

UNFPA management response to the formative evaluation of the ‘leave no one behind’ agenda						
Evaluation Report Issue Date [09/06/2025]	Evaluation report tag	Additional attributes	UNFPA Business Units responsible for implementation	Heads of responsible Business Units Final approvers	Responsible Unit Managing/Coordinating Focal Point	Date of submission
	1. Country Programme Evaluation (CPE) 2. Regional Programme Evaluation (RPE) 3. Programme Level Evaluation (non-CPE or RPE evaluations) 4. DAO (Delivering as One) Evaluation 5. UNDAF Evaluation 6. Humanitarian Evaluation 7. Meta-Evaluation 8. Evaluation Approach Paper 9. Evaluability Assessment 10. Thematic	[Institutional)	[Programme Division Division of External Relations Division of Human resources Supply Chain Management Division Division for Management Services Humanitarian Response Division Regional Offices Country Offices]	Julia Bunting, PD Director Josephine Mbithi, DHR Director Iva Goricnik Christian, DMS Director	Programme Division / Julia Bunting, Director (Gender, Human Rights and Inclusion Branch, PD / Leyla Sharafi, Chief)	3/11/2025

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)					
Recommendation No. 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/enabler of its Strategic Plan and the achievement of the UNFPA’s transformative results.			Priority: High	
	Key actions: 1. Embed LNOB priorities into business units workplans and performance management systems 2. Mainstream LNOB considerations into corporate planning, budgeting, and results and accountability frameworks 3. Promote visible leadership commitment to prioritizing LNOB as a core organizational objective across all levels and functions 4. Review and strengthen the institutional LNOB structure including regional focal points to provide enhanced support and resources for the LNOB work and the focal points structure at country level. 5. Enhance cross-functional coordination and internal knowledge-sharing platforms to support coherent and consistent implementation (see also Recommendation 3) 6. Incorporate LNOB into onboarding and staff development (see also Recommendation 2)				
Management Response to Recommendation acceptance status			Accepted: Some actions were collapsed or streamlined into others for efficiency and feasibility		
If recommendation is partially accepted or rejected, provide reasons:			N/A		
If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued					
Action Point Title	Action point text	Due date (year)	Lead implementing unit	Lead implementing and reporting staff	Additional units involved in implementation (if any)
LNOB priorities into business units and Mainstreaming LNOB	Ensure that LNOB is mainstreamed into programmes in the context of the SP IRRF by:	Q1 2026 - Q4 2027	Programme Division (SPBQPB)	Chief Strategic Planning and Quality	Programme Division, Humanitarian Response Division, Regional Offices

	a) Reviewing and updating the corporate quality assurance processes for the CPDs to firmly embed LNOB in the review; b) Operationalizing the new LNOB marker for the SP.			Programming Branch (SPQPB) Shane Sheils	
LNOB as a core organizational objective; leadership commitment; enhance cross-functional coordination and internal knowledge-sharing platforms; review and strengthen the institutional LNOB structure including focal points	Prioritize visible leadership commitment to LNOB as a core organizational objective: a) Leverage ED role, as Chair of the UN Network on Minorities, to demonstrate leadership. b) Leverage the OHCHR Cooperation Framework to clearly communicate strong commitment to staff in 2026 and to strengthen regional focal points to advance the LNOB and HRBA objectives of the Framework. c) Strengthen Knowledge Management (see details in recommendations 4)	Q4 2025 - Q4 2026	Programme Division (GHRIB)	Chief Gender, Human Rights and Inclusion Branch (GHRIB) Leyla Sharafi	Programme Division, Office of the Executive Director, Humanitarian Response Division, Regional Offices, ITB
LNOB as a core organizational objective and leadership commitment	Include LNOB principles in the leadership development framework e.g. – UNFPA Supervisor Training, Emerging Leaders Programme (ELP) in Q4 2025 and 2026 onwards.	Q4 2025 - Q4 2026	Division for Human Resources (DHR)	Chief, Career Development and Talent Mobility Branch Marvin Hoff	Office of the Executive Director, Programme Division with Knowledge Management team, Humanitarian Response Division, Regional Offices, ITB
LNOB and staff onboarding and development	Incorporate LNOB into the upcoming “2025 UNFPA Induction for You” series (Q4 2025). Recording of induction sessions are published on UNFPA intranet .	Q4 2025 - Q4 2026	Division for Human Resources (DHR)	Chief, Career Development and Talent Mobility Branch Marvin Hoff	Programme Division (GHRIB)

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)		
Recommendation No. 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.	Priority: High
	Key actions: ¹ <ol style="list-style-type: none"> 1. 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 UNFPA's commitment 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;² 2. 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. 	

