



Strategic Dialogue of the WFP Executive Board

Topic 2: UN80 reform and its implications for WFP

Background paper

I. Purpose and scope

The Strategic Dialogue will provide an informal space to explore the strategic implications of the UN80 reform agenda and the Inter-Agency Standing Committee (IASC) Humanitarian Reset for WFP's operating model, partnerships, and country-level delivery. Particularly, it will:

- Examine the strategic implications of UN80 reforms and the Humanitarian Reset for WFP's operating model, partnerships and country-level delivery.
- Discuss how WFP can contribute leadership and help shape reform outcomes in ways that protect humanitarian principles, improve speed and quality of delivery, and reinforce value for money.
- Identify shared principles and practical next steps that can guide subsequent Board engagement and WFP positioning during 2026 decision points.

This paper has been prepared to support the 2026 Strategic Dialogue with the Executive Board on UN80 reform and its implications for WFP. The Strategic Dialogue will open with a keynote address from United Nations Under Secretary-General Guy Ryder, setting the scene for broader context for UN80 reforms and their implications across the United Nations system. This will be followed by a panel discussion bringing together WFP workstream leads and regional directors to provide complementary field insights. The floor will then be opened for Q&A.

This format is designed to provide an interactive, operationally grounded exchange, offering the Board practical insights into progress, challenges and enabling conditions, while also creating space for Member States to understand WFP's strategic positions and contribution across UN80.

II. Strategic context

The [Humanitarian Reset](#) represents a major IASC-led reform effort launched in 2025 to address a humanitarian system under profound strain, aiming to deliver faster, fairer and more accountable aid by refocusing on life-saving assistance, simplifying coordination structures and shifting leadership and resources closer to crisis-affected communities.

In parallel, the [UN80 Initiative](#) – introduced by the United Nations Secretary-General in March 2025 and articulated through an ambitious [Action Plan](#)¹ – seeks to transform the United Nations into a more agile, efficient and coherent system by streamlining mandates, reducing bureaucracy and realigning programmes to better address today's complex global challenges.

Together, these two reform tracks signal a decisive shift toward a leaner, more impact-driven humanitarian and multilateral ecosystem, setting the foundation for stronger, more responsive support to people in need.

Drawing on its proven experience and core operational competencies, WFP is playing a leading role in delivering the UN80 transformative agenda. WFP is co-leading system-wide efforts on supply chain integration, common services consolidation and the unified services road map for harmonizing humanitarian and development efforts – helping to shape coherent, fit-for-purpose approaches across the United Nations system under UN80.

III. Areas for strategic engagement with the Executive Board

The Dialogue is designed as a constructive, forward-looking exchange that both updates the Board on the direction and progress of UN80 and the Humanitarian Reset and actively seeks members' guidance and perspectives on how WFP can best help shape reforms that deliver tangible improvements for people in need. The emphasis is firmly on country-level results – using our engagement in UN80 to make the humanitarian and development system more effective, nimble and accountable, strengthening how we plan together, resource together and deliver together.

Through this lens, the exchange will centre on six mutually reinforcing themes where UN80 offers real opportunities for WFP and the wider system: 1) safeguarding humanitarian principles and operational readiness so that reforms protect access, speed and independence in the most difficult operating environments; 2) scaling practical efficiencies and delivery effectiveness through integrated supply chains and common services—building on what already works to improve speed, predictability, reach, and value for money for frontline teams; 3) advancing data and technology interoperability, including federated approaches that unlock shared insights while maintaining strong governance and safeguards; 4) Improving financing quality – especially flexible and predictable bilateral financing to ensure WFP's operational capacity and scale, to be supplemented by robust pooled funds that are efficient, transparent and predictable; 5) strengthening country-level leadership and accountability as United Nations country team configurations evolve; and 6) accelerating localization and nationally led systems with measurable outcomes, supported by the right risk-sharing and capacity strengthening so local delivery is stronger, safer and more sustainable.

As we move from design to implementation, it will be essential to keep reforms firmly grounded in real-world delivery and ensuring the workforce readiness to translate new ways of working into results – through the right skills and joint enablement for staff and partners.

¹ The [UN80 Dashboard](#) complements the UN80 Initiative Action Plan providing a consolidated reference of the work packages and sharing key developments as the UN80 Initiative progresses.