving the agenda forward. However, realizing the full potential of LNOB within the organization will require a 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.

17. The evaluation concluded that UNFPA has made notable progress in advancing LNOB through a balanced LNOB Operational Plan that addresses both its programmatic and operational aspirations for ‘leaving no one behind’ and ‘reaching the furthest behind’. Recognizing LNOB as integral to the transformative results has reinforced its strategic relevance and facilitated its integration into the organization’s institutional priorities and operational decision-making. Overall, the LNOB Operational Plan is considered a significant and very positive development by stakeholders.

18. While there is a clear articulation of LNOB commitments in both the UNFPA Strategic Plan and the LNOB Operational Plan, these have not yet been systematically reflected in the organization’s financial or

human resource allocation. This gap has limited the effectiveness of the LNOB Operational Plan implementation, and without greater alignment, this may hinder its overall impact.

19. Embedding LNOB within UNFPA systems and organizational culture will require deliberate investment in inclusion, staffing and organizational values. Internally, many UNFPA staff emphasized the importance of a clarification of values – particularly around LGBTIQ+ inclusion – as a critical enabler of an inclusive workplace culture that is aligned with the LNOB principle and supports its mandate in a manner that is inclusive, rights-based and free from stigma.

20. These cultural dimensions are closely linked to workforce diversity. As a workforce becomes more diverse, organizational values naturally tend to evolve, creating opportunities for mutual learning and inclusion. However, this also creates a circular challenge: for new staff from diverse backgrounds to feel safe, welcome and respected, there may need to be a shift in organizational culture and values first.

21. The UNFPA 2030 People Strategy is a positive step in addressing these challenges; however, its full implementation is needed. Effectively addressing these challenges will mean going beyond training and awareness initiatives. It will require thoughtful reflection, sustained commitment and the allocation of dedicated resources to foster a workplace that fully embodies the LNOB principle.

Conclusion 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.

22. The evaluation found that across all country contexts, UNFPA consistently adds distinct value, and the organization is widely recognized – either implicitly or explicitly – as an agency that goes above and beyond others to reach the most marginalized, the most vulnerable and the most excluded populations.

23. The evaluation noted that the convening role of UNFPA allows civil society organizations, particularly those that represent the furthest behind, to engage at the highest policymaking levels. This function is closely linked to its ability to link upstream normative work and downstream programming, which is highly valued across all contexts.

24. While some challenges remain – particularly in politically sensitive environments or where civic space is limited – UNFPA efforts contribute to ensuring that the needs and voices of those left furthest behind are reflected not only in direct programming support, but also in broader policy frameworks, thus creating opportunities for transformative change.

25. The second area where UNFPA provides significant added value is in its contributions to the visibility of different groups, particularly by supporting the generation and use of disaggregated population data. These data are essential across all settings not only to know who is being included, but also to understand who is being excluded. Importantly, strengthening the generation and use of disaggregated population data is essential not only for tracking progress toward the transformative results, but also for monitoring broader progress on the Sustainable Development Goals and guiding targeted actions to ensure no one is left behind across the development goals.

26. There is an opportunity to enhance this work by fostering a more strategic system-wide discussion about what type of data it is realistically possible to collect, given practical constraints such as costs, capacity, political sensitivity and data availability. Such a discussion could involve prioritizing the most useful and actionable data, acknowledging the limitations of what can be consistently or ethically collected, and exploring alternative approaches to address data gaps.

27. These may include innovative uses of existing population datasets, complemented by other forms of evidence, such as algorithm-based extrapolations, rational assumptions and lived experience. Such approaches can help balance data accuracy and cost efficiency, providing a stronger foundation for programme planning and evidence-informed decision-making.

Conclusion 4. LNOB implementation across various contexts presents both opportunities and challenges, with the strong collaboration of UNFPA 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.

28. The evaluation identified the collaboration of UNFPA with civil society as a notable strength, essential to its efforts to reach the furthest behind. While the types and level of engagement may vary across contexts, the strong partnership of UNFPA with civil society is seen as a valuable asset and an area that the organization can build upon to strengthen its LNOB outcomes.

29. While the strong engagement of UNFPA with user-led organizations reflects a strong commitment to localization, these partnerships can also carry operational and reputational risks, particularly where financial oversight capacity is limited. These dynamics highlight the need to balance locally driven programming with institutional accountability, and to clarify the organization's risk tolerance and expectations for transformative change within existing funding controls and constraints.