¹ These key actions should be cross-checked with the UN-wide strategies, which offer practical advice on how to build a positive working environment for people who identify with LNOB factors.

² This should be developed collaboratively between the Programme Division and the Division of Human Resources, whereby the Programme Division should lead on clarifying LNOB specific values, and DHR should lead on the operationalization and application of those LNOB values.

	<div>3. Make values clarification 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 survey) to assess alignment with LNOB values, with clear action points where misalignment is demonstrated;</div> <div>4. Ensure that human resource actions outlined in the LNOB Operational Plan are reviewed and implemented where possible;³</div> <div>5. 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 people with disabilities only for disability-focused programmes);</div> <div>6. Develop a comprehensive human resources recruitment policy that adheres with the UN Charter, Staff Regulations and Staff Rules but includes as far as possible mandatory requirements for all country and regional offices and headquarters, as well as suggested actions, to prioritize recruitment of individuals who experience factors identified by UNFPA as contributing to being furthest behind (for example, disability, age, gender identity, 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;</div> <div>7. 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 ensuring accessibility across all locations.</div>				
Management Response to Recommendation acceptance status [Accepted/Partially Accepted/Rejected]		Accepted: Some actions were collapsed or streamlined into others for efficiency and feasibility			
If recommendation is partially accepted or rejected, provide reasons:		N/A			
If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued					
Action Point Title	Action point text	Due date	Lead implementing unit	Lead implementing and reporting staff	Additional units involved in implementation (if any)
Incorporate LNOB into the new UNFPA 2030 People Strategy chapter (2026-29)	<div><div>●</div><div>Incorporate LNOB into the new UNFPA 2030 People Strategy chapter (2026-29) by Q2 2026.</div></div> <div><div>●</div><div>Leverage upcoming EDGE diversity survey (2026) to gather information about our people related to LNOB elements e.g. disability, LGBTQIA+ by Q2 2026.</div></div>	Q1 2026 - Q4 2027	Division for Human Resources (DHR)	Chief, Career Development and Talent Mobility Branch Marvin Hoff	Programme Division, Regional Offices
Develop and disseminate Global LNOB Statement; values clarification	<div><div>●</div><div>Create a statement with HRBA/LNOB values to reflect UNFPA's commitment to upholding human rights principles across all regions in all DHR operations by Q1 2026;⁴</div></div> <div><div>●</div><div>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 (starting in Q4 2025 with “2025 UNFPA Induction for You” virtual onboarding series).</div></div>	Q1 2026 - Q4 2027	Division for Human Resources (DHR)	Director, Division for Human Resources (DHR) Josephine Mbithi	OED, Programme Division, Ethics office, PSEA team, Regional Offices
Develop a comprehensive human resources recruitment policy; assess efforts to recruit from left-behind groups; human resources	<div><div>●</div><div>Review 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 people with disabilities only for disability-focused programmes). The</div></div>	Q1 2026 - Q4 2027	Division for Human Resources (DHR)	Director, Division for Human Resources (DHR) Josephine Mbithi	Programme Division, Regional Offices

³ The status of each action will be further discussed by DHR to determine feasibility and next steps.

