



2026 Strategic Dialogue of the WFP Executive Board

Topic 2: UN80 reform and its implications for WFP Concept Note

This Strategic Dialogue will frame a forward-looking discussion with the Executive Board on how the UN80 reform agenda, the Inter-Agency Standing Committee (IASC) Humanitarian Reset, and emerging deliberations on United Nations Country Team (UNCT) configuration may reshape the humanitarian ecosystem and WFP's role within it. The session will provide an informal space to explore the strategic implications of these reforms for WFP's operating model, partnerships, and country-level delivery, while examining how WFP can exercise constructive leadership to help shape reform outcomes that uphold humanitarian principles, strengthen operational effectiveness, and maximize impact. The Dialogue will also aim to identify shared principles and practical next steps to guide subsequent Board engagement and inform WFP's positioning ahead of key decision points in 2026.

Strategic context

Member States are calling for a United Nations system that is simpler, more coherent, and demonstrably effective under sustained resource constraints. Drawing on its proven experience and core operational competencies, WFP is playing a leading role in delivering the UN80 transformative agenda. In practical terms, WFP is co-leading system-wide efforts on supply chain integration, common services consolidation, and the unified services roadmap for harmonising humanitarian and development efforts – helping to shape coherent, fit-for-purpose approaches across the United Nations system under UN80.

The reform creates opportunities and risks that warrant early, candid dialogue with the Board:

- *Operational efficiency and integration:* scaling integrated supply chains and common services to improve predictability, reduce transaction costs, and protect frontline delivery.
- *Data and technology interoperability:* advancing a federated approach to data sharing and analytics, including responsible handling of sensitive beneficiary identity data.
- *Financing quality:* improving pooled funding predictability, speed, and assurance, while preserving the bilateral partnerships that enable agility, scale, and innovation.

- *Empowered leadership with clear accountability*: strengthening country-level coordination and decision-making without blurring lines of responsibility for mandates, risk management, and oversight.
- *Localization and nationally-led systems*: shifting power and resources in ways that measurably strengthen local delivery capacity and resilience, beyond narrow funding metrics.

At the same time, discussions under UN80 on UNCT configuration - including more modular country presence models and greater reliance on a single United Nations Cooperation Framework - raise specific governance questions for funds and programmes.

Format

A keynote address from a guest speaker will open the Strategic Dialogue, setting the stage for an informed exchange on the implications of the UN80 reform process. This will be followed by a moderated panel of WFP leaders and United Nations partners directly engaged in United Nations reform efforts, offering Board members an interactive discussion and practical insights into the strategic opportunities, constraints, and enabling conditions emerging from these reforms.

Expected outcomes

1. A shared Board–Management understanding of opportunities, risks, and 2026 decision points across UN80, the Humanitarian Reset, and UNCT configuration discussions.
2. Operationally grounded recommendations to advance integrated supply chains, common services, and interoperability in ways that protect speed, access, and humanitarian principles.
3. Clear next steps for Board engagement (e.g., targeted informal updates, technical notes on governance/accountability options, and a proposed cadence for reporting on reform implementation).