30. In upper middle-income countries, the value of LNOB in achieving the transformative results is particularly evident. In these settings, implementing transformative LNOB programming requires the creation of collaborative spaces, fostering active engagement with communities and civil society, and a commitment to humility and attentive listening. These approaches help to ensure that the perspectives of local communities are meaningfully integrated into programme design and implementation.

31. In humanitarian contexts with particularly high needs, the principle of LNOB remains equally critical, though its practical application is more complex. Widespread needs and limited resources make it more difficult to distinguish and prioritize the furthest behind. Staff often face operational tensions between focusing on those most in need and maximizing broader reach. Additionally, the LNOB Operational Plan does not reflect key dimensions of LNOB in humanitarian response, including the necessity for life-saving prioritizations and clear formalized responsibilities. This gap makes it challenging to fully integrate the LNOB Operational Plan into the UNFPA humanitarian response programming.

32. Additionally, the evaluation noted common external barriers – such as shrinking civil society space, political sensitivities and the limited availability of reliable disaggregated data – complicate efforts to effectively implement LNOB strategies. Many staff members noted challenges in accessing sufficient corporate support and operational flexibility to effectively navigate these challenges, which limits the agency's ability to fully realize its LNOB potential in some contexts.

33. The evaluation findings, taken together, underscore that LNOB cannot be approached as a uniform, 'one-size-fits-all' model. The UNFPA approach to LNOB requires context-specific adaptation to ensure its relevance and effectiveness across diverse settings. LNOB, at its core, is not solely about decentralizing operations; rather, it is about fundamentally shifting power dynamics to support locally driven solutions and empowering local communities to design and implement solutions that best address their needs. A key challenge lies in balancing these shifts with institutional accountability.

Conclusion 5. The integration of LNOB principles is inherent in the work of UNFPA, 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.

34. The evaluation observed that UNFPA is an agency that embeds the principles of LNOB across programming quite naturally and intuitively, guided by the ethos of the ICPD and its Programme of Action. This framework prioritizes SRHR for all, with a specific focus on the more marginalized people left behind in society, who face significant barriers to accessing sexual and reproductive health services and who are often stigmatized and excluded from accessing their sexual and reproductive health and rights.

35. While LNOB principles are integrated throughout UNFPA programming, this tends to be more through responsive programming that focuses on addressing immediate needs rather than through transformative programming that addresses underlying systemic inequities. Responsive programming is necessary and valuable but it does not inherently challenge or change the root causes of exclusion. To realize the full promise of LNOB, transformative programming – grounded in a rights-based, intersectional approach that targets gender and systemic power imbalances – is essential for achieving lasting, long-term change.

36. There are, however, many challenges with genuine transformative programming. First, transformative change takes time, and the commitment to long-term societal change often conflicts with institutional donor funding cycles, which prioritize short-term, measurable results. Second, long-term societal change can be difficult to measure, and attributing progress to a particular programme, actor or donor is challenging. These issues complicate both resource mobilization and measurement of results, making it harder to sustain and scale up transformative efforts. Third, genuine transformative programming cannot be effectively implemented by one actor alone.

37. Transformative programming requires both vertical and horizontal partnerships, including strong collaboration within the United Nations system ecosystem. Moreover, what is considered transformative at an individual level – such as the provision of previously unavailable services – may not be transformative at a societal level, where structural changes are required. This distinction is not always clearly understood or consistently applied across UNFPA programming.

38. Lastly, genuine transformative programming also depends on the leadership and participation of those most affected. This implies a greater role for user-led civil society organizations in designing, implementing and monitoring interventions. However, United Nations financial risk-mitigation controls can limit funding practices that enable such transformative change. Inadvertently, these controls can create barriers that limit the ability of UNFPA and its partners to embrace the flexible, long-term funding mechanisms necessary to drive genuine, user-driven transformation.

39. At the same time, it is important to acknowledge that UNFPA operates within the constraints of its own funding model, with over 70 per cent of its resources classified as other resources funding (that is, voluntary and often earmarked funding). These limitations affect the ability of UNFPA to offer the sustained, flexible financing that transformative change requires. As such, future efforts to expand transformative LNOB programming should be grounded in a realistic assessment of institutional capacities and funding conditions.

Conclusion 6. The LNOB Operational Plan is an important positive step, 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.