⁴ This should be developed collaboratively between the Programme Division and the Division of Human Resources, whereby the Programme Division should lead on clarifying LNOB specific values, and DHR should lead on the operationalization and application of those LNOB values.

training and onboarding processes	<p>purpose of this action is to provide equal opportunities to underrepresented groups.</p> <ul style="list-style-type: none"> • In the current draft policy on Inclusion for Persons with Disabilities, a special measure has been provided to facilitate representation of persons with disabilities. The Policy will be in effect by end-Q1 2026. • In addition, continue to encourage historically marginalized and underrepresented groups to apply for opportunities at UNFPA through targeted outreach activities. UNFPA currently has a statement in all job vacancies that encourage people historically left behind to apply. • UNFPA will continue to monitor workforce diversity to recruit on a basis as broad and wide as possible to reflect the diversity of the populations it serves, in line with the mandate of the UN Charter, the LNOB principle. 				
Enhance physical accessibility	<ul style="list-style-type: none"> • Analyse the baseline data collected in 2019 to rank levels of physical accessibility in offices, with due regard to tenure and local conditions. The renewed list of premises identified with the most need will be prioritized for reasonable capital improvements/adaptations. • Revision of the Real Estate PPM is currently at an advanced stage - scheduled for relaunch in 2025. The document will provide detailed operational guidance and links to relevant technical resources (e.g. ICC standards for design of UN buildings) to ensure accessibility and inclusion in setting up office premises. 	Q1 2026 - Q4 2027	Division for Management Services (DMS) (FAB)	Chief Facilities Section/DMS Daniel Kwashie	Division of Management Services, Regional Offices, Programme Division, Division for Human Resources
Enhance accessibility across operations and programmes	<ul style="list-style-type: none"> • Issue an interim guidance note to explain how the procurement and solicitation processes are to be conducted, taking Disability Inclusion Strategy (DIS) and Guidelines of the Implementation of Indicator 8 (Procurement) into consideration. • Deliver training to make UNFPA staff aware of the requirements implementing the interim guidance note. • Improving the solicitation templates to include DIS considerations. 	Q1 2026 - Q4 2027	Supply Chain Management Unit (SCMU)	Supply Chain Operations Adviser, SCMU Udara Bandara	Programme Division, Division of Management Services (DMS), Regional Offices

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)		
<i>[List all recommendations below as they appear in the Evaluation Report]</i>		
Recommendation No. 3	UNFPA should enhance internal integration of LNOB throughout all its policies and external communications to ensure a clear, consistent and cohesive approach to LNOB.	Priority: Low

	<div>Key actions:</div> <div><div>1.</div><div>2.</div><div>3.</div><div>4.</div></div> <div>Develop a workplan to ensure that LNOB is coherently, comprehensively and consistently integrated into all relevant organizational policies across all divisions;</div> <div>Define and communicate a clear vision for UNFPA to continue its strong and recognized role within the UN system for advancing LNOB, with a focus on leveraging its strong convening role and population data capabilities;</div> <div>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;</div> <div>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.</div>				
Management Response to Recommendation acceptance status [Accepted/Partially Accepted/Rejected]		Accepted: Some actions were collapsed or streamlined into others for efficiency and feasibility			
<i>If recommendation is partially accepted or rejected, provide reasons:</i>		N/A			
<i>If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued</i>					
Action Point Title	Action point text	Due date (year)	Lead implementing unit	Lead implementing and reporting staff	Additional units involved in implementation (if any)
Strategy for Integrating crosscutting principles in the implementation of the 2026-2029 SP; LNOB document that serves as a coherent guide; Develop a strong economic argument and value proposition for LNOB	Take actions to ensure LNOB vision is well defined and is integrated throughout the SP operationalization plan and implementation. This includes the following actions: <ul style="list-style-type: none">Update vision developed in 2020 LNOB Operational Plan and specify UNFPA contribution to advancing this vision through its population data and convening roleFor each SP outcome and areas, provide guidance and tips on how programmes can be deliberate in responding to marginalized groups, including through development of rights based LNOB indicatorsDevelop a concise, visually engaging LNOB guidance note, by also highlighting economic arguments, for staff to use with governments, UN entities, donors and other partners.Translate into UN languages and integrate into staff induction/onboarding materials.	Q1 2026 - Q4 2027	Programme Division (GHRIB/SPQPB)	Chief, Gender, Human Rights and Inclusion Branch (GHRIB) Leyla Sharafi	Division for External Relations, Regional Offices

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)		
Recommendation No. 4	UNFPA should develop a series of programmatic issue papers that are practical, short and informative as part of an internal LNOB learning series.	Priority: Medium

	Key actions: <div><div>1.</div><div>Develop a schedule for the learning series of issue papers⁵ that outlines topics and timelines. The LNOB learning series should be rolled out over the course of one year, with periodic updates;</div></div> <div><div>2.</div><div>Collect all current learning documents and guidance on LNOB (such as the FAQ on LNOB) and, building on these, develop a series of short (2-4 page) issue papers. Examples of suggested topics below;</div></div> <div><div>3.</div><div>Disseminate the issue papers regularly and track feedback for continuous improvement;</div></div> <div><div>4.</div><div>Monitor and assess the impact of the series, adjusting content as needed based on input from regional and country offices;</div></div> <div><div>5.</div><div>Provide a platform for regional and country offices to share their experiences and learnings related to LNOB (for example, communities in UNFPA Lumapps).</div></div>				
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If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued					
Action Point Title	Action point text	Due date (year)	Lead implementing unit	Lead implementing and reporting staff	Additional units involved in implementation (if any)
Map knowledge and create a dissemination plan; monitor and assess impact of the series (where possible)	<p>To support UNFPA to mainstream LNOB into country level programming, collect all existing learning documents and guidance on LNOB (such as the FAQ on LNOB) and integrate them into programming manual with a focus on implementation at country level. Monitor and assess impact where possible:</p> <p>Examples of resources existing and in the pipeline:</p> <ul style="list-style-type: none">• We Decide Global Programme Annual Report 2024.• Gender-responsiveness in the United Nations Disability Inclusion Strategy: An analysis of United Nations entities’ UNDIS reports from 2023.• Easy Read version of the Study Report: Making the Invisible Visible: Why Disability Matters in Violence Against Women and Bodily Autonomy.• Key messages: Linking the care agenda to the disability-inclusive achievement of UNFPA’s three transformative results.• Methodological guidance for UNFPA COs for assessing the interlinkages of disability and gender-based violence in the context of care.	Q1 2026 - Q4 2027	Programme Division (GHRIB)	Chief, Gender, Human Rights and Inclusion Branch (GHRIB) Leyla Sharafi	Programme Division (KM and Comms), Humanitarian Response Division, Regional Offices, Innovation and Transformation Branch

⁵ Two key points on these issue papers: First, UNFPA should ensure that the voices of those who identify with left-behind factors are involved in the papers, i.e. as a review committee. Second, UNFPA should consider innovative and digital ways of presenting the topics, such as video, interactive platforms, ‘podcast’ type formats, with a final note that can be saved to a global central Google drive folder for future reference.

	<ul style="list-style-type: none"> Report on the Global Symposium for Bridging the Gap in Sexual and Reproductive Health of Afrodescendant Women and Adolescents. Family Planning 101 e-learning (Training). 				
Develop a communication and outreach plan for sharing LNOB resources; platform for regional and country offices to share	<ul style="list-style-type: none"> Package existing LNOB materials and communicate it to UNFPA staff. Enhance the existing LNOB community in MyUNFPA to get more traction and serve as a knowledge sharing platform where colleagues around the globe can interact, share knowledge and good practices. 	Q1 2026 - Q4 2027	Programme Division (PDD/KM and Comms Unit)	Knowledge Management Adviser/Programme Division (PD) Jennie Greaney	Programme Division (GHRIB)

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)					
Recommendation No. 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 UNFPA’s strong convening power; and (c) recognizing the critical role of partnerships in driving transformative social norm change. These aspects should guide the operationalization of a feminist, LNOB-focused partnership approach, building on the existing strategy as a framework for action.			Priority: Medium	
	Key actions: <div><div>1.</div><div>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;</div></div> <div><div>2.</div><div>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;</div></div> <div><div>3.</div><div>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.</div></div> <div><div>4.</div><div>Develop a learning paper on UNFPA’s unique added value as a convenor and bridge between civil society and government, starting with examples from this evaluation and associated case studies, and building into: (a) simple, clear, bullet-pointed actions for country offices; and (b) an engaging advocacy document for country and regional offices and headquarters to use for resource mobilization, highlighting UNFPA’s key advantage in this area.</div></div>				
Management Response to Recommendation acceptance status		Accepted: Some actions were collapsed or streamlined into others for efficiency and feasibility			
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If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued					
Action Point Title	Action point text	Due date (year)	Lead implementing unit	Lead implementing and reporting staff	Additional units involved in implementation (if any)
Review Partnership Strategy for LNOB and develop a section to embed LNOB in all work; learning paper;	Ensure existing partnership strategy is implemented from an LNOB perspective, with the aim of strengthening partnerships, mobilizing resources, and improving communications:	Q1 2026 - Q4 2027	Division of External Relations (DER)	Strategic Partnerships Adviser for CSOs	Programme Division, Humanitarian Response Division, Office of the Executive Director, Regional Offices