40. The evaluation found that the LNOB Operational Plan is widely regarded as thoughtful and human-rights based, which is a commendable achievement. There are several reasons why it is a significantly positive step. First, it introduces an additional lens of factors that, while not without challenges, is holistic and inclusive.

41. Second, the overall ethos of the LNOB Operational Plan – as being one of inclusion, empowerment, genuine engagement and accountability – is both ambitious and worthwhile. Embedding this ethos across all aspects of UNFPA work is essential not only for advancing the agency's transformative results, but also for contributing to the achievement of the broader goals of the 2030 Agenda.

42. Third, the alignment of the LNOB Operational Plan with transformative concepts positions UNFPA as a potential leader in this area. This is further exemplified by the relocation of the UNFPA Programme Division and the Independent Evaluation Office to Nairobi, which underscores the agency's commitment to localization, a central principle of LNOB, reinforcing the credibility of UNFPA.

43. Despite these strengths, the conceptual shift – from focusing on groups to factors – has caused some confusion within UNFPA. This shift, complicated by the varying levels of awareness of the LNOB Operational Plan across global, regional and country offices, has created uncertainty about whether factors should replace groups in all aspects of LNOB programming and implementation. In practice, both are necessary and can be used concurrently and symbiotically. Additionally, the existence of other UNFPA guidance, strategies and plans for specific groups, such as those focused on persons with disabilities, has led to ambiguity at the country level as to how these documents relate to the LNOB Operational Plan.

44. Another important area for clarification is the alignment of the LNOB Operational Plan with human rights-based approaches and the broader objectives of addressing structural inequalities. While these concepts are referenced in the LNOB Operational Plan, they have not been fully integrated into the broader LNOB discourse within UNFPA.

45. This has led to some important unresolved questions: Is LNOB the end goal? Is 'reaching the furthest behind first' a means of achieving LNOB or is it a means to a broader effort to address structural inequalities

and ensure the full realization of rights for all? Clarifying these questions and the relationship between these concepts would help strengthen the conceptual foundation of LNOB at UNFPA and guide its implementation more effectively.

V. Recommendations

46. The following recommendations follow logically from the six conclusions above. They take into account consultations held with the steering committee for this evaluation, the evaluation reference group, as well as with senior management.

Recommendation 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 core accelerator and enabler of its strategic plan and the achievement of the transformative results of UNFPA.

47. Key actions to be taken:

- (a) Embed LNOB priorities into business unit workplans and performance management systems;
- (b) Mainstream LNOB considerations into corporate planning, budgeting, results and accountability frameworks;
- (c) Promote visible leadership commitment to prioritizing LNOB as a core organizational objective across all levels and functions;
- (d) Review and strengthen the institutional LNOB structure, including regional focal points, to provide enhanced support and resources for LNOB work and the focal point structure at the country level;
- (e) Enhance cross-functional coordination and internal knowledge-sharing platforms to support coherent and consistent implementation (see also recommendation 3);
- (f) Incorporate LNOB into onboarding and staff development (see also recommendation 2).

Recommendation 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.

48. Key actions to be taken:

- (a) Define LNOB-specific values, distinct from overarching UNFPA values, derived from the competency framework and develop a global human resources statement. This statement should reflect commitment of UNFPA to upholding human rights principles across all regions, while also addressing the need for values clarification in relation to local cultural contexts and global human rights standards. It should also align with organizational values and practices, emphasizing the importance of inclusion, diversity, equity and human rights in staffing decisions;
- (b) Disseminate the statement across all offices and integrate it into human resources training and onboarding processes, making it a core component of staff orientation to ensure understanding, alignment and consistent application of these values across the organization;
- (c) Make the clarification of values an ongoing commitment, with a series of activities and events beyond webinars and training sessions. This should be a priority for senior management, with efforts initially focused on them and then extending to lower levels of the organization. Additionally, UNFPA should introduce a tracking process (for example, staff surveys) to assess alignment with LNOB values, with clear action points where misalignment is demonstrated;
- (d) Ensure that human resource actions outlined in the LNOB Operational Plan are reviewed and implemented, where possible;
- (e) Conduct a mapping across country and regional offices to assess current efforts to actively encourage recruitment from left-behind groups, focusing on removing barriers for recruitment of people from

diverse backgrounds across various organizational areas (for example, not hiring persons with disabilities only for disability-focused programmes);

- (f) Develop a comprehensive human resources recruitment policy that adheres to the United Nations Charter and the United Nations Staff Regulations and Staff Rules but also includes, as much as possible, mandatory requirements for all country and regional offices and headquarters divisions, as well as suggested actions, to prioritize recruitment of individuals who experience factors identified by UNFPA as contributing to being left furthest behind (for example, disability, age, gender, among others). This policy should be reviewed and revised after five years, with additional mandatory requirements introduced based on the outcomes of a subsequent mapping;
- (g) Conduct a mapping of all offices to identify physical barriers to accessibility, along with an internal review to capture other barriers (for example, attitudinal). A plan should be developed to address these barriers, understanding that infrastructure changes may take time, but ultimately ensuring accessibility across all locations.