localized and user-led civil society organizations	<ul style="list-style-type: none"> How and why to include LNOB issues within the existing partnerships with CSOs (feminist/youth movements, including grassroots organizations), Explore opportunities to include LNOB budget within thematic funds, donor countries and other funders interested in LNOB issues, Concrete actions that could be taken forward if more funding is available, Guidance on how workplans, donor agreements, thematic funds, Joint Programmes can allocate a fixed percentage to help catalyse and mainstream LNOB. Develop a learning paper on UNFPA’s unique added value as a convenor and bridge between civil society and government, starting with examples from this evaluation and associated case studies 			and Parliamentarians Private Sector and Civil Society Branch (PSCSB) Ragaa Said	
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EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)		
Recommendation No. 6	UNFPA should revisit the LNOB Operational Plan to clarify the conceptual linkages, framing LNOB 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.	Priority: High
	Key actions: ⁶ <ol style="list-style-type: none"> Develop a comprehensive theory of change for LNOB, starting conceptually with LNOB 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 three transformative results. This should also include clear linkages to all other relevant concepts and principles; 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; 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; Develop a dissemination plan and the associated key concepts within the current LNOB Operational Plan; Create an online and working (ongoing, ‘living’) 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, which feeds into Recommendation 3; 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. 	
Management Response to Recommendation acceptance status		Accepted: Some actions were collapsed or streamlined into others for efficiency and feasibility
If recommendation is partially accepted or rejected, provide reasons:		N/A

⁶ In all new guidance documents and plans, UNFPA should adopt the language of "factors as well as groups" to move away from the binary approach that has characterized previous discussions. This shift will encourage a more nuanced understanding of LNOB and its application.

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Action Point Title	Action point text	Due date (year)	Lead implementing unit	Lead implementing and reporting staff	Additional units involved in implementation (if any)
Update and streamline the LNOB Operational Plan; theory of change	Update and streamline the LNOB Operational Plan <ul style="list-style-type: none"> ● Revise the Plan so that it guides LNOB related programming at country level according to the SP. ● Review relevance and operationalization of LNOB marker ● Disseminate through webinars, intranet, and regional focal points. 	Q1 2026 - Q4 2027	Programme Division (GHRIB)	Chief Gender, Human Rights and Inclusion Branch (GHRIB) Leyla Sharafi	Regional Offices, Division for External Relations
LNOB in updated strategies and operational plans	Draw on the existing <i>Toolkit for advancing human rights-based universal sexual and reproductive health</i> to ensure upcoming strategies and operational plans are considering rights based and LNOB principles. <ul style="list-style-type: none"> ● Dissemination efforts including webinars and the production of a 2-pager for easy access 	Q1 2026 - Q4 2027	Programme Division (GHRIB)	Chief Gender, Human Rights and Inclusion Branch (GHRIB) Leyla Sharafi	Division of Human Resources, Regional Offices
Online and working LNOB database of initiatives, including from the previous LNOB assessment	<ul style="list-style-type: none"> ● [As noted in recommendation 4 related to KM]: Strengthen the existing LNOB community in MyUNFPA to also include a database of LNOB initiatives, including from the previous LNOB assessment, as well as including similar reviews from different UN partners 	Q1 2026 - Q4 2027	Programme Division (PDD/KM and Comms Unit)	Knowledge Management Adviser/Programme Division (PD) Jennie Greaney	Programme Division (GHRIB)