Recommendation 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.

49. Key actions to be taken:

- (a) Develop a workplan to ensure that LNOB is coherently, comprehensively and consistently integrated into all relevant organizational policies across all divisions;
- (b) Define and communicate a clear vision for UNFPA to continue its strong and recognized role within the United Nations system for advancing LNOB, with a focus on leveraging its strong convening role and population data capabilities;
- (c) Develop an outward-facing LNOB document that serves as a coherent guide for how UNFPA staff explain their approach to LNOB to all external partners;
- (d) Develop a strong economic argument and value proposition for LNOB, highlighting the impact of including previously excluded population groups in development. This should include a concise, accessible briefing paper for the internal learning series (see recommendation 4) and a more comprehensive external-facing document to support advocacy and resource mobilization efforts.

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

50. Key actions to be taken:

- (a) Develop a schedule for the learning series of issue papers that outlines topics and timelines. The LNOB learning series should be rolled out over the course of one year, with periodic updates;
- (b) Collect all current learning documents and guidance on LNOB – such as the “frequently asked questions” (FAQs) on LNOB – and, building on these, develop a series of short (2-4 page) issue papers.
- (c) Disseminate the issue papers regularly and track feedback for continuous improvement;
- (d) Monitor and assess the impact of the series, adjusting content, as needed, based on input from regional and country offices;
- (e) Provide a platform for regional and country offices to share their experiences and learning related to LNOB (for example, communities of practice).

Recommendation 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. Key considerations include: (a) addressing the shrinking civil space; (b) harnessing the strong convening power of UNFPA; and (c) recognizing the critical role of partnerships in driving transformative social norm change. These aspects should guide the operationalization of a LNOB-focused partnership approach, building on the existing strategy as a framework for action.

51. Key actions to be taken:

- (a) Review the conceptualization of partners and how best concepts of equality and respect can be integrated, including by reviewing the use of the term ‘implementing’ partner;
- (b) Review the existing partnership strategy as to how it can best be leveraged for LNOB across the four types of partners identified, adding specific key LNOB actions, where possible;
- (c) Further explore opportunities within the current partnership strategy to enhance flexibility and shift power (which may include increasing direct funding or decision-making authority) to localized and user-led civil society organizations, while ensuring strong financial oversight and mitigating fraud risk.
- (d) Develop a learning paper on the unique added value of UNFPA as a convenor and bridge between civil society and the government, starting with examples from this evaluation and associated case studies, and building this into: (a) simple, clear, bullet-pointed actions for country offices; and (b) an engaging advocacy document to use for resource mobilization, highlighting the key advantage of UNFPA in this area.

Recommendation 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 Sustainable Development Goals – 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.

52. Key actions to be taken:

- (a) Develop a comprehensive theory of change for LNOB, starting conceptually with defining LNOB as being a means to an end, the end being addressing structural inequalities and ensuring access to human rights for all, framed around the Sustainable Development Goals and the transformative results of UNFPA. This should also include clear linkages to all other relevant concepts and principles;
 - (b) Use this theory of change to highlight certain parts of the LNOB Operational Plan that are most critical for implementation and consistent understanding across UNFPA;
 - (c) Develop further guidance around the practical application of both factors and groups simultaneously, rather than a binary approach of one of the other. This guidance should provide clear examples of how to apply both, and the benefits of using both;
 - (d) Develop a dissemination plan and the associated key concepts within the current LNOB Operational Plan;
 - (e) Create an online and dynamic LNOB database of initiatives, including from the previous LNOB assessment and from this evaluation, and create a community of practice within LNOB focal points to update and provide regular learning bulletins;
 - (f) Identify datasets from other agencies that are already in operation, are regularly updated and contribute to the UNFPA approach to LNOB and then develop strategies to liaise with those agencies on that data.